

2010 Global Responsibility Report

Sustainable.



ON THE COVER

Children gather in front of the “bottle school” in San Pablo, Laguna. Diversey employees are helping to construct the school—the first of its kind in Asia—in partnership with My Shelter Foundation.

Read the full story on page 45.

2010 Global Responsibility Report

Attainable.

Diversey's
purpose is to
protect lives,
preserve the
earth and
transform
our industry.

Our Purpose

This is what drives us. To deliver superior solutions that help our customers protect their customers and their brands—it's the inspiration for providing solutions that combine chemistry, machines, utensils, dosing and dispensing, packaging and processes to optimize results. Doing this enables us to help customers reduce waste, water and energy consumption while protecting workers. Living our purpose will result in a cleaner, healthier future.

Our global leadership is rooted in our rich history. We draw on the power of our legacy companies, with nearly 210 years of combined experience in meeting customers' needs, to respond to the challenges of today's world and the promise of generations to come.

Sustainability is embodied in our purpose. Our deep knowledge of our customers' businesses remains at the heart of our partnerships that make the world cleaner and healthier. Our customers count on us to deliver excellent cleaning and sanitation results while optimizing their labor, water and energy use and cutting pollution emissions. This is enabled by our deep understanding of our industry and our customers' operations. As a result, we accept nothing short of helping our customers safeguard their businesses, deliver superior products and services to their customers or consumers, and protect and enhance the equity of their brands.

We've defined a framework of continuous improvement to integrate sustainability throughout our business. It addresses six pillars: serving our customers, collaborating with our partners, strengthening our workforce, enriching our communities, operating our facilities and governing our business. In this report, you'll learn how we've progressed in each of these areas.

We Protect

lives by delivering superior solutions 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 solutions and operations for ourselves and our customers.



We Transform

our industry by creating more sustainable enterprises that contribute to the well-being of our communities.



Accessing Additional Report Content *This report contains Quick Response (QR) codes throughout the book that offer access to supplemental multimedia content on selected articles. Using a camera-enabled smartphone and a QR code reader application, simply snap a photo of the code to view additional content including videos, photographs and websites. To learn more about QR codes and what is needed to enable this functionality on smartphones, simply snap a photo of the QR code to the left or visit www.diversey.com/2010grr/QR.*

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Diversey achieved important milestones across many facets of our business in 2010. We continued to improve the profitability of our company and made significant investments that will enhance our ability to serve our customers and improve our sustainability profile.

As stewards of our planet, the people of Diversey recognize the important role our company can play in helping to ensure a cleaner, healthier future for the world.

One notable example of our leadership in 2010 was Diversey's sponsorship of its first-ever Climate Change Summit. This symposium brought together some of our industry's leading businesses to address the issue of climate change and identify ways the business community can do its part to mitigate its risks. The ideas and dialogue exchanged during this event reinforce the unique role that our industry—and Diversey—can play in addressing climate turmoil.

Among the other 2010 highlights you will see in this report:

- ▶ Partnering with customers across many industries to help them reduce water, waste and energy in their operations;
- ▶ Introducing innovative solutions that reinvent the cleaning process to achieve superior results while also improving overall sustainability;
- ▶ Pioneering the use of new cleaner energy technologies with the installation of a combined heat and power fuel cell at our global headquarters;

- ▶ Joining with some of our largest customers to expand the reach of our Global Children's Initiative and construct schools out of soda bottles that will serve impoverished communities; and
- ▶ Providing leading sponsorship of a groundbreaking effort to address water conservation issues in the United States.

As we continue our journey toward becoming a sustainable company, I am proud of the dedication of our employees to embrace and further our efforts. We continue to embed sustainability into all aspects of our operations, driven by a unifying purpose that is our compass: to protect lives, preserve the earth and transform our industry. Living this purpose every day is our way of ensuring Diversey is making a meaningful and lasting contribution to our planet.

Thank you for your interest. We welcome your comments.



Ed Lonergan, President and CEO





Diversey's Portfolio Approach Toward Sustainability ROI



GreenBiz
group

The following is an excerpt of an article written by John Davies of GreenBiz.com and published March 7, 2011. The story was edited for length.

Diversey's sustainability program has delivered an impressive ROI by providing a new perspective on old issues.

There are an increasing number of companies who view their sustainability programs as a competitive advantage and many of those participate in the GreenBiz Executive Network. The Network is a member-based, peer-to-peer learning forum for corporate sustainability professionals, established to bring together like-minded executives to discuss strategies for implementing sustainability initiatives at their companies.

During a recent Network meeting, Dr. Daniel Daggett, corporate sustainability manager for Diversey, Inc., presented a unique portfolio management approach used by the company to drive its sustainability programs, a strategy specifically focused on achieving significant greenhouse gas reductions coupled with an attractive return on investment (ROI).

Making a Commitment to Sustainability In 2008, the company committed to Climate Savers, the rigorous greenhouse gas reduction program managed by the World Wildlife Fund (WWF). More than 30 corporations have partnered with WWF to establish ambitious targets to voluntarily reduce their greenhouse gas emissions. According to the WWF website, Climate Savers partners will reduce CO₂ emissions by over 50 million tons by the end of 2010.

But the commitment to the Climate Savers goals is only one aspect of the overall sustainability approach of the company. Diversey focuses on measuring the returns on its sustainability investments with a focus on an Integrated Bottom Line. The integrated bottom line is a concept derived from triple-bottom-line accounting that suggests environmental, societal and economic factors should be considered together in measuring the impact of business operations.

Not all sustainability-related efforts have an easily identifiable financial return. But programs such as Diversey's Global Children's Initiative (which seeks to improve the lives of one million children) and programs that encourage employee volunteerism have real value. As Daggett notes, "A corporate commitment to sustainability motivates employees, drives innovation and creates a sense of purpose within the company."

Other sustainability programs deliver more measurable value. A program targeted to eliminate work-related injuries provides significant ROI, measured in reduced workers' compensation and lost work time. The company's commitment to sustainability also drives the creation of new products that save water and reduce waste in its customers' operations and creates new revenue opportunities for Diversey.



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Meeting Climate Goals: Show Me the Money

In 2008, Diversey partnered with WWF to set its Climate Savers goals. Its initial goal was to reduce greenhouse gas (GHG) emissions from its operations by 8 percent below 2003 levels by 2013.

Internally, the sustainability team at Diversey needed to find the right way to sell the organization on meeting its commitment. In addition to reducing GHG emissions, Diversey would also set out to achieve a positive ROI. Fortunately, the numbers were on their side; Diversey designed a program that would deliver its initial Climate Savers commitment of an 8 percent reduction while also achieving \$32 million in savings from investments that would total \$19 million over the life of the program. Using that ROI analysis allowed the sustainability team some autonomy and flexibility for the overall program.

The company took a three-step approach when looking for opportunities to meet its goals:

1. Avoidance. These projects are often overlooked in favor of efficiency but usually account for the biggest opportunities for savings. Avoidance initiatives, such as travel reduction, often require little or no capital investment. However, they do often require changes in behavior, which can be difficult. In the example of reducing travel, the company started slowly by curbing air travel. Another avoidance program that provided a healthy return was daylight cleaning—having offices cleaned during the day to reduce the use of lighting and other resources previously needed for the crew when working at night.

2. Efficiency. These projects involve redesigning and optimizing business processes and energy systems to be as efficient as possible. Examples include building lighting retrofits and HVAC efficiency upgrades.

3. Generation. This involves meeting Diversey's energy needs with on-site low-carbon power generation. These are typically more capital-intensive projects such as installing

wind turbines or a combined heat and power (CHP) fuel cell. Although these projects can be challenging due to high costs, Diversey was able to fund both wind turbines and a CHP fuel cell at their global headquarters in Wisconsin by reinvesting some of the savings from avoidance and efficiency projects.

While avoidance initiatives could be quickly funded, those alone wouldn't be enough to meet the company's Climate Savers commitment. Conversely, power generation projects often fall short of the company's expectations for ROI but provide a major impact in terms of GHG emissions reductions. In order to achieve a return on its investment and an absolute reduction in GHG emissions, Diversey devised an innovative portfolio management approach to balance all three areas of opportunity.

Instead of evaluating each efficiency project solely as a discrete investment, opportunities are analyzed as part of a long-term strategy that balances the speed of financial return (simple payback), the volume of financial return (NPV) and the cost of the carbon investment (\$/MT carbon) across an entire portfolio of projects. This approach effectively reduces uncertainty and risk through diversification, overcomes the hurdles of purchased electricity variation, increases opportunity by looking beyond just the "low-hanging fruit" and, most importantly, allows for a predictable and reliable rate of return.

Building the Portfolio Diversey originally pledged to reduce GHG emissions from its operations by 8 percent below 2003 levels by 2013, and provide a return of \$32 million on an investment budgeted at \$19 million over the course of its efforts. No single project could achieve those dual goals of financial return and absolute emissions reduction and so the company looked at its overall program in terms of an integrated portfolio.

Much like establishing a mutual fund, [Diversey] created a basket of potential projects by performing detailed energy

audits, evaluating lighting retrofits and investigating opportunities for low-carbon power generation.

For each opportunity, the value of the carbon reduction projects varies greatly by geographic region and individual site. Identifying the company's biggest opportunities for cost and carbon reductions began with collecting data at each of the company's sites on energy consumption, cost, and the related emissions. The cost and "cleanliness" of the local energy is a major factor in determining the attractiveness of the opportunity. This drove the creation of a list of site-specific projects.

Sustainability Portfolio Outperforms

Expectations Diversey's sustainability program has delivered an impressive ROI by providing a new perspective on old issues, such as energy efficiency. One year after establishing its initial goals, the company tripled its emissions reduction commitment to 25 percent, using the same 2003 baseline and timeframe ending in 2013. At the same time, it was able to reduce its investment from \$19 million to \$14 million while committing to this larger emissions reduction.

By leveraging a portfolio management strategy, the company has outlined a number of operational initiatives that will help it meet its goals, including improving the fuel efficiency of its worldwide auto and truck fleet by switching to vehicles with the best fuel efficiency in their class and alternative energy vehicles; upgrading the energy efficiency of its buildings, manufacturing plants and operations in major sites around the world; and installing on-site alternative energy sources such as fuel cells or wind turbines.

Perhaps the biggest lesson learned, Daggett told me, is that "Sustainability initiatives create value by inspiring new ways to conduct business, such as innovation and customer partnering."

That's a lesson sustainability critics need to heed.



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Operations



**We will operate a sustainable enterprise
by continuously reducing the environmental
impact of our own and our customers'
operations.** —*The Diversey Way*



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Climate Savers

*Fuel Cell Installation Extends Diversey's
Climate Savers Commitment to Cut GHGs*

Diversey's commitment to creating a cleaner, healthier future begins at our own doorstep, in the continuous improvement of our own operations. Two years ago, we committed publicly to challenging and measurable reductions in our greenhouse gas (GHG) emissions.

By joining Climate Savers, the World Wildlife Fund's (WWF) rigorous GHG reduction program, we pledged to reduce our GHG emissions by 25 percent by 2013, from a 2003 baseline, regardless of changes in our operations or production.

In December 2010, we marked a signature achievement in our progress toward that pledge, with the installation of a 400-kilowatt fuel cell at our global headquarters facility in Sturtevant, Wisconsin. We are the first company in the Upper Midwest to generate its own power onsite with a fuel cell. Based on our typical energy use and data from UTC Power, maker of the fuel cell, we expect to generate more than 40 percent of the electricity and about 80 percent of the heat used by our 278,000-square-foot global headquarters facility. The cell will reduce our carbon emissions by more than 3,300 metric tons per year, the equivalent of taking 685 cars off the road.

"Reducing our waste and using cleaner energy sources are smart choices for the environment that generate substantial cost savings for our operations," said Diversey President and CEO Ed Lonergan. "This installation is another step in our ongoing efforts to continuously improve our operations."

Energy Efficient Power Source An onsite fuel cell is virtually pollution free and highly efficient. It uses an electrochemical process to convert natural gas to electricity and heat, unlike centralized power plants that generate electricity through the combustion of fossil fuels. Typical remote utility plants can deliver only about 35 percent of the energy they generate because energy is lost in the transmission process, and the heat the plants generate usually cannot be transferred to customers. Conversely, an



Operations





Fuel Cell Efficiencies

—685 Cars

A Virtually Pollution-Free Fuel Source

The 400-kilowatt fuel cell reduces our carbon emissions by 3,300 metric tons per year, which is equivalent to taking 685 cars off the road.



Want more?
diversey.com/fuelcell

onsite fuel cell makes 90 percent or more of the energy produced available to the facility. It also uses less water. Diversey's fuel cell will neither consume nor discharge water during normal operations, saving millions of gallons of water compared to typical remote power plants.

Six roof-mounted wind turbines installed on the global headquarters building last year extend our GHG reductions even further, supplying another 1 percent of our electrical power and eliminating about 25 metric tons of GHGs per year.

Installing nonpolluting energy generation sources at the global headquarters facility is particularly important because the facility is located in a region that relies heavily upon coal-generated power. Therefore, reductions in demand for grid-generated power deliver significant payoffs in GHG reductions. Conversely, reductions in demand for power in other areas around the globe, where energy sources are cleaner but more costly than coal, deliver significant financial payoffs. Because Diversey manages its energy demand and GHG reduction portfolios globally, we can capture the maximum return on investment for our operations and for the planet.

Identifying GHGs as Waste The installation of the fuel cell is the most visible project to date, yet its viability draws from the multitude of smaller, sustained efforts to reduce Diversey's energy demand worldwide, said Jeremy LeMieux, who leads our Climate Savers implementation program.

"Our ability to meet our Climate Savers commitment centers on the realization that GHG emissions are a powerful indicator of waste, and of course, as a sustainable business, we are committed to cutting waste," LeMieux said. He explained that the company has been consistently reducing its base load energy use at the global headquarters building and around the world, spending the time getting

the basics in order, doing the work that seems mundane and sometimes even invisible, but is very important. "We didn't just jump straight toward something that would make a big splash but doesn't really deliver long-term energy use improvements or carbon reductions. Using a green energy source to power wasteful energy expenditures is backward," LeMieux said.

Diversey has implemented an ongoing, three-step approach to managing energy and meeting its Climate Savers commitment:

- ▶ *Avoidance: identifying and eliminating wasteful uses of energy, such as unnecessary automobile travel.*
- ▶ *Efficiency: selecting vehicles with higher fuel efficiency for our business fleet.*
- ▶ *Generation: implementing renewable energy and clean energy solutions.*

Avoidance, Efficiency, Generation The ongoing cycle of avoidance, efficiency and generation is paying dividends: we are ahead of target in meeting our Climate Savers carbon commitments, and significantly exceeding the financial objectives. We're taking the power of that experience and expanding it to a full portfolio of solutions to manage all our operational metrics. What we learned from identifying and implementing GHG emission reductions—and the financial and environmental benefits we are reaping—will shape new efforts to reduce our water use and eliminate other forms of waste in our operations. The online reporting tools we use to capture Climate Savers data are being expanded to include data about water and waste as well. We are planning the next generation of projects that will further reduce the water we consume, the waste we generate and the carbon we emit.

We have already completed a significant number of the more than 120 projects we initially identified in our Climate Savers strategy, and we continue to find and implement innovative solutions throughout our operations.

- ▶ High-efficiency lighting in our flagship European manufacturing facility in Enschede, the Netherlands, reduced our electricity use by 10.7 percent in a single year. We're on track for another reduction in electricity demand this year of about 4 percent. A change from steam heat to hot water heat for some of the factory operations will reduce our natural gas use at the plant by about 28 percent, despite higher production volumes in the newly built mixing facility.

