

# A Cleaner, Healthier Future

2008 GLOBAL RESPONSIBILITY REPORT





“I’ve long admired the work of the Johnson companies after years of knowing Sam Johnson. It is encouraging to see JohnsonDiversey continue Sam’s legacy.”



L. Hunter Lovins  
President, Natural Capitalism Solutions

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ON OUR COVER:  
Helping San Juan Diego Middle School students learn about climate change is part of JohnsonDiversey's involvement with the school through our Global Children's Initiative and our commitment to Climate Savers.

## JohnsonDiversey's purpose is to protect lives, preserve the earth and transform our industry

We protect lives by producing superior products that make food, drink and facilities safer and more hygienic.



We preserve the earth for future generations by continually reducing the environmental impact of our products and operations for ourselves and our customers.

We transform our industry by developing unique and innovative solutions and by creating more sustainable enterprises that contribute to the well being of our communities.

## It is by living our purpose that we will deliver a cleaner, healthier future

In these clear, bold terms, we have defined why we exist as a company and what we expect of ourselves and our work.

Our purpose sets forth the specific manner in which we embrace the critical social, environmental and economic implications of sustainability.

Our purpose draws on our 123-year heritage of sustainability that spans five generations of the Johnson Family ownership. It is a heritage we cherish and honor by the actions we take to ensure it continues. Our leadership in sustainability has been recognized and valued by our customers, our employees and our communities. It has earned the respect of leaders and experts in sustainable business practices, including L. Hunter Lovins, an influential voice in sustainability and President of Natural Capitalism Solutions, an organization dedicated to helping restore and enhance natural and human capital while increasing prosperity and the quality of life for everyone.

"JohnsonDiversey is a company of integrity, clearly leading large companies in its industry through sustainability disciplines integrated with its entire business. The company's commitment to climate protection is outstanding, and its effort to continuously improve the sustainability profile of its products stands apart from the modest efforts of most companies."

Integrating sustainability throughout our entire business is the responsibility of our senior leaders and depends on the efforts of all our employees. We have established a framework of continuous improvement that focuses on aligning their efforts to live our purpose in six critically important areas: with our customers, with our partners, in our workforce, in our communities, throughout our operations, and in every aspect of our governance. This report details how we've done that.

## “JohnsonDiversey’s purpose defines who we are as a company and shapes our strategy in the marketplace.”

A message from Curt Johnson, Chairman



Doing the right thing makes sound business sense. That simple idea has had a profound effect on the way we’ve run the Johnson family of businesses for more than 120 years. We’ve always known that strong values are not in conflict with a solid bottom line. Quite to the contrary, pursuing business with passion and a sense of purpose has been essential to our success for five generations.

As you will see throughout this report, we continue to be inspired and challenged by our heritage, particularly our long-established statement of values, *This We Believe*, even as we define new paths toward leadership in sustainable facility care.

In 2008, we defined our purpose in specific terms: Our purpose is to protect lives, preserve the earth and transform our industry. We chose those terms with care, knowing that the high aspirations they express will inspire us and challenge us. Publicly declaring our purpose aligns our actions with our commitment to help our customers, partners, employees and communities create a cleaner, healthier future for all of us. It enables our stakeholders to hold us accountable for the privilege and responsibility we bear as a leader in sustainable business practices.

JohnsonDiversey’s purpose defines who we are as a company and shapes our strategy in the marketplace. Our superior products and expert consulting services help our customers maintain hygienic facilities and thereby protect lives. Our commitment to preserve the earth is evident in our vigilance toward continuously improving environmental stewardship in our own operations, and in helping our partners and customers become more sustainable as well. And it is through our leadership — in products, services and expertise to protect people and preserve the planet — that we will transform our industry.

A handwritten signature in black ink, appearing to read 'S. Curtis Johnson'.

**S. Curtis Johnson**  
Chairman





**“JohnsonDiversey stands strong,  
bolstered by a long heritage of  
responsible business practices.”**

**A message from Ed Lonergan, President and CEO**

I am pleased to report that even in this time of upheaval and uncertainty in the global economy, JohnsonDiversey stands strong, bolstered by a long heritage of responsible business practices, a clearly defined sense of purpose and a strategy to deliver that purpose in the global marketplace.

We are not immune to the market forces that have rocked companies of every size in every industry, and we know the global economy remains uncertain. Yet we see promising days ahead as we work closely with our customers to provide leading products and solutions. In fact, the principles of sustainable business development are helping us to navigate these choppy economic waters.

In 2008, we made substantial strides in integrating sustainable practices into our operations. Some highlights of the year include:


- Our acceptance into the World Wildlife Fund's Climate Savers initiative, the most rigorous worldwide program to reduce greenhouse gas emissions.
- Product innovations that are helping our customers save water, reduce their energy consumption, improve the productivity of their workforce, and reduce their costs.

- Our partnership with the U.S. Environmental Protection Agency to encourage manufacturers to formulate environmentally preferable cleaners and detergents that protect aquatic life.
- Continued expansion of our Global Children's Initiative, helping to create a cleaner, healthier future for the children in schools we have adopted around the world.
- Implementation of training and continuous improvement processes to drive down on-the-job accidents and injuries, achieving the fewest number of incidents in our history.

Our leadership team is dedicated to integrating our sustainable management practices throughout our entire business, and to helping our employees align their work with our company's purpose. Throughout this report, we account for our progress toward living out our purpose as a company.

We welcome your feedback.

**Ed Lonergan**  
President and CEO



“We commit ourselves to developing and marketing products which are environmentally sound and which do not endanger the health and safety of customers and users.”

— *This We Believe*

Our statement of company values, written in 1976  
See page 61



We preserve the earth for future generations by continually reducing the environmental impact of our products and operations and enabling our customers to do the same. As industry leaders in protecting the environment, we have made a public commitment to challenging, measurable reductions in our environmental impact. We're meeting those objectives through the creative, passionate commitment of our employees.

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# Climate Savers

Preserving the Earth: JohnsonDiversey commits to WWF's rigorous climate protection program

Climate change has become a clarion call of this generation, and JohnsonDiversey is leading our industry in responding to the call. In 2008, we achieved a significant new milestone in our legacy of environmental responsibility when we signed a covenant with Climate Savers, the well-respected and rigorous greenhouse gas reduction program of the World Wildlife Fund.

We committed to a challenging, measurable reduction in our impact on the climate. We agreed to be accountable for our commitment through a third-party validation process. We promised to partner with our customers and suppliers to help them reduce their greenhouse gas emissions. In short, we made a public commitment to be leaders in addressing climate change.

"Our involvement in Climate Savers is consistent with the company's long heritage of protecting the planet for future generations," said Chairman Curt Johnson.

JohnsonDiversey was only the 18th company worldwide to meet the stringent qualifications for acceptance into Climate Savers. Climate Savers is the only program to require companies to commit to an absolute reduction in their emissions of greenhouse gases.

21  
NUMBER OF COMPANIES  
WORLDWIDE THAT HAVE  
MET THE STRINGENT  
QUALIFICATIONS  
FOR ACCEPTANCE INTO  
CLIMATE SAVERS





# "JohnsonDiversey has set a new standard for addressing climate change."

— Carter Roberts  
President and Chief Executive Officer  
World Wildlife Fund — U.S.

As Climate Savers requires, we established a leadership target for emission reductions, placing JohnsonDiversey at the forefront of emissions reductions in our industry. We have committed to an absolute reduction in carbon dioxide emissions from our operations by 8 percent by 2013. We set 2003, our first full year as an integrated global business, as the benchmark year against which we'll measure our emissions reductions.

In announcing our membership in Climate Savers, Carter Roberts, President and Chief Executive Officer of the World Wildlife Fund in the United States, called it a demonstration of our industry leadership.

"JohnsonDiversey has set a new standard for addressing climate change," Roberts said. "The company is stepping into uncharted territory with an initiative that should serve as a blueprint for the entire industry. Changes in corporate practice are essential if there is to be real progress in tackling conservation challenges. As we continue our efforts to reduce global greenhouse gas emissions, innovative partnerships with companies like JohnsonDiversey will be crucial to success."

San Juan Diego is the first school we adopted under our Global Children's Initiative, which supports children who live in poverty. In addition to annual projects to clean and paint the school's facilities and provide hand washing instruction to students, our employees volunteer time to teach the children about climate change.

Membership in this elite program is a manifestation of JohnsonDiversey's fundamental belief that good business practices are inextricably linked with environmental stewardship. It is an opportunity to improve not only our own operations but to help define sustainability in the minds of our customers, our employees, our suppliers and our communities. It is one way that we will fulfill our purpose to transform our industry.

"Our goal is to not only practice sustainability in all we do, but also to help our customers become more sustainable in their operations," said Ed Lonergan, President and Chief Executive Officer.

Climate Savers represents a substantial commitment of our resources. It includes a financial commitment, and more importantly, a commitment of people and thought leadership. It links environmentally responsible business practices to individual accountability at every level of our organization. Achieving the aggressive reduction targets we set in our Climate Savers covenant will engage every employee

in new thinking about the decisions we make every day. Climate Savers will give us the tools we need to make those decisions responsibly.



碳减排先锋  
Defensores do Clima  
クライメート・セイバーズ  
Climate Savers

"What is important about Climate Savers is the change in thinking that it enables," said Jeramy LeMieux, who is leading our implementation of the program. "We can get rid of assumptions about what our energy use is, and use hard facts. When we give people solid information to make choices, they can make choices that are better for the company and better for the environment."

Simply put, kilowatts of energy represent carbon dioxide emissions. And every kilowatt of energy costs money. When we make choices that reduce carbon dioxide emissions, we are making choices that use less energy.

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## Preserving the earth: Climate Savers, continued

And that means we are spending less of the company's money and making the company more successful. With that in mind, the decisions employees make every day become tangible investments in the future of our enterprise and of our planet.

"We rely on the small actions the majority of people make every day, and on the little flashes of genius that will come when people focus on how their work affects our energy use. When every person is making choices with solid information in mind, we make a difference to the company's profitability and to our impact on the planet," LeMieux said.

At the same time, we are finding ways to help our customers examine and reduce the carbon footprint of their operations. Our low-temperature

laundry products save customers money and energy. Our water-management expertise helps customers reduce their water use and the associated energy costs. Concentrated products and innovative packaging have improved our transportation efficiency by 250 percent. Our award-winning, energy-efficient TASKI® equipment provides superior cleaning and maneuverability while using significantly less energy than similar machines.

We recognize that our effect on the natural environment includes not only

our own activities, but also those of our partners, suppliers and customers. We believe our commitment and actions set a high bar and serve as a model for our customers and the broader business community.

"Our customers all over the world are asking us to be their partner in developing solutions to reduce their environmental impact, protect human health and safety, and improve the economic strength of their enterprises," Lonergan said.

**\$19<sup>MILLION</sup>**

AMOUNT WE'VE AGREED TO **INVEST**  
TO MEET OUR CLIMATE SAVERS COMMITMENTS

**\$31<sup>MILLION</sup>**

AMOUNT WE EXPECT TO **SAVE**  
BECAUSE OF THOSE COMMITMENTS

## THE PLAN:

- Use more fuel-efficient vehicles in our automobile and truck fleet worldwide
- Upgrade the energy efficiency of our buildings and operations
- Investigate alternative energy sources such as fuel cells and wind turbines
- Implement policies to reduce employee travel by upgrading our video conferencing capacity and Web-based collaboration tools
- Implement comprehensive plans to educate employees about the impact of their day-to-day decisions on energy use at work and at home



## Expanded life cycle analysis reduces impact of operations

JohnsonDiversey has expanded the use of life cycle analysis to more fully understand and reduce the environmental impact of our operations and products.

When challenged to develop a way to include environmental impact in the Global Value Chain decision-making process, our Environment Health and Safety team saw a new use for life cycle analysis. Historically, we have used life cycle analysis information to evaluate decisions about our product development. The process enables us to consider the entire range of environmental effects related to our raw materials, packaging materials, manufacturing, shipping, and warehouse operations as well as customers' use and disposal of the product and its packaging.

Our EHS team applied life cycle analysis to develop data that will inform our decisions about our sourcing, manufacturing, warehousing and logistics operations. The Global Value Chain environmental impact report provides environmental impact calculations drawn from JohnsonDiversey's data about environmental key performance indicators, such as energy and net water consumption, as well as raw material impact data.

JohnsonDiversey presented the Global Value Chain environmental impact reporting tool at the International Life Cycle Assessment conference held in Seattle, Washington, where it was seen as an innovative and user-friendly way to make environmental impact data easily accessible for decision making.

The Global Value Chain environmental impact reporting tool adds to the hard data we have available to assess a number of factors, including:

- raw material and packaging costs;
- supply availability;
- warehousing and transportation costs; and,
- the timing and location of shipments.

Using this data will help us optimize manufacturing locations and logistics. Likewise, we can use the data to explain to our customers the savings and environmental benefits they realize from reducing water and energy use.

In one typical case, we redesigned our product packaging to allow an additional layer of products to be added to a shipment pallet, enabling us to improve our transportation efficiency and reduce the environmental impact of the shipments. It also allowed customers to conserve storage space and reduce unloading time by receiving fewer shipments per year for the same amount of product.





# Practicing sustainability worldwide

Around the world, employees have made JohnsonDiversey's commitment to sustainable environmental and business practices come alive. They've tested practical, innovative ways to reduce the company's environmental impact and improve operations. A project that starts small and shows good results often inspires broader implementation as well as additional new ideas.

## Warehouse consolidation in Turkey to deliver operational savings, environmental benefits

Consolidating warehouse operations and partnering with one of our suppliers will enable JohnsonDiversey's teams in Gebze, Turkey, to realize substantial operational savings and impressive reductions in the environmental impact of both companies.

25%

REDUCTION  
IN LOGISTICS-RELATED EMISSIONS

160,000

LITERS

REDUCTION IN DIESEL FUEL  
CONSUMPTION PER YEAR

457

METRIC TONS

OF CARBON DIOXIDE  
EMISSIONS WILL BE ELIMINATED

JohnsonDiversey consolidated four warehouse operations into one, more efficient location adjacent to our manufacturing facility in Gebze. We installed a lift and conveyor system between the factory and warehouse to eliminate truck movement between our locations. The exclusive supplier of our paper tissue portfolio partnered with us to relocate its production operations in the same complex. In addition, we consolidated shipments to our customers to put their chemical and paper orders on the same truck.

Combined, we anticipate that these efforts will reduce our logistics-related emissions by 25 percent, including the elimination of 457 metric tons of carbon dioxide emissions.

