



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

— *This We Believe*



Our employees are our foremost strength as a company, and it is their talent, creativity and passion that bring our purpose to life for our customers, partners and communities. We invest in our employees' safety and well-being as well as their training and career development.

- 44 Safety initiative protects people and the environment
- 46 Training and development programs get significant boost
- 47 Child care, recreation facilities support employee well-being
- 47 Participation in awards program jumps 80 percent



Target Zero

Target Zero safeguards people and the environment

Safeguarding people and the environment is a primary element of our commitment to sustainable business practices. Protecting the health and safety of all our employees is at the heart of that commitment. We developed Target Zero, an injury-reduction initiative based in the belief that all injuries are preventable. Target Zero focuses on improving employees' understanding of good safety practices and on ensuring that they act to reduce injuries in both their work and their personal lives.

Since its inception in 2002, Target Zero has helped us reduce our rate of on-the-job injuries by 77.3 percent. In six years, Target Zero contributed to the prevention of 904 employee injuries. In 2008 alone, we reduced the injury rate by 10.4 percent.

In spite of this progress, however, our ultimate target is zero environment, health and safety (EHS) incidents related to our operations, products and services. We have redoubled our training and awareness programs to continue to drive safety awareness and behaviors among our employees, visitors, suppliers and customers. We know that workplace safety comprises two elements: conditions and behaviors. Likewise, for a safety program to succeed there must be a steadfast,

consistent effort at every level of the organization to identify unsafe conditions and eliminate or control them, and to drive out unsafe behaviors.

In 2008, we launched an intensive effort to refresh our employees' knowledge and awareness of the Target Zero EHS program. We began with the Value Chain team, where all senior leaders, managers and supervisors were required to complete Target Zero training in person or online. Training was provided in 11 languages. At the end of each training module, participants were required to respond correctly to several questions in order to verify their understanding of the information.

SINCE JANUARY 2003,
TARGET ZERO HAS
RESULTED IN THE
AVOIDANCE OF 904
EMPLOYEE INJURIES



During a EHS Day event, employees make productivity and safety improvements to the Villa Bosch production site in Buenos Aires, Argentina. The team used a "5S" process to organize and manage the workspace for greater safety, improved efficiency and reduced waste.

Our company's 2008 operating plan required each of our senior leaders to conduct a minimum of four "safe behavior" checks at employee work sites. In tandem with that requirement, we formalized a procedure for conducting and reporting the results of those visits. The objective of safe behavior visits is to develop a culture of injury prevention by identifying safe and unsafe work behaviors and conditions. The program focuses on such areas as driving safety, use of personal protective equipment, proper handling of chemicals and equipment, slip prevention, general housekeeping of the work area, emergency planning, and safety when working at heights, or with hazardous equipment or materials.

We also engaged line managers more fully in developing a positive culture of EHS, by making them responsible for investigating accidents, incidents and near-misses. With support from our Environment Health and Safety team, line managers now have ownership of corrective actions that arise from

the investigation of incidents in the workplace, and can engage employees directly in maintaining safe workplaces and exhibiting safe behavior.

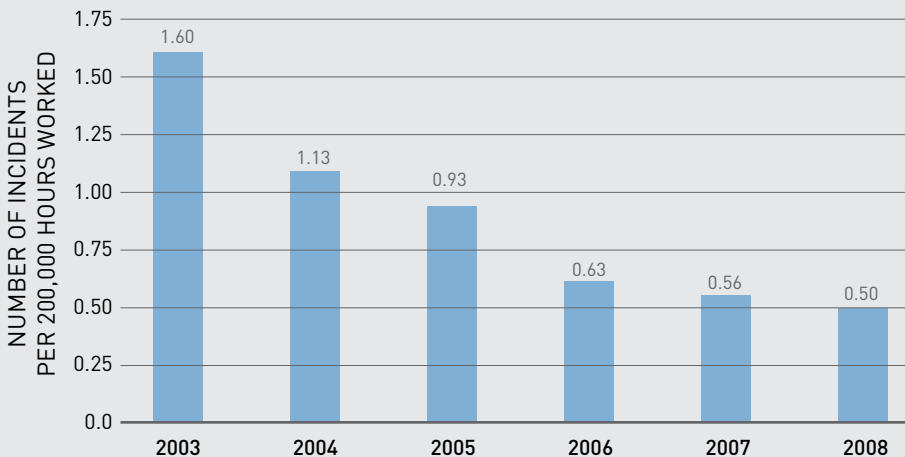
Additionally, we formalized the procedures by which we manage and audit compliance with each of our global Environment Health and Safety Standards and with relevant regulations and legislation in each of our locations. Compliance with JohnsonDiversey's EHS Standards and Procedures is mandatory for all employees and contractors at all our

operations, and all employees at third-party locations. The Standards and Procedures are consistent worldwide.

Protecting the health and safety of all our employees is specifically required by our company's statement of values. Living out that pledge requires the personal attention of every employee, every day. We are committed to providing the training, resources and discipline to make that commitment possible.

77.3%
REDUCTION IN
OUR INJURY RATE SINCE 2002

TARGET ZERO SAFETY IMPROVEMENTS



PROGRAMS BOOST ATTENTION TO IMPORTANCE OF EVERYDAY SAFETY MEASURES

We took a number of steps to keep good safety practices at the forefront of our employees' minds, at work and in their leisure time.