- ▶ A focused two-year effort to improve energy efficiency and reduce electrical demand at our Cotes Park manufacturing facility in Derbyshire, U.K., paid substantial dividends—a 20 percent reduction in electricity use delivered savings of nearly £84,000 (about U.S. \$136,600) and reduced our carbon dioxide emissions by more than 400 metric tons per year. Significant steps in reducing our electrical demand at the Cotes Park site included:

- Installing an optimization device to decrease the voltage supplied by the power grid to the correct level for the machinery we operate;

- Installing variable controls on compressed air units to enable the units to produce the minimal amount of pressure needed for a specific task;

- Converting dryer systems to run only when the dew point indicates a need, rather than on a timed basis; and,

- Reminding employees to shut off equipment and lights that are not in use and installing line isolation valves to enable the shutdown of specific lines.

Additional energy-saving measures are in consideration for 2011, including changes to facility lighting and cooling towers.

- ▶ We completed the conversion of our North America fleet of automobiles and trucks to higher efficiency vehicles and continue to work on reducing the impact of our remaining fleets.
- ▶ Working with our third-party logistics supplier, we launched a two-year plan to reduce GHG emissions related to the transportation of our products in Italy. Combining land transportation with sea shipments to serve customers in Southern Italy led to a 12.4 percent reduction in our transportation-related GHG emissions in just one year. Plans now under way to transport our products with those of other businesses to create full-truck shipment loads will help us cut emissions by another 10 percent in 2011. Our suppliers also will begin using new trucks that meet the higher "Euro 5" standards for fuel efficiency.
- ▶ We continue to refine a series of tools that provide alternatives to business air travel and empower employees to make informed decisions surrounding travel.
- ▶ The results of independent, third-party energy audits at our six largest global facilities helped us identify improvements in those operations and provided important insights into ways to transform our other facilities. The improvements we have made as a result of these audits, and our ongoing improvement cycles, have helped us reduce cumulative emissions by more than 65,000 metric tons since 2007 and put us on track to cut emissions by about 180,000 metric tons by the end of 2013.



Above: High-efficiency lighting reduced our electricity use by 10.7 percent and a change from steam heat to hot water heat will reduce natural gas use by about 28 percent at our manufacturing facility in Enschede, the Netherlands.



European Charter invites all employees to deliver on sustainability promises

Our purpose—to protect lives, preserve the earth and transform our industry—has tremendous power to inspire and engage our employees. We defined six pillars of sustainability through which we will carry out that purpose, and regularly check our progress against objectives in each of those six areas. Our leadership team in one of our largest operating regions took living our purpose one step further, defining sustainability objectives that every employee in the region can help attain.

“Sustainability is not only a business necessity—it is a route to organize and measure the very best of our people, skills and efforts. I am confident that this is a challenge that we all accept, and one that we all intend to achieve,” said Pedro Chidichimo, Diversey’s president of global customer solutions and innovation, who served as president of our Europe, Middle East and Africa (EMA) region for more than four years.

The region’s entire leadership team signed the EMA Sustainability Charter. The Charter commits all employees in the region to 100 specific measures to improve our performance within the six areas of responsibility we have defined as our sustainability pillars: operations, customers, communities, workforce, partners and governance.

Some of the region’s 100 commitments are already in place as a matter of global Diversey policies, such as the Charter’s objective for governance that commits the company to having a corporate crisis and contingency planning committee, and the objective that requires all of our employees to comply with health and safety laws and with Diversey health and safety standards.

“It is important that we spell out our commitments for every employee to know and understand,” said Ed Roberts, EMA sustainability leader. “Some of these 100 points are

already embedded in what we do. Some are aspirational. Quite a few are within the reach of individual employees. The Sustainability Charter lays out our commitment in clear terms so that every employee can take responsibility for seeing to it that we live up to what we have said we will do.”

The Charter itself calls for full employee engagement as one of its objectives: “100 percent of employees will be trained on sustainability and encouraged to sign up to the principles of this Charter.”

The Charter gives employees a clear definition of what the company expects and promises, as well as a tool to encourage progress, Roberts said. For instance, the Charter commits the region to provide a hands-free device for mobile phones in all company-owned or leased vehicles. While there are employees responsible for delivering that objective, any employee who operates a company vehicle should take the responsibility of requesting such a device if it has not yet been installed.

The Charter begins with a focus on our customers, including the commitment that “We will provide innovative solutions to our customers to maximize their profitability such as productivity improvements, reduced waste, reduced accidents, reduced water and energy consumption, and improved satisfaction of their customers.”

The scope of the commitments in the Charter also helps employees understand the breadth of our commitment to sustainability in all we do, Roberts said.

Among the 100 points are:

- ▶ We will work with our logistics providers to understand how they can improve the efficiency of deliveries of our products to customers.
- ▶ We will maximize the concentration of our products to reduce manufacturing, packaging and transportation impacts.

- ▶ Hotel stays and external meetings will be in eco-accredited hotels and venues wherever possible.
- ▶ All employees will be provided with advice on reducing their environmental footprint both at home and at work.
- ▶ 100 percent of operating countries and zones will support the Global Children’s Initiative, through which the company “adopts” schools or organizations that serve children who live in poverty, and provides opportunities for employees to volunteer their time and talents to serve those children.
- ▶ 100 percent of our facilities will be assessed against a suitable accreditation such as LEED or BREEAM and 100 percent of all new leases or builds will achieve suitable accreditation such as LEED or BREEAM, (Leadership in Energy and Environmental Design or Building Research Establishment Environmental Assessment Method, two globally recognized green building certification systems).
- ▶ 100 percent of ink cartridges will be sent for recycling.
- ▶ 100 percent of our facilities will be cleaned during daylight hours.
- ▶ 100 percent of our manufacturing facilities will undergo AquaCheckTM system water efficiency audits.
- ▶ 100 percent of plants used in our landscaping will be indigenous to or adapted to the local climatic conditions.
- ▶ 100 percent of printers will be set to duplex and black and white printing as a default.
- ▶ Zero use of portion packs, e.g., ketchup, in our catering facilities except where required by law.



Diversey continues commitment to building standards and certification



Santa Cruz Facility Earns LEED-CI

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The Santa Cruz Technical Center we lease in Madera, California, earned LEED for Commercial Interiors (LEED-CI) certification at the Silver level.

From left: Al Anzelc, general contractor, All Bay Construction; Fung Chin, sustainable real estate manager, Diversey; Andy Cocking, engineering group leader, Diversey; and Gerard McGee, architect, at the Diversey Santa Cruz facility with the LEED-CI Silver award.

Diversey was one of the first companies in the United States to earn LEED certification for its entire global headquarters campus. We also earned LEED certification for a leased facility in California, exceeding even some of that state's notably stringent environmental regulations. LEED—Leadership in Energy and Environmental Design—is an internationally recognized green building certification system developed by the U.S. Green Building Council (USGBC). It provides concise, measurable standards for the design, construction and operation of green buildings.

Diversey global headquarters facilities (LEED certified in 2010) serve an array of functions, housing administrative offices, research and development laboratories, data centers, and warehousing and distribution operations. The global headquarters facility was the fourth building in the world certified under LEED-EB (Existing Buildings) when the program was launched. It was recertified, retaining its Gold status, in 2010. The warehouse and distribution center earned LEED-NC (New Construction) certification

15.6 million gallons of water saved, 28 percent less natural gas burned, 15 percent less electricity used and 16 percent less carbon emissions

in October 2007, shortly after it opened, and was certified under LEED-EB in 2010. An interior fit-out in this same facility also earned LEED Gold under Commercial Interiors standards. The East Campus facility, acquired by Diversey in 2007, was certified at the LEED-EB Silver level in 2010.

"Our Racine-area campus is a living example of how sustainable facility management creates value in an enterprise," said Diversey President and CEO Ed Lonergan. "Reducing water, waste and energy has made our facilities more efficient and is central to the solutions we offer our customers."

Diversey's facility management team closely monitors the environmental impact of our facilities and continuously improves our water and energy use and waste generation.

- ▶ Our innovative Daylight Cleaning™ program saves energy by eliminating the need for light, heating and cooling used during night cleaning programs. It also benefits our workers. Employees can request cleaning services when they need them, and cleaning staff turnover is reduced because they are more satisfied with their work. The program contributes to facility security and reduces light pollution as well.
- ▶ We designed our 550,000-square-foot warehouse and distribution facility for optimal energy efficiency and minimal environmental disruption, and have continued to track its impact during its first three years of operation. Our data demonstrate that we have reduced electricity use at the facility by 10 percent and reduced natural gas use by 50 percent over that period.

- ▶ We have saved water and energy and reduced waste on the global campus through several measures, including installing efficient water fixtures, using storm water for irrigation, upgrading lighting, re-commissioning operating systems and controls, implementing an active energy conservation program that includes data center best practices, initiating a printer reduction program and composting cafeteria waste.

LEED-EB is a continuous improvement program that has contributed to significant waste reduction:

- ▶ 15.6 million gallons of water saved
- ▶ 28 percent less natural gas burned
- ▶ 15 percent less electricity used
- ▶ 16 percent less carbon emissions.



Incorporating LEED Into the Design of Every Facility

The collective impact of these initiatives is proof of the power of sustainable facility management to protect business profitability and the environment.

In addition to improving operations, Diversey uses LEED principles in the design of every facility we build or lease. In 2010, a project to reconfigure part of the interior of our distribution center and warehouse for additional operations earned that facility an additional LEED Gold certification in the Commercial Interiors category. The USGBC recognized the facility's performance in energy efficiency, water conservation, use of locally sourced and low-emission materials, and reuse of existing equipment including furniture, light fixtures, electrical panels and the like.

That makes the facility the first building in the world to hold three LEED Gold certifications simultaneously: certification for New Construction in 2010, certification as an Existing Building in 2010 and the Commercial Interiors certification in 2010.

The Santa Cruz Technical Center we lease in Madera, California, also earned LEED-CI certification at the Silver level in 2010, recognition of several initiatives undertaken to make it a sustainably operated building.

- ▶ The facility earned points in the LEED rating system category "Development Density and Community Connectivity" for its medium-density urban location. It is within one-half mile of housing, retail shops, medical facilities, restaurants, libraries and other amenities.
- ▶ High-efficiency plumbing fixtures installed in the facility will reduce water consumption by 30,000 gallons per year—particularly important in light of severe water shortage challenges in California.
- ▶ By replacing three pieces of floor-mounted equipment with a wall-mounted, on-demand water heater, we reduced energy and water consumption and saved space in the facility.

- ▶ Extensive use of windows and interior glazing to let in daylight, controls and sensors for window shades and light switches, and high-efficiency lighting fixtures help reduce the facility's energy use to levels 25 percent below California's stringent Title 24 regulations. Extensive use of daylight also offers employees a better work environment.
- ▶ High-quality recycled furniture systems throughout the facility, at one-third of the cost of new furniture, reduce waste and save money.

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Above: Diversey's newly certified and recertified LEED buildings: Sturtevant, Wisconsin, distribution center; Santa Cruz Technical Center; Global headquarters building; and Sturtevant, Wisconsin, East Campus facility.



U.K. manufacturing facility earns two best factory awards

Sustainability and continuous process improvement are at the heart of how we manage each of Diversey's manufacturing facilities. One of those facilities, Cotes Park in Derbyshire, U.K., won two prestigious awards recognizing the success of those efforts.

The Cranfield University School of Management presented its Best Process Plant Award and Energy and Environment Award to the Cotes Park team as part of its annual Best Factory Awards program. The program is conducted in partnership with *Works Management* magazine.

"We have done a tremendous amount of work to increase the sustainability of our operations," said Sean Madden, Cotes Park manufacturing manager. "Being recognized as the Best Process Plant and recognized for our sustainability work is tremendously gratifying for all of the team here who have carried out these efforts."

The ongoing performance improvement program at Cotes Park consistently delivers significant process improvements at the plant, which contribute to increased productivity. For example, changes in production scheduling and sequencing enabled us to reduce the number of switches from one raw material to another at the facility, thereby decreasing changeover times between production batches and increasing overall productivity.

One of the program judges noted that the plant can turn out finished product on the same day raw materials are received, at first-time accuracy up to 99 percent. That is a substantial competitive advantage in a fast-paced business environment, the judge noted.

The sequencing changes that boosted productivity also contributed to a reduced need to flush equipment between production batches, saving raw materials and

Above: The Diversey Cotes Park manufacturing facility in Derbyshire, U.K., earned the Best Process Plant Award and Energy and Environment Award from Cranfield University School of Management.

water and reducing the plant's effluent volumes. That improvement contributed to the Energy and Environment Award. Among other improvements contributing to the award were the installation of new lighting, compressors and other equipment that use less energy. Additionally, waste reduction, salvage and recycling programs we implemented reduced overall waste on the site by more than two-thirds and eliminated the need to send any waste to landfills.

"In a year when manufacturing has borne the brunt of the global recession, Britain's best factories have remained competitive by keeping quality a strategic priority," said Dr. Marke Szwajczewski of the Cranfield School of Management, and director of the Best Factory Awards. "In a challenging economy, all of the Best Factory winners demonstrated that to continuously improve, it is critical to remain focused on the customer."

The Best Factory Awards were established in 1992. The assessment includes an application and a visit to each factory by a team of Cranfield School of Management assessors who meet the management and workforce to validate and evaluate the plant's competitive position and manufacturing performance.

Each company that participates in the awards program receives a confidential and detailed benchmarking report comparing aspects of its operations with performance averages for the sector.

IT innovation recognized by *InformationWeek*

A leading information technology network for business executives recognized Diversey for innovative uses of IT to meet sustainability and business objectives. *InformationWeek* named Diversey one of the top 10 manufacturers and among the top 200 companies overall for IT innovation.

Diversey was noted for our use of a cloud computing strategy to significantly reduce the company's IT-related energy use and associated carbon dioxide emissions.

\$1 million in operational savings and reduced CO₂ emissions by more than 850 metric tons

"Diversey's recognition in the *InformationWeek* rankings is a significant achievement and reinforces our commitment to find new and innovative ways to make our business more efficient and deliver added value to our customers," said Diversey Vice President and CIO Brent Hoag. "Our pioneering work in cloud-based computing is improving collaboration among our 10,500 employees while also demonstrating the ways that IT can reduce the environmental impact of our operations."

"Cloud computing" refers to the use of centralized software managed by third-party providers and data centers, instead of managing onsite data centers which require significant investments of capital and operational funds and consume substantial amounts of energy to operate. Consolidating our servers and data centers and deploying cloud computing for such things as expense reporting, email and customer relationship management contributed to a decrease in our energy-related carbon dioxide emissions of 73 metric tons. That's the equivalent of taking about 15 automobiles off the road.



The strategy was part of a global upgrade to our IT networks and collaboration tools that generated more than \$4 million in capital expenditure savings, \$1 million in operational savings and reduced CO₂ emissions by more than 850 metric tons per year. Our global deployment of Google Apps contributed significantly to our IT strategy. In just one day, we migrated 14,000 accounts to Google Apps in more than 60 countries and 18 languages. Since its implementation in May 2009, Google Apps has dramatically improved connections between Diversey employees through email, shared calendars, document sharing, instant messaging, video chatting and collaboration sites.



Plant upgrades expand our capacity to serve Central American customers

Continuous improvement in our operations includes regular evaluations of our facilities and detailed plans for upgrades to meet customer needs and operational objectives. That was the case with recent manufacturing plant improvements at the Diversey facility in Tlanepantla, Mexico, a northern portion of Mexico City.