Additionally, we will cut consumption of diesel fuel by an estimated 160,000 liters per year. By eliminating 457,000 kilometers of road travel per year, we will reduce our consumption of oil and tires, and decrease the chance of traffic accidents, human injuries and material losses.

By making our product handling more efficient and consolidating it to one location, we've reduced the number of forklift operations, with a resulting reduction in electricity consumption.

Additionally, we've reduced lead times on product deliveries and improved our service levels and inventory controls.

No sustainability initiative is too small for JohnsonDiversey, despite our size and global footprint. In constructing the new facility, we took special precautions to preserve seven trees on the construction site. The pine trees, each more than 20 years old, were carefully relocated to new locations on the site and are now growing vibrantly.

## European employees make small changes to save energy and fuel, reduce waste

JohnsonDiversey employees are finding creative ways to demonstrate the cumulative effect of individuals making small, day-to-day choices to conserve energy.

A "Going Green" initiative launched in November 2007 has already yielded impressive results. Our Denmark operation installed energy-saving plugs at all office outlets. When employees turn off their computers at night, they also turn off the electricity to the computer, desk lamps and other electronics. Timers installed on coffee makers and printers automatically shut off power to those appliances at night, when the offices are vacant. Those simple changes contributed to a five-



The warehouse consolidation helped us reduce product delivery lead times, improve service levels, and decrease our impact on the environment.



to 10-percent reduction in electricity use in our Denmark facilities in 2008. Employees in Belgium and the Netherlands have engaged in similar efforts.

A drive to increase recycling resulted in a 14 percent reduction in the waste stream in Denmark, and the installation of new, low-flow toilets reduced water consumption by 18 percent. A recycling effort in Germany in 2007 contributed to a 262-metric ton reduction in waste.

In several countries in Europe, we encouraged employees to check the tire pressure on company cars once a month, an effort that can reduce carbon

dioxide emissions by about 800 metric tons per year. We determined that company vehicles contribute 38 percent of JohnsonDiversey's carbon dioxide emissions in the Europe, Middle East and Africa region. Properly inflated tires not only improve vehicle fuel efficiency, they also improve traction and braking distances to help prevent accidents.

In lieu of a meeting gift at a regional leadership meeting in Prague, we offered participants a year's membership in the World Wildlife Fund.

Employees have embraced these programs wholeheartedly, and have provided a constant stream of suggestions for improving results.

#### **Employees lead drive for local green business certification**

Taking to heart JohnsonDiversey's strong global commitment to environmental sustainability, a group of employees in JohnsonDiversey's Santa Cruz, California, offices looked for ways to "green up" their operations.

Their efforts earned them the status as a "certified green business" in the Monterey Bay Area Green Business Program. The program requires compliance in four major areas: pollution prevention, energy conservation, solid waste reduction and water conservation.

The self-designated, all-volunteer "Green Team" at JohnsonDiversey Equipment tackled all four projects in a single year. They replaced the facility's janitorial supplies and coffee service with greener options. They established an incentive program to encourage employees to use alternative transportation, and they planted trees locally and in Mexico to offset the facility's annual paper consumption. They began using biodegradable tableware for events, recycled more scrap materials through local organizations, purchased products in recyclable packaging, and increased the recycled content of the paper in office copiers and printers.

The team also joined a recycling program that uses proceeds from recycled waste to provide meals for senior citizens in need. In 2008, JohnsonDiversey Equipment in Santa Cruz provided 244 cubic yards of recyclable waste to the program, which in turn generated a contribution of 2,928 meals for local senior citizens.

## Sustainable facility management on display every day at JohnsonDiversey global headquarters

JohnsonDiversey's Global Headquarters building in Sturtevant, Wisconsin, is a proving ground for our innovative products and programs, as well as a demonstration of our constant attention to water- and energy-management operations. We designed the facility as a "living laboratory" where customers can witness firsthand sustainable facility management in action.

Every aspect of the building and its operation showcases our belief in the value of sustainable facility management. It is a place where the sustainability is visible.

→ We designed the building with careful attention to green-building principles, including high levels of energy efficiency, extensive use of natural lighting, and individual workspace controls for lighting,

temperature and air circulation. The energy savings we realize from these building design elements exceed \$90,000 per year.

→ We initiated our Healthy High Performance Cleaning program in the Global Headquarters building, and continue to gather valuable feedback from our employees and our contract cleaning staff about our cleaning strategies, practices and guidelines that protect human health and safety as well as the natural environment. This investment in environmentally preferred cleaning practices is an important element of our commitment to provide our employees with a safe, healthy work environment, and is proof of our commitment to helping our customers do likewise.

→ Our on-site food service facility is a daily showcase for our kitchen hygiene and SafeKey® food safety assurance platforms. The facility serves 93,250 meals each year, including daily breakfast and lunch service with hot food stations, deli service and a salad bar, as well as formal, seated dinners for corporate events.

→ We have designated 10 percent of our vehicle parking capacity for employees who carpool or drive hybrid or alternative-fuel vehicles.

→ We collect storm water to irrigate the grounds near our building, reducing our use of potable water by more than 2 million gallons a year. We designed our building and grounds to enable the restoration of

*Continued on page 13 →*



In early 2009, JohnsonDiversey's Global Headquarters in Sturtevant, Wisconsin, implemented a daylight cleaning program as part of our use of the building as a showcase for best practices in sustainable facility management.

**2** MILLION  
GALLONS OF WATER SAVED  
BY COLLECTING STORM  
WATER NEAR OUR  
BUILDING EVERY YEAR





natural prairie grasses, wildflowers and landscapes. Our grounds include 15 acres of ponds and wetlands that provide a habitat for waterfowl and marine life. Additionally, we use pest management, fertilizer and snow removal chemicals and programs that have minimal environmental effects.

- In 2008, we inaugurated a major savings in printer and copy paper use by converting every printer and copier in the building to two-sided printing.
- Also in 2008, we eliminated the use of disposable cups in our cafeteria, at our coffee stations and as part of our coffee service at meetings.

In a 2006 assessment of our facility management, a leading industry publication praised our operations.

"If all buildings were like this, we would be in much better shape as a society," said Tim Springer, a judge for the annual "Facility Executive of the Year" program conducted by *Today's Facility Manager* magazine.

## Logistics changes help reduce carbon dioxide emissions, improve safety and efficiency

JohnsonDiversey is committed to continuously improving our operational efficiency and profitability while reducing our impact on the environment.

Projects to reconfigure our product transportation operations in Europe and North America in 2008 drove significant reductions in carbon dioxide emissions, improved safety and reduced costs.

In Europe, we re-examined our product palleting and truck-loading operations. This initiative, paired with packaging improvements, enabled us to increase the number of product layers per pallet for five package types. By placing more products on each pallet, we reduced the number of forklift operations and truck transports required to ship our products. As a result, we:

- Created a safer, more efficient material-handling operation;
- Eliminated carbon dioxide emissions associated with excess truck shipments;

- Reduced the risk of transportation-related accidents;
- Saved money by reducing pallet-handling, fuel and inventory management operations.

These results benefited our customers as well, reducing the demand for floor space in their warehouses and reducing the staff time and costs associated with handling more product pallets.

The effort began in Enschede, The Netherlands, at our second largest European manufacturing plant. In a single year, we reduced carbon dioxide emissions from product transportation operations by 7.3 percent. The program's success spurred us to implement similar changes in our factories in France and Italy and in a contract manufacturing operation, where we are already forecasting additional reductions in carbon dioxide emissions.

In North America, we partnered with a third party to manage our product transportation. We worked with that team to consolidate customer orders to optimize our delivery routes and increase the efficiency of our truck-loading operations. We also implemented new policies with our product distributors to optimize deliveries. These policies addressed minimum orders and backorders and provided incentive pricing that helped drive shipping efficiencies. In two years, those efforts drove a 5.1 percent reduction in carbon dioxide emissions related to truck and rail shipments, even as the number of shipments increased 4.4 percent.

In addition, we have partnered with logistics operators that are part of the U.S. Environmental Protection Agency's SmartWay Transport Partnership to drive additional reductions in carbon dioxide emissions.

## Manufacturing sites improve on all environmental-impact metrics

JohnsonDiversey conducts rigorous measurement and tracking of the environmental impact of our manufacturing operations and uses the data to drive improvement plans. These plans yielded strong results in 2008, with documented reductions in our wastewater discharges, waste disposal, water usage and energy usage.

The efforts that contributed to those improvements include:

- We engaged all our employees in the Villefranche, France, manufacturing facility in an effort to reduce chemical oxygen demand generated by the plant's wastewater. Chemical oxygen demand (COD) is a measure of the organic compounds in water, and is a means of evaluating the level of organic pollution in wastewater. We established an annual COD reduction target and improved employees' knowledge about products that result in higher levels of COD. Working collaboratively with employees enabled us to deliver a 31 percent reduction in the level of COD per metric ton of product produced at that facility in 2008.
- We upgraded our off-site effluent treatment systems in India, Japan and China in 2008 to meet more stringent discharge regulations in those locations.
- We identified water savings opportunities at Waxdale, our largest manufacturing facility. We applied the AquaCheck<sup>TM/MC</sup> auditing methodology that helps our customers reduce their

water use to the Sturtevant, Wisconsin-based plant. We are implementing changes in 2009 and are planning to conduct AquaCheck audits at additional manufacturing facilities.

- The water-savings technologies and expertise we provide our customers continue to be implemented in our own facilities. These include clean-in-place tank cleaning, efficient line-cleaning techniques, water collection and reuse, and batch sequencing to reduce the number of cleaning cycles.
- We installed energy-efficient lighting in several locations, and optimized heating, steam and compressed-air systems.
- We completed external energy audits at two manufacturing locations and expect to see the benefits of those improvements in 2009. Additional audits will be conducted in 2009 throughout the company.
- Engaging employees continues to yield new ideas to protect the earth, including the implementation of solar tubes to light restrooms and a warehouse in Argentina — the result of a suggestion from an employee who saw the tubes in use at a friend's house.

We continuously examine and improve the methods by which we evaluate our environmental impact. In the past several years, we have improved the precision of our reporting and analysis. Our 2008 results reflect the results of our efforts.

### Key Performance Measures\*

	2004	2005	2006	2007	2008
<b>Effluent COD (kg/metric ton)</b>	2.75	2.31	2.80	2.73	2.47
<b>Waste Disposed (kg/metric ton)</b>	2.76	2.90	3.29	2.89	2.48
<b>Total Water (m<sup>3</sup>/metric ton)</b>	1.15	1.15	0.96	0.99	0.97
<b>Net Water (m<sup>3</sup>/metric ton)</b>	0.52	0.56	0.50	0.53	0.51
<b>Total Energy (GJ/metric ton)</b>	0.43	0.39	0.37	0.38	0.33



	2004	2005	2006	2007	2008
<b>Effluent COD (kg/metric ton)</b>	2.75	2.31	2.80	2.73	2.47

Effluent COD is the chemical oxygen demand present in wastewater that is discharged from a site through a regulatory discharge authorization and the COD present in wastewater transported offsite to a third party for wastewater treatment and discharge.

	2004	2005	2006	2007	2008
<b>Waste Disposed (kg/metric ton)</b>	2.76	2.90	3.29	2.89	2.48

Waste Disposed is waste that is landfilled, incinerated or treated via another method that does not provide any beneficial reuse. We continue to use a three-step approach in reducing waste disposed:

- 1 Eliminate the generation of the waste;
- 2 Identify an alternative use of the waste;
- 3 Identify means to have waste processed to provide a beneficial reuse.

If none of the three alternatives are available for a specific waste stream, based on local regulations or geographic constraints, then we have the waste disposed in accordance with local regulatory requirements.

	2004	2005	2006	2007	2008
<b>Total Water (m<sup>3</sup>/metric ton)</b>	1.15	1.15	0.96	0.99	0.97

Total Water is the amount of water required to support both the production (water in product, washwater, cooling water) and the facility (e.g., restrooms, kitchens, sprinklers) at our manufacturing locations.

	2004	2005	2006	2007	2008
<b>Net Water (m<sup>3</sup>/metric ton)</b>	0.52	0.56	0.50	0.53	0.51

Net Water is calculated by subtracting the water included in our products from the Total Water consumed at a manufacturing location. We use Net Water to provide an indication of our water-use efficiency at a location.

	2004	2005	2006	2007	2008
<b>Total Energy (GJ/metric ton)</b>	0.43	0.39	0.37	0.38	0.33

Total Energy is the combination of electricity, natural gas and any other fuels used to support both the facility and production at our manufacturing locations.

\* Data includes 29 manufacturing locations in 21 countries.





“We believe in earning  
the enduring goodwill  
of customers and  
users of our products  
and services.”

— *This We Believe*



We protect lives by producing superior products that make food, drink and facilities safer and more hygienic. As a leading provider of sustainable solutions, we help our customers examine and reduce the environmental impact of their operations as they save money, water and energy and reduce waste and carbon dioxide emissions.

18	Managing water use
20	Reducing energy use at customer facilities
21	Managing the product life cycle
21	Floor care machines improve results, reduce waste
22	Helping customers wipe out pathogens
23	Product sales help plant trees
24	Innovations cut waste, save energy and water
26	Exhibition demonstrates sustainable facility management
26	University program offers food safety certification
27	SafeKey® food safety program protects lives



# Water Management

Our water management expertise helps customers save money and protect a precious natural resource

JohnsonDiversey's commitment to sustainable business practices extends beyond the doors of our own enterprise to finding ways to help our customers make their own businesses more sustainable. Our customers are dedicated to protecting their brands, improving their profitability and reducing their energy and water consumption, and they know we are dedicated to helping them meet those goals.



JohnsonDiversey innovations offer food and beverage processors the opportunity to save energy, eliminate wasted water and reduce staff time. In a single year, a typical carbonated soft-drink bottling plant saves:



- 3-step clean in place with hot water
- OR
- 3-step clean in place with cold water
- Foaming cleaner
- Waterless track lubricant
- Other operational water savings



Jay Hutchison, Business Development Manager, conducts tests of water-saving technologies at a municipal wastewater facility.



Our water management expertise is a key example of how we help customers improve their operational efficiency, reduce their costs and decrease their impact on the natural environment. Water comprises a significant portion of the cost of cleaning facilities. In places such as food and beverage processing facilities, for example, it is the single most costly element of the cleaning process. By helping our customers use less water, and use it more efficiently, we help them reduce their costs and improve their bottom-line results.

"JohnsonDiversey has been very proactive in working with us to come up with new innovations and new products that we can use within our plant to reach each goal," said one global bottling customer.

