



THE VOICE OF
BURT'S
BEES®

CULTURE GUIDE



OUR VOICES

Who is this Culture guide for?

Over 400 people make Burt's Burt's. There is our dedicated workers at The Hill Building in Durham and the Raleigh plant in North Carolina. There is our global team - who spread the word of Burt's throughout the world. We also have our extended family from Clorox as well as our external strategic partners.

This guide is for you.

*"Culture is made up of individuals taking action every day. Since all cultures evolve, we've taken a step this year to **talk about our Culture more simply and memorably**. This guide is intended to describe, through individual stories, what life in the Hive is all about."*

PAULA ALEXANDER

*Director, Sustainable Business
BURT'S SINCE 2006*



THE GREATER GOOD MODEL



GROWTH
CULTURE

ACT LIKE AN OWNER

PUT THE CONSUMER FIRST

CONVICTIONS

OUR
PURPOSE

BE CURIOUS

THINK BOLDLY

EMBRACE CHANGE

DO THE RIGHT THING
SWEET FOR RESULTS
TAKE PERSONAL OWNERSHIP
WORK TOGETHER TO WIN

OUR CULTURE

*“Culture is the set of values and behaviors that binds us together as a team. It drives everything from hiring to performance management to job satisfaction and ultimately, results. It is as important as the brand, the strategy or any other aspect of our jobs. **Because every individual brings something unique to our Culture, you matter at Burt’s Bees.**”*

JIM GEIKIE

General Manager

BURT’S SINCE 2006



THE SOIL

GROWTH CULTURE



BE CURIOUS

What if we worked with a sense of curiosity and experimentation, looking internally and externally for the next big thing?

*"I made a choice to work for a company that makes products I am highly engaged in. **I love learning new things all the time.** I am able to see the new lip color products and learn from R&D how we have achieved a new color pay off and how we could never have the same level of pay off as a competitor due to our natural standards. **I am infinitely curious.** A bonus of working here is learning about a sustainable way of life and how to translate that into my own personal life."*



ALANNA REYNOLDS

Financial Analyst

BURT'S SINCE 2009



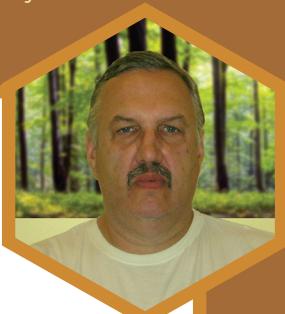
PUT THE CONSUMER FIRST

What if every single person in the company were obsessed with delighting and surprising our consumers?

DENNIS MEDLIN

Processing Tech III

BURT'S SINCE 2008



"I try to make every batch as if I was making it for myself or someone in my family to use."



EMBRACE CHANGE

What if we fearlessly embraced change, seeing it as an opportunity to grow personally and professionally?

*"As much as I may complain in the moment, it's the unique twists, turns and loops that make a great day. **Unique solutions and innovation come from finding yourself upside down."***



CULTURE WORKSHOP PARTICIPANT

THE SOIL

GROWTH CULTURE



THINK BOLDLY

What if we always thought boldly about possibilities, asking 'How might we...?'

"We stick true to our core values of being sustainable and earth conscious. We know we are not a fancy cosmetic brand, and our packaging may not be the prettiest, but it is purposeful. For the first time we are including an explanation as to why we have chosen to do this and information on our heritage in our pack outs. We can speak directly to our consumer and we do this to encourage them to think about Burt's Bees and why we do what we do."

TAYLOR STEELE

Assistant eCommerce
Manager, Marketing

BURT'S SINCE 2014





ACT LIKE AN OWNER

What if we worked with a sense of curiosity and experimentation, looking internally and externally for the next big thing?



LAUREN OLIVER

*Associate Director,
Shopper Marketing & Visual
Merchandising*

BURT'S SINCE 2009

*"Investing in my team means putting their individual business and personal development needs before my own. It is being a mentor whenever possible while advocating behind the scenes for what I know is right. I believe in supporting my team through transparency and empowerment, giving my team the power to make decisions and succeed with confidence. **My individual value is my belief that it takes productive, inspired teams to build a successful business.**"*

THE ROOTS

OUR VALUES

1 DO THE RIGHT THING

The long-term health of the company depends on our integrity, on the way we treat the environment, and on never making decisions which compromise the high standards and ethics that are the foundation of our Culture.

*"One of our brand commitments is 'no animal testing'. However, regulations in China require animal testing. **Even though this is one of the biggest markets in the world, we have declared that we will not do animal testing just to get into China.** Many competitor products are sold in China with a website caveat of 'no animal testing, except where local laws apply'.*

We have no exceptions to our convictions."