The 6,000-square-meter facility remained in continuous operation during the upgrades, producing liquid and powder products for our customers throughout Mexico, Central America and Jamaica. Demand for our products in the region continues to grow. These recent improvements increased our capacity and allowed us to maximize the available space to ensure we can keep pace with growth in the market.

Improvements at the plant streamlined material handling processes by reducing the need to handle materials multiple times. The installation of automated mixing and filling capabilities helped to reduce the need to manually pre-weigh materials, improve product quality assurance, and protect our employees from accidental spills. Additionally, new, safer pipes for chemicals, an air scrubber and fume monitor, and drain system improvements provide additional protection to the natural environment and community surrounding the factory.

The improvements not only meet local regulatory requirements; they also brought the plant to full compliance with Diversey's more stringent global health and safety standards.

Above: Plant improvements at the Diversey manufacturing facility in Tlanepantla, Mexico, include the installation of automated mixing and filling capabilities; new, safer pipes for chemicals; an air scrubber and fume monitor; and drain system improvements.

Reusing filtration water

Operational improvements that benefit the environment sometimes emerge from new technologies—and perhaps just as often they emerge from new thinking about old processes. That was the case with changing an existing practice at one of our manufacturing facilities that will save millions of gallons of water.

Many of Diversey's cleaning and hygiene solutions call for reverse osmosis water—standard municipal water put through a special filtration system to remove certain minerals and heavy metals that are safe for human consumption but could alter the composition of our products when mixed with other raw materials. During the reverse osmosis process, about one-third of the water required by the reverse osmosis process is used to flush the collected minerals and metals from the membrane filters. As we looked for opportunities to reduce our manufacturing water consumption, our Sturtevant, Wisconsin, manufacturing plant identified that a large portion of the site's net water use was associated with the reverse osmosis flush water. The opportunity to reduce the site's water consumption by reducing or reusing the reverse osmosis flush process was then validated through an AquaCheckTMMAC audit, and the site started evaluating and testing options to reuse the reverse osmosis flush water in place of fresh municipal water.

The new solution is a simple system to capture and store the flush water until it can be used for cleaning or maintenance activities, such as rinsing tanks, cleaning plant machinery and lubricating packaging conveyors. Additional municipal water is available for cleaning operations, but the stored water is used first.

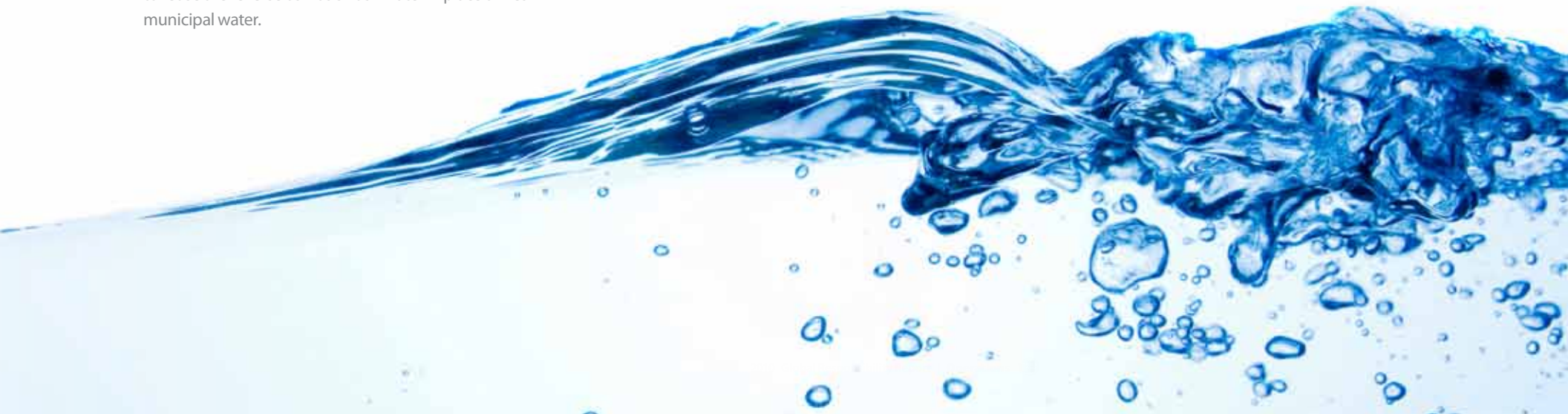
The newly implemented operation has helped the plant reduce its overall water consumption, and is on track to save more than 2 million gallons of water annually. It also was the basis for a global project to evaluate where reverse osmosis processes are used in the company, minimize our requirements for pre-treated water, and optimize reverse osmosis flush water reuse to the extent feasible.

Sturtevant, WI,
projected annual
water savings

2M gal.



Want more?
diversey.com/rrs



4 percent reduction in Total Water consumption and an 8 percent reduction in Net Water

Manufacturing environmental performance improvements

Diversey continues to drive environmental improvements in manufacturing locations by identifying opportunities to eliminate waste in our processes, developing improvement plans to reduce our overall environmental impact, and successfully executing projects. This strategy has led to annual improvements in our Total Water, Net Water, Effluent Chemical Oxygen Demand (COD), and Total Energy key performance measures (KPM).

In addition to implementing energy-saving projects, under Climate Savers, we continued to target total water consumption and water use efficiency improvements. This focus resulted in an overall 4 percent reduction in Total Water consumption and an 8 percent reduction in Net Water in 2010. A key element of our water-saving strategy is to use the same AquaCheckTM auditing methodology that our customers rely on to reduce water usage at their factories. Our Sturtevant, Wisconsin, facility delivered a two-year decrease in Net Water of 17 percent after performing an audit in 2008, and our Cotes Park, U.K., facility reduced Net Water by 20 percent in one year since performing an audit in 2009. In 2010, we conducted AquaCheckTM audits at our London, Canada, and Watertown, Wisconsin, locations, and we continue to capture, share and implement best practices identified through the audits to locations globally.

We also improved Total Water usage and Effluent COD by installation of better pipe cleaning systems for specific factories. These systems not only reduce material losses in the piping, but they require less water to clean the pipes and result in less chemical in our effluent. We continued the 40 percent reduction in Net Water and 14 percent reduction in Effluent COD from such a cleaning system installed at our Turkey manufacturing site in 2009, and achieved a 29 percent reduction in Net Water and 68 percent reduction in Effluent COD at our Japan manufacturing site, where a new pipe cleaning system was installed in 2010.

While 11 of our manufacturing locations delivered a decrease in their Waste Disposed Key Performance Indicator (KPI), overall we saw a 45 percent increase in our Global Waste Disposed KPI. This increase was primarily driven by the full operation of new onsite wastewater treatment plants at our India and China manufacturing locations. While these treatment plants allow Diversey to effectively treat our industrial wastewater to meet or exceed local discharge requirements, they also generate solid waste that requires off-site disposal. We continue to look for opportunities to recycle this effluent treatment waste. In Japan, for example, treatment waste is used to create materials for road construction.

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 2010 results reflect the outcome of our continuous improvement efforts.

Key Performance Measures¹

	2004	2005	2006	2007	2008	2009	2010	% CHANGE VS. LAST YR.
Total Water (m ³ /Mg)	1.15	1.15	0.96	0.99	1.00	0.99	0.95	4.0%
Net Water (m ³ /Mg)	0.52	0.56	0.50	0.53	0.55	0.53	0.49	8.0%
Effluent COD (kg/Mg)	2.75	2.31	2.80	2.73	2.47	2.31	2.27	1.0%
Total Energy (GJ/Mg)	0.43	0.39	0.37	0.38	0.35	0.30	0.30	—
Waste Disposed (kg/Mg)	2.76	2.90	3.29	2.86	2.47	2.08	3.03	-45.0% ²

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.

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.

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 off-site to a third party for wastewater treatment and discharge.

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.

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 is 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.

¹ Data include 26 manufacturing locations in 21 countries.

² Increase in 2010 driven by full operation of new onsite wastewater treatment plant at India and China manufacturing locations.





We join global initiatives:
The Sustainability Consortium

- Harmonizing measurements methods
- Sharing life cycle analysis

Diversey



Customers



We will keep customers at the center of everything we do by delivering solutions that make our customers' businesses more sustainable and profitable. —*The Diversey Way*



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- p27 ▶** Water savings help major global breweries operate more sustainably
- p28 ▶** Pollution control technology saves water, cuts use of dangerous chemicals at rendering plants
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Climate Change Summit Highlights Customers' Leadership In Sustainability

Providing industry-leading, sustainable solutions for cleaning and sanitation is only part of Diversey's commitment to our customers. We also help customers improve their operations with expertise that saves water and energy, reduces waste and cuts greenhouse gas (GHG) emissions.

The Climate Change Summit we convened in April 2010 provided a forum for leading businesses and associations to discuss ways to address climate change and its potential impact on the world economy.

"We sponsored the Climate Change Summit to bring together some of our industry's most influential business leaders, share new ideas and reinforce the principle that being environmentally responsible is good business," said Diversey President and CEO Ed Lonergan. "The environment and business enterprise have a common enemy: waste. Reducing waste in our enterprises, particularly relative to scarce water and energy resources, is good for the planet and equally good for our businesses."

Customers Offer Insights The keynote address was delivered by Donald Pols, head of the Climate Change Programme at the World Wildlife Fund (WWF). Other speakers included senior executives from leading corporations, including Ahold, Bunzl, Hectas, Inpacs, ISS, NH Hotels and OCS, as well as leaders from major international professional associations, including ISSA, The Consumer Goods Forum, World Federation of Building Service Contractors and SKAL, the international association of travel and tourism professionals.

Businesses have a critical role to play in mitigating the effects of climate change and reducing future greenhouse gas emissions, Pols said. The importance of business leadership only increased with the failure of the 2009 United Nations Climate Change Conference to deliver international government agreements on climate change mitigation.



Customers





Highlights from the Summit

Hear major business leaders, from across multiple industries, share their insights on addressing climate change and sharing best practices.



Want more?

diversey.com/climatesummit

"It is not enough anymore to say we will solve global warming in a United Nations-led process because that is not going to happen. If we want to do something about climate change, it will happen in halls like this, in cities like this one, and in businesses like those you lead," Pols said in his address. "That is the reason WWF is working with businesses as a core strategy for achieving global change and reducing carbon dioxide emissions. For many businesses, climate and energy are already a central issue."

Setting Specific, Measurable Objectives Business executives who addressed the summit stressed the importance of integrating environmental responsibility

"We can help our customers start understanding better how they can influence the climate with their carbon dioxide emissions."

Dick Boer, CEO, Ahold Europe

into their company's strategy and treating it as an integral part of managing the business. That means setting specific, measurable objectives and holding business leaders accountable for delivering results, they said.

"If you want to impact your carbon footprint, you need to measure. That is what we are trying to do around our global business," said Frank van Zanten, managing director, Continental Europe for Bunzl plc, the outsourcing and distribution giant.

Integrating environmental improvement measures into a company's strategy and measurements also requires shifting the mindset of employees, said Christopher Cracknell, CEO of OCS, an international facilities services provider.

"Success is more about the impact it has on the culture of the people in the business," Cracknell said. "We have to change their attitudes with respect to how they make decisions. I think for us that will be a mark of success, that we are making a change in the way our people think."

Businesses Can Lead Consumer Thinking In a similar manner, businesses that take sustainability seriously can help shift thinking and behavior among consumers, said Dick Boer, CEO, Ahold Europe.

"As a business we can do a lot, but also, we can help our customers start understanding better how they can influence (the climate) with their carbon dioxide emissions."

Pols predicted that emerging economies, particularly China and India, will apply greater pressure toward corporate social responsibility than will developed and industrialized countries.

"Consumers in the emerging economies are experiencing the negative effects of environmental degradation in a much more direct manner than we are in the developed world," he said. "Therefore, their level of environmental consciousness is much higher than (in the developed world), which is a bit ironic of course since the biggest polluters in an absolute sense are in the developed world."

Companies that expect to drive sales growth in emerging economies will have to be prepared to deliver sound corporate sustainability achievements, Pols told summit participants. He and the participants agreed that strong sustainability achievements will create a powerful competitive advantage in years to come.

"Most companies are not prepared for the risks they face," Pols said, citing recent surveys of businesses worldwide. Those risks include effects on the availability or cost of raw materials, risks to reputation, changes in regulations and increased costs of energy. "The biggest risk is that you are not prepared for the transition in the market. The market will move toward a low-carbon economy. Will your company be a producer in a low-carbon economy or will you need to buy those products at a high cost?"

Water savings help major global breweries operate more sustainably

Diversey's expertise in helping customers manage water provides significant benefits to our customers. We provide products, solutions and consulting that help reduce their operational costs and improve their environmental sustainability.

Water savings are particularly important to food and beverage processors, where the cost of water is the single most expensive element of the cleaning process. It was a key reason that two global brewery companies signed multi-year contracts making Diversey the strategic supplier of their cleaning and hygiene products for brewing and bottling plants. In a typical brewery, we can identify water use reductions of 10 percent to 15 percent.

We do more for these customers than supply superior products to ensure the cleanliness and hygiene of their brewing and bottling operations. To help save water, we start by assessing each facility's current water use, using our AquaCheck^{TM/MC} system. Diversey delivers a comprehensive analysis of water use at each of the customer's locations, documenting the amount of water each facility uses. Those data power our collaboration with the customer to develop specific goals for reducing the plant's total water use and effluent. Solutions are customized to the specific processes in place at each facility and the most significant opportunities at each location.

In many cases, our innovative products such as Dry Tech 5 concentrated lubricant can help our customers reduce their water use as they save money. Traditionally, food and beverage processors have used water-based lubricants to reduce friction on conveyor lines and reduce deposits of debris and soil. By using dry technology instead, Dry Tech 5 enables plants to use less water and protect workers by reducing spillovers that result in slippery floors. That translates directly to lower operating costs. In 2010, Dry Tech has helped Diversey customers save 315 million liters of water (83 million gallons).

Simplifying cleaning processes provides energy and time savings and reduces water use. In many plants, for instance, we can help customers eliminate multiple-stage, hot-water sanitation processes and instead use cold-water processes that require fewer steps and deliver equal or better results. The simpler processes also save time, improving the plant's operational efficiency.

Diversey also helps customers identify ways to reduce effluent by reusing so-called "grey" water—such as runoff from cleaning operations—for operations that don't involve product contact.



Dry Tech
Water Savings

315^M
Liters





PRE-RENEW



30 HOURS POST-RENEW

ReNew at a Typical Facility

CHEMICAL REPLACED BY RENEW	GALLONS
12.5% Hypochlorite	48,000
25% Hypochlorite	21,000
50% Sodium Hydroxide	2,000
Concentrated Hydrochloric Acid	1,700
66 Baume Sulfuric Acid	900
RESOURCES CONSERVED	GALLONS
Annual Water Savings	427,200



Winner, AMI Award for Advances in Environmental Technology

Pollution control technology saves water, cuts use of dangerous chemicals at rendering plants

Diversey's ReNew Air Scrubber Technology offers rendering plants an innovative solution to air pollution remediation, producing significant operational, environmental and safety benefits compared to conventional cleaning. ReNew reduces customers' total operating costs, uses far fewer chemicals that are unsafe for workers and the environment, requires less water and energy to operate, and delivers air quality results equal or superior to conventional systems. The new technology has already helped a Diversey customer win accolades from a major industry organization, the American Meat Institute (AMI), for improvements in the customer's environmental profile.