We begin our water management offering with AquaCheck™/MC, a comprehensive analysis of our customers' operations. We document the water use and environmental footprint in an operation. Then, we audit the facility and collaborate with the customer to develop targets for reducing water use and environmental impact. When the customer has agreed on a course of action, we work with them to implement water, energy and effluent reductions.



We have developed an extensive suite of products, services and expertise that work in tandem with one another to improve our customers' operational efficiency as well as their cleaning and sanitizing results.

We have conducted extensive tests with soft-drink bottling plants, for instance, to document the energy, water and time savings that result from implementation of each component of our bundled plant-cleaning offering. Our superior products and solutions enabled plants to reduce the number of steps involved in cleaning the bottling lines, contributing to a reduction in downtime on the lines and reductions in labor costs. Instead of a hot-water process, we recommended products and procedures using water at its ambient temperature, helping cut the plant's energy use and related carbon dioxide emissions. We enabled plants to recover and reuse cleaning and sanitizing products, which not only reduced their costs but also cut the effluent from the plant.

We also have introduced dry technologies for cleaning certain areas of plants. These products and techniques replace water-based approaches. Dry technologies reduce the time workers spend on cleaning tasks as well as reducing water use and spillover,

which in turn cuts the risk of slip-and-fall injuries and reduces costs and waste.

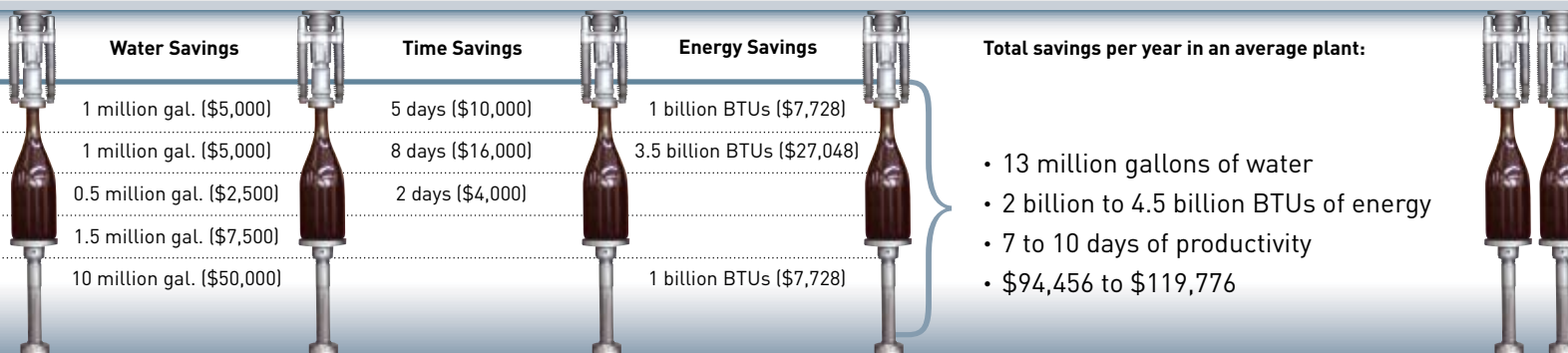
For instance, our innovative Dry Tech 5 concentrated lubricant reduces friction on stainless steel conveyor lines and helps reduce the build-up of debris and soils. The Dry Tech 5 dry lubricant offers customers tremendous savings versus water-based lubricants and reduces downtime on conveyor lines associated with other cleaning operations. It also improves plant safety by reducing water runoff onto floors.

In a snack-food processing plant, we found similar savings. Our products enabled customers to clean frying and baking equipment with less chemical use, less water and substantially less downtime between products.

We provide our customers with documented analysis of the cost, energy and water reductions they can achieve by implementing each aspect of our program, as well as the overall savings from implementing the total package.

In a single carbonated soft-drink plant, for example, we documented savings of 13 million gallons of water and 2 billion to 4.5 billion BTUs of energy.

JohnsonDiversey's unique ability to provide superior cleaning products, expert advice and close partnerships with our customers enables us to help our customers reach their business objectives, and helps all of us conserve the earth's precious resources.



## Redefining energy efficiency: helping customers think differently leads to cost and energy savings

We extend our expertise in sustainability beyond our own operations to help our customers realize the power of thinking differently about how they operate their facilities. Too many businesses make the mistake of thinking that being sustainable costs money. We know that using resources wisely not only protects the earth, it also protects the profitability of an enterprise.

A pilot project with beverage bottling plants proves the value of thinking differently. The customers, a regional group of bottlers for a global brand, asked us to help reduce their energy costs and carbon dioxide emissions associated with cleaning their bottling lines. Traditional thinking would call for installing a more efficient boiler to heat the water used to clean the lines. A new boiler consumes capital resources.

Instead, we asked a different question: Do you need the boiler? We replaced a conventional five-step clean-in-place process using hot water with a three-step clean-in-place process using water at its ambient temperature. The year-long project:

- saved \$100,000 from the decreased cost of energy, water and waste;
- reduced annual carbon dioxide emissions from the plant by more than 1,200 metric tons;
- saved time, improving the plant's productivity.

**17** MILLION  
DOLLAR AMOUNT  
THAT COULD BE  
SAVED PER YEAR IF  
ALL THE BOTTLING  
PLANTS IN THE SAME  
REGION ADOPTED THE  
PROCESS WE TESTED

Other plants could realize similar savings, with specific totals varying depending on the fuel used in the boilers.

The savings represent an immediate return on investment with a capital outlay that is a fraction of what would be required to replace existing equipment.

If all of the bottling plants in the region associated with this global beverage company were to adopt the process we tested, they would reduce carbon dioxide emissions by about 27,000 metric tons per year and save about \$1.7 million per year.





## JohnsonDiversey's environmental stewardship includes entire product life cycle from design through disposal

JohnsonDiversey is committed to environmental stewardship in our product design, production, use and disposal.

→ We established a Global Action List which guides our scientists in the use of chemicals for our products. The Global Action List prohibits or restricts the use of more than 60 chemicals or classes of chemicals.

The list enables us to avoid the use of compounds that have unfavorable effects on the environment or human health. The Global Action List is reviewed, updated and republished annually based on the latest scientific information available.

→ We follow specific internal policies on the use of dyes, fragrances and preservatives to assure that our products, used properly, are safe for users and for the environment.

→ We employ strict criteria in product packaging. These criteria restrict the use of environmentally hazardous packaging such as polyvinyl chloride (PVC), and establish standards for packaging efficiency, recycled content and recyclability of our product packaging.

→ Our staff of toxicologists assess the risks to humans and the environment of all our products.

→ We do not test any products on animals unless such testing is required by law. We support alternative methods of testing.



→ Our products are labeled with accurate and complete warnings, and material safety data sheets (MSDS). Product hazards are published in multiple languages on many products.

→ All environmental claims in our product literature meet our strict guidelines on accuracy, validity and verifiability.

→ Our products are backed by a dedicated poison control center in case of accidental exposure.

→ We are an industry leader in the production and sale of green-certified products, with more than 100 products certified by independent, third-party groups such as Green Seal, EcoLogo, EU Flower and Nordic Swan.

→ We are the only company to have an entire cleaning system — products, tools and procedures — certified by GREENGUARD for indoor air quality.

## TASKI scrubber drier increases productivity, reduces water and energy use

JohnsonDiversey helps customers complete one of the most costly and time-consuming cleaning jobs — scrubbing floors — while improving productivity and reducing environmental impact with the TASKI® Swingo™/MC XP scrubber drier. The machine's V-shaped scrubber and rotating microbrushes reduce water use by 50 percent and electrical energy consumption by 30 percent versus conventional scrubber driers. It also increases the productivity of cleaning staffs by 30 percent.

The scrubber drier has a W-shaped squeegee that dries floors better than conventional machines, improving safety for building occupants and cleaning workers.

In 2008, the Swingo XP was included as a recommended machine under the hospital "deep cleaning" program promoted by the U.K. Government and National Health Service.



TASKI® Swingo™/MC XP scrubber drier

## Norovirus, MRSA infection control kits help JohnsonDiversey distributors help their customers battle fast-spreading germs

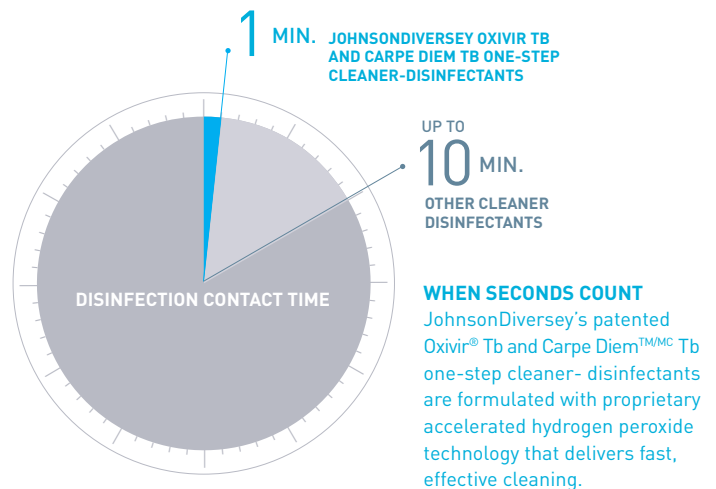
Effective surface disinfection is a critical component in deterring the spread of deadly pathogens in hospitals, schools and institutional facilities. JohnsonDiversey's industry-leading expertise and products are helping our customers protect lives.

We consult with our customers to provide the best combination of cleaners, disinfectants, tools and processes for effective cleaning and disinfection with minimal odors and environmental effects.

In 2008, we introduced a comprehensive norovirus infection control kit, designed to help our distributor partners help their customers battle these fast-spreading germs. Noroviruses cause acute gastroenteritis, are highly contagious, and can be spread through contact with contaminated surfaces.

Our norovirus kit educated our distributor partners and customers on how to avoid norovirus infections, and how to reduce their spread if an outbreak does occur. It included a training CD, fact sheets and a guide to selecting appropriate products to combat the viruses.

JohnsonDiversey offers six products registered with the U.S. EPA to help control noroviruses. Those products include our patented Oxivir® Tb and Carpe Diem™/MC Tb one-step cleaner-disinfectants. These cleaner-disinfectants are formulated with proprietary accelerated hydrogen peroxide (AHP) technology to deliver fast, effective cleaning and a 60-second contact time for disinfection. Many products must remain on a surface up to 10 minutes to disinfect. Our AHP products have an excellent



environmental profile, since the active ingredient, hydrogen peroxide, biodegrades into oxygen and water. Our AHP products are ideal for use in restaurants, hospitals, nursing homes, schools, child care facilities and cruise ships where norovirus outbreaks are most common.

The norovirus kit was built on our customers' positive response to a similar project we launched in response to U.S. outbreaks of antibiotic-resistant infections.

**“The JohnsonDiversey name is really synonymous with a high quality and a high standard of product.”**

— Monica Mattimore of TriState Supply

As schools scrambled to ensure their cleaning programs provided adequate disinfection to combat the potentially deadly pathogen methicillin-resistant *Staphylococcus aureus* (MRSA), JohnsonDiversey provided our customers and their customers with peace of mind from using highly effective products.

“School officials and parents were very concerned about the health and well-being of the students in the schools, and our phones started ringing off the hook. School custodians were desperate for a product that was effective against MRSA,” said Monica Mattimore of TriState Supply, a janitorial and building maintenance supplier whose customers include schools in New York City. “JohnsonDiversey's products really blew away the competition. We've been dealing with JohnsonDiversey for so long and the JohnsonDiversey name is really synonymous with a high quality and a high standard of product . . . and when you're talking about public health, you don't want to mess around.”







Trees play a critical role in the world's ecosystems, as well as in absorbing carbon dioxide.



## Sale of innovative warewashing product contributes to reforestation in Portugal and Greece

More than 7,000 pine and oak trees are growing in Greece and Portugal, thanks to the success of a product we launched to provide top-quality dosing and dispensing technology to small kitchens. When we launched DIFY<sup>TM/MC</sup> (Does It For You) detergent to the small-kitchen market, we committed to planting trees in endangered lands, with the number of trees to be planted relative to the amount of product we sold. We're proud to say we exceeded our targets.

DIFY detergent is designed for small, multi-cycle dishwashers in care homes and small restaurants. The technology ensures the correct dose of dishwashing detergent without requiring staff to handle chemicals. A single sachet of DIFY detergent lasts through 15 washes and contains the equivalent of six dishwashing products, including detergent, rinse aids, stain removers and drying aids. A small monitoring device alerts kitchen staff when the sachet needs to be replaced. The

innovative, easy-to-use product has met with such success in our European operations that we exceeded our sales targets. As a consequence, we also exceeded our tree-planting goals — by more than 28 percent.

JohnsonDiversey employees in Greece and Portugal volunteered to plant the oak and pine trees. About 5,100 trees have now been nestled into the soil in Portugal, and another 2,000 are taking root in Greece. Trees play a critical role in the world's ecosystems, as well as in absorbing carbon dioxide. The loss of natural forests around the world contributes more to global emissions each year than the transportation sector, according to the United Nations Environment Programme. Curbing deforestation is one of the most cost-effective ways of combating climate change.



# New product innovations help customers save water and energy, reduce waste

JohnsonDiversey is committed to helping our customers reduce the environmental impact of their facilities while making cleaning and sanitation safer for employees and building occupants.

Our industry-leading innovations in dilution and dispensing technology and unique packaging designs enable us to eliminate substantial amounts of packaging and chemical waste, reduce shipping-related carbon dioxide emissions and protect workers. Our concentrated solutions weigh less than conventional, water-added products and are packed in specially engineered containers that work with our proprietary dosing and dispensing equipment. Closed-loop dilution protects our customers from direct contact with concentrated chemicals and ensures correct product dilutions for maximum efficacy. We design our packaging to reduce shipping and storage space, and we use recyclable materials to help eliminate waste.

## ProSpeed™/MC floor finish system delivers superior finish, saves water, reduces waste

Our legacy of leadership in floor care converged with our legacy of environmental responsibility when we launched ProSpeed™/MC, a revolutionary floor finishing system that helps our customers greatly reduce the time required to apply floor finish, while saving water, reducing waste and delivering a superior finish.

### FIRST THREE MONTHS

In the first three months it was on the market, the ProSpeed system helped our customers reduce their water use by more than 71,400 gallons and eliminated the waste of more than 8,200 gallons of floor finish.

The ProSpeed system helps building service contractors and other cleaning professionals provide high quality, cost-effective floor finishing results in retail, health care and education facilities. It reduces the environmental impact of floor finishing by eliminating the need for water cleanup and taking the guesswork out of how much floor finish to use. The system also contributes to better indoor air quality than traditional systems.

