

Workforce

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Our employees' talent, creativity and passion inspire Diversey to create a cleaner, healthier future. We invest in our employees' safety, well-being, training and career development. And we actively engage them to continuously improve our operational effectiveness and reduce our environmental impact.



Diversey Waxdale Safety Lead Resource Team employees developed training videos that addressed important safety issues to raise awareness of behavioral risks.



Our commitment:

Target Zero continues to protect employees and the environment

Diversey has a deep commitment to workplace safety.

We are not content with reactive safety programs that focus on responding to specific safety problems after an incident occurs. We take the responsibility to prevent incidents and reduce risks before problems arise. With this approach, we have delivered substantial incident reductions every year, at levels that exceed plain luck. We call our safety program “Target Zero.” Zero incidents is not an idealistic goal, it is an expectation we have set at every level of the organization.

To meet this expectation, we’ve targeted a minimum 10 percent annual reduction in our incident frequency rate, compared to the prior year. And for each of the past seven years, we’ve exceeded that objective. In 2009, the number of reported incidents fell 12 percent from the prior year. Since 2003, our incidents have declined 72.5 percent.

Studies indicate that 96 percent of safety incidents are caused by the way people behave — not by the conditions in which they work. Diversey’s comprehensive Target Zero approach addresses both behaviors and conditions. From general employee orientation to job-specific programs and refresher courses, Diversey conveys to every employee the primacy of safety in all we do.

The responsibility for safety is shared at every level of our organization — not limited to a relative handful of Environment, Health and Safety (EHS) professionals.

- From line managers to the senior leadership team, every person who is responsible for supervising others is responsible for safety: it is part of their annual performance assessment. We expect them to give safety the same attention they give other aspects of good management, such as budgets, quality, sales, profit and loss and personnel management.
- Every employee has the opportunity and responsibility to identify potentially unsafe situations and suggest remedies.
- Senior leaders conduct “safe behavior visits” each year at employee work sites. These visits help develop a culture of injury prevention and reinforce management support of safety initiatives.
- EHS professionals design training programs, support staff throughout the company in evaluating safety and training needs and monitor compliance.
- We conduct Regulatory Determination Audits to assess the safety and compliance of all our operations — from research, development and engineering through the manufacture and distribution. These audits rigorously evaluate our compliance with our internal EHS standards as well as applicable local, national and international laws.

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Target Zero: continued

Our continuous focus on safety sets us apart: less than 10 percent of organizations that implement behavior-based safety programs maintain the programs for more than five years. They simply don't make it a business priority. At Diversey, we do.

Our success with Target Zero extends beyond our own doors and has garnered the attention of our customers and partners.

- Key customers have consulted with us as they've started to develop behavior-based safety programs for their own operations.

- Through our involvement in business associations, we've counseled businesses in other industries in the development of safety programs.
- Safety training comprised a unique component of the total offering that earned us multi-year contract renewals with key customers, including a five-star international hotel and resort group.

In 2009, we substantially expanded our programs to refresh employees' knowledge of Target Zero. Training was provided in 11 languages to managers across the organization. The training was incorporated into our Diversey University learning management system. Our Target Zero Web site was overhauled to make it easier for every employee to find important safety information.



We overhauled our Target Zero Web site to make it easier for employees to find important EHS information.

Global Value Chain decline in incidents

We also made a concerted effort to drive down incident rates in our Global Value Chain operations. The result: our Global Value Chain reported a 45 percent decline in incidents in 2009 compared to the prior year. This substantial improvement in worker safety resulted from several initiatives.

- Phase one of the new global Target Zero training was implemented in 2008 in our Global Value Chain.



- We conducted monthly evaluations of management's safety-related activities in Value Chain, including safe behavior visits and task hazard analyses.
- We conducted additional training sessions for managers during regional meetings.
- We increased global communication among Value Chain teams to enable managers in all our operations to learn from each operation's best practices, reports of safe behavior visits, task hazard analyses, near misses, incidents and preventative measures.

Greek business earns Best Place award

Diversey's operations in Greece were named one of that country's best places to work by the multinational Great Place to Work Institute.

The awards are defined by employees' evaluations of companies in four areas: credibility, respect, fairness, and pride and camaraderie.

Our Greek business ranked 10th among 32 businesses in the small-to-medium company category (50 to 500 employees).

This is the third time Diversey's Greek employees have tabbed the company for the recognition.

Other companies similarly honored included Microsoft Corp., Cisco Systems Inc., Bristol-Myers Squibb and 3M.

