

# RESPONSIBLE

## Employee Development



Progress



JoAnne Brandes  
Executive Vice President  
Chief Administrative Officer,  
General Counsel and Secretary

*“We believe that the fundamental vitality and strength of our worldwide company lies in our people.”*

## ***Employee Development Plans Support Commitment to Growth***

by JoAnne Brandes  
JohnsonDiversey Inc.

**O**ur continuous, sustainable growth as a company depends on our employees, and on the opportunities we provide for their ongoing professional development. Our commitment to providing those opportunities begins in our long-held beliefs, articulated in our company’s statement of foundational principles, *This We Believe*. Employees are named first in *This We Believe* among the five groups to whom we owe an obligation. We state clearly, “We believe that the fundamental vitality and strength of our worldwide company lies in our people.”

In 2005, we affirmed that belief with a solid program of employee succession and development opportunities. The core of that program is the understanding that formal training is only one component of employee development. While formal training is important, sound employee development must be rooted in broad opportunities for individuals to use real-life work experience as a means of developing their knowledge, skills and abilities on a daily basis. Employees work with their managers to create and work on individual development plans that compliment our business goals and their personal development needs and interests.

We completed the process of defining competencies profiles at every level – individual contributor, manager and executive. Then, we began the global implementation of an assessment process, designed to systematically evaluate employees’ strengths and their opportunities for improvement in relation to those defined competencies. These assessments will provide the basis for every employee to establish a personal development plan with help from their manager and their human resource manager.

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# Growth

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When formal training is appropriate, we have invested in several programs to meet a variety of needs.

First-line managers took part in a 40-hour Principles of Management program, a comprehensive basic program designed to develop management skills. The program focuses on three modules: leading yourself, leading others, and leading beyond the team. There were 178 participants in the program in 2005.

Our sales force benefited from programs on presentation skills, customer needs analysis, and sales management. They also participated in a pilot of a comprehensive sales force effectiveness program which gave sales representatives feedback against an assessed profile for selling. The overwhelmingly positive response to that pilot has assured its place in our 2006 plans.

Our Best Leaders program provided leadership development for those who manage managers – our mid-level executives. The program begins with two three-day sessions, but involves a significant commitment from each individual across a span of six months, to take specific actions to improve their understanding of leadership, and to hone their skills and competencies. The 25 participants in the European pilot program raved about it, particularly because it gave assessment tools and coaching to understand their current management strengths and to identify and build on the areas where they need improvement.

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*“In today’s world, opportunities to display leadership within organizations take many new forms compared to the past.”*

— Deb Lake  
VP, Global Organizational Effectiveness



*“Every organization must have three essential plans: strategic, operational and people. Employee succession and development or ES&S is the heart of our plan for our people.”*

— Diarmuid Ryan  
SVP, Global Human Resources

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Individuals we have identified as our company's next generation of top management also received focused development, through the intensive LEADS program. The Leadership Enhancement and Development Series is our investment in people we believe will drive our business today, and lead it tomorrow.

It increases the effectiveness of leaders in their current roles, strengthens our succession plans, helps us focus our business direction in key platforms, and demonstrates our core values. Participants in LEADS are proven leaders, and proven learners. The 21 people in the inaugural class were drawn from throughout our organization's geographies and business functions.

All of our employee development approaches, whether formal or informal, share a common vision. It is, in the words of This We Believe, to "encourage initiative, innovation and entrepreneurship among all employees, thereby providing opportunities for greater job satisfaction while also helping the worldwide company achieve its objectives."

## Women's Business Councils Formed

Out of the Global Women's Forum held in November 2004, JohnsonDiversey began to establish the Women's Business Councils in countries around the globe. The councils foster employee development by providing occasions for networking as in the Philippines, addressing important issues such as flex time for working women in Japan, and events such as a business-attire clothing exchange in the United States.

Committees help the councils achieve their goals and may include Awareness and Communication, Industry Representation Benchmarking, Networking and Mentoring, and Work Life Balance.

*"... encourage initiative, innovation and entrepreneurship among all employees ..."*

## Our Commitment to Health and Safety

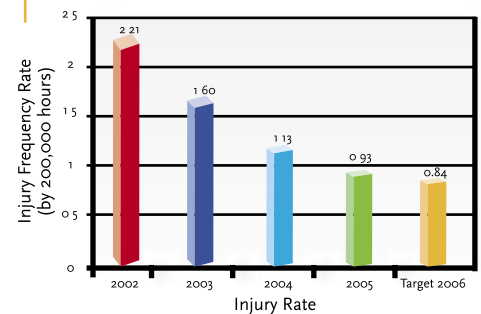
**TARGET ZERO**  
Our commitment to safety is the foundation

Target Zero is designed to eliminate accidents by targeting

zero incidents or near misses. Since the launch of Target Zero in 2002, we have seen nearly a 60-percent reduction in injuries, which means avoiding 278 potential injuries to employees.

Even with this strong performance our challenge is to go further to make safe behavior an intrinsic part of our corporate culture. It requires a change in the way managers and employees think and work, and a change in the way everyone views injuries and accidents.

Target Zero 2005



LEADS Program Participants