The ProSpeed system pairs a closed bag-in-a-box system with an ergonomically designed applicator. Traditional floor-finish systems waste as much as one-third of the product by leaving floor finish on the mop head or in the bucket. By contrast, the unique ProSpeed system uses only the amount of floor finish necessary for the job — any size job — then stores “as is” until it is time for the next job.

**71,400**  
GALLONS  
OF WATER SAVED

**8,200**  
GALLONS  
OF WASTED  
FLOOR FINISH ELIMINATED

The ProSpeed system is easy to set up and easy to use. The product packaging and dispensing are fully integrated into the applicator tool, which helps reduce the risk of worker injury associated with lifting and transferring bulky chemical packages into cumbersome buckets or backpack-style dispensers. The ergonomic design allows workers to use a more natural posture and less effort to apply floor finish. An independent study showed that the ProSpeed system reduces total body effort by as much as 30 percent compared with conventional tools, and requires 35 percent less exertion in workers' shoulder and lower-back muscles.

In pre-launch trials with customers, JohnsonDiversey documented improvements in worker productivity, with the ProSpeed system reducing floor finish time by 85 percent and reducing cleanup time by 90 percent compared to mop-and-bucket or backpack methods.





### Optifill™/MC dispenser for manual warewashing delivers reliable results, reduces waste

Our expertise in dosing and dispensing, paired with our deep knowledge of the issues our customers face in their daily operations, led to the development of the Optifill™/MC dispenser, an innovation that delivers precise dosing and ensures consistent, reliable results in manual warewashing.

2.5 LITER BOTTLE  
=  
1,600 GALLONS  
OF USEABLE SOLUTION

The Optifill dispenser eliminates the problems associated with traditional dispensing systems for manual warewashing. It employs volumetric technology to automatically dispense detergent or sanitizer in a precise dose for the volume of water flowing through the dispenser. Precise dosing with the Optifill system delivers consistently clean results — with no waste or residue, and no worry about inadequate cleaning. The maintenance-free dosing system starts and stops with the flow of water. The patented pumping system is

automatically renewed each time a new bottle is installed, ensuring consistent, reliable results.

The Optifill dispenser also protects our customers' staff and the environment. Its tamper-proof, sealed packaging prevents accidental spillage and misuse, and its lightweight, easy-grip design makes it easy to carry. The compact 2.5 liter bottle contains a super-high concentrate product that generates 1,600 gallons of usable solution. Hyperconcentration cuts down on packaging and transportation costs. The unique technology pumps 99.9 percent of the product out of the package, leaving virtually no waste. The packaging is fully recyclable, and is made from 25 percent post-consumer recycled materials.

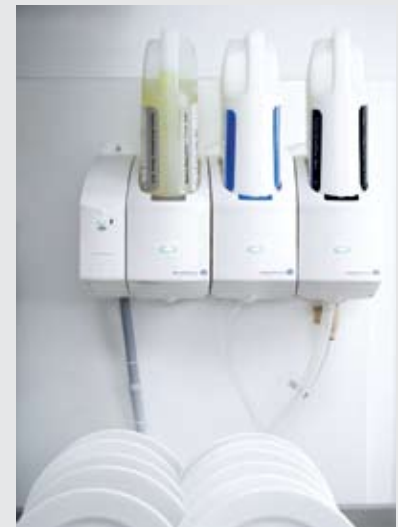
### Innovative Revoflow® system safely dispenses both liquids and powders

JohnsonDiversey knows that helping our customers reduce staff training time and eliminate errors or rework are important ways to help them reduce their operating costs and operate more sustainable businesses. The innovative Revoflow® dispensing system is the smarter way to wash, delivering consistent, superior results time after time, while reducing waste and preventing spillage.

The compact, wall-mounted system can be used by our restaurant and kitchen

customers, with our line of Suma® products, or by our laundry customers, with our line of Clax® products. The system is simple, safe and effective.

Unique product caps work with the Revoflow dispensers to deliver precise, automated doses of both liquids and powders. The locking caps prevent contact with cleaning and sanitizing chemicals, and prevent spillage and accidental mixing of chemicals. That gives our customers peace of mind, knowing their employees and the



Revoflow® dispensing system

environment are protected. Its off-the-ground installation reduces trip-and-fall risks and keeps the workspace tidy. The chemicals are packaged in lightweight, easy-to-handle packages, reducing the risk of lifting injuries. The super-high product concentrates and recyclable packaging help reduce the environmental impact and costs of making, transporting and storing bulkier products.

A "plug and play" system makes the Revoflow dispensing system easy to use. Color-coded packages make it easy for staff to identify and load the correct product for each application. The system is equipped with LED indicators and an intuitive trouble-shooting system.



Optifill™/MC dispenser

## JohnsonDiversey exhibition in Glasgow helps customers understand sustainable facility management

Helping our customers operate more sustainable businesses sometimes starts with helping them think through what that means. Our teams in Scotland did just that with an informative and festive daylong Sustainable Cleaning Exhibition at Celtic Park in Glasgow.

More than 160 customer representatives attended the event, representing contract cleaners, distributors, facility managers, hospitals, hotels, government agencies, colleges and universities.

The exhibition area was organized into zones, highlighting JohnsonDiversey's expertise in kitchen hygiene, building care and floor care. We demonstrated the cleaning benefits, cost-savings and environmental benefits of our concentrated



cleaning products and expert dispensing and dosing systems. We helped customers understand how to reduce their use of energy and water, use chemicals properly, reduce waste and improve occupational safety. We explained the effects of innovative packaging in improving product results and reducing the environmental impact of their cleaning operations.

A fourth zone combined two areas of expertise particularly important to health care customers: our Jonmaster<sup>TM/MC</sup> microfiber cleaning system and our products for on-premise laundry care. Both platforms are highly effective, environmentally preferred means for hospitals to address the so-called superbugs, methicillin-resistant *Staphylococcus aureus* (MRSA) and *Clostridium difficile* (C. diff.), that cause health care-acquired infections. More people die in the United Kingdom each year from health care-acquired infections than from traffic accidents. Across the world, JohnsonDiversey is helping health care providers attack the spread of these deadly germs, with proven products and expertise. Several independent studies have proven the efficacy of the Jonmaster microfiber system in trapping and removing bacteria from surfaces. Our Horizon<sup>®</sup> Light & Bright laundry line is the only low-temperature laundry offering proven to kill spores of some antibiotic-resistant bacteria.

To enable customers to continue to benefit from JohnsonDiversey's industry leadership in sustainability, the Scotland team established a Web site, [sustainablyclean.co.uk](http://sustainablyclean.co.uk).

## Malaysia university students earn food safety certifications through JohnsonDiversey program

University Putra Malaysia in Kuala Lumpur has launched a collaboration with JohnsonDiversey to provide food hygiene and food safety training to the university's students. The collaboration also will include an internship program.

Under the collaboration agreement, the university and JohnsonDiversey will provide undergraduate programs that include HACCP (Hazard Analysis and Critical Control Point) training, instruction in safe food handling, kitchen hygiene instruction, and training for the food and beverage industry.

Training also will be available to the public, with professional certification through the Chartered Institute of Environmental Health.

JohnsonDiversey is providing funding and equipment to the university each year to support student scholarships and sponsorships and to provide cleaning and sanitation equipment.





# Our certified food safety experts closely inspect every food handling operation and provide a comprehensive report on food safety risk factors as well as solutions to reduce those risks.

## SafeKey® food safety and risk management program protects lives

Protecting lives is essential to our purpose as a company. One of the most significant ways we live that purpose is through our SafeKey® food safety and risk management program.

The SafeKey program helps customers achieve optimal safety at every stage of food handling, thereby reducing the risk of food-borne illnesses. Our unique risk-management process provides our customers the expertise they need to reduce the risk of food-borne illnesses.

Food is an integral part of our customers' operations — at retail stores, restaurants, hotels and food and beverage processing plants. They rely on us to help them protect their brands, and most importantly, to protect their customers.



Our certified food safety experts closely inspect every food handling operation and provide a comprehensive report on food safety risk factors as well as solutions to reduce those risks.

We offer customers four distinct programs to reduce their food safety risks:

- We train our customers' employees to comply with HACCP standards (Hazard Analysis and Critical Control Point). HACCP is the internationally recognized, science-based system to identify and reduce or eliminate food safety risks.
- We audit customer locations to evaluate the implementation of systematic food safety practices, evaluate compliance with food safety standards and recommend improvements.
- We audit our customers' suppliers to assure their compliance with food safety standards.
- We provide a respected third-party opinion on food safety matters for our customers' stakeholders.

### For example:

- A major international convenience store operator asked us for help managing food safety practices.
- A multinational retailer relies on us to provide a respected third-party report to its stakeholders on food handling practices in its retail stores.
- Another international retailer calls on us to address food safety in the restaurants that are an integral part of its family-shopping environment.



“We believe in contributing to the well-being of the countries and communities where we conduct business.”

— *This We Believe*

Elena Tyulyuleva, Key Account Manager, prepares for an outing with children at a North Tushino, Russia, orphanage “adopted” by JohnsonDiversey’s Russia employees as part of the Global Children’s Initiative.





Volunteerism is the heart of our commitment to the communities in which we do business. Our employees give of themselves to enrich the lives of children who live in poverty through our Global Children's Initiative, share their expertise and leadership to make communities cleaner and more sustainable, and give their time and talents to dozens of programs that help make the world a better place in every area where we do business.

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- 37 Premium soap renews traditions, job opportunities
- 38 Employee volunteerism takes many forms



# Global Children's Initiative

Volunteerism, creativity form the heart of JohnsonDiversey's social responsibility programs

JohnsonDiversey's role as a leading global provider of cleaning and sanitation solutions to schools inspired the company to invest in schools and children worldwide as the central focus of its social responsibility commitments. Through our Global Children's Initiative, established five years ago, we team the passion and creativity of our employees worldwide with the needs of the world's children. We commit ourselves, by contributing time, supplies and expertise, to creating a cleaner, healthier future for the people who will inherit that future.

Through our Global Children's Initiative, we "adopt" schools in impoverished communities near each of our business operations. The activities we undertake with each school are tailored to the needs of the community.

Since the inception of the program, employees have donated storybooks for toddlers in China and Singapore and repaired outdoor play equipment in the Czech Republic. They installed play facilities at a refugee camp in Denmark and provided eyeglasses to children in Morocco. At an orphanage in Russia, we brought together our employees and our vendors' employees to shampoo carpets, clean furniture and play games with the

children. Employees donated holiday treats and the gift of their time to severely handicapped children living in a group home in South Africa.

Bicycle helmets we donated for children in schools in Vietnam and Thailand have already saved several youngsters from severe head injuries in accidents.

Near our Global Headquarters in Sturtevant, Wisconsin, our leaders from several countries and disciplines talked with

35  
NUMBER OF SCHOOLS  
JOHNSONDIVERSEY  
IS WORKING WITH  
WORLDWIDE





## "JohnsonDiversey's commitment goes beyond giving money to a cause."

— Roger Neugebauer  
Chief Operating Officer  
World Forum Foundation

students about the importance of education, leadership and cross-cultural cooperation. In Egypt, we installed cooking appliances at a residential facility. In Kenya and Malaysia, we built washrooms. We've hosted art contests, soccer tournaments and nature adventures.

JohnsonDiversey has worked with the World Forum Foundation to identify schools in need of our help near locations where we have concentrations of employees. The World Forum Foundation is devoted to promoting an ongoing global exchange of ideas on the delivery of quality services to young children in diverse settings. JohnsonDiversey has worked with the World Forum Foundation on a variety of projects for nearly a decade.

"JohnsonDiversey's commitment goes beyond giving money to a cause. The program they have created builds direct connections between their employees and the children, and as such serves as an example to other organizations looking to make a difference in the communities where they do business," said Roger Neugebauer, Chief Operating Officer of the World Forum Foundation.

While the activities vary from location to location, year to year, they have a vital common denominator: the interaction of JohnsonDiversey employees with the children and staff of each school.

The two activities common to all our Global Children's Initiative sites are an annual "facilities day" when employees donate their time and talent to make improvements at the school, and an annual "Clean Hands" day,

when we donate hand-soap dispensers, as well as our expertise and creativity to help children understand the vital role of good hand hygiene for health.

As part of its International Year of Sanitation, the World Health Organization declared October 15, 2008 to be the first-ever Global Handwashing Day. For JohnsonDiversey, however, it was not "first ever," but rather the fourth year in which we held Clean Hands Day programs at our adopted schools to help youngsters understand the critical role of handwashing in good health. The parameters of these programs were as broad as the ingenuity and interests of the employees who led them.

### For example:

- Marketing and Human Resources staff in Turkey donned costumes and teamed with a professional acting coach to stage a short play about germs that make children sick. It was the centerpiece of a half-day extravaganza presented by JohnsonDiversey employees to the more than 200 students of the school in Kasimpasa. A JohnsonDiversey employee band provided music for the day, and children sang along to a Bug Blasters® ditty written to help make handwashing fun.
- Our Philippines team promoted events for more than 100 youngsters at the White Cross Children's Home in San Juan, Manila. The events included a puppet show and video, as well as the installation of hand-soap dispensers, and of course, hands-on practice in good washing protocols.



Children at our adopted school in Cibinong, Indonesia, practice the handwashing lessons.

### JOHNSONDIVERSEY SUPPORTS FORUMS THAT CONNECT CHILDREN WITH NATURE

JohnsonDiversey was pleased to provide major funding for The Working Forum on Connecting Children with Nature, a program organized by The World Forum Foundation at the Arbor Day Foundation in Lincoln, Nebraska. Architects, engineers, environmentalists and others came together to talk about how to engage children in the natural environment. Major nature organizations were represented at the forum, including the Audubon Society, The Nature Conservancy and the U.S. Forest Service.

Educators and environmentalists alike have hailed the importance of increasing children's exposure to nature. Nature tends to relax children, helps alleviate behavioral problems and engages their intellectual curiosity. It also is critical in developing the next generation of people who will care for the earth, in their daily lives and as future leaders of nature organizations. Projects that began with ideas at the forum on nature flourished as the participants returned to their home communities.

*Continued on page 32* →

## JohnsonDiversey social responsibility programs: Global Children's Initiative, continued

→ At Clara Nunes Public Preschool near our Sao Paulo, Brazil offices, 280 children were entertained and taught by JohnsonDiversey clowns. A school official praised the approach.