Indiana Packers Corp. in Delphi, Indiana, won the AMI award for Advances in Environmental Technology after installing ReNew Air Scrubber Technology at the pork processor's onsite rendering facility. The technology helped Indiana Packers reduce its water use by about 35,600 gallons per month, eliminate the use of sulfuric acid and reduce its use of chemicals classed by the U.S. Environmental Protection Agency as extremely hazardous materials.

Indiana Packers and rendering facilities like it serve a critical but often unheralded waste management role in the food processing industry, transforming inedible parts of food stock into value-added materials for other industries. A high-temperature process converts animal tissues not used for food—about 80,000 tons per day in North America—into materials used in other industries, such as tallow for soap production, high protein components of feed supplies for livestock and poultry, and materials used in the cosmetics and pharmaceutical industries. Air scrubbers in the plants mitigate the odors produced by

the rendering process, an important aspect of maintaining good relations with the communities surrounding the plants and of abiding by air pollution regulations. ReNew Air Scrubber Technology offers rendering facilities a safer way to keep those air scrubbers clean and running effectively.

Conventional air scrubber cleaning and maintenance programs rely on oxidizers such as sodium hypochlorite, chlorine dioxide, chlorine gas and ozone. These chemicals are frequently accompanied by strong mineral acids such as sulfuric acid and/or hydrochloric acid. Because conventional online treatment programs do not remove organic soils from the media, it is also common practice to use strong solutions of sodium hydroxide for off-line cleaning.

"Before ReNew, we had weekly and monthly cleaning processes for the scrubbers that usually took a technician an entire shift to clean," said Paul Gomes, Indiana Packers' Corp.'s regulatory compliance engineer. "The ReNew program has eliminated four to five hours of labor per week required to clean the scrubbers, along with the use of 20 gallons of caustic soda and five gallons of concentrated sulfuric acid per month, generating significant cost savings."

ReNew Air Scrubber Technology uses enzymes, surfactants and a mild organic acid to replace these harsh chemicals. These safer chemicals work in combination with the ReNew dosing system that is indexed to the intensity of the incoming gases, as well as with air handling system modifications and air scrubber performance monitoring, to deliver equal or better air cleaning results.

Most important to Diversey's customers, ReNew delivers equal or superior Volatile Organic Compound (VOC) control when compared to conventional air scrubber



cleaning programs. Our data show that the ReNew Program removes more VOCs than conventional, acidified bleach programs:

- ▶ 19.2 percent more aldehydes
- ▶ 38.6 percent more mercaptans
- ▶ 42.5 percent more aromatics

By replacing conventional chemicals with ReNew, Diversey helps customers:

- ▶ Reduce their water use and effluent, and save the associated costs. In the past two years, ReNew has helped Diversey customers save more than 54.5 million gallons of water at U.S. rendering facilities.
- ▶ Protect area communities and the environment by eliminating the delivery of large volumes of hazardous chemicals across long distances. At one typical installation in the Midwest, 100 gallons of conventional treatment chemicals per month were replaced with three to four gallons of ReNew system each month.

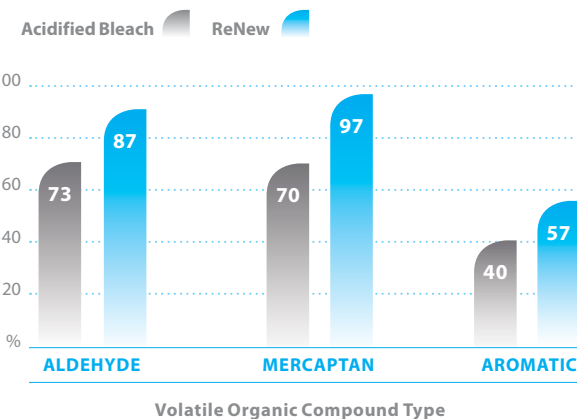
That translates directly to reduced freight-related carbon emissions and reduced inventory costs for the rendering plant operator.

- ▶ Improve worker safety. The transportation and use of the hazardous conventional chemicals increase workers' health risks such as eye damage and skin burns if the chemicals leak or splash.
- ▶ Save money. ReNew works continuously during the normal operation of the rendering facility. It eliminates the need for workers to come in during non-operational hours to use caustics and other detergents on a weekly or monthly basis to clean the scrubber media.
- ▶ Eliminate the need for EPA monitoring of effluents. Conventional cleaning produces EPA-regulated pollutants (e.g., chlorides). ReNew does not produce EPA-regulated pollutants in the effluent water.

VOC Removal Efficiency

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Gas Chromatography/Mass Spectroscopy data show that the ReNew Program removes more VOCs than conventional, acidified bleach programs (19.2 percent more aldehydes, 38.6 percent more mercaptans and 42.5 percent more aromatics). The ReNew Program uses a proprietary blend of surfactants, enzymes and a mild organic acid to control VOC emissions, replacing conventional cleaning programs that rely on oxidizers—such as sodium hypochlorite, chlorine dioxide, chlorine gas and ozone—and strong mineral acids such as sulfuric acid and/or hydrochloric acid.



Integrated bottom line approach helps customers develop sustainability strategies

Businesses around the world are recognizing sustainability as a competitive advantage and are looking for sound counsel to guide their efforts in establishing sustainability strategies and practices. Increasingly, our customers across every sector are turning to Diversey for that advice. As a recognized industry leader in sustainability, we believe we have a responsibility to share our knowledge and insights to help our customers make their own operations more sustainable.

Some efforts have direct and obvious financial returns, while others have less tangible but no less powerful effects on the long-term viability of an enterprise. A commitment to sustainability motivates employees, drives innovation, and creates a sense of purpose within the company. Helping customers and partners seize the benefits of a sustainability strategy is central to Diversey's own sustainability commitments.

- ▶ A large building service contracting (BSC) firm turned to Diversey for ideas on integrating sustainability into its strategy renewal process. We shared ideas with the BSC during several meetings, after which the firm decided to integrate sustainability into its own operations and into sales strategies in order to become more profitable and position itself in the growing "green cleaning" marketplace. Our collaboration with the BSC strengthened Diversey's tie to the customer as a valued sustainability partner as well as a valued supplier.
- ▶ We provided a series of presentations and advisory meetings for The United Egg Producers (UEP), an association representing the ownership of approximately 95 percent of all egg-laying hens in the United States.

Rob Kohlhausen, our area vice president for sustainability solutions, and Dan Daggett, Diversey's manager of corporate sustainability, worked with the UEP board to help them outline a sustainability strategy that addresses profitability, environmental protection and social responsibility. While eggs are a critical part of the global food supply, producers face unique environmental, social and political challenges. The team identified ways that sustainability can change these threats into opportunities for the egg industry to provide high-protein food safely and efficiently.

Rather than taking social responsibility, environmental protection and operational efficiency as three disparate facets of a strategy, the integrated bottom line recognizes the interrelationships among the three.

When we consult with customers about sustainability, we emphasize the power of an "integrated bottom line" approach. Rather than taking social responsibility, environmental protection and operational efficiency as three disparate facets of a strategy, the integrated bottom line recognizes the interrelationships among the three. Top-line growth, for instance, depends on such factors as brand value, positive customer relationships, talent recruitment and retention, innovations and new business models—and it also is affected by each of those factors. Likewise, cost savings can be found in reduced operational costs associated with energy and water conservation, waste reduction, regulatory and legal compliance, positive labor relations, a healthy and safe workforce and reduced liability. Together, growth and cost savings comprise the integrated bottom line—benefiting profitability as well as people and the planet.

New program saves labor, energy and chemicals in cleaning industrial food manufacturing equipment

Diversey has introduced a revolution in cleaning industrial fryers, and has already earned accolades from one of North America's largest food manufacturing operations.

The innovative One Step Fryer Boil-Out (FBO) Program was designed to clean carbonized soils from fryers and other industrial food manufacturing equipment. It significantly reduces the amount of cleaning and rinsing time, energy, chemical and water used, compared to traditional fryer cleaning methods. The more efficient process helps customers improve the sustainability of their operations.

Traditional cleaning methods take up to 10 hours to remove built-up carbonized food residue and oils in fryers. The One Step system cuts cleaning time in half, which means our customers can move back to production tasks more quickly.

Steps associated with traditional fryer cleaning processes or "fryer boil outs" may be extensive, requiring use of caustic substances that can potentially harm users and produce less than satisfactory results. The One Step FBO streamlines the process into one simple procedure using a combination of highly effective products and cleaning processes that eliminate up to 65 percent of water and energy, 30 percent of chemicals and 49 percent of the time required during a conventional FBO.

When developing the specific cleaning formulas that meet the needs of any type of fryer operation, Diversey chemists take several factors into account, including the various types of cooking processes, oils, cooking temperatures and metal used in the frying machine. The resulting program reduces downtime, increases production capabilities and improves the overall effectiveness of the FBO system.

These distinctive qualities have been recognized by Frito-Lay North America, which recently presented the One Step FBO Program with innovation accolades.

In addition, the One Step FBO Program offers a customized fryer audit, a cost calculator, specialized technical support and ongoing results monitoring for each user. This enables users to better quantify efficiencies and demonstrate results.

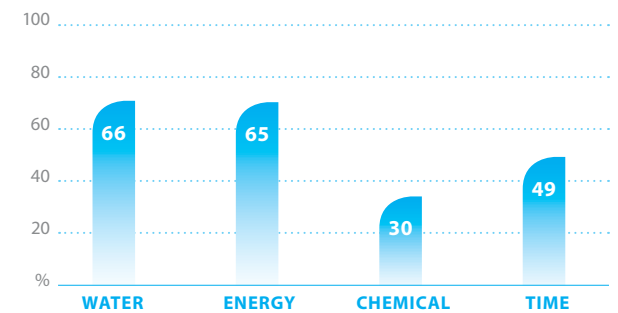


Want to learn more about One Step FBO?
diversey.com/onestepfbo

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FBO Program Savings

Percent savings achieved by implementing One Step FBO



The values in the chart represent examples obtained after the implementation in specific conditions at a plant and can vary with the characteristics found in each plant.



McDonald's awards "Best of Green" to Diversey product line

Protecting their customers is McDonald's first priority, and for 3,500 restaurants in Europe, that means turning to Diversey for superior cleaning and hygiene solutions.

In 2010, McDonald's awarded Diversey a spot in its "Best of Green," a guide given to its franchise holders listing suppliers recommended for the best combination of efficacy and sustainability. Our inclusion on the list stemmed in part from the continuous improvement in our product offerings, and recent successful tests of a new product line that debuted in McDonald's restaurants in Germany, Poland and France.

Diversey introduced a new Diverflow with Surelink product range—Simple, Safe and Sustainable (Triple S)—that meets McDonald's exacting requirements. The simplified product range improves operational efficiency.

- ▶ The Diverflow dispenser mixes products with water at precise dosing for optimal cleaning. A safety valve in the dispenser prevents products from flowing back into the water supply.

- ▶ Sealed, color-coded pouches with unique cap shapes will fit only into a matching dispenser. Together, these features protect workers and the environment from spills or leaks and ensure that the dispenser is loaded with the correct products for each cleaning task. Products are more highly concentrated than conventional cleaners and the pouches use lighter-weight, recyclable packaging. That helps reduce waste and improve transportation efficiency while it saves on storage space at the restaurants.
- ▶ The new packaging reduces plastic and cardboard use by as much as two-thirds.
- ▶ Triple S will contribute to a 325-metric-ton reduction in carbon dioxide emissions related to our delivery of the product to McDonald's distribution centers. McDonald's, in turn, also will reduce its carbon dioxide emissions and costs related to delivering the products from the distribution centers to its restaurants.

The new product range won accolades from McDonald's employees at the test sites who gave it high marks for ease of operation, safety, and space optimization and reduction of clutter in the work area.

Infection control webinar addresses critical role of hospital cleaning programs in reducing health care–associated infections

Each year, hundreds of millions of people are affected by health care–associated infections—from 5 percent to 10 percent of hospitalized patients—according to data from the World Health Organization. As a vital part of our commitment to a cleaner, healthier future, Diversey is helping health care providers reduce these infections through proper cleaning and hygiene in health care facilities.

Health care–associated infections, or HAIs, occur when a patient being treated for a condition or illness becomes ill with an infection acquired in the health care setting.

Effective cleaning and disinfection in health care settings, as well as improved hand hygiene among health care practitioners, are central elements of any plan to eliminate HAIs, infection control experts agree. Those were topics addressed during a June 15, 2010, webinar Diversey sponsored for *Infection Control Today* magazine, the leading information source in infection prevention.

The webinar was presented by Karen Martin, RN, BS, MPH, CIC, director of infection prevention and environmental services at Advocate Christ Medical Center and Hope Children's Hospital, in Illinois.

"Diversey's sponsorship of this webinar is part of a broader initiative to educate our customers about proper infection control practices and to provide a cleaner, healthier future for people all over the world," said John Alexander, president of Diversey's Americas region. "By generating awareness of effective cleaning and disinfection precautions for health care staff, we're doing our part to support the health care industry's battle against infection."

Martin shared best practices in cleaning and disinfection for infection control in health care facilities during the hour-long presentation.

Proper hand hygiene has long been acknowledged as the most important factor in preventing infection, Martin said, but hand hygiene alone is insufficient. It must be paired with a strong environmental cleaning and disinfection program, she said, citing U.S. Centers for Disease Control and Prevention recommendations and multiple independent studies showing bacterial contamination on frequently touched surfaces in hospital rooms and wards. Those surfaces, such as door handles, bed rails, supply cabinets and bed or patient linens, can transfer pathogens when health care workers touch the surfaces, then care for patients.

"As long as hospitals are inadequately cleaned, doctors' and nurses' hands will be contaminated seconds after they are washed," Martin said. "We need a combination of hand hygiene and environmental cleaning to reduce infections."

Pathogens that cause infections—especially the pathogens that are resistant to several common antibiotics—can survive on surfaces for several days up to several months, Martin noted. That makes effective cleaning protocols and monitoring crucial to eliminating HAIs, she said.



WEBINAR

View the Diversey-sponsored webinar, "The Importance of Environmental Hygiene," at infectioncontrolday.com/webinars/2010/06/the-importance-of-environmental-hygiene.aspx

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Diversey offers health care customers a powerful combination of cleaning solutions for health care facilities, including:

- ▶ Dilution and dosing controls to ensure that cleaner-disinfectants are mixed correctly for full efficacy. These controls also help customers save water and reduce waste.
- ▶ A full line of fast-acting Oxivir® cleaner disinfectants, powerful accelerated hydrogen peroxide solutions that kill viruses in one minute and kill bacteria within one to five minutes. Conventional products in the industry require a 10-minute surface application time to provide effective disinfection. The short contact time Diversey's products require improves the likelihood that pathogens will be killed, and improves worker productivity.

Oxivir products with accelerated hydrogen peroxide also give off fewer odors and have a better environmental profile than conventional disinfectants. Those benefits can be critical in health care environments where patients may have significant sensitivities to smells and chemical residues.

- ▶ Microfiber cloths and mops remove up to 99.99 percent of bacteria from surfaces, compared to about 30 percent removal for conventional cotton cleaning cloths. Compared to conventional bucket-and-mop cleaning, microfiber mops and cloths can help health care facilities:
 - ▶ *use up to 94 percent less water;*
 - ▶ *reduce chemical use on floors up to 85 percent and on surfaces up to 74 percent.*

Diversey's microfiber cloths and mops are woven from thousands of fibers split as small as a human hair, which deliver up to 40 percent more surface area than conventional cloths of the same size. Properly laundered, they can be reused hundreds of times, helping health care facilities reduce cleaning-associated waste.