- Our safety teams in Asia Pacific developed a comprehensive, easy-to-follow guide to avoiding slips, trips and falls. They developed the guide when risk assessments in some areas of the region highlighted potential problems. In addition to a presentation to be used at business meetings, the Asia Pacific team produced a brochure in six languages, so that employees could share the safety messages at home.
- As a direct result of one of our safe behavior visits to employee work sites, our Europe, Middle East and Africa EHS team identified a need for additional training for sales and service staff who work in basements and other confined areas without mobile phone signals. The team, working with line managers, developed and implemented an additional training module for employees whose work requires them to enter isolated spaces.
- Just before the winter holidays, staff in the United Kingdom launched an awareness campaign to remind employees of the dangers of drinking and driving.
- We hosted a Safety Day or Safety Week at most of our locations worldwide, tailoring the presentations to local needs. These presentations included workplace safety reminders, ergonomic assessments of workstations, and home safety reminders such as CPR training and smoke detector testing.
- We developed a comprehensive guide to safe travel. The guide helps employees think about their personal safety during business and leisure travel, and includes tips on handling money, staying safe in airports and hotels, and being alert for potential hazards when walking in unfamiliar cities.

Improved training and performance management programs bolster employee capabilities

JohnsonDiversey has initiated significant enhancements to its employee training and development programs. In 2008, we laid the groundwork for the establishment of JohnsonDiversey University, an integrated, globally consistent system of assessing employee development needs, providing training and tracking achievements.

As part of the design of JohnsonDiversey University, we took these essential steps:

- We evaluated our strengths in delivering our strategy and our promises to our customers, and the areas where our employees need additional development opportunities to strengthen our company.
- We examined the programs we provide and the way we track progress.
- We determined where our strategy, structure, processes, people and culture support effective training and development, and where we need to drive a more educationally rigorous, globally consistent process.

Through JohnsonDiversey University, we will introduce specific learning academies for each job and function within the company, track employees' participation in training recommended as part of their individual performance plans, and evaluate future development needs. The tracking will provide an important tool to facilitate productive conversations between employees and managers during the annual

JohnsonDiversey UNIVERSITY

performance management process, and help us match employees' development goals with the company's growth and success.

We launched the first of the learning academies, "The JD Way of Selling," in our Europe, Middle East and Africa region in 2008, and are now deploying it around the globe as our fundamental sales training program. The program ensures that all our salespeople worldwide have the same fundamental skills, and provides additional development programs that build on those fundamentals. The JD Way of Selling provides a common language and experience throughout our organization so that our sellers can continue to learn from one another's experiences and approach future development from a common ground.

We also established a program to train managers in conducting productive quarterly and annual performance management conversations. In addition, we began development of "The JD Way of Leading," a group of programs to help new and established managers align their skills with our company's strategy. These programs will build on the success of our previous leadership development offerings while they allow us to tailor the training to JohnsonDiversey's strategy.

The JD Way of Selling provides a common language and experience throughout our organization so that our sellers can continue to learn from one another's experiences and approach future development from a common ground.



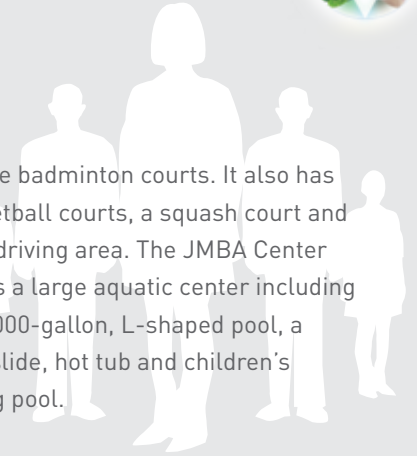
Recreation center serves employees, families



The JMBA Center houses a large aquatic center including a 250,000-gallon, L-shaped pool.

The Johnson Mutual Benefit Association Center in Racine, Wisconsin, is a state-of-the-art recreation and fitness center for use by all employees, retirees and their families. The facility includes a 20,000 sq. ft. gymnasium with two basketball courts, four volleyball courts

and five badminton courts. It also has racquetball courts, a squash court and a golf driving area. The JMBA Center houses a large aquatic center including a 250,000-gallon, L-shaped pool, a waterslide, hot tub and children's wading pool.



Participation in global employee award program grows

Established in 2003, JohnsonDiversey's Global Recognition Awards program recognizes employees for exceptional achievement in three categories: innovation, sales and corporate culture. Participation in the program increased significantly in 2008 as employees were recognized around the world for their outstanding achievements.

Nominations originate at the local level, with up to three awards available in each category. Local management teams assess the nominations, choose

winners, and may submit one winner in each category to the regional management team. Local managers host appropriate recognition ceremonies to honor the winners with their peers.

Regional leadership, in turn, selects winners in each category from among all the nominees, hosts a regional celebration, then recommends those regional winners for the global awards. Our global functions also sponsor awards and advance winners to the global program.

The company's senior leaders review the global award nominees and choose the winners, who are invited to an expenses-paid trip to our Global Headquarters and a gala dinner.

In all, 326 people received awards at the local, regional, global or functional level in 2008, an increase of more than 80 percent compared to the previous year. The number of participating operating companies increased to 35 from 19 and the number of global functions increased to four from two.

Child care center provides workday, summertime care programs

More than 80 children of JohnsonDiversey's Racine-area employees attend the Child Care Learning Center located on the grounds of the JMBA park. They are joined by more than 50 school-age youngsters during the summer program. The Child Care Learning Center is staffed

by professionals who provide high quality nurturing and education for infants through age 12. Before- and after-school and summer programs are also available. The center has been recognized as a model for corporate child care and was one of the first of its kind in the nation.



The Child Care Learning Center offers important benefits to employees and their families.