"We feel that this initiative is most valuable, and the materials used in the presentation were well suited to the children's age. They could participate actively, making questions and comments from their own point of view. The team found a really fun way to teach the children about the importance of handwashing, and they reacted very well," said Célia Maria C. Viselli, the school's Pedagogic Coordinator.

→ Ultraviolet lights used in conjunction with special hand cream that makes germs "glow" in the light were a hit at several locations. The 500 students at Pali Chimbai Municipal School in Mumbai, India were eager to use it.

"All the children were so eagerly raising their hands and standing up to try for themselves. It was a fun-filled, educational experience," said Mala Jhavar, who led the JohnsonDiversey team.

## JohnsonDiversey launches White Star™/MC sustainability certification for Turkish resort facilities

As a display of our commitment to transform our industry, JohnsonDiversey has initiated a creative approach to help premier lodging facilities meet the demands of tourists attuned to the value of sustainable business practices.

We have partnered with the Turkish Hoteliers Federation and other leading suppliers to the lodging industry to establish the White Star™/MC program, a systemized approach to evaluating and reducing the environmental impact of a hotel or resort operation. JohnsonDiversey led the creation of the program, partnering with global suppliers Electrolux and Grundfos as cosponsors.

White Star, or Beyaz Yildiz in Turkish, builds on well-recognized star rating systems for the hospitality industry. There are nearly 3,000 hotels in Turkey, one-third of which are rated as five-star accommodations. Any hotel in Turkey can apply for the rigorous White Star audit to assess the environmental impact of its operations and identify areas for improvement. Only those that meet at least 65 percent of the environmental management criteria will earn White Star certification. The White Star audit criteria align with the ISO 14001 environmental management standard, the EU Flower standard of the European Union, and other internationally recognized criteria. To retain White Star certification, hotels and

resorts must pass follow-up audits every six months.

A White Star audit, conducted by JohnsonDiversey Consulting's environmental engineers, enables participating hotels and resorts to document the environmental impact of their operations, implement a systematic approach to setting and achieving environmental objectives, and regularly assess and improve their environmental profile.

These are the key elements of sustainable environmental operation for the lodging industry.

We launched the White Star program in August 2008 with a Sustainable Environment and Productivity Summit. Turkish Culture and Tourism Minister Ertuğrul Günay and Energy and Natural Resources Minister Hilmi Güler keynoted the summit. A representative of the United

*Continued on page 33 →*



Yagmur Sagnak (far left) addresses the Sustainable Environment and Productivity Summit sponsored by JohnsonDiversey at the launch of the White Star™/MC hotel sustainability certification program. Yagmur heads JohnsonDiversey's Institutional and Laundry business for Europe, the Middle East and Africa.



# 10

THE WHITE STAR™/MC  
AUDIT ASSESSES  
EACH FACILITY IN 10  
CATEGORIES:

- water management
- energy management
- air quality management
- waste management
- chemical usage
- environmental commitment
- ecological architecture
- environmental awareness
- environment management system
- other services and practices



Nations Development Program, university professors studying sustainability and corporate environmental responsibility, and representatives of nongovernmental organizations also attended.

“Eliminating non-value adding costs through improving operational efficiency and creating competitive advantage in the international tourism market are very important for making Turkey a destination for environmentally sensitive ‘green’ tourism. We believe the White Star program is going to be a big step for Turkish tourism,” Güney said.

The Energy and Natural Resources Minister also spoke highly of the project.

“One of the most important issues that the earth faces is environmental pollution and environmental disasters that are originating from global warming,” Güler said. “Our natural resources are decreasing. Due to this danger at the door of human beings, all the industries of the world have started to rethink the environment and ways of protecting the future of mankind. Environmental consciousness is increasing every day . . . We should plan many more projects like White Star.”

JohnsonDiversey has completed audits of more than 20 hotels, with 14 earning White Star certification. We expect to conduct more than 100 audits in 2009.



White Star certification represents a significant competitive advantage and marketing opportunity for hotels and resorts. The results of the audits will help property managers identify cost savings measures that can range from 20 percent to 80 percent savings on water, air, energy and waste management, while providing facilities that are healthier for human beings and the natural environment.

The White Star program builds on the successful food safety audit and certification model we established with restaurants in Turkey and have since expanded into other areas of Europe. Through the White Lily® program,

JohnsonDiversey’s food safety experts audit restaurants for compliance with internationally recognized HACCP (Hazard Analysis and Critical Control Point) food safety principles. A restaurant that passes the rigorous audit earns White Lily certification, which includes marketing materials that advertise the restaurant’s high levels of food safety protection to prospective customers.

The White Lily program has enjoyed high levels of customer awareness throughout Turkey. A recent survey showed that 55 percent of people surveyed knew of the White Lily program in Turkey, and of those, 77 percent said they preferred to dine in White Lily-certified establishments. Sixty-three percent of people who knew about the White Lily program said they would tell others about it and suggest that others look for White Lily icons when selecting restaurants.

We have expanded the success of the White Lily program to other areas of Europe. Chain and independent restaurants alike are seeking JohnsonDiversey’s expertise in auditing and food safety consulting through the White Lily program in Poland and Hungary, and we have plans to continue its reach throughout the region.

## Forum brings together top thinkers in sustainable facility care

As the industry leader in sustainable building care, JohnsonDiversey continuously seeks partnerships with other leaders to bring together the best ideas in the field to the benefit of our customers, suppliers and the public. In April 2008, we co-hosted a Sustainable Facility Care Forum to enable facility care leaders to advance sustainability as a crucial business strategy for facility managers and service providers.

Leonardo Academy, a nonprofit organization dedicated to sustainability in buildings, joined us in organizing the event. We welcomed more than 190 people for the daylong forum headlined by a presentation from Daniel C. Esty, Yale University professor and co-author of *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage*. Esty made the business case for sustainability, while other panelists addressed best practices and new methods in sustainable facility care. Kevin Kampschroer, acting director for the U.S. General Services Administration's new Office of Federal High Performance Green Buildings, delivered a presentation on the relationship between human behavior,

facilities and business. The panelists included speakers from the GREENGUARD Environmental Institute, U.S. Green Building Council, Food Marketing Institute, Cleaning Industry Research Institute, Virox Technologies Inc., UGL Unicco, the University of Alberta, Envision Realty Services and others.

During the event, we presented the Sam Johnson Leadership in Sustainability Award to Furman University in Greenville, S.C. The award recognizes the university's outstanding commitment to sustainability, including its broad application of green cleaning practices and its educational outreach campaign to build environmental awareness on campus and throughout the surrounding community. Additionally, the campus is the first building in South Carolina to earn LEED certification from the U.S. Green Building Council.

"Furman University has developed an exemplary culture of sustainability, one that permeates the school's mission and differentiates it among liberal arts colleges throughout the country," said JohnsonDiversey Chairman Curt Johnson as he presented the award.

*Continued on page 35 →*

### JOHNSONDIVERSEY SUPPORTS SUSTAINABLE FACILITY CARE IN JAPAN

Working in partnership with the Japan Sustainable Building Consortium, JohnsonDiversey developed its Green Care program to meet JSBC's CASBEE (Comprehensive Assessment System for Building Environmental Efficiency) requirements. CASBEE's mission is to promote sustainable buildings in Japan, and JohnsonDiversey has supported that goal by providing green cleaning education and resources to JSBC and its affiliates.

In 2008, at a Green Facility Seminar organized by JohnsonDiversey, in Yokohama, Japan, JSBC introduced new CASBEE criteria and assessment tools for evaluating how building design, cleaning systems and maintenance contribute to the environmental impact and indoor air quality of facilities.



Dan Esty, a thought leader in sustainable business practices, Yale professor and best-selling co-author of *Green to Gold*, addresses the Sustainable Facility Care Forum at the Newseum in Washington, D.C.





We asked participants a key question: “What, if anything, motivates you to pursue sustainable facility care?” More than half the audience responded, “because it’s the right thing to do.”



A broad range of facility care professionals took part in the forum, including building service contractors and in-house facility service providers from higher education, health care, government and retail, as well as distributors and property managers. The opportunity for them to exchange practical ideas was a key reason for our

sponsorship of the program. Thirteen facility care professionals prepared posters and presentations to share their work in sustainable practices with their colleagues during the forum.

Participants gave high marks to the forum in a post-event survey, praising its relevance to their work and expressing interest in future events.

They also gave us important insights into their own sustainability thinking. We asked participants a key question: “What, if anything, motivates you to pursue sustainable facility care?”

More than half the audience responded, “because it’s the right thing to do.”

We agree.

## Milk quality, job opportunities continue to grow through JohnsonDiversey partnership in Turkey

A program to improve the quality of milk in the rural southeastern region of Turkey continued to show promise in 2008. The project, a collaboration between JohnsonDiversey and the government of Turkey, is intended to provide sustainable jobs for women in the area and to establish a viable source of quality raw milk for the region.

The area has been plagued with very poor milk quality for many years, as well as poor living standards, limited education and a poor social infrastructure. In 2007, JohnsonDiversey initiated a partnership with Turkey’s Ministry of Agriculture and Rural Affairs, and the United Kingdom’s International Agriculture Technologies Center to establish a training program for women dairy farmers in the region. JohnsonDiversey has donated products and equipment to help improve farm sanitation and milking hygiene.

Five female veterinarians have completed a training program with the IATC and with JohnsonDiversey, and have been working with farmers for the past year. Since February 2008, they have conducted monthly testing and monitoring of milk quality. The veterinarians and JohnsonDiversey staff conduct field visits to evaluate the farm operations and help establish corrective measures to continue improving the quality of the milk.



Dubbed “Save the Milk,” the project is helping women in the region establish a stronger economic footing in the community. A target outcome of the project is to encourage a national processor to establish a processing plant in the region or to engage a processor in buying the milk, which would substantially increase the value of the milk produced on the farms.

## JohnsonDiversey chairman, employees scale heights to help others

JohnsonDiversey Chairman Curt Johnson, his son, Odinn, and a handful of JohnsonDiversey employees scaled great heights to help others. Four great heights, to be exact.

They formed two teams in the annual Four Peaks Challenge, scaling the four highest mountains in the United Kingdom. The event raises funds for children with mental, physical and social disadvantages and is organized by Wooden Spoon, a charity established by rugby fans in the U.K. 25 years ago.

Participants form teams of four to climb Ben Nevis in Scotland, Helvellyn in England, Snowden in Wales and Carantouhill in Ireland. The winning team is the one that climbs all four — and completes the travel between them — in the shortest time.

63  
TEAMS PARTICIPATED  
IN THE 2008 EVENT AND  
RAISED MORE THAN  
£459,000 (U.S. \$900,000)



Two JohnsonDiversey teams prepare to scale one of the Four Peaks for which the challenge is named. Chairman Curt Johnson, who snapped the picture, joined the JohnsonDiversey teams as a fun, challenging way to raise money to help children.

"This was an amazing experience and a grueling one," Johnson said. "Our team did a great job. Each of the four peaks was beautiful in its own way and each presented different challenges. The weather was generally nasty, but we got a great boost from knowing we were helping to raise a substantial amount of money for disadvantaged kids."

Johnson was part of the JD Green team, along with his son, friend Jon Dudley, and Sean Ellett from JohnsonDiversey's U.K. office. A JD Engineering team of employees joined them, comprising Ian Veazey, James Wright, Andy Kent and Dale Brown.



Chairman Curt Johnson, far right, gears up with JohnsonDiversey's Four Peaks Challenge teams (left to right): Jon Dudley, James Wright, Dale Brown, Ian Veazey, Andy Kent, Odinn Johnson and Sean Ellett



Soap made from the pistachio nut oil is prized for its ability to nourish and soften skin and hair, and the process for making it is an important part of Anatolian Turkish culture.



### Soap-making venture produces premium product, renewed hope

An innovative collaboration between JohnsonDiversey employees in Turkey and a women's business organization continued to gain ground in 2008, providing luxury soap to local hotels and helping women in an economically challenged area improve their lives.

Bittim soaps are named for a species of wild pistachio native to southeast Turkey. Soap made from the pistachio nut oil is prized for its ability to nourish and soften skin and hair, and the process for making it is an important part of Anatolian Turkish culture. The tradition was threatened in recent years by cheaper soaps made from low-quality materials in unhygienic plants. JohnsonDiversey worked in partnership with KAGIDER, an association of women entrepreneurs, and CATOM, a group of multipurpose community centers, to establish a workshop in Mardin, Turkey, where women receive



Women in Mardin, Turkey, make luxury soap by hand, using premium, natural materials and ages-old, traditional formulas. The partnership between JohnsonDiversey, a women's entrepreneurial group in Turkey, and a group of community centers has restored the production of a prized Turkish luxury soap and provided the women with valuable, sustainable jobs.



The daughter of a Bittim employee displays a basket of the prized soaps.

thorough instruction and hands-on training in making the soaps according to the old, traditional formulas and processes using premium raw materials.

JohnsonDiversey sells the soaps to more than 300 premium hotels and resorts throughout Turkey as part of our *Racine de la Vie* (roots of life) amenities package. The women who produce the soap also have expanded their sales to local hotels and facilities, began exporting it to a wholesaler in France, and are developing a line of soaps packaged for retail sale.

# “We commit ourselves to act...”

Around the world, JohnsonDiversey employees seek ways to serve our communities with a helping hand and a caring heart. We go beyond corporate donations and impersonal investments to hands-on, person-to-person caring to meet the needs of the communities where we do business. These are some of the creative ways we did so in 2008:

## Leaders support sea turtle protection effort

Support of JohnsonDiversey’s social responsibility initiatives starts with our leadership. Whenever possible, we integrate volunteer projects into our local, regional and global leadership meetings. At the first meeting of our Central Europe, Turkey, Africa and the Middle East Leadership Council, 90 executives visited Archelon, the Sea Turtle Protection Society of Greece and worked on physical improvements to the property. The nonprofit organization protects a variety of species of sea turtles by preventing people from endangering their egg laying and nesting behaviors. Archelon also conducts monitoring and research activities, restores habitats, rehabilitates sick and injured turtles and raises public awareness of the importance of the creatures in the environment. JohnsonDiversey’s leadership team painted a fence around the property, planted trees, and designed posters to convey the importance of protecting the turtles’ habitat as well as the entire natural environment. JohnsonDiversey regularly donates cleaning products to the rescue center and supplies communication materials for its annual community awareness event.