Employees write, act in their own safety videos

Training videos put employees in the director's chair. Employees at our flagship manufacturing facility near our global headquarters took seriously our challenge for all employees to be responsible for achieving Target Zero.

The Waxdale Safety Lead Resource Team developed two training videos that addressed issues employees had identified as the most significant for the plant:

- pedestrian cautions in forklift zones;
- chemical exposure safeguards.

Each video was conceived, written, performed and edited by employees. Working on the videos engaged employees directly in raising awareness of behavioral risks. The process built stronger teams, the employees said. And they had a little fun along the way, incorporating a bit of humor in the scripts along with easy-to-remember facts and safety reminders.

Each of the short videos was shown during mandatory training programs at the plant, and are replayed on monitors near the front office as needed.

What started as a trial program has now been integrated into the plant's safety program. Employees are already working on videos to be released in 2010. The Waxdale videos also inspired Global Value Chain employees to create an ongoing EHS video challenge involving all locations.





Greater Asia Pacific managers met in Malaysia for process improvement training. Training sessions were held in eight Greater APac countries in 2009.

Diversey is committed to best practices to protect human health and safety.

Training emphasizes safety at customer sites

Continuous analysis of our safety record enables Diversey to identify issues that need special attention to help reduce accidents and injuries. That was the impetus behind a 2009 training program in our Greater Asia Pacific region.

Chemical contact injuries at customer sites account for a significant portion of our reported incidents in the region. When an incident occurs at a customer site, the key account manager is often first to respond. We wanted to be sure these employees had a thorough understanding of Diversey safety standards, policies and procedures, the information they need to respond to incidents appropriately, and knowledge that enables them to help mitigate the risk of incidents.

We provided focused training for these managers on five critical areas:

- incident investigation;
- risk inventory and task hazard assessments;
- hazardous materials storage;
- personal protective equipment;
- safe behavior visits.

The highly interactive sessions were held in eight Greater APac countries in 2009, with training scheduled for the remainder of the region in 2010.

The goal of these sessions was to ensure that all key account managers have a thorough knowledge of how to respond to an incident, investigate it and implement appropriate safeguards to prevent future incidents. Participants left the sessions with a better understanding of root causes of incidents and appropriate preventative measures.

We also included a safe driving segment in the training, to help reduce vehicle accidents, which are a common cause of injuries in the region.



Manufacturing plant achieves results with “observations” process

Employees at our Watertown, Wis., manufacturing facility ramped up their Target Zero program in 2009, resulting in a remarkable drop in recordable incidents: from 13 in the previous year to zero in 2009.

A Safety Steering Committee of top managers led the efforts, but every employee was engaged in the process. Employees conducted 2,171 safe behavior “observations.” The process requires an employee to randomly select and observe another employee’s work, then provide positive feedback as well as suggestions for amending behavior that may put the employee at risk for injury. The process ends with a brief question-and-answer exchange to challenge each employee’s knowledge of safety policies and procedures.

Additionally, the team broadened the pool of managers involved in monthly safety behavior audits and undertook a communication effort to raise employees’ awareness of first aid incidents in the plant.

More than 25 percent of all Watertown employees are actively involved in EHS related committees such as incident investigation, hazardous material emergency response, first aid response, ergonomics and the joint EHS committee.



Leadership in safety is embedded in every element of what we do at Diversey

- We have programs in place to comply with the highest local, national and international environment, health and safety (EHS) regulations at every location in which we operate. In many cases, we exceed those regulations because our internal, worldwide standards are higher.
- EHS compliance is a leadership responsibility. We incorporate safety objectives and targets into annual performance evaluations of everyone in a leadership role: from line managers to senior leaders.
- Senior leaders and line managers conduct regular, on-site task hazard analyses and safe behavior visits at work locations. They report their results. Any recommended safety improvements are addressed immediately and reported back to managers.
- We report both incidents and near-misses, and analyze them closely to identify and eradicate the root causes. Senior leaders follow up on incident investigations and conduct corrective action reviews. We also report any incidents at customer sites that involve our products and services.
- We continually work to assure that our products, and their packaging, are safe for end-users and the indoor and outdoor environment. We assess and report our progress. Health and environmental protection is our contribution to future generations.
- We partner with customers, stakeholders and community groups to promote EHS and product excellence, and we advocate for more challenging performance requirements for our industry.