- ▶ Cleaning carts and systems make it easier for cleaning staffs to separate clean cloths and mops from those that are soiled—helping cut the risk of cross contamination as workers progress through tasks and from room to room. The ergonomically designed carts and tools help reduce worker fatigue, reduce the risk of strain-related injuries and improve worker productivity.



Green Hotelier of the Year award honors and promotes sustainability in hospitality markets

As part of the Hotelier Middle East annual awards program, Diversey sponsored the Green Hotelier award to honor excellence in improving the sustainability of a property and raising awareness of sustainability opportunities among colleagues.

In 2010, the organization recognized Mohamed Zeid, technical director at Kempinski Hotel Mall of the Emirates. Zeid is assisting Kempinski in its efforts to achieve LEED certification for the property, which would make it the first hotel in Dubai to attain the Leadership in Energy and Environmental Design verification of its “green” operations. Zeid was honored for his passionate commitment to energy conservation and his work to train his team members to be “green ambassadors.”

Hotel staff that earned recognition as “highly commended” by the Green Hotelier awards committee included Quddus Sheikh of The Palace The Old Town, Dubai, and Tom Lord of InterContinental Dubai Festival City.

The Middle East boasts some of the world’s finest hotels, resorts and vacation facilities—so recognizing excellence in this region provides a showcase of sustainability efforts for hotel properties around the globe. Our sponsorship of the Green Hotelier of the Year awards is just one step we take to encourage and recognize sustainable business operations at these prestigious sites.

Additional efforts:

- ▶ We consult closely with customers to identify effective solutions that deliver superior cleaning and hygiene results while saving water and energy, reducing packaging and transportation waste, and improving worker productivity and satisfaction.
- ▶ We implemented the White StarSM program in partnership with the Turkish Hoteliers Association to establish a systemized approach to evaluating and reducing the environmental impact of a hotel or resort operation. The White Star audits align with the ISO 14001 environmental management standard, the European Union Ecolabel standard and other internationally recognized criteria.

White Star certification can be a powerful way for premier hotels and resorts to highlight their commitment to sustainability to increasingly savvy and demanding customers. It builds on the success of our White Lily[®] restaurant program, which audits food safety practices and environmental sustainability measures.

- ▶ Diversey food safety experts audit restaurants for compliance with the internationally recognized HACCP (Hazard Analysis and Critical Control Point) food safety principles.



Above: The facility exterior (top) and a presidential suite (bottom) of the Kempinski Hotel Mall of the Emirates. (Photos © Kempinski Hotels.)

New baseball stadium features green-certified Diversey products

Precisely cut fields weren't the only "green" in evidence when the Minnesota Twins baseball franchise opened its new stadium on April 12, 2010, with a 5-2 win over the Boston Red Sox. There was green in the cleaning, too, thanks to the expertise of Marsden Building Maintenance L.L.C. and Diversey products certified by the Greenguard Environmental Institute.

Target Field, the team's new 39,715-seat ball park, is the second major league ball park in the United States certified Leadership in Energy and Environmental Design (LEED) Silver by the U.S. Green Building Council (USGBC). Environmentally favorable cleaning policies and practices and the use of green-certified products can contribute points toward a facility's LEED certification. That's part of how Marsden won a three-year contract with the Twins to clean and maintain the stadium. Using Diversey products, Marsden teams clean and maintain the stadium's miles of concourses and plazas and common eating areas, as well

as its 667 restroom fixtures and 54 luxury suites. More than 3.2 million visitors passed through the stadium in 2010, a record for the franchise. "Using sustainable products and best practices is part of Marsden's cleaning plan," said Mike Kilsdonk, LEED green associate and manager of operations support services for Marsden. "Diversey is part of that plan because its products and support services help us achieve our goals. We designed our cleaning program to comply with the requirements of the USGBC's LEED green building rating system. Diversey's Green Seal-certified products and GREENGUARD Indoor Air Quality certified program help us maintain safe and healthy facilities for our clients."

As one of the greenest stadiums in professional sports, the Twins' Target Field is the vanguard in sports facility construction and management. With imagination and effort, the stadium was made better for the environment and the surrounding community, healthier for people and more cost-effective than conventional construction, Twins officials said.

The Minnesota state legislature made certification a goal of the project in the legislation authorizing a county tax as part of the funding. The requirement was contingent on the availability of funding to assist the effort to meet the LEED certification requirements of the U.S. Green Building Council. The Twins and the Minnesota Ballpark Authority donated \$2.5 million to cover the costs of "green" construction methods that helped the team pursue LEED certification. The costs were less than one-half of one percent of the \$545 million stadium. The stadium's operational efficiencies, a result of the LEED-inspired innovations, will more than repay those costs, team officials said.

The stadium was built on a reclaimed brownfield, more than 70 percent of the construction waste was recycled or diverted from landfills, and more than 30 percent of installed materials are made from recycled content. Energy and water conservation features in the stadium and broad use of locally sourced building materials also contributed to constructing the greenest professional sports stadium in the United States.

Below: Marsden Building Maintenance employees use Diversey products to clean and maintain Target Field, the Minnesota Twins' LEED-certified baseball stadium.



Diversey products help shape facility management firm's sustainability offering

Sustainable solutions matter to our customers—and increasingly, to their customers. When HECTAS, one of the largest facility services firms in Europe, developed plans for a sustainable cleaning program, it turned to Diversey not just for products but for expert consulting.

HECTAS already had established its commitment to sustainability and “green” cleaning, and had earned ISO 9001 certification for quality management and ISO 14001 environmental management system certifications. But they wanted Diversey’s help in strengthening their offering even further.

The program we developed with HECTAS creates a complete cleaning and hygiene solution for the facilities HECTAS serves. Equally important, we helped HECTAS develop a training program to ensure that its 12,000 employees in eight countries know how to implement an effective green cleaning program at customer sites. The total program includes:

- ▶ Cleaning chemicals that have earned the European Union’s stringent Ecolabel “EU Flower” certification as environmentally preferred products.
- ▶ Concentrated chemicals paired with expert dispensing and dosing systems. Compared to ready-to-use systems, concentrates eliminate up to 95 percent of packaging waste. They also require less space to transport, helping to reduce shipping-related carbon dioxide emissions and reducing storage space.
- ▶ Microfiber cloths and tools that help reduce the need for cleaning chemicals by up to 90 percent and deliver results superior to conventional cleaning. Microfibers have up to 40 percent more surface area than same-

sized conventional cleaning cloths. The microscopic fibers trap dust and dirt, and remove up to 99.99 percent of bacteria on surfaces. Diversey’s durable microfiber cloths and mops can be laundered and reused hundreds of times, further reducing cleaning-associated waste.

- ▶ Energy- and water-efficient floor machines that reduce the need for cleaning chemicals and precisely dose and dispense the chemicals that are used, providing excellent cleaning and refinishing results with fewer chemicals and less waste.
- ▶ Ergonomically designed tools and carts that make work easier for HECTAS employees. Our tools are designed to reduce worker fatigue and improve cleaning efficiency, which helps HECTAS manage costs for its customers.

Hans ter Pelle, Chairman of the Board of HECTAS, wrote about the company’s new green cleaning offering, and Diversey’s support, in the September 2010 issue of *Unternehmermagazin*, a German trade publication for owners of small and medium businesses. In his article titled “Sustainable building cleaning: Progressive thinking,” ter Pelle notes that initial costs of switching from a conventional cleaning program to green cleaning may be slightly higher because of the need for retraining, but that the gains in productivity and reductions in energy, water, waste and chemical use will quickly pay off, while cleaning and hygiene results will improve.

“More and more companies are looking for a facility services partners that operates in a sustainable (i.e., resource-conserving) way and are specifically gearing their requirements toward this when awarding contracts,” ter Pelle wrote.



Above: HECTAS employees use Diversey’s TASKI Trolley as well as Diversey’s chemicals, microfiber cloths and tools, as a part of its green cleaning program.



TASKI floor care machines combine performance, efficiency and safety

When Diversey customers around the world look for solutions in floor care, they turn to our TASKI® line for superior cleaning results, energy and water efficiency and productivity savings. In 2010, Diversey introduced the TASKI floor care machines to the North America marketplace for the first time.

“For years, our customers in other parts of the world have relied on TASKI by Diversey products to deliver superior cleaning performance,” said Diversey President and CEO Ed Lonergan. “We are pleased that our North American customers can now benefit from the same innovative floor care technology that enhances operational efficiency and delivers clear sustainability benefits.”

Backed by more than 50 years of innovation, proven technology, superior manufacturing and reliability, the TASKI line includes machines to meet every floor care need and reduce environmental impact. The line includes auto scrubbers, single-disc machines, dry/wet vacuums, carpet care solutions and sweepers. When combined with Diversey’s expertise in utensils, chemicals, dosing and dispensing, the TASKI line gives customers a total solution that provides superior cleaning and sanitation, improved safety and reduced environmental impact.

“The TASKI line clearly stands out among floor care machines for its unique technology, ergonomics, reliability, performance and low cost of ownership,” said John Alexander, president of Diversey’s Americas region. “We know our North American customers see the benefit of an integrated floor care solution.”



Superior Technology Saves Water, Eliminates Chemical Waste

TASKI machines improve productivity up to 40 percent by eliminating repeat cleaning, incorrect dosing and backtracking to pick up excess water. The machines also feature TASKI Intelligent Technologies, including the TASKI IntelliFlow™ application control system and the TASKI IntelliDose™ dosing system, which help save water and eliminate chemical waste while delivering excellent cleaning results. TASKI IntelliBoost™ helps extend battery life.

The TASKI IntelliFlow application control system on TASKI auto scrubbers is the only technology in the world that delivers the correct amount of cleaning solution and water onto the floor, dispensed according to the speed of the machine. The TASKI IntelliDose dosing system available on some TASKI machines works in conjunction with an integrated water management system to reduce consumption of water and chemicals up to 50 percent.

Other key features of TASKI floor machines include:

- ▶ Ergonomic designs to reduce user fatigue and improve employee productivity;
- ▶ Direct suction line and patented W-shaped squeegee ensure edge-to-edge water pickup, which helps reduce slip-and-fall accidents;
- ▶ Speed-dependent application control systems ensure precise dosing, which reduces the frequency of tank refills;
- ▶ Simplified, color-coded parts for easy maintenance; and
- ▶ IntelliBoost integrated management and monitoring systems to extend battery life.

An array of efficient TASKI machines is available to suit every floor-cleaning need.

TASKI swingo 150

- ▶ *The industry's smallest auto scrubber;*
- ▶ *Ideal for cleaning congested areas such as retail outlets, restaurants and gas stations.*

TASKI swingo 350 B

- ▶ *Battery-powered auto scrubber;*
- ▶ *Low profile and a machine handle that can be folded backwards, allowing it to reach under obstacles such as tables or racks.*

TASKI swingo 1650

- ▶ *Battery-powered;*
- ▶ *Large 22-gallon tank dramatically increases productivity by reducing filling stops during cleaning.*



TASKI® swingo 150



TASKI® swingo 350

Up to
50%

Water and Chemical Savings

Up to 50 percent water and chemical savings achieved from TASKI proprietary dosing systems.



Want more?
diversey.com/taski



TASKI® Dry Foam Carpet Care System

Dry Foam Cleans Carpets Better, Dries Faster Than Competitors Diversey Dry Foam Carpet Care System, introduced in 2010, helps customers get carpets cleaner than competitive systems, while exceptionally fast drying times help reduce labor costs and put cleaned flooring back into service faster. It is the first low-moisture system that delivers excellent interim cleaning as well as near-extraction quality cleaning.

The system pairs Diversey Dry Foam Carpet and Upholstery Cleaner with the power and ease of use of the TASKI Ergodisk 175 or Ergodisk 200.

- ▶ The unique cleaning compound contains surfactants with a negative charge. It pulls soil away from carpet fibers and keeps it in suspension until it is vacuumed away.
- ▶ The Ergodisk machine can be used at four settings. Setting 2 delivers superior interim cleaning with a super-fast 25-minute drying time. At Setting 4, the system delivers near-extraction level cleaning and only 35 minutes of drying time.
- ▶ Testing in independent third-party laboratories compared the Diversey Dry Foam Carpet Care system to five competitive carpet-cleaning systems. Test results proved that carpets cleaned with the Diversey Dry Foam Carpet Care System resist re-soiling more than any other system tested.
- ▶ The system earned the Carpet and Rug Institute Seal of Approval, an independent, third-party validation that assures our customers it is an effective solution that cleans carpets the right way the first time and protects their carpeting investment.

- ▶ TASKI Ergodisk machines also are excellent for use on hard-surface floors, making it an effective and versatile tool for cleaning and maintaining facilities with multiple floor surfaces.

TASKI Trolley Improves Performance Efficiency and Sustainability We put more than 100 years of commercial facility cleaning expertise to work for our customers every day, introducing systems such as the TASKI Trolley.

More than simply a janitor's closet on wheels, the TASKI Trolley features a modular workstation with a complete range of complementary tools and equipment. It combines innovation and ergonomic design to improve overall performance efficiency and sustainability in a wide range of operations. It is customizable, lockable and ideal for applications where hygiene is essential.

- ▶ The trolley features intuitive design that makes it easy for workers to follow cleaning protocols, keep the right tools and chemicals close at hand, and separate refuse and soiled cleaning tools from clean tools that are ready to use. Those features help save time, improve productivity and reduce cross-contamination.

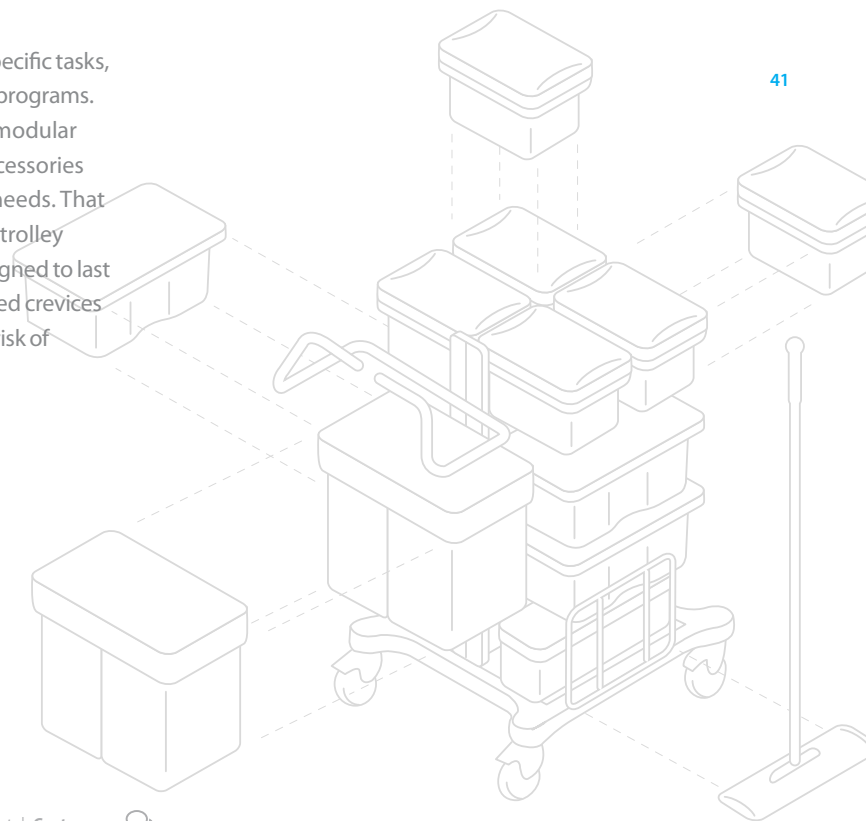


TASKI® Trolley



- ▶ TASKI microfiber cloths and mops can be used damp or dry and remove dirt and dust more effectively than traditional fibers. They are suited to spray-and-wipe or pre-wetted cleaning methods.
- ▶ The trolley includes several proprietary, labor-saving innovations including a patent-pending pop-out mop box, push bar, and fold-away extension tray. The trolley is designed to reduce bending, twisting and worker fatigue. It maneuvers easily and handles adjust readily to accommodate individual worker needs. By reducing worker fatigue and the risk of injury, and improving productivity, the trolley helps save our customers money.