## Habitat effort builds nine homes in five years

For the fifth consecutive year, JohnsonDiversey employees took part in a Habitat for Humanity home building project near our Global Headquarters. Chairman Curt Johnson and other members of the company’s senior leadership team pitched in. In the first year of our participation in the effort, we built one home. Every year since then, we have built two homes per year. In



Employees help build Habitat for Humanity homes near our Global Headquarters.

late September 2008, our employees constructed homes eight and nine. These homes help to stabilize some of the most impoverished neighborhoods in the community. Employee groups throughout the Global Headquarters and North America regional headquarters pitched in during the eight-day project, as did staff from UTI, our third-party

logistics provider. In all, 210 people swung hammers, sawed boards, ran errands, kept the tools and work areas safe and orderly, and coordinated meals for the other volunteers. Employees also raised about \$75,000 toward the costs of construction.

## Helping disabled students learn job skills

Through our association with the Kanagawa Building Maintenance Association, we have helped Japanese students with cognitive disabilities acquire practical skills in the professional cleaning industry. About 45 students from the Minamiosawa Gauken school took part in a daylong program at JohnsonDiversey’s floor care laboratory in Kanagawa in 2008, as an extension of their classroom training. The training we provided included an overview of what building service contractors do, and instruction on specific cleaning tasks such as sweeping, mopping, dusting, vacuuming, collecting garbage and cleaning toilets. Some of the past participants in the program applied to participate in a cleaning competition as part of the Kanagawa Abilympic program. The Abilympics — a term coined from the phrase “the Olympics of Abilities” — began in Tokyo in 1981 to commemorate the United Nations International Year of Disabled Persons. The Abilympics highlight the vocational skills of people with disabilities, and





help raise public awareness of the significant contributions people with disabilities can make in the workforce and in society.

### Donations help China clean up, rebuild after devastating earthquake

More than 68,000 people died when a magnitude 8.0 earthquake destroyed Chengdu, the capital of the Sichuan province of China on May 12, 2008. Tens of thousands more were missing and hundreds of thousands injured. JohnsonDiversey responded immediately with compassion and practical assistance. The company donated 1,200 boxes of disaster relief products that were urgently needed for the decontamination and cleaning of affected areas. Employees contributed CNY 100,000 (nearly U.S. \$15,000) in cash to the relief effort through the Shanghai Red Cross. We are grateful that all JohnsonDiversey employees in China were safe from harm in the earthquake. Some employees' families suffered injuries in the earthquake, and some lost their family homes. Every employee in the stricken area worked hard for months to help bring some normalcy back to the area and to support the people and our customers who were stricken.

### Dollars for Doers backs employee volunteerism with cash contributions

To foster a spirit of volunteerism and extend our opportunities to serve the communities in which we operate, JohnsonDiversey offers employees the Dollars for Doers program. Dollars for Doers is a part of the SC Johnson Fund and provides cash donations of \$250 per fiscal year to eligible nonprofit organizations where an employee or retiree volunteers at least 40 hours per year. As a result, these organizations

benefit twice — first through the employee's or retiree's time and talent, and second through the donation from the Fund. There is no limit to the number of organizations for which an employee or retiree can apply for a grant, although contributions to a single organization are limited to 10 per year.



TO FOSTER A SPIRIT  
OF VOLUNTEERISM,  
JOHNSONDIVERSEY  
OFFERS EMPLOYEES  
THE DOLLARS FOR  
DOERS PROGRAM

### Swiss scout camp gets food safety training from JohnsonDiversey

More than 23,000 children who took part in a two-week scout camp near Lake Zurich, Switzerland, had the protection and comfort of JohnsonDiversey's environmentally preferred, superior



Scouts prepare a meal at a Swiss camp. JohnsonDiversey donated food safety products and training to the two-week camp.

cleaning products to make their stay safer and more comfortable. JohnsonDiversey donated PurEco® chemicals for restroom cleaning, kitchen cleaning and fabric wash at the camp, and donated food safety training materials for the camp staff. PurEco is our line of certified, environmentally responsible cleaning products, certified by either or both of Europe's independent green-cleaning certification bodies, Nordic Swan and EU Flower. The scouts, age 8 to 16, also cooked during their time in the camp and benefited from the food safety training materials.

### Partnership with Spanish foundation helps people with disabilities find jobs

To help people with disabilities gain increased access to the job market, JohnsonDiversey's operations in Spain have started a collaboration with Fundación Adecco (Adecco Foundation), an arm of the Adecco Group worldwide staffing agency. The foundation in Spain, established in 1999, partnered with JohnsonDiversey employees to focus on three projects:

- Assisting JohnsonDiversey employees whose relatives have physical or mental disabilities develop personal and professional skills to increase their employment options;
- Improving the accessibility of our new facilities in Barcelona; and,
- Providing social activities for and with people with disabilities, sponsored by JohnsonDiversey.

Continued on page 40 →

After a magnitude 8.0 earthquake destroyed Chengdu, China, employees donated nearly \$15,000 to the relief effort, and the company contributed 1,200 boxes of disaster relief products.

### Building homes, building hope in Cambodia

Home building was on the agenda of the first 2008 meeting of JohnsonDiversey's regional leadership team in Asia Pacific. The region's executives, along with the leaders of the Global Children's Initiative in surrounding countries, took a day to construct houses for six families in Danrei Chlornng, in the Kandal Province of Cambodia. They undertook the project in partnership with Tabitha Cambodia, a charity that works with the poorest members of the community, helping them establish cottage industries to generate income, create savings programs and develop the community. The home building projects are especially important, as they engage volunteers directly with the Khmer people who were marginalized under



Khmer families in Cambodia gather in front of one of the new homes built for them by JohnsonDiversey's Asia Pacific leadership.



Employees and their families pitch in to tidy beaches in Greece.

former political turmoil. The homes they built will shelter 13 adults and 22 children.

### Employees in India donate a day's pay to help flood victims

More than 3 million people were displaced in the Bihar region of India after monsoon rains caused the Kosi River to break its banks near Nepal in mid-August. Villages were destroyed. Families were left without shelter, food or drinkable water. Roads and bridges were wiped out, marooning the flood victims away from the help they

needed. More than 190 people died. Our employees in India responded with help. Every employee in JohnsonDiversey India donated a full day's pay to a fund established by the Confederation of Indian Industry, a nonprofit Indian business organization.

### Employees and families clean up Greek beaches

For the fifth consecutive year, JohnsonDiversey employees in Greece joined a pan-Mediterranean campaign to clean beaches along the Mediterranean Sea. Employees and their families



worked in cooperation with Mesogeios SOS, a nongovernmental organization addressing environmental issues in Greece. They were pleased to find that as they worked, sunbathers who watched them got up and pitched in. A municipal official thanked the employees and their families, and said it would be ideal if more companies followed JohnsonDiversey's example in protecting the local environment.

#### Grant helps establish a new classroom for children with disabilities in Mumbai

JohnsonDiversey India contributed Rs1.26 L (U.S. \$2,500) to the Punarvas Education Society in Mumbai to help the organization expand its assistance to children with cognitive disabilities. The funds will help support the establishment of a new classroom for 10 children. Punarvas provides care, education and rehabilitation services to 130 children, with a staff of 32 teachers. About two-thirds of the organization's funding comes from government sources, and the group relies on donors for the remainder of its needs. Punarvas is expanding its services and hopes to serve 500 children.

#### Award honors outstanding volunteer service

Each year, JohnsonDiversey honors the volunteer efforts of its employees through the H.F. Johnson Community Service Awards program. The top award includes a \$5,000 donation in the winner's name to the nonprofit organization of the person's choice. Up to 10 additional awards may be granted

each year, each consisting of a \$500 donation to a nonprofit organization of the winner's choice and a certificate of recognition for the winner.

The 2008 winner of the H.F. Johnson Community Service Award was Barbara Klein, who has donated platelets every month for the past eight years. Platelets are clotting agents in blood that are critical to the survival of bone marrow transplant recipients and people being treated for blood disorders, including leukemia. Klein also volunteers with the Society for the Prevention of Cruelty to Animals.

Those whose volunteer service earned H.F. Johnson Community Service Recognition Certificates in 2008 were:

- Tim Montreal, who volunteers about 340 hours a year to Cherry Creek Youth Sports in Colorado.
- Sheri Wolf, who has served for eight years with the American Cancer Society's Relay for Life in Racine, Wisconsin; and,



Barbara Klein, the 2008 winner of the H.F. Johnson Community Service Award

- Andrea Carrao, who donates her scientific expertise to support water quality initiatives at the River Bend Nature Center in Racine.


Any JohnsonDiversey employee or retiree in the United States may be nominated for the award, which recognizes the winner's significant service as a community volunteer.

### UNITED WAY '08 CAMPAIGN

$$\begin{array}{r} \$152,142.14 \\ + \\ \$152,142.14 \\ = \\ \$304,284.28 \end{array}$$

#### United we give

Employees have consistently made JohnsonDiversey one of the top contributing companies in the annual United Way campaign. In 2008, U.S. employees gave \$152,142.14, which was matched by the SC Johnson Fund, bringing the total to more than \$300,000. Every year, JohnsonDiversey contributes significantly to the SCJ Fund as one of the separate companies of the Johnson Family.

The image features a large, glowing Earth in the background, showing the African continent and surrounding oceans. In the foreground, there are silhouettes of a diverse group of people, including men and women of various ages, standing against a dark blue background. The overall tone is professional and global.

“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.

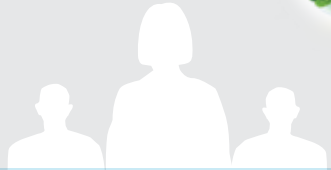
In spite of this progress, however, our ultimate target is zero environment, health and safety (EHS) incidents related to our operations, products and services. We have redoubled our training and awareness programs to continue to drive safety awareness and behaviors among our employees, visitors, suppliers 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

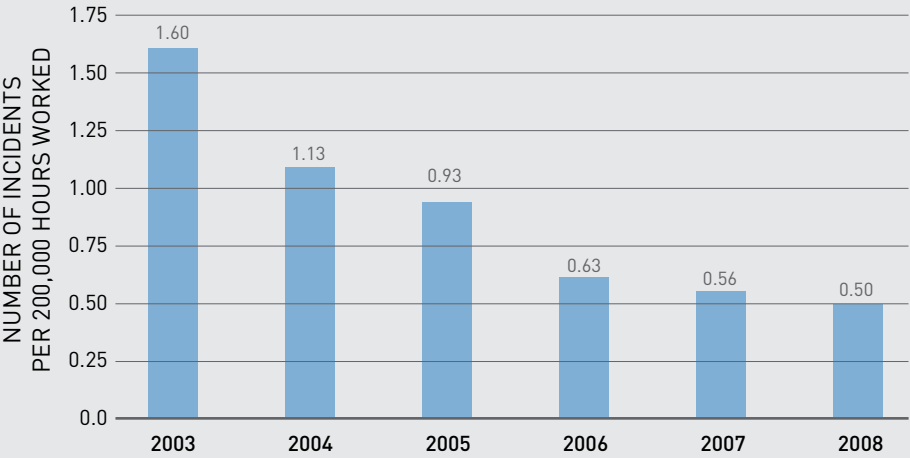
Environment Health and Safety Standards and with relevant regulations and legislation in each of our locations. Compliance with JohnsonDiversey's EHS Standards and Procedures is mandatory for all employees and contractors at all our

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.



### 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.





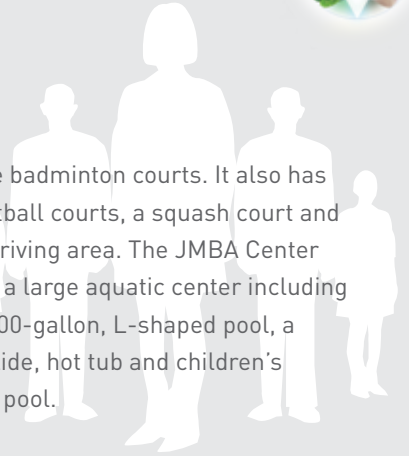
## Recreation center serves employees, families



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.



A high-angle photograph of two men in business attire shaking hands on a large, polished, geometric floor tile. The man on the left is wearing a blue shirt and a patterned tie, while the man on the right is wearing a light yellow shirt. The floor tiles are in shades of brown and tan, with some reflective surfaces. The background is a solid green color at the top of the page.

“We believe in improving international understanding, and we commit ourselves to promote the exchange of ideas and techniques, by participating actively in non-political national and international activities with the objective of improving the global business climate.”

— *This We Believe*





Our role as leaders in sustainable facility care and in the broader arena of sustainable business practices carries with it the responsibility and privilege of establishing vital partnerships with government agencies, nongovernmental organizations and industry groups. We believe these partnerships are an essential means by which we share our expertise and draw on the value that results when creative, passionate people unite their talents toward common goals.

50	Detergents initiative protects aquatic life
52	Mapping programs bolster understanding of the world's water resources
54	Association drives sustainability thinking about facilities
54	Supplier evaluations focus on sustainability initiatives
55	Training partnership helps protect safety of the world food supply
55	Certifications and Affiliations

An underwater photograph showing a vibrant coral reef. In the foreground, there are large, branching, greenish-brown coral structures. Several small, colorful fish, including a prominent yellow and blue striped one, are swimming around the coral. The water is clear and blue.

# Partners in Stewardship

Safer Detergents Stewardship Initiative honors JohnsonDiversey as “champion” in environmental protection program

Leveraging the talents and expertise of our professional partners is an essential component of JohnsonDiversey’s industry leadership in sustainable business practices. Collaborating with government agencies, suppliers, nongovernmental organizations, and industry groups enables us to drive sustainability thinking throughout our industry, and to set the stage for greater progress than we could achieve alone.

A significant case in point is our leadership in the Safer Detergents Stewardship Initiative (SDSI) of the U.S. Environmental Protection Agency. The SDSI is part of the EPA’s Design for the Environment program. It recognizes companies that voluntarily commit to the use of safer surfactants in cleaning and detergent products. Safer surfactants are those that quickly break down into nonpolluting compounds, helping protect aquatic life.

2,250

**TONS** OF APEOs WE  
ELIMINATED FROM OUR PRODUCTS,  
PREVENTING THEM FROM  
ENTERING THE ENVIRONMENT





“We especially appreciate the leadership role JohnsonDiversey played in the development of the SDSI program. Through its participation in the council, JohnsonDiversey was a catalyst for the creation of a program to recognize companies that use safer detergents in product formulations.”