MATT KING

*Associate Director,
Marketing*

BURT'S SINCE 2009

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TAKE PERSONAL OWNERSHIP

Progress is driven by people who take personal ownership for delivering results and for making the process to achieve those results as fast, simple and effective as they can be.

*"When we started Tupelo - our Functional Food - I made sure we owned Tupelo. We did this by integrating the business into our dialogue, our narrative and our everyday ownership. **No more 'they' or 'that project' or 'the project team'.** It is now OUR Functional Food by Burt's Bees."*

JAY GOLDSTEIN
SBU Finance Lead
BURT'S SINCE 2011



THE ROOTS

OUR VALUES

3

STRETCH FOR RESULTS

Our success is measured by our ability to consistently win in the marketplace, by exceeding the expectations of our consumers, customers, shareholders and each other.

"In R&D we say 'If you don't break it you didn't stretch it far enough'. We push for the best formulas, the best packages, the best claims, the best consumer delight. This push stretches us as an organization and allows us to be at the forefront of innovation for natural and sustainable product solutions."

STEVE WINCHELL

*Director,
Research & Development*
BURT'S 2012-2016



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WORK TOGETHER TO WIN

Success depends on productive collaboration among Clorox people and between Clorox people and our current and future business partners.

JENNIFER SCHMIDLIN

Business Support

BURT'S SINCE 2008



*“Every day we participate in RFIs – Rapid Focus Improvements. In an RFI we identify an issue, build a cross-functional team to address it and provide a solution so that issue doesn’t resurface. **RFIs are consistent, little wins that help us improve** the overall process every day.”*

*“At Burt’s I enjoy working on a team – where we’re all working towards the same goal. **I don’t have my own agenda – instead I’m helping my teammates** – and that’s the most rewarding work to me.”*

ANTHONY SOBIERAJSKI

Assistant Finance Manager
BURT'S SINCE 2013



THE BULB

OUR PURPOSE

To (re)connect people to the wisdom,
power and beauty of nature.

*"I remember growing up hearing stories about Burt - the man who lived in a turkey coop and tended to the bees. **Burt lived simply, and richly.** Not because he was successful, but because he was beyond happy with the basics. **This philosophy shows through in all of our products - simple, natural.** It's what makes us who we are; it's what delights our consumers; it's what gives us an edge. It's a philosophy that's embedded in our Culture by our very founder - Burt Shavitz."*

JOSHUA MORIN

Compounding Operations Manager

BURT'S SINCE 2015



THE LEAVES

CONVICTIONS

Our brand convictions are deeply held beliefs. We believe Nature has the best solutions for providing safe, efficacious products. We believe it is our responsibility to promote individual, community and environmental well-being.

*"Our convictions matter. It's what makes Burt's Bees different. I'm really proud of our foaming pump. We vetted a lot of pumps with packaging materials we consider unacceptable. We eventually found a pump with one small below-standard piece. We worked to replace that piece with a material we consider acceptable in our packaging standard. **It wasn't a cheap or a fast option, but it is a great example of the emphasis on our brand convictions.**"*

JOE ARGESE

*Scientist II, Packaging Engineer.
BURT'S SINCE 2011*





*"Burt's is not all talk. We practice what we preach. Our R&D team continues to develop new products with the most natural ingredients and sustainable packaging possible while delivering on-trend, optimal results that keep us on par with pseudo-naturals or better yet, synthetics. Our leadership team listens as to why we recommend a more expensive formula and/or package and why we should launch with it. **If we start to slack on our core beliefs, we will no longer be the true brand our consumers expect and that is our point of differentiation."***

LIZ GAVA

Commercialization Project Manager

BURT'S SINCE 2009



THE FLOWER

THE GREATER GOOD MODEL

To fulfill our purpose and support our convictions, we use The Greater Good Business Model (Good for You, Good for Us, Good for All) to guide our choices. We bring this model to life in three ways:



WHAT WE MAKE:

1. We make great products that consumers love using natural ingredients and formulas (**Natural Standard**).
2. We strive to source our raw and processed ingredients in ways that are good for people and the planet through our supply chain (**Responsible Sourcing Standard**).
3. We design our packaging to contain recycled materials, to be recycled, to avoid potentially harmful materials, and to minimize overall materials (**Sustainable Packaging Standard**).
4. We rigorously measure the sustainability performance of products using our One Sustainability Metric scorecard.

HOW WE OPERATE:

1. We don't send any waste to landfill; we seek to minimize our use of energy and water; we are carbon neutral and fully offset our water usage, and we ensure our people go home safe (**Operational Footprint Standard**).
2. We rigorously measure the sustainability performance of our operations by using monthly Dial Scores for our waste, water and energy, as well as tracking our greenhouse gas emissions annually.