- ▶ The trolley can be reconfigured easily for specific tasks, changing demands and different cleaning programs. Two base sizes are available. The flexible, modular system can incorporate more than 100 accessories to meet the customer's specific cleaning needs. That eliminates the need to purchase separate trolley systems. The durable metal frames are designed to last for years and the smooth handles and limited crevices help keep the trolley clean and reduce the risk of cross-contamination during cleaning tasks.







Communities



We will operate a sustainable enterprise by contributing to the well-being of the communities in which we do business.

—*The Diversey Way*



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Partnerships and Passion Bring Global Children's Initiative to Life

Diversey's Global Children's Initiative (GCI) has been the flagship of our social responsibility efforts since it was launched eight years ago. Fueled by employee volunteerism, the initiative is built around partnerships with financially strapped schools and children's organizations.

Diversey employees have applied their time, talent and energy to improving the lives and educational opportunities of thousands of kids, from Bangkok to Buenos Aires.

Diversey employees in the Philippines took the GCI to new and creative heights in 2010. Instead of improving a school with minor repairs and a coat of paint, as we sometimes do, they helped build one from scratch, using discarded plastic and glass bottles as their primary building material.

Working in partnership with My Shelter Foundation, a nonprofit organization whose tag line is "uncommon solutions for common problems," Diversey employees started rounding up discarded 1.5- and 2-liter bottles from a local landfill. Then a major bottling customer of Diversey's, inspired by the educational and environmental benefits of the project, teamed up with Diversey, providing collection points for the bottles, shipping them to the project site in San Pablo, Laguna, and giving their employees time to help build the school.

At the site, which is 75 kilometers from metro Manila, employees cleaned the bottles, filled them with liquefied adobe and steel bars, and assembled them to form the four walls of a desperately needed school. My Shelter Foundation has found the combination of the plastic bottles, steel bars, and adobe is three times stronger than typical concrete and costs substantially less.



Communities





Global Children's Initiative in Action



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Providing Hope and Opportunity

View video of Diversey Philippines employees and their families working together to build a school using discarded plastic bottles.



Want more?
diverseys.com/bottleschool

Partnerships and Passion, Global Children's Initiative (continued)

The Bottle School Project, the first of its kind anywhere in Asia, has been a labor of love for Diversey employees, who have given up weekends to work on it. Our employees have begun to address the pressing shortage of school buildings that exists in many parts of the Philippines, providing hope and opportunity to the children who will get a good education within its environmentally innovative walls.

The school's design is simple, visually appealing and a model of sustainable development. By using bottles made of polyethylene terephthalate (PET) plastic, which does not degrade, the project has turned a landfill negative into a classroom positive. A ceiling-mounted glass lens magnifies and diffuses sunlight, illuminating the entire school. Water is sourced from rainwater storage tanks. Air enters the building through pipe-formed holes in the walls, cooling the school and eliminating the need for electric fans or air conditioners.

"This 'is preserving the earth' in action, bringing the company's purpose to life," said Stefan Phang, regional director of sustainability, who leads Diversey's GCI programs in the Asia Pacific region. "The Philippines project shows that when implemented strategically, our GCI is a very powerful vehicle for bringing to life our purpose to protect lives, preserve the earth and transform our industry."

Diversey employees throughout the Asia Pacific region volunteered at a total of 31 GCI events during the year, including eight in partnership with our customers in the hospitality and food service industries. Teams worked on school buildings, built friendships with youngsters, and presented the Clean Hands Around the World program, a centerpiece of the GCI. Clean Hands programs provide important information to youngsters to understand the critical role hand washing plays in good health and typically include our donation of hand soap and dispensers.

Additional Global Children's Initiative efforts:

- ▶ Near our Sturtevant, Wisconsin, global headquarters, employees used black lights and a special hand gel to help nearly 700 children see the germs on their hands. Then the children chose scents and colors to make a personalized bottle of hand soap—and used it to practice effective hand washing techniques.
- ▶ Children at a Bogotá, Colombia, orphanage spent a day playing outdoors with Diversey employees, before they gathered for hand washing instruction and practice. Employees continued to help the children, gathering donations of personal care items such as soap and toothpaste.
- ▶ Employees adopted a Guadalupe, Mexico, organization that houses 120 girls, age 2 to 18, who have been orphaned or were victims of abuse. They supplied cleaning and hygiene products for the facility, and helped the young girls learn more about personal hygiene and hygienic food handling practices. Throughout the year, employees donated toys and personal care items to help the children celebrate birthdays and holidays.



► In Israel, teams of employees renovate a kindergarten each year in the community surrounding our Yavne warehouse. In 2010, they worked with a school that serves children with autism and other special needs. Their work goes beyond simple polish, paint and plaster. Managers in our Israeli business take part in a cooperative mentoring program, sharing best practices and ideas with school managers to improve schools and business. Diversey also sponsors an employee who volunteers her time at Tel HaShomer Hospital helping teens who struggle with eating disorders.

- Forming friendships began with simple visits for teams of employees who paired up with residents at a Valencia, Venezuela, home for 33 children who live with severe cerebral palsy. We collect employee donations of shampoo, soap, deodorant and other personal care items for the children, and teams of employees visit regularly to distribute these items. Diversey also donated kitchen and restroom cleaning products for the facility.
- More than 70 children from the Fenerbahçe special primary school in Istanbul, Turkey, joined Diversey employees and the Fenerbahçe women's basketball team in a hand washing day. The children watched a video about the importance of hand washing and then practiced techniques with our employees.



Diversey employees pose in front of the "bottle school" they have helped construct on weekends in partnership with My Shelter Foundation.

Top: Diversey Philippines employees organize and fill discarded bottles with liquefied adobe and steel bars. They used the filled bottles to form the walls of a school in San Pablo, Laguna.



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“This project brings together our vision of providing great community services and the shared values we have with Diversey.”

*Jeff Collen, chief executive officer,
Racine Family YMCA*

Diversey, shareholders pledge more than half the cost of new YMCA near global headquarters

Diversey contributed \$6 million to a new recreational facility and child care center to serve the community near our global headquarters. The company’s majority owner, the Johnson family, pledged another \$250,000 to the project, as did private equity firm Clayton, Dubilier and Rice, which owns a substantial interest in Diversey. The balance of funding will come from community fundraising and from debt.

Construction of the new, 69,000-square-foot YMCA complex is expected to begin in mid-2011 and will be completed in approximately two years. The facility is expected to create approximately 50 full-time jobs.

“We are proud to support a project that enhances our community and provides a great recreational facility for our employees and their families,” said Diversey President and CEO Ed Lonergan. “This facility will truly differentiate this community and make it an even more attractive place to live and work.”

In addition to funding support, Diversey is donating professional counsel and expertise in project management and sustainable building design, said Stuart Carron, senior director of global facilities and real estate for Diversey. The building will be constructed in accordance with Leadership in Energy and Environmental Design (LEED) standards, with a particular focus on energy and water efficiency, Carron said.

Diversey hosts weekly project team meetings as the project moves through the planning and development phases. Diversey also will provide expertise in developing the housekeeping program for the facility.

The team has committed to use local labor as much as possible in the development and construction of the facility and to use local companies' expertise and products.

The new center will include two swimming pools—a family fun pool and a lap pool—as well as a full-service wellness center, gymnasium, multi-purpose exercise room, running track and other amenities to serve the community's needs. The child care center will be developed to meet National Association for the Education of Young Children (NAEYC) accreditation and will feature individual playrooms, a multipurpose room and a play yard.

It will be situated on about 16 acres of land adjacent to civic buildings and within walking distance of a 75-acre local park. The village plans to construct baseball diamonds, playing fields and walking trails in the park.

"This project brings together our vision of providing great community services and the shared values we have with Diversey while also helping to fulfill Mount Pleasant's goal for a comprehensive civic campus," said Jeff Collen, chief executive officer of the Racine Family YMCA.

Diversey employees based in the Racine area will receive family memberships as an employee benefit and will have access to the services of the child care center.

The new Y is the culmination of a long-range plan approved by the Racine Family YMCA Board of Directors to address the growing need in western Racine County for community-based programs that support youth development, healthy living and social responsibility. The new facility will complement the existing downtown Racine YMCA, officials said.

"This is another significant step toward fulfilling our long-range plan, which calls for a facility in the western part of Racine County," said Dan Risch, president of the Racine Family YMCA Board of Directors. "This will enable us to serve community needs wherever they exist while also ensuring a strong and vibrant downtown presence for the YMCA."



Pledges for New YMCA Complex

\$6M



Want more?
diversey.com/ymca



Left: A wall near the construction site of a new YMCA recreational facility and child care center displays plans for the complex.

Above Left: Diversey President and CEO Ed Lonergan announces Diversey's \$6 million pledge in a press conference.



Interns put creativity to work

Diversey's student internships are an opportunity for talented young people to contribute their fresh insights to our work and learn from their experience. We offer paid internships that provide highly qualified, motivated students a hands-on, practical experience in a professional business environment, as well as genuine opportunities to contribute to our business. Students receive coaching and training from a network of peers, managers and senior managers. In addition, we ask each intern class to design and execute a community service project, in keeping with our commitment to social responsibility.

In 2010, interns developed a series of projects to benefit Kids Café, a local arm of the U.S. hunger-relief program Feeding America. Kids Café provides free, healthy meals to children in need, through local community programs, churches and schools. Kids Café also gives children a safe place to get academic support and join recreational or social activities.

The interns organized a joint venture with businesses in the community near our global headquarters to host a health fair at the local Kids Café program. The 90 children were led by our 17 interns through the two-hour health fair, visiting themed stations on topics including Internet safety, fire safety, vision and hearing tests and more. Diversey taught the children proper hand washing techniques and the importance of hand hygiene to maintaining good health and preventing the transmission of disease.

The interns also worked with local businesses to donate 15 laptop computers to the Kids Café program and raised \$10,000 for Feeding America through a silent auction and bake sale.

Top Left: Diversey global headquarters interns and volunteers from local businesses put on a health fair for 90 Racine, Wisconsin, children along with Kids Café, a local arm of the U.S. hunger-relief program Feeding America.

Top Right: Fifty Diversey U.K. employees took part in a 12-kilometer walk and 13 more participated in a triathlon to raise money for the Diversey Grassroots Foundation Fund, which supports community programs near U.K. facilities.

U.K. employees raise £17,000 in one day

By the sweat of their brows in a triathlon and the talent of their hands at painting and landscaping, Diversey employees throughout the United Kingdom threw themselves into our second annual Community Day programs.

Thirteen volunteers swam, biked and ran their way through a triathlon to raise funds, while another 50 people took part in a 12-kilometer sponsored walk. With matching funds from the Northamptonshire Community Foundation, they raised £17,000 for the Diversey Grassroots Foundation Fund, established last year to support community programs near our U.K. facilities.

Other volunteers teamed up to renovate a YMCA hostel and provide landscaping renovations at another YMCA facility. A Diversey team cleaned, painted and decorated the YMCA's Derngate House, which provides support and shelter for up to 12 people.

"I found the whole experience really rewarding," said Caroline Richardson, customer services team manager for Diversey U.K. "Not only was it great to see people from different departments working together to achieve the same goal, but afterward to see and hear about the effect our actions will have on those who will benefit—that really had an impact."

Another YMCA facility is under development. Upton Lodge will provide a residential setting to help people develop better life skills. Diversey volunteers set to work transforming the overgrown property into landscaped gardens, pleasant outdoor seating areas and spaces where residents can grow vegetables. The residents will learn how to grow and sell vegetables, as a way to develop life and business skills that will help them live more successfully in the community.

"It is exciting that one of Northampton's biggest employers is willing and able to support projects such as Upton Lodge Farm House," said Iain Andrews of West Northamptonshire Development Corporation, one of the developers of the project. "By engaging with local projects, businesses like Diversey are building stronger ties with the community and this is just the sort of thing we want to encourage in our area."

Tim Jones, Diversey U.K. technical manager and RD&E leader, led the Diversey team onsite, and was impressed by how much the team accomplished in just one day's work.

"An unbelievable transformation unfolded during the course of the day, turning an overgrown and unusable orchard into something that would really benefit the YMCA and most importantly the many future incumbents of the Lodge."

Diversey suppliers, customers and partners supported Community Day as well. Booker Wholesale donated snacks to keep volunteers going during the day, and Eurest, a Compass Group catering company, provided a barbecue at the end of the day. TDG, a logistics provider, sponsored transportation to get volunteers where they needed to be during the day. Mole Valley Farmers, Brenntag Group and Thor Specialties provided sponsorships to help in the fundraising efforts. In addition, B&Q and Travis Perkins discounted equipment we used in the projects.

The Diversey Grassroots Foundation Fund now stands at £47,000. We will begin making grants to local community groups when the fund reaches £50,000.

"We'll soon reach our target threshold that will enable us to make meaningful donations and contributions to many other worthwhile causes in the area," said David Aveyard, a Diversey director of sales and marketing for Europe and leader of the Community Day programs. "The fund is our legacy to the local community."

"By engaging with local projects, businesses like Diversey are building stronger ties with the community."

Iain Andrews, West Northamptonshire Development Corporation



Soap project in impoverished area of Turkey wins social responsibility award

Luxury soaps are helping to revive a nearly lost part of Turkish culture and improve the lives of women and children who live in impoverished rural areas.

Soap made from the oil of wild pistachio nuts indigenous to southeast Turkey has long been prized for its ability to nourish and soften skin and hair. For thousands of years, the Anatolia region of Turkey cherished the cultural heritage of the soap-making process. With help from a Diversey partnership with a women's business organization, that cultural heritage is being revitalized after years of threats from cheaper soaps made from lower-quality ingredients in unhygienic processes. Now in its fourth year, Bittim Soap Project was recently recognized as the best corporate social responsibility project in the culture and art category of the 2010 Golden Compass Public Relations Award, the Public Relations Society of Turkey's distinguished awards program.

Diversey helped establish a soap workshop in Mardin, Turkey, where women receive thorough instruction and hands-on training in making the soaps according to the old, traditional formulas and processes using premium raw materials. The project was launched in partnership with KAGIDER, an association of women entrepreneurs, and CATOM, a group of multipurpose community centers. Diversey sells Bittim Soaps, named for the Turkish pistachio tree, to luxury hotels and resorts throughout Turkey. The women who produce the soap also have expanded their sales to local hotels and facilities, and are developing a line of soaps packaged for retail sale.

A Bittim Soap photograph book produced to celebrate the project also won the Board of Design award from the Turkish Society of Graphic Design. The team gave a copy of the book to the Prime Minister of Turkey, the Minister of Culture and Tourism, and the mayors of municipalities in the Mardin province where the soaps are produced.

Top Left: Rengin Erding, corporate communications and marketing intelligence leader, and Mert Özruna, marketing coordinator, display the Bittim Soap photograph book at an International Women's Day event, where they presented the book to the Prime Minister of Turkey.