— Barbara Stinson  
Senior Partner  
Meridian Institute

JohnsonDiversey took the lead in the use of safer surfactants when we voluntarily discontinued the production and sale of products that contain alkylphenol ethoxylates (APEOs). APEOs, including nonylphenol ethoxylates, are known to be toxic to aquatic life and may disrupt the endocrine system. Use of APEOs is not regulated in the United States, but we opted to take them out of our products worldwide, beginning in 2004, because the evidence is clear that they harm the natural environment. APEOs have since been banned in Japan, and in some countries in Europe, and Canada is strengthening its regulation of products that contain APEOs.

But making the change ourselves was not enough. We worked with the EPA

and other stakeholders in the National Pollution Prevention and Toxics Advisory Council to develop recommendations to the EPA that led to the SDSI program, which encourages manufacturers and users to phase out these dangerous chemicals.

“We especially appreciate the leadership role JohnsonDiversey played in the development of the SDSI program. Through its participation in the council, JohnsonDiversey was a catalyst for the creation of a program to recognize companies that use safer detergents in product formulations,” said Barbara Stinson, senior partner of the Meridian Institute, an organization hired by the EPA to facilitate the SDSI Advisory Council.

As part of the SDSI, JohnsonDiversey has been recognized as a “champion,” the highest level of recognition afforded through the program. It is granted to those businesses that have demonstrated that they use only safer surfactants in their products and have documented a strategy to ensure that safer surfactants will be used.



The U.S. Environmental Protection Agency recognizes JohnsonDiversey's contributions to the Safer Detergents Stewardship Initiative at a conference attended by JohnsonDiversey's Vice President of Global Environmental Sustainability & Regulatory Affairs, Dr. Bob Israel (center).

## JohnsonDiversey sponsorship enables critical water resources research

Preserving the earth starts with understanding our natural resources, and no resource is more precious than the world's water. JohnsonDiversey has made a substantial commitment to supporting water conservation and ecosystem preservation through its sponsorship of two major scientific projects conducted by the World Wildlife Fund and The Nature Conservancy to map the earth's freshwater resources and species.

Freshwater ecosystems face great perils worldwide, yet few large-scale conservation plans have ever targeted the protection of freshwater biodiversity. In part, the lack of attention to freshwater habitat protection has been due to a lack of comprehensive worldwide data. The new Freshwater Ecoregions of the World project is a substantial and important step in closing the gap and enabling greater understanding of freshwater ecoregions and the need to conserve them. It brings together distribution data from scientists around the world on freshwater species and assesses threats in all of the world's 426 freshwater ecoregions. The project is the result of a collaboration between the World Wildlife Fund and The Nature Conservancy.

"Water is one of the most strategic natural resources in world," said JohnsonDiversey Chairman Curt Johnson, a member of the World Wildlife Fund Board of Directors. "I'm excited to see how the World Wildlife Fund is using its expertise to foster better understanding of freshwater

supplies and improved protection of the world's water resources."

The four-year HydroSHEDS project, an ambitious global hydrographic mapping effort, was also made possible with major funding from JohnsonDiversey. HydroSHEDS uses data from NASA

to create a detailed, digital map of freshwater channels around the world. The radar-derived data from a space shuttle mission is 100 times more detailed than anything previously available, and the maps make it possible to conduct hydrologic analyses anywhere in the world.



© Kate Holt/WWF-UK

A child plays in a river that flows out of Virunga National Park, near the provincial capital of Goma, in the Democratic Republic of Congo. The Congo River system supplies essential freshwater ecosystem services to millions of people. A program sponsored by JohnsonDiversey with the World Wildlife Fund significantly improved information about the world's freshwater systems and their water resources.



“The work JohnsonDiversey has made possible is critical to the understanding of the world’s water resources and to our ability to work with agencies worldwide to establish sustainable conservation plans that protect water and wildlife.”

— Robin Abell

Senior Freshwater Conservation Biologist, Conservation Science Program  
World Wildlife Fund - United States



A WWF Field Hydrologist measures the water quality of a spring in the Sierra de las Minas, Guatemala.

HydroSHEDS created the most detailed and accurate maps to date of all the world’s freshwater channels, including uninhabited regions that contain some of the most diverse, intact freshwater habitats on the planet.

The data from both projects is available on public Web sites to help scientists, students, policy makers, nongovernmental agencies and concerned citizens better understand the earth’s water resources and biodiversity. The maps and databases created through these key projects facilitate additional knowledge sharing and research into freshwater ecosystems, including freshwater climate change adaptation and water security for nature and humankind, according to Robin Abell of the World Wildlife Fund.

The scope and clarity of the data provided through these projects is a substantial improvement over the tools scientists previously had available to understand and assess freshwater systems, and the intricate relationships between freshwater resources and the human and wildlife species that depend on them.



A nomad fills a water vessel in Aïr, Niger.



## Alliance helps drive change in facility management and maintenance

JohnsonDiversey is a charter member of the Alliance for Sustainable Built Environments. The Alliance is a group of manufacturers acting as catalysts for change, delivering products and services that help customers establish and maintain high performance green buildings.

The Alliance was established in 2003 to help provide decision makers with information about choices that will make facilities economically and environmentally sustainable.

This group of eight premier international companies educates senior management and facility operators about the impact of the built environment on people who occupy buildings and on the natural environment, and helps drive healthier, more environmentally sustainable choices in facility management.

The Alliance also has established strategic partnerships with organizations involved with driving sustainability practices within their



### **Alliance for Sustainable Built Environments**

business sectors. These include partnerships with Hospitals for a Healthy Environment and the International Facility Management Association.

For information about the Alliance, visit [www.greenerfacilities.org](http://www.greenerfacilities.org).

## Supplier evaluations help drive improved sustainability practices

JohnsonDiversey has launched a Results Driven Supplier Development program as a tool for extending our partnerships with our suppliers. The effort is intended to drive sustainable business practices in our own operations and to support our suppliers in their efforts to become more sustainable.

We began the process by surveying our top suppliers about 12 key aspects of their sustainability platforms. The responses to these surveys will help us evaluate suppliers based on the degree to which they have embraced sustainability practices throughout their operations, and the manner in which those practices support our commitment to product life cycle management.

The survey evaluates suppliers in areas such as waste generation and recycling efforts, water management, energy management, carbon dioxide emissions, customer programs for sustainability, and compliance management.

The sustainability scores will provide additional data to JohnsonDiversey as we evaluate suppliers' bids and will help us identify areas for further partnerships. Evaluating supplier sustainability profiles is a critical element of our Global Strategic Sourcing Initiative, which is improving our supply and managing our costs through more strategic supplier relationships.

**12**

**WE SURVEYED OUR TOP SUPPLIERS ABOUT 12 KEY ASPECTS OF THEIR SUSTAINABILITY PLATFORMS:**

- Waste generation
- Waste recycling
- Water consumption
- Wastewater generation
- Wastewater COD
- Energy use
- Greenhouse gas emissions
- Other environmental parameters
- Targets or goals for improvement
- Products or services that improve health, safety, environmental impacts
- Compliance auditing
- Environmental regulations compliance





## JohnsonDiversey and JIFSAN provide food safety training to producers and exporters

Since 2005, JohnsonDiversey has partnered with the Joint Institute for Food Safety and Applied Nutrition to provide safe food handling training to food producers, exporters and regulators, as well as academics and educators in Latin America and Asia Pacific countries to improve the quality of food exported to the United States.

Together with JIFSAN, which was established by the University of Maryland and the United States Food and Drug Administration (FDA), JohnsonDiversey

has provided Good Agricultural Practices and Good Aquacultural Practices training 15 times in 10 countries.

In 2008, we trained industrial producers and academics in Bangkok, Thailand; Bogor, Indonesia; San Jose, Costa Rica; and Comayagua, Honduras.

The program helps to control disease, protect the environment, assure food safety, and enhance living standards for seafood farmers, such as those in Vietnam to whom we presented it first in 2006.



## Certifications and Affiliations

JohnsonDiversey believes in the value of third-party, independent certifications for our products and systems. We also are involved in the work of many organizations committed to sustainability.

### BUILDING CARE CERTIFICATIONS



Nordic Swan



Green Seal



EU Flower



GREENGUARD  
Environmental Institute



USGBC LEED-EB



ISO 14001  
ISO 9000  
OHSAS 18001



Eco Mark



Eco Logo

### ASSOCIATIONS AND AFFILIATIONS



AISE Charter  
Member



British Institute of  
Cleaning Science



Go Green  
Schools



Global Environmental  
Management Initiative



EPA's Design for  
the Environment



Alliance for Sustainable  
Built Environments



Healthy Schools  
Campaign



World Wildlife Fund



Hospitals for a  
Healthy Environment



U.S. Green  
Building Council



Product Sustainability  
Roundtable



Climate Savers



Joint Institute for Food  
Safety and Applied Nutrition



International Committee  
of Food Retail Chains



International Association  
for Food Protection



Safe, Quality  
Food Institute



“We believe in being a responsible leader within the free market economy and we commit ourselves to conducting our business in a fair and ethical manner.”  
— *This We Believe*



The *right* way is the *only* way to do business, in our view. We hold ourselves to the highest standards of ethical and legal behavior in all our operations. Our Code of Ethics and Business Conduct is available to every employee in his or her native language, as is our company's longstanding statement of values, *This We Believe*, which undergirds all our policies and procedures.

58	Training programs focus on "Ethics is Good Business"
60	Incident reporting improves
60	Crisis response planning includes drills
61	<i>This We Believe</i> inspires, sustains our company
62	Committed to good business governance
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# Business Ethics

Doing everything in our power to live up to our values is our promise to our shareholders, our employees, our customers and our communities.

JohnsonDiversey holds itself to the highest standards of ethical and legal behavior in all our business operations. The governing principle and theme of all our ethics training and compliance programs, “Ethics is Good Business,” expresses our view of the fundamental role those high standards play in everything we do.

“Conducting our affairs in accord with the highest standards is central to the traditions and culture of the Johnson family of business enterprises,” said JohnsonDiversey President and Chief Executive Officer Ed Lonergan. “It is our responsibility to continue that tradition. It is the right way to do business.”

All employees in leadership, managerial and professional roles as well as our Board of Directors are required to take part in annual online training on the company’s Code of Ethics and Business Conduct. The training program includes explanations of policy as well as fictional scenarios that challenge a learner’s understanding of the policy.

20

THE NUMBER OF LANGUAGES  
THE JOHNSONDIVERSEY CODE OF  
ETHICS WAS TRANSLATED INTO





# “Conducting our affairs in accord with the highest standards is central to the traditions and culture of the Johnson family of business enterprises.”

— Ed Lonergan  
President and Chief Executive Officer  
JohnsonDiversey

It addresses a host of critical issues, including discrimination, harassment, equal employment, insider trading, bribery, corruption, kickbacks, gifts and entertainment, compliance with laws, the effect of our operations and products on the safety of individuals and the environment, record keeping and accounting practices, and management of confidential information and company assets. It also addresses the obligation of employees to report suspected violations of the code and the means by which to do so.

## CERTIFICATE OF COMPLETION

The training program is available in the six languages spoken by the majority of our leadership and professional staff. At the end of the 45-minute program, each participant is required to take an online examination about the content. A certificate of completion, required of all participants, is not issued until the participant has answered all the questions correctly. Employees also are required to affirm that they understand and agree to comply with the Code of Ethics and Business Conduct, and that they are not aware of any violations of it. This process enables an employee to raise a concern about a possible

violation of the code, which is then investigated under a process established and managed by JohnsonDiversey's Law Department.

Our Board of Directors and all 3,400 employees in leadership, managerial or professional roles completed the training in 2008. We will continue to expand the training to additional employees in 2009.

## WHISTLEBLOWER POLICY

We significantly improved employees' access to the Code of Ethics and Business Conduct in 2008 by having the documents translated into 20 languages and posting the translations to the corporate intranet site. The link to the documents is displayed prominently at the center of our corporate intranet home page.

Also at that site is the company's Whistleblower Policy and contact information enabling employees to make a confidential report of a concern via telephone, fax, mail or e-mail. The Whistleblower Policy, also translated into 20 languages, explains the procedures the company has established to enable employees to report concerns regarding accounting

matters, and establishes a firm prohibition against retaliation toward anyone who honestly reports such a concern.

## CONFLICT OF INTEREST DISCLOSURES

We also require all employees in executive, leadership and managerial and sales roles, as well as our Board of Directors, to complete annual conflict of interest disclosures.

In addition, we take measures to ensure that the people with whom we do business are conducting their affairs in accord with our own high ethical standards. We require major suppliers to comply with our Supplier Guiding Principles and conduct periodic audits to ensure compliance with these principles.

The Ethics and Compliance Committee in conjunction with the Chief Compliance Officer of the company, oversee JohnsonDiversey's compliance with our Code of Ethics and Business Conduct as well as applicable laws and policies.

The essential document that underlies all our policies and procedures on ethical and legal matters is *This We Believe*, a written statement of the company's longstanding values.

## Online tool enables fast incident reporting, risk management

JohnsonDiversey has implemented an online tool to enable managers to report safety incidents in a timely, effective way, and to alert appropriate staff worldwide so they can evaluate and manage risks quickly and effectively.

The system can be used to report any work-related accident, chemical spill, vehicle accident or other incident that affects the environment, or the health and safety of our employees, customers and vendors. Of course, the most serious incidents are reported immediately, directly to crisis management teams at our Global Headquarters.

For less serious incidents, streamlined, online reporting eliminates delays associated with

traditional paper reports, and makes data from any incident immediately available to our professionals worldwide. All reports go to our Environment Health and Safety experts immediately, enabling them to spot potential problems or evaluate processes that could be reconfigured in order to avoid future accidents. The incident reporting software also is programmed to alert other JohnsonDiversey leaders based on where the incident occurred, its severity, and what was involved. Reports may go to local leadership, regional leadership, product development leaders, human resources teams, our law department, insurance managers or others. This broad, immediate dispersal of information about an accident allows our staff to bring a broad range of perspectives and disciplines to evaluating the incident, responding to it, and assessing ways to prevent further incidents.

## Crisis management planning, drills help improve preparedness

JohnsonDiversey is committed to risk management and the protection of our employees. This commitment drives us to take specific actions to prevent, manage and recover from a crisis.

We engage employees throughout the organization in regular discussions and drills on crisis prevention and management. We work to reduce risks to our employees, our business and the public with proper safety precautions and ongoing preparedness training to respond to any natural or accidental event that has the potential to threaten human life, damage the natural environment or impair our business or its reputation.

We conducted six crisis management drills in 2008, each of which helped us identify areas of strength in our response and recognize areas needing improvement. Four of those exercises addressed our preparedness to respond to a

pandemic. In another case, we tested our ability to respond to a geopolitical disruption, and in the fourth instance, our ability to respond to a local disaster.