HOW WE GIVE BACK:

1. We champion human and honeybee health by raising awareness about the cause and providing financial support and volunteer time to help.
2. We provide financial support to our surrounding community through The Burt's Bees Greater Good Foundation.
3. We promote community engagement through our Live the Greater Good community service program, through which all non-manufacturing employees give at least one day of their time per year.

THE FLOWER

THE GREATER GOOD MODEL



WHAT WE MAKE:

*"What we put on and in our bodies is so important and as the years go by, I become more and more conscious of it! It's great to have natural solutions that really work. I also think what we do for communities around the world that source our raw materials is amazing. **To get sustainably sourced raw materials feels good.** I know it sounds simple, but feeling good about what you're using makes a world of difference!"*



KELSEY KORNAUS

*Research & Development,
Scientist II.*

BURT'S SINCE 2009



HOW WE OPERATE:

*"The Greater Good model matters to me. **It's important to my personal values that I am part of a brand that is conscious about its choices** and how it measures success. In my role - the model helps me design processes and procedures that deliver the best results - while engaging our people and being conscious about the planet."*



TRACY BURTON

Assisted Sales Retail Operations Manager

BURT'S SINCE 2015

HOW WE GIVE BACK:

*"Since joining Burt's Bees, I've seen first-hand how the company gives back. **This has had a huge impact on me and my family.** It's encouraged us to give back to our own community and now we volunteer every month at our local food bank."*



GARY JOHNSON

Change Management Technician

BURT'S SINCE 2008



GOOD FOR YOU

KEEP
BALM
AND
CARRY
ON



Tapping the power of nature and cooking up new formulas in our in-house R&D lab

GOOD FOR YOU



*"It is such a unique opportunity to help develop something from scratch. The most rewarding part is seeing how excited people get when they hear we are launching into plant based protein. They can't wait to try it simply because it's from Burt's Bees – a brand they love so much. Plant based protein shakes help make it easier to live a healthier lifestyle. **I love that we are a brand that will encourage people to take a step closer to living a healthy life."***



KATIE KEIL

*Marketing Director,
Functional Foods*

BURT'S SINCE 2015

“One of my all-time favorite quotes is from Hippocrates and I believe this is totally in line with our products: “To cure sometimes, to relieve often, and to comfort always.” There is so much exciting work I’m doing here – like our Complete Nourishment Facial oil. This was one product I was truly apprehensive of before I started testing, but the results have blown me away. It reminded me of how simplicity is the nature of all good things.”

HEMALI GUNT

Associate Research Fellow,

Clinical Testing

BURT’S SINCE 2009





GOOD FOR US



Burt's Bees employees painting The Good of the Hive™ mural on the Hill Building on Culture Day 2016

“Culture Day is an important day for us all to come together in celebration and service of The Greater Good. I feel fortunate to be on the planning committee. We are challenged to come up with events that are aligned to our values, one with safe activities that all employees can participate in and a venue that can accommodate 400+ attendees. The benefits of this day are immense – and the proof is in my co-workers’ smiling faces and the appreciation from the community for the service done.”



TIFFANY WHITTAKER

*Forecast Manager
BURT'S SINCE 2009*



*“I helped with the planning and onsite details for our Holiday Party. **This is the one time of the year where all employees come together, celebrate and have fun as a team.** This year, one of my most memorable moments was watching how much fun everyone was having and listening to Celeste and Paula sing a Karaoke duet.”*

HEATHER KASHNER

*Group Manager
BURT'S SINCE 2011*



GOOD FOR US

*"The End of Year celebration? Here are my thoughts: dunking booth, ice cream, refreshing beverages, high-fives and happy faces. Yes, all part of a Burt's Bees year end celebration. The essence is celebration: celebrating winning, looking back on another record year and savoring the fact that everyone played a role in winning the right way. **At Burt's, winning the right way, through The Greater Good model, is truly cause for celebration.**"*

FRITZ WILLIS

Director, Corporate New Business Development

BURT'S SINCE 2011





GOOD FOR US





GOOD FOR ALL



*"The way sustainability is integrated into the fabric of our business is something I haven't ever seen before coming to work here. Between supporting the community with The Burt's Bees Foundation grants, our rigorous Sustainable Packaging Standard, facilities that send no waste to landfill, and LTGG employee volunteering, **Burt's chooses to do things the right way - even when it's the hard, expensive, and not necessarily consumer obvious way.**"*

TAYLOR MALLARD
Associate Marketing Manager
BURT'S SINCE 2015



Our Burt's Bees The Greater Good Foundation supports the health of our community and the health of pollinators, like honeybees



Thank you to everyone who helped in the making of this guide and The Culture Card. And, thank you to every member of the Hive for making our Culture what it is.



Credits:

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Davie Watson, Creamer & Sundt.*