Habitat becomes a helpful habit

Contributing to the communities where we do business has become a passion for the volunteers who have led a home-building effort near our global headquarters for the past seven years. About 200 volunteers pitch in for the annual Habitat for Humanity project—about half the volunteers each year have participated in at least one prior build, said Peter Teska, category manager for building care, Diversey North America. Peter has been a part of Diversey's Habitat leadership team since the beginning, as has Jodi Runkel, sector manager for government, Diversey North America. They've been assisted by other employees who have held leadership roles for a year or more before moving into other activities. Hundreds of their co-workers also pitch in for the build teams and fundraisers.

Total Habitat impact in Racine, Wisconsin:

- ▶ 13 new houses
- ▶ 10,000 hours of volunteer time onsite
- ▶ \$500,000 raised for Habitat

The Habitat projects help stabilize some of the most impoverished neighborhoods in Racine, Wisconsin, and give a new start to families who have put their own money and work equity into building a Habitat home. Volunteers with any skill level lend a hand. Those adroit with a hammer or saw, or willing to learn, help frame and build the houses. Those more skilled at hospitality coordinate meals for the build teams. Others keep an eye out for safety and order, keeping the site tidy and tools where they belong. It comes together for a single week of all-out effort to erect a house and begin rebuilding a neighborhood. When the work is finished, Habitat and the community join together to greet the family, hand over the keys and celebrate.



Above: Diversey executives join a global IT team in one full day of work on a Habitat home.

Top: Diversey headquarters employees volunteer to build homes in impoverished neighborhoods in the Racine, Wisconsin, area.



Top: Locally famous Milwaukee Brewers sausage mascots showed up to Diversey headquarters Relay for Life fundraising events, which included a cookout and silent auction.

Employees take action against cancer

Nearly everyone knows someone who has been affected by the scourge of cancer, and has wanted to help. For several years, that desire to help has motivated teams of employees at our global headquarters in Sturtevant, Wisconsin, to raise funds in support of the American Cancer Society.

In 2010, employee volunteers organized an array of events to raise awareness and funds. They hosted a silent auction and drawing for gift baskets. Baskets included items such as airline tickets and hotel rooms, or took on themes such as movie night or items related to Wisconsin's professional football team, the Green Bay Packers. A cookout at the headquarters included a special appearance from the renowned sausage mascots of the Milwaukee Brewers, Wisconsin's major league baseball team.

The events culminated with the annual Relay for Life, a 16-hour overnight event held on the grounds of a nearby school. The annual event honors cancer survivors, commemorates those who have died from cancer and gives families and friends opportunities to remember and to celebrate. The event begins with a survivors' lap, when those who have battled cancer circle the school's running track together to celebrate their victories over cancer. When darkness falls, participants light luminaria to remember those who have died from cancer. Families and friends often walk a lap in silence to remember their loved ones.

In all, Diversey's events in 2010 raised \$11,981.70 for cancer research, including a \$1,500 corporate sponsorship of the Relay for Life and hundreds of individual contributions.

United Way sees growth; participation increases by 18 percent



Diversey has a long tradition of significant contributions to our communities' annual

United Way campaign. In 2010, we bolstered our contribution matching program and added special events to raise funds and awareness for United Way.

Employees pledged more than \$160,600. They chipped in another \$12,110 through events such as "jeans days" during the summer months, when anyone who made an extra donation to United Way was permitted to wear jeans to the office on Friday. Raffles also raised funds as employees vied for coveted items such as extra vacation time and the "VIP" parking spot nearest the building during snowy winter months.

The company matched these donations dollar-for-dollar and provided an additional match for anyone who contributed at the Beacon Circle level, making a gift of \$1,000 or more.

All told, Diversey and its employees set a new company record for giving this year, contributing \$356,546.34 and increasing employee participation 18 percent from the prior year. That, in turn, helped United Way of Racine County bring in \$5.075 million for community programs, its best fundraising results in three years.

United Way supports community programs and services that improve the lives of people in local communities, including programs that support children's education, provide health and wellness services, and develop individuals' abilities to achieve financial stability. United Way also develops and delivers programs to strengthen nonprofit organizations that serve the community.

Awards program spotlights volunteerism

Diversey employees and retirees take the company's commitment to social responsibility personally, as evidenced by the broad range of things they do on their own time to contribute to the health and vitality of our host communities. The company, in turn, annually recognizes the most exceptional of those contributions with its H.F. Johnson Community Service Awards.

Diversey makes a \$5,000 contribution to the nonprofit organization of the top award winner's choice. The company likewise donates \$500 in the names of the other winners. Because of the volume of nominations, choosing the winners is always a difficult task.

In 2010, Diversey presented its top award to David Fine, who retired a few years ago as vice president of marketing. Since then, Fine has dispelled the notion that retirement is a time to kick back and relax, committing his time, talent and energy to one volunteer initiative after another.

Fine started by spending two years continuously mentoring a young woman who had started a small business. Because of his involvement, the business today is thriving.

Following that experience, Fine joined the Peace Corps as a volunteer in South Africa, working with an adult center for the cognitively disabled in Polokwane Limpopo Province. In his spare time, he developed a program for employers to provide bicycles to employees who were spending much of their hard-earned wages on transportation to and from work each day. Fine also worked with entrepreneurs to help them develop business plans and taught a class he developed on writing business plans.

"My experience in South Africa was tremendously fulfilling," Fine said. "It further confirmed my belief in the importance of giving back."

In 2010, two other employees were honored for their volunteer work. They were:

- ▶ Fung Chin, who taught grade school children the importance of water conservation, worked on several freshwater restoration projects, and organized programs to release trout into area streams and Lake Michigan; and

"My experience further confirmed my belief in the importance of giving back." *David Fine*

- ▶ Carlos Sanchez, who worked with the Tarahumara, an oppressed people indigenous to northern Mexico, helping them to commercialize their handcrafts for sale in the U.S. and to get the job training they needed to realize their dreams of a better life.





Workforce



We will operate a sustainable enterprise by investing in people as our key point of differentiation, fostering an environment where each of us contributes to our full potential, respecting and valuing individual and cultural differences and working collaboratively. —*The Diversey Way*



- p59** ▶ Target Zero program posts steady improvements in employee safety
- p62** ▶ Workforce planning supports long-term business success
- p63** ▶ Wellness committee encourages healthy lifestyles for employees, families and community
- p63** ▶ Government of Spain honors Diversey workplace policies

Target Zero Program Posts Steady Improvements in Employee Safety

Sustainable business practices must start with safe business practices. We continue to develop and refine methods to protect people and the environment, starting with safeguarding the health and safety of our employees. Our goal is simple and is evident to every employee: Target Zero.

We want zero environment, health and safety (EHS) incidents related to our operations, products and services.

To continue marching toward our target, we pursue a 10-percent minimum reduction in the number of health and safety incidents each year, measured against the total number of hours worked by our employees. In 2010, we reduced incidents by 12.38 percent, the eighth consecutive year we've met or exceeded our annual reduction target. These incremental improvements have contributed to substantial gains in safety: since 2002, we've slashed our incident rate by 75 percent.

Our injury-reduction initiative is founded on two fundamental beliefs:

- ▶ All injuries are preventable. Studies show that employee behaviors, not work conditions, cause 96 percent of safety incidents. We emphasize safe behavior as well as safe work conditions in all our Target Zero efforts.
- ▶ Attention to safe behavior and safe conditions must be standard practice, not a reaction to a specific incident. Too many workplace safety programs feature short bursts of increased attention to safety after someone is hurt or after an injury or incident occurs. Making safety an everyday commitment is our obligation to our employees, suppliers, customers and communities.



Workforce





Reduction

-75%

Health and Safety Incident Rate

Since 2002, we've reduced our health and safety incident rate by 75 percent.

Above: Diversey line manager training participants.

Opposite page: Diversey managers attend a three-day training program that includes small group, classroom and on-the-floor instruction and learning.

Target Zero Steady Improvements (continued)

We significantly expanded management training in 2010 by adding a three-day hands-on training event to increase line manager understanding of key Diversey EHS requirements that they are responsible for implementing.

"After implementing global computer-based training in 2008 to give an overview of the Diversey Target Zero EHS management system, line managers became more aware of the Global EHS requirements and began requesting additional training in how to apply the requirements at their locations," said Christi Witt, EHS director for our Global Value Chain. "Based on these requests, we wanted to develop a hands-on training program with a focus on implementation that would be led by EHS experts and could be replicated at operating locations around the world to provide consistent instruction.

To achieve this learning objective, Witt requested the assistance of the Diversey Learning Academy (DLA), our in-house training and development team. With the direction of a DLA instructional design consultant, a seven-member program development team composed of EHS personnel representing different regions and different levels of the organization worked together to develop a hands-on training curriculum. Instead of emphasizing theory and statistics on workplace safety, the program puts the focus on the key EHS requirements we expect managers to understand and be able to implement on the job. The team's effort resulted in a three-step training program that included a brief classroom overview of the training topic, small-group break-out sessions to provide hands-on instruction, and individual practice implementing the requirements within the workplace. While the program included classroom presentations, the majority of time was spent in small groups on the workshop floor focusing on implementation. Rather than hearing a lecture on machine guarding requirements and procedures, for instance, line managers were shown alternative machine guarding options, then went to the floor to examine

equipment guarding in the workplace, and finally assessed guarding compliance against the Global EHS requirements. Line managers also practiced performing Task Hazard Assessments to identify potential workplace hazards and appropriate control measures, identifying equipment energy sources that must be de-energized prior to and during work on machinery as part of our lock-out/tag-out requirements, and assessing hazards and procedures required to perform work in a confined space.

"There are many different ways to implement many of these procedures. Hands-on training is much better for everyone and makes the material in the handbook much clearer," said György Forgács, an area EHS leader who was a member of the program development team and coordinated the training sessions at our Bagnolo, Italy, and Cotes Park, U.K., manufacturing plants. "We are able to show people specifically what the correct behavior looks like and what they are expected to do as supervisors or managers to check that the standards are followed exactly." The training was also beneficial in giving all EHS managers a common understanding of the Global EHS requirements and examples of how they could provide site-specific instruction on the covered topics.

In less than a year, 65 Value Chain managers and EHS personnel have completed the training by attending training events held in the U.S., Italy and the U.K. The initial training program curriculum focused on nine Global EHS Procedures that Value Chain and EHS managers indicated were the most difficult to implement, and Diversey is expanding the training into new topics and broadening its reach to more employees in 2011 and beyond.

Additional Target Zero efforts in 2010:

- ▶ Leaders throughout the company conducted Safe Behavior Visits. These visits are intended to ensure that everyone who works for Diversey exhibits safe



behavior during routine and nonroutine activities, and works in a clean, orderly and safe area. Leaders are provided training as well as checklists and documentation to help them implement safe behavior visits effectively. During these visits, leaders assess employees' work behaviors, identify problems and immediately correct unsafe behaviors or conditions. Leaders also report on their visits, enabling the company to learn from positive practices at one location and implement them throughout the company. Conducting these visits is included in our Annual Operating Plan and is part of every manager's annual objectives and bonus plan.

On one Safe Behavior Visit, a leader had a discussion with an employee who admitted he had not wanted to comply with the requirement to increase his personal protective equipment from glasses to goggles while he was working with open containers of chemicals, but is now convinced of its importance. He became an advocate at his manufacturing site for personal protective equipment after goggles protected his eyes from injury when a chemical splash occurred in his operating area.

Another leader delivered more than twice the targeted number of Safe Behavior Visits, and he and others took the opportunities to coach members of their team in the importance of driving a culture of safety throughout the company.

- ▶ We require every person who supervises other employees—from line managers to senior leaders—to take responsibility for safety, and we've made it a part of their annual performance assessments.
- ▶ Our EHS professionals serve as business partners to the entire organization in the process of spreading safety practices throughout Diversey. Instead of making a relatively small group of experts solely responsible for safety, we've established them as expert advisors who help every employee to not only meet his or her personal responsibility for safety, but also look out for the health and safety of their own colleagues.

- ▶ EHS teams around the globe put a strong emphasis on safety in the workplace and at home during our annual Safety Day and Safety Week events. The presentations vary by location, reflecting the needs of each population of employees as well as the creativity of our EHS teams. A Diversey group in Brazil tied its Safety Week programs to the popular World Cup celebrations, assigning groups to teams that took part in daily competitions related to safety practices and knowledge. They also invited employees' children to learn about safety at playgrounds and at home, and about safeguarding the natural environment. The team integrated social responsibility into its activities, inviting employees to donate goods needed by two local organizations that serve families in need. They collected 710 kg of food (about 1,565 lbs.), 156 kg (344 lbs.) of clothing, 1,432 diapers and 576 toothbrushes, as well as soap and toothpaste.

Diversey Learning Academy

Diversey expanded Distance Learning training modules in 2010 as a cost-effective way to quickly deliver vital information to employees around the world.

TRAINING DELIVERY METHOD	COMPLETED MODULES
Distance Learning	7,767
Instructor-Led Training	4,679
Virtual Instructor-Led Training	52
On-the-Job Training	26
Blended	6
Grand Total	12,530

Workforce planning supports long-term business success

We recognize that our employees' talents, creativity and passion bring to life our purpose to protect lives, preserve the earth and transform our industry. To deliver our strategy now and in the future, we apply a systematic process of workforce planning, talent development and targeted recruiting.

Workforce planning involves an in-depth assessment of how we need to develop, manage and mobilize our employee population over time in order to deliver our business strategy, said Scott Russell, executive vice president and acting head of Human Resources. Using a wide array of internal and external data, we assess our current talent pool, information about the labor market and emerging business trends to determine where our leadership pipeline is strong and where it needs further development.

The rigorous process and reliance on data are crucial, Russell said. "This is a tool to ensure the strategic alignment of the talent we need to engage the business growth plan."

The workforce planning process builds on two years of work to improve our talent review processes. We developed consistent, objective and data-driven processes to evaluate our leadership employees, as well as key individual contributors, against competencies we identified as critical to our success and integral to our culture. The evaluations are helping us identify our highest potential leaders, recognize those we may need to work harder to retain, and those whose positions are key to the company but may become vacant due to retirements or promotions.

"We are using consistent, research-based methodologies to evaluate every leader globally on a regular basis, and to place talent in the right roles to ensure we can deliver our strategy," Russell said. "This process also enables us to develop the competencies we've identified as critical to our success."

Diversey also uses the data to identify talent gaps that may affect our growth plans and to guide our recruitment efforts. Plans also are underway to work with employees at all levels of the organization to develop career paths, identify training needs and opportunities, and provide objective progress tracking.

62

Top Ten Courses

Sales and Leadership Development courses led the top 10 courses completed in 2010.



Wellness committee encourages healthy lifestyles for employees, families and community

A wellness program at our global headquarters campus aims to not only encourage a healthier lifestyle for employees, but to support the Racine-area community in developing healthier lifestyles as well.

The Diversey Wellness Committee was formed in 2010 with a vision of providing “a wellness program that will enrich the spiritual, emotional and physical health of our employees and their families.”

The group coordinates a variety of activities and awareness efforts, covering the gamut of healthy living information—from immunizations to healthy food choices, running and yoga, stress management and fitness

challenges. They plan to expand their offerings in 2011 to include quarterly healthy reward challenges that will give employees the chance to win points toward prizes.

The committee aims to have Diversey identified as a Well Workplace by the Wellness Council of America—an important step toward helping the Racine community earn designation as a Well City.

Government of Spain honors Diversey workplace policies

The Health, Social Policies and Equality Ministry of Spain honored Diversey as one of the first 36 companies to earn its “Company Equality” emblem.