Following each exercise, we reviewed each team's responses to the scenario and set clear objectives and deadlines for resolving gaps in our response. Our crisis management plans were updated to reflect these improvements, and the lessons we learned were shared throughout the company with appropriate response teams.

In any crisis situation, our first priority is the protection of human life. We also aim to protect the environment and our property, minimize business interruption, defend our financial standing and protect our public image. Our crisis management process enables us to respond quickly and appropriately to any situation with those priorities in mind.



“*This We Believe* defines a clear set of values and enables us to align our culture and our strategy.”

— Curt Johnson  
Chairman  
JohnsonDiversey

JohnsonDiversey governs all its operations by the same core values that have driven the Johnson family of enterprises for five generations. Our values are our compass, and we check every decision against them. Decades ago, those values were set into a formalized statement known as *This We Believe*.

*This We Believe* serves as our promise to people to whom we are responsible and whose trust we continually seek to earn, and it inspired our purpose to protect lives, preserve the earth and transform our industry.

#### EMPLOYEES

We believe that the fundamental vitality of our worldwide company lies in our people. We commit ourselves to supporting, encouraging, developing and strengthening our team of employees around the world.

#### CUSTOMERS AND USERS

We believe in earning the enduring goodwill of customers and users of our products and we commit ourselves to developing valuable, environmentally sound products and services around the world.

#### GENERAL PUBLIC

We believe in being a responsible leader within the global economy. We commit ourselves to conducting our business in a fair and ethical manner, keeping the general public informed of our actions and sharing the results of our hard work.

#### NEIGHBORS AND HOSTS

We believe in contributing to the social and economic well-being of the countries and communities where we conduct business. We commit ourselves to being a good corporate citizen, actively seeking the counsel of local and corporate management in our host communities.

#### WORLD COMMUNITY

We believe in improving international understanding. We commit ourselves to act with responsible practices in international trade and investment and promote the exchange of ideas and techniques.

#### HISTORY OF *THIS WE BELIEVE*

Our company has been guided by certain basic principles since its founding in 1886. These principles were first summarized in 1927 by H.F. Johnson, Sr., during his Profit Sharing speech: “The goodwill of the people is the only enduring thing in any business. It is the sole substance . . . the rest is shadow.”

In 1976, Sam Johnson convened a congress in Washington, D.C., for the purpose of memorializing the company’s guiding principles in a formal statement. The result of that congress was *This We Believe*. Nearly 100 people from every level of the company participated in the undertaking. Importantly, their focus was on articulating the principles that were already guiding the company, and had been for many years. In other words, *This We Believe* was not intended to be an aspirational statement, but was rather an expression of the principles that already existed. JohnsonDiversey’s commitment to these principles is evident in our actions to date.



Sam Johnson

## JohnsonDiversey is committed to good business governance

### INVESTORS AND SHAREHOLDERS

A privately held company with publicly held debt, JohnsonDiversey files annual public reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and other information with the U.S. Securities and Exchange Commission.

In addition, as soon as reasonably possible after these materials are filed with or furnished to the SEC, we make copies available to the public free of charge in the Investor Relations section of our Web site at [www.johnsondiversey.com](http://www.johnsondiversey.com). The information on our Web site is not incorporated into and is not part of this annual report.

### BUSINESS ETHICS AND CONDUCT

JohnsonDiversey recognizes the obligation and importance of being a good corporate citizen in every country in which we do business. This means compliance with local laws and regulations and compliance with the highest business and ethical standards.

Therefore, we have a comprehensive Code of Ethics and Business Conduct that supplements our values expressed in our long-standing corporate principles titled *This We Believe*. The code provides direction regarding laws, policies and ethical standards (within and outside the United States) that affect our everyday business practices and behavior.

### GUIDELINES OF THE CODE

The following guidelines are listed in the code:

- |                         |                                       |
|-------------------------|---------------------------------------|
| → Compliance with Laws  | → Antitrust Laws                      |
| → Conflicts of Interest | → Confidential Information and        |
| → Record Keeping and    | Protection of Company Assets          |
| Accounting Practices    | → Safety and Environmental Protection |
| → Public Reporting      | and Product Quality                   |
| → Insider Trading       | → Discrimination and Harassment       |
| → Business Practices    | → Indirect Activities                 |
| → Payments to Officials | → Reporting Violations of the Code    |

The Code of Ethics and Business Conduct is communicated to all employees and copies are available on our Web site along with other corporate policies and procedures. Additionally, the code is available on our public Web site at [www.johnsondiversey.com](http://www.johnsondiversey.com).

FORM  
10-K

FORM  
10-Q

FORM  
8-K

The public may obtain copies of these materials by visiting the SEC's Public Reference Room at 450 Fifth Street NW, Washington, D.C. 20549, by calling the SEC at 1.800.SEC.0330, or by accessing the SEC's Web site at [www.sec.gov](http://www.sec.gov).

For additional information, please visit our Web site at [www.johnsondiversey.com](http://www.johnsondiversey.com)





## Key Financial Data for the Fiscal Year ending December 31, 2008

(dollars in thousands)

Net Sales	3,315,877
Gross Profit	1,325,795
Gross Profit as a Percent of Net Sales	40.0%
Net Income (Loss)	(11,762)
Net Cash Provided by Operating Activities	49,197
Capital Expenditures	121,211
Stockholders' Equity	714,496
Total Debt	1,081,826
Total Assets	3,197,192

## Global Reporting Initiative

JohnsonDiversey has used the Global Reporting Initiative's G3 index as a framework to enhance our total reporting efforts. The scope of our Global Responsibility Report is global and activities from all JohnsonDiversey business units are considered.

GRI Reference	Standard Disclosures & Performance Indicators
<b>1. Strategy and Analysis</b> 1.1 and 1.2	Introduction, page 1; Leadership Messages, pages 2-3
<b>2. Organizational Profile</b> 2.1 – 2.10	Governance Section, pages 63-65
<b>3. Report Parameters</b> 3.1 – 3.13	Governance Section, page 63
<b>4. Governance, Commitments, and Engagement</b> 4.1 – 4.17	Introduction, page 1; Partners Section, pages 50-55; Governance Section, pages 56-65
<b>Economic Performance Indicators</b> EC1 – EC9	Communities Section, pages 28-41; Governance Section, pages 56-65
<b>Environmental</b> EN1 – EN30	Operations Section, pages 6-15; Customers Section, pages 16-27
<b>Labor Practices and Decent Work</b> LA1 – LA14	Workforce Section, pages 42-47; Governance Section, pages 56-65
<b>Human Rights</b> HR1 – HR9	Governance Section, pages 56-65
<b>Society</b> S01 – S08	Communities Section, pages 28-41; Governance Section, pages 56-65
<b>Product Responsibility</b> PR1	Customers Section, pages 16-27

JohnsonDiversey's Global Responsibility Report is not intended to be a full disclosure of all of the companies' social, economic and environmental projects that took place in 2008. Please refer to other sources, such as our Web site, [www.johnsondiversey.com](http://www.johnsondiversey.com), and our 10-K Report, for additional information.

JohnsonDiversey publishes its Global Responsibility Report annually. Questions about this report can be addressed to: [Sustainability@JohnsonDiversey.com](mailto:Sustainability@JohnsonDiversey.com).

Company Overview

JohnsonDiversey Inc. is committed to a cleaner, healthier future. Its products, systems and expertise make food, drink and facilities safer and more hygienic for consumers and for building occupants.

WHO WE ARE

JohnsonDiversey is a world leader in cleaning and hygiene solutions for business. We’ve gained this position by acting as a partner to our customers, rather than merely as a supplier.

A HISTORY OF BUSINESS SUCCESS

S.C. Johnson founded his parquet flooring business in 1886. We have grown into a worldwide company by remaining true to the values he held dear, maintaining a constant commitment to innovation and holding an unwavering focus on delivering long-term benefits to our customers, our employees and the environment.

A GLOBAL PARTNER

We have the size and expertise to provide leading solutions everywhere in the world.

- 10,800 employees worldwide
- Annual sales of \$3.3 billion
- Sales into more than 170 countries
- A leading position in every major market

ALWAYS INNOVATING







- We are constantly searching for better ways to work and pursuing new and improved solutions to customer problems.
- Every year we introduce breakthrough innovations.

THE SUSTAINABLE SOLUTION

At JohnsonDiversey, we believe that solutions which protect the environment are more profitable and are good business practice. At the same time, they allow us to deliver on our responsibility to the wider community, a key component of the JohnsonDiversey ethos.





“Our objectives have always extended beyond financial growth to include promoting the health and well being of our planet and the people who share it.”  
— Curt Johnson, Chairman

Customer Sectors

FOOD SERVICE AND CONTRACT CATERERS	LODGING	FOOD AND BEVERAGE PROCESSING	BUILDING MANAGEMENT, SERVICE CONTRACTORS	RETAIL	HEALTH CARE
					



## Applications

FOOD SAFETY	FOOD AND BEVERAGE	BUILDING CARE	FABRIC CARE
 <p>Food-contact surface cleaners, sanitizers and disinfectants</p> <p>Floor safety systems and tools</p> <p>General purpose cleaners, lime scale removers</p> <p>Bactericides /disinfectants</p> <p>Detergents, oven and grill cleaners; general surface degreasers</p> <p>Mechanical and manual warewashing</p> <p>Cleaning methods, wall charts, staff training, and technical and service support</p> <p>Consultation on food protection, regulations and safety</p>	 <p>Detergents, cleaners, sanitizers, lubricants and cleaning systems</p> <p>Electronic dispensers and chemical injectors for the application of chemical products</p> <p>Gel and foam products for manual open-plant cleaning</p> <p>Acid and alkaline cleaners</p> <p>Membrane cleaning products</p> <p>Track treatment solutions</p> <p>Water conservation solutions</p> <p>Complete auditing and assessment program for great operational efficiency</p> <p>Consultation in food safety, operational efficiency and quality management</p>	 <p>Floor finishes, buffable waxes, cleaners, polishes, sealers and strippers</p> <p>Carpet cleaners and spotters</p> <p>Floor care machines</p> <p>Tools and trolleys with microfiber products</p> <p>Hard-surface and general purpose cleaners</p> <p>Disinfectants and sanitizers</p> <p>Hand cleansers and sanitizers</p> <p>Air deodorizers and fresheners</p> <p>Toilet bowl cleaners</p> <p>Specialty cleaning products</p> <p>Green cleaning procedures and policies</p> <p>Cleaning methods, wall charts, staff training and technical and service support</p> <p>Dispensing systems for concentrated chemicals</p> <p>Floor finish applicators</p>	 <p>Full line of laundry detergents, spotters, boosters, bleaches, neutralizers, softeners and starches</p>

## Board & Executives/Locations

### Board & Executives

**Curt Johnson**  
Chairman  
JohnsonDiversey, Inc.

**Ed Lonergan**  
President and  
Chief Executive Officer  
JohnsonDiversey, Inc.

**Todd Brown**  
Vice Chairman  
ShoreBank Corporation

**Norman Clubb**  
President and Chief  
Operating Officer  
Unilever Foodsolutions  
Americas  
(Director of JohnsonDiversey  
Holdings, Inc. only)

**Irene Esteves**  
Capital Management  
Senior Vice President and  
Chief Financial Officer  
Regions Financial Corporation

**Bob Howe**  
Chairman  
Montgomery Goodwin  
Investments

**Helen Johnson-Leipold**  
Chairman and  
Chief Executive Officer  
Johnson Outdoors, Inc.

**Clif Louis**  
Chairman  
The Vineyard, Inc.

**Neal Nottleson**  
Retired  
S.C. Johnson & Son, Inc.

**John Rice**  
Retired  
Unilever Plc.  
(Director of JohnsonDiversey  
Holdings, Inc. only)

**Reto Wittwer**  
President and  
Chief Executive Officer  
Kempinski Hotels S.A.

### Executive Officers

**Curt Johnson**  
Chairman

**Ed Lonergan**  
President and  
Chief Executive Officer

**Joe Smorada**  
Executive Vice President  
and Chief Financial Officer

**John Alexander**  
Regional President  
Americas

**Pedro Chidichimo**  
Regional President  
Europe, Middle East and Africa

**Moreno Dezio**  
Regional President  
Greater Asia Pacific

**Greg Clark**  
Senior Vice President  
Global Value Chain

**Steve Di Biase**  
Senior Vice President and  
Chief Scientific Officer  
Research, Development and  
Engineering

**Jim Larson**  
Senior Vice President  
Global Human Resources

**John Matthews**  
Senior Vice President  
Corporate Affairs and Director,  
Office of the President

**Scott Russell**  
Senior Vice President  
General Counsel and  
Secretary

**Nabil Shabshab**  
Senior Vice President and  
Chief Marketing Officer

**Dave Andersen**  
Vice President  
Global Business Development

**Todd Herndon**  
Vice President and  
Corporate Controller

**Lori Marin**  
Vice President and  
Corporate Treasurer

**(Vacant)**  
Vice President and  
Chief Information Officer

**David Quast**  
Vice President, Deputy  
General Counsel

### JohnsonDiversey Around the World

**Global Headquarters**  
JohnsonDiversey Global  
8310 16th Street  
P.O. Box 902  
Sturtevant, WI 53177-1964  
U.S.A.  
262.631.4001

**Europe, Middle East &  
Africa Region**  
JohnsonDiversey EMA  
Maarssebroeksedijk 2  
3542 DN Utrecht  
The Netherlands  
31 30 247 6912

**Americas Region**  
JohnsonDiversey Americas  
8310 16th Street  
Sturtevant, WI 53177-1964  
U.S.A.  
262.631.2800

**Greater Asia Region**  
JohnsonDiversey Greater Asia  
73 Science Park Drive  
#02-14 CINTech1  
Singapore Science Park  
Singapore 118254  
65 6773 7930



**JohnsonDiversey, Inc.**

Global Headquarters  
8310 16th Street  
P.O. Box 902  
Sturtevant, WI 53177-1964 U.S.A.  
Tel: 262.631.4001  
[www.johnsondiversev.com](http://www.johnsondiversev.com)

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405 pounds of emissions eliminated  
4 million BTUs of energy not consumed  
5 trees not cut down



**Mixed Sources**

Product group from well-managed  
forests, controlled sources and  
recycled wood and fiber

Cert no. BV-COC-071202  
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The JohnsonDiversey 2008 Global Responsibility Report uses soy-based inks on 10 percent recycled paper certified by SmartWood to the Forest Stewardship Council (FSC) standards and is printed at facilities certified in accordance to the FSC standards. The electricity used to manufacture this paper is 100 percent Green-e-certified renewable energy.