Programs around the world help employees balance careers with home life

At Diversey, we promote a corporate culture that builds and sustains a high level of motivation among our employees by helping them to achieve a balance between work and home life.

To ensure vitality and productivity, we provide our employees with a framework that enables them to balance work and home life in various ways. In many of our operations around the world, we offer employees maternity and educational leave. We support and encourage our employees to strike a career-life balance through flexible working hours and telecommuting to enable them to work from home. Additionally, we offer a broad range of social activities and benefits, active health care, and health promotion activities to employees in many locations.

Training and Development

Diversey University structure offers cohesive, strategy-driven employee development programs

Diversey has made significant progress in a multi-year project to establish a globally cohesive learning structure for training at every level of our organization. Diversey University has taken root as the framework by which we are assessing employee development needs, providing training and tracking achievements.

Diversey University is the means by which we establish, deliver and evaluate training programs, ensuring they meet rigorous learning standards and align with the company's strategy and values. Our Operating Committee has set ambitious goals in a detailed five-year implementation plan through which Diversey University will deliver on three core objectives:

- establishing specific course offerings for every job and function within the company;
- tracking employees' participation in the training as part of their individual performance plans;
- evaluating future development needs.

In 2009, we continued to build Diversey University as we rolled out new training and tracking. Among our key accomplishments for the year, we:

- developed and implemented 37 training courses, including:
 - 2 major leadership programs;
 - 18 sales-specific programs;
- initiated another 52 courses that are being offered in 2010;
- established a common curriculum for sales and leadership training across our entire sales operation worldwide;
- clarified our training expenditures across regions and business segments; and
- launched a unified global platform for tracking every employee's training.

New leadership development programs are under way, designed to align our training with the leadership competencies we've identified as most critical to delivering our business strategy.

Strategic Leaders is a new program for employees who report directly to our senior leadership team, to enable them to drive transformational change in our business and our industry. Training includes practical sessions and exercises on building collaboration throughout our global operations, constructively integrating different points of view into decision-making and driving innovation and enterprise leadership.

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After an intensive, week-long opening session, Strategic Leaders participants work with individual coaches and their program peers to build the training into their work and develop the behaviors and skills they need to lead effectively. The group gathers again after six months to refresh their learning and discuss how they have integrated it into their business responsibilities.

Those who complete the Strategic Leaders program will be part of an alumni network to continue to share and develop their learning. They also will have the opportunity to serve as trainers in the Best Leaders program, which we've redesigned using a "leader-led" model.

We replaced a third-party training program with a Diversey-specific Best Leaders curriculum that is led by our own teams. Through Best Leaders, we are enabling Diversey leaders to help their colleagues

in the middle tier of management to build skills and competencies that align with our strategy and objectives.

We also implemented a sales force assessment and coaching system that helps us in several key facets of building and retaining a superior sales force. It provides assessment tools and guidelines for:

- selecting the right candidates, thereby reducing the cost of hiring people who are a poor match to the job;
- identifying specific needs for coaching, development and training among sales staff;
- enabling talent audits to aid in workforce planning and career planning;
- facilitating stronger sales teams that lead to improved top- and bottom-line growth.

Global engagement survey shows strengths, areas for improvement

We know engaged employees drive sustainable businesses. We have implemented an employee engagement process to assess our progress and target improvements.

To evaluate how we're doing and where we can improve, we invited every employee to take part in a comprehensive survey about our business. The survey asked questions in 15 categories, including collaboration, communication, supervision, pay, benefits, training and development, and other categories.

We partnered with International Survey Research, a division of Towers Perrin and one of the world's leading experts in employee surveys. Their expertise helped us design and implement a survey that provided reliable, actionable data.

More than 77 percent of Diversey employees responded to the survey, which was conducted in 26 languages. To give ourselves a basis of comparison for understanding our areas of greatest

strength and opportunity, we compared our employees' responses to similar surveys among 20 other global manufacturing and sales companies, in order to give ourselves a basis of comparison for understanding our greatest strengths and our greatest areas of opportunity. We also examined the responses within demographic categories such as years of service, geographic region and business function.

That analysis is enabling us to act on specific needs that may not affect the entire company but are critical within a specific subset of our employee population.

The data we gained from the survey is proving to be a valuable tool in developing specific, measurable plans to improve our company and to make Diversey a better place to work. Our leadership teams on global, regional and functional levels have examined the data and developed specific plans to respond to the results — to reinforce what we are doing well and to improve in areas where our employees' responses are below the global benchmarks.