The emblem recognizes companies whose policies demonstrate that women and men are valued equally. Qualifications include:

- ▶ *Equal participation between women and men at decision-making levels*
- ▶ *Equal access to jobs with significant responsibilities*
- ▶ *Clear and fair remuneration policies.*

The awards committee also considers company policies that help employees balance their personal and family lives with work.

“This emblem reflects the path that Diversey started some years ago, but also it means our challenge and engagement for maintaining and increasing, when possible, the implementation of our values as a company,” said Purificación Grande, European HR director, south area.



Encouraging Community Safety



Our commitment to safety doesn't end at the doors of our facilities. We encourage our employees to put safety first in their home and community activities as well. A group of Israeli employees have taken that commitment to the streets—literally. They received 40 hours of special training and serve an eight-hour shift every month as volunteer traffic police officers. Diversey supports the initiative by paying the employees for four hours of their time.





Partners



We will operate as a global company by collaborating to leverage best practices and knowledge globally and considering local implications when making global decisions. —*The Diversey Way*



- p67 ▶** Regional, global collaborations drive water stewardship programs
- p71 ▶** Awards program aims at spurring sustainability innovation in tourism industry
- p72 ▶** Diversey, 12 others form sustainability innovators working group
- p72 ▶** Webinar delivers perspective on green building trends
- p74 ▶** Diversey-sponsored sessions at Global Food Safety Conference help participants address technology challenges
- p76 ▶** Diversey joins GHG protocol testing of new global standard for product life cycle analysis
- p77 ▶** Certifications and Affiliations

Opposite Page: Gwen Ifill, managing editor of "Washington Week" and senior correspondent for The PBS NewsHour and former board member of The Johnson Foundation greets Philadelphia Mayor Michael A. Nutter at the Freshwater Summit in Washington, D.C. Ifill served as moderator at the event.



*Regional, Global Collaborations
Drive Water Stewardship Programs*

Freshwater conservation has emerged as one of the world's most pressing social, economic and environmental concerns. Diversey has committed to a leadership role in finding thoughtful, effective solutions to the looming water crisis. We provide our customers with expert consulting and innovative products and solutions that help them significantly reduce their water use.

We continuously monitor our own facilities to use less water and produce less wastewater. And we have forged powerful partnerships with leading organizations committed to solving the freshwater crisis.

"Charting New Waters: A Call to Action to Address U.S. Freshwater Challenges," issued in September 2010, marked the culmination of two years of intensive collaboration among more than 100 experts from an array of disciplines and interest groups. Convened as The Johnson Foundation Freshwater Forum, this group gathered to examine issues and identify the most promising solutions for achieving a resilient and sustainable freshwater system in the United States by 2025. They discussed freshwater ecology across a broad spectrum, including climate science, municipal water management, ecosystem protection, agriculture and food production, energy generation, manufacturing and public health.

"Freshwater is our most precious resource and the lifeblood of our economy—industry, agriculture and energy generation all depend heavily on adequate supplies of freshwater. Water quality in our natural and municipal freshwater systems is vital to the health and livability of our communities," said Helen Johnson-Leipold, Diversey chairman and



Partners





U.S. Freshwater Withdrawals

68 **41%**

Thermoelectric Power Generation

About 41 percent of U.S. freshwater withdrawals are for thermoelectric power generation, primarily coal, nuclear and natural gas.



Want more?
diversey.com/freshwater

chairman of The Johnson Foundation at Wingspread, which convened the Forum. “The Foundation and its many partners in this collaboration offer the Call to Action as a means of bringing overdue attention to our nation’s freshwater challenges and sparking action to address them.”

Johnson-Leipold and other Forum members presented the Call to Action to the Obama Administration at a September 15th meeting of federal agencies convened by the White House Council on Environmental Quality (CEQ). John Matthews, Diversy’s senior vice president of corporate affairs, chief of staff to the president and chief sustainability officer, served as an advisor to the Johnson Foundation in the development of the Call to Action.

Innovative, Integrated Water Management Solutions

“For decades, U.S. water strategy has been cobbled together from diverse, incomplete and sometimes conflicting policies,” said Dr. Peter Gleick, president of the Pacific Institute, one of the nation’s leading water scientists and a co-signer of the Call to Action. “We can no longer afford to manage our water that way. The good news is that smart, effective and innovative solutions to the nation’s water problems exist and can be implemented. That’s what this report recommends.”

Freshwater Forum participants identified the current state of freshwater management, the key problems and the clear opportunities for solutions. The group found broad consensus on three essential points:

- ▶ U.S. freshwater problems are urgent and broad.
- ▶ The 20th century strategies and technologies being applied to 21st century problems are falling short.
- ▶ Solutions are within reach to most, if not all, of the nation’s freshwater problems.

The most significant challenges to U.S. freshwater quality and supply include pollution and scarcity; competing urban, rural and ecosystem water needs; climate change; environmental and public health impacts; and a variety of economic implications. The Call to Action provides a roadmap for confronting those threats and ensuring a secure freshwater supply.

Recommendations Specified “We are united in our commitment to harness American ingenuity and develop innovative, integrated freshwater solutions that cut across traditional boundaries and counteract the inertia that has developed around freshwater management due to fragmented decision-making frameworks and institutional obstacles,” the Forum participants wrote in the landmark Call to Action. The Call to Action outlined challenges and specific recommendations intended to:

- ▶ Improve coordination of freshwater management across scales and sectors
- ▶ Enhance effectiveness of existing regulatory tools for freshwater management
- ▶ Promote efficient, environmentally wise water management, use and delivery
- ▶ Ensure freshwater decision making is based on sound science and data
- ▶ Employ a long-range adaptive approach to freshwater resources planning & management
- ▶ Account for the full cost of water, and invest in sustainable water infrastructure
- ▶ Educate the public about freshwater challenges and solutions
- ▶ Develop and validate methods for freshwater ecosystem services markets

The full report is available at <http://www.johnsonfdn.org/ChartingNewWaters>



U.S. Freshwater Withdrawals

37%

Irrigated Agriculture

About 37 percent of U.S. freshwater withdrawals goes to irrigated agriculture.

Participants Commit to Action The Call to Action was paired with specific, individual commitments by each of the participating organizations to act decisively to address freshwater challenges. Diversey's pledge focused not only on our own operations, but on helping our customers operate more sustainably.

"Diversey is committed to doing its part to establish a sustainable and resilient freshwater resource. We will fulfill this pledge by taking action both internally and externally. Internally, we will define our entire global water footprint and set targets for reducing water consumption and improving the quality of water discharge. Externally, we will provide our customers with solutions that will enhance their water performance, making their operations more efficient and sustainable. In addition, we will continue to provide funding and expertise to the Alliance for Water Stewardship and the World Wildlife Fund as they work to develop water stewardship standards that give all water users the tools to measure and improve water-related performance."

Diversey's Leadership in Water Conservation Efforts Our work with the World Wildlife Fund (WWF) includes leadership support of the Global Water Roundtable, the Freshwater Ecoregions of the World project and HydroSHEDS.

- ▶ The Alliance for Water Stewardship coordinates the partner organizations that formed the Global Water Roundtable in 2009, supported by a four-year, \$1 million Diversey grant. Roundtable members include the WWF, the Pacific Institute, The Nature Conservancy, Water Witness International, The Water Stewardship Initiative, the Water Environment Federation and the European Water Partnership.

The group's intent is to develop the preeminent standard for water stewardship around the world, akin to those established in similar roundtables addressing forestry and marine stewardship. Regional water stewardship standards already in development and testing phases, such as those in Australia and Western Europe, will form the basis for the group's work. As new standards are drafted, pilot testing will be conducted in different regions around the world in order to confirm or adapt the standard's global applicability.

Draft standards will be presented in August 2011 during World Water Week in Stockholm, an annual global water conference sponsored by the Stockholm International Water Institute. After additional testing and validation of the standards, the Global Water Roundtable plans to present a final standard in 2013, along with a certification system that will recognize and reward enterprises and organizations that effectively manage their water use and minimize its impact on people, communities and the environment.

- ▶ Through The Freshwater Ecoregions of the World project, Diversey has helped fund significant research into all of the world's 426 freshwater ecoregions, and the synthesis of data on biodiversity and threats in each ecoregion. The project has been instrumental in establishing a new standard for global fish biogeography and is improving understanding of the need to conserve freshwater ecoregions. The project is a collaboration between WWF and The Nature Conservancy.



Above: HydroSHEDS training held by WWF Mexico. © Bart Wickel/WWF

- ▶ Influential global and national organizations such as the Food and Agriculture Organization of the United Nations (FAO), National Geographic Society and the U.S. Geological Survey have used data from HydroSHEDS, a global hydrological database established by the WWF Foundation Science program with major funding from Diversey. **HydroSHEDS** (Hydrological data and maps based on **SH**uttle **E**levation **D**erivatives at multiple **S**cales) uses data from NASA to create a detailed, digital map of freshwater systems around the world. The radar-derived data from a space shuttle mission are 100 times more detailed than any data previously available, and the maps make it possible to conduct hydrologic analyses anywhere in the world. 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. WWF continues to conduct

two- to five-day training programs for researchers around the world to analyze and use HydroSHEDS data.

HydroSHEDS data, paired with other data sources, have enabled innovative analyses of biodiversity and conservation needs for global and basin-level resources, and are helping shape discussions of such issues as where to locate hydropower dams so that they do not disrupt spawning grounds for fish that are critical to food supplies.

The National Geographic Society used HydroSHEDS data to create some of its "World of Rivers" supplement maps in its special magazine issue on water in April 2010.

Awards program aims at spurring sustainability innovation in tourism industry

Success breeds greater success. That's certainly true in the sustainability journey for many businesses—each success on the path builds on previous steps, and on the experiences of others in the same industry. Celebrating successes and encouraging more like them has motivated Diversey's sponsorship of a significant awards program for the tourism industry.

Skål, the world's largest organization of travel and tourism professionals, has presented Ecotourism Awards each year since 2002. The initial awards program was launched following a United Nations declaration of the Year of Ecotourism and the Mountains. The awards recognized best practices around the world in the areas of ecotourism and environmental responsibility. As awareness grew of the broader strategic value of "sustainability," Skål consulted with Diversey to expand the program.

Tourism is a very resource-demanding business, leaving a profound footprint after its footsteps. Diversey is committed to support the most efficient use of the planet's resources in the development of tourism. In 2010, we worked with Skål to develop a program that encompasses a broader scope of sustainability efforts in the industry.

The Sustainable Development in Tourism Awards recognize achievement across the full scope of sustainability: protection of the natural environment, benefits to people and communities, and business profitability.

Applicants for the newly named Sustainable Development in Tourism Awards are evaluated in six areas:

- ▶ *Contribution to the conservation of nature (environmental considerations)*
- ▶ *Community involvement and benefits*
- ▶ *Educational features*
- ▶ *Cultural heritage conservation*
- ▶ *Business viability*
- ▶ *Innovation*

Skål presented the 2010 awards in October. The organization represents travel and tourism professionals around the world, in every sector of the tourism industry including hoteliers, travel agents, airlines, tourism media and tourism students. It has 20,000 members in 90 countries.





Diversey, 12 others form sustainability innovators working group

Diversey joined 12 other major companies to form the Sustainability Innovators Working Group, organized by Esty Environmental Partners (EEP), a premier sustainable business consulting firm.

IBM was a participant and supporting partner of the group. Other members included Boeing, CH2M Hill, Coca-Cola, Delhaize Group, Disney, Dow Chemical Company, FedEx, Johnson & Johnson Consumer Companies Inc., Shaklee, Unilever and Xerox.

"Finding the right strategic response to the sustainability imperative is a core competitive challenge for companies," said Dan Esty, former EEP chairman and Hillhouse professor at Yale University. "Companies that meet this challenge will find new ways to reduce risks and costs, achieve growth through innovation and enhance the value of their brands."

The group worked together to define management systems and tools necessary to support sustainability as a megatrend, said John Matthews, Diversey senior vice president of corporate affairs, chief of staff to the president and chief sustainability officer.

Learning from other companies' experiences and contributing to new ways of assessing sustainability is particularly important to companies like Diversey that recognize stakeholders' increasing attention to sustainability and demand for measurable progress.

"Sustainability requires continuous improvement," Matthews said. "You have never 'arrived,' so we need very powerful assessment tools to identify near-term and longer-term opportunities."

Webinar delivers perspective on green building trends

As leaders in sustainable building care practices, Diversey provides its customers and suppliers with expert consulting and perspective on trends in the industry. For the past three years, we have partnered with GreenBiz, a website of Greener World Media, to explore the business implications of green building design and maintenance through its annual Green Building Market Impact Report.

Diversey sponsored the November 2010 webinar, titled "Building A Green Future: Emerging Trends in the Construction and Maintenance of Green Facilities," as well as the research study, an annual global survey of green building market trends and the effects of LEED on land use, water, energy and raw materials. LEED—Leadership in Energy and Environmental Design—is an internationally recognized green building certification system developed

by the U.S. Green Building Council (USGBC). It provides concise, measurable standards for environmentally responsible building design, construction and operation.

The annual survey explores whether commercial green buildings provide demonstrable energy and environmental benefits.

The webinar featured analysis by Robert Watson, the study's author, GreenerBuildings.com editor and "founding father" of LEED, and by Diversey President and CEO Ed Loneragan. The webinar was moderated by Joel Makower, executive editor, GreenBiz.com.

"In these tough economic times, green building continues to represent one of the few bright spots in the economy, not just for construction and real estate, but for business in general," Makower said. "That is thanks in part to success

of the USGBC LEED green building rating system, along with the recognition that greener commercial buildings are better buildings in almost every respect. Green building has crossed the threshold from being the exception to being the rule."

Watson presented a detailed analysis of the results of the annual study. The 2010 results showed that:

- ▶ *LEED buildings are making a major impact in reducing the environmental footprint of individual structures;*
- ▶ *Great opportunities remain for progress in individual buildings;*
- ▶ *The opportunities for broader implementation of LEED standards in the marketplace are significant; and*
- ▶ *Realizing those opportunities in individual buildings and in the marketplace is critical to the success of LEED in reducing the environmental footprint of buildings in the U.S. and worldwide.*

Loneragan reported on what Diversey has learned through its efforts to improve the operational efficiency of its facilities, and the importance of applying those lessons to work with customers as a part of fulfilling the company's purpose.

"We are convinced that playing in this space, with internal learning around LEED and our ability to employ that in how we go to market, is one of the key ways that we transform our industry," Loneragan said. "To be credible as we approach our customers, we have to walk the talk. It is important for us to continually improve our own operations as we seek to improve the operations of our customers. We apply our internal learnings to our external solutions."

Loneragan discussed Diversey's four-year waste reduction results, and savings in water and energy. The company has continued to return about \$2 in savings for every \$1 invested in efficiency improvements, he said.

"As leaders, we have a clear imperative to deliver measurable results, and this applies to sustainability as well," Loneragan told the webinar participants. "In fact, we built sustainability objectives into our corporate goals on a global basis and for individual leaders across our corporation regardless of the function in which they participate." He said Diversey has a clear business case that creates genuine return on investment that makes sense, evidenced by its large cumulative savings on water, energy and waste.

Loneragan also shared his perspectives on sustainability and Diversey's innovations that save water, energy and labor with GreenBiz readers in an August 30, 2010, "View from the C-Suite" interview.

"Going forward, we will focus on being a leader in (the sustainability) movement," Loneragan said in the interview. "Not every customer will say they want the most sustainable products. But if we offer an opportunity to save water, waste, energy and labor with the same quality outcome, they will embrace it. That's our future. We will continue to make business decisions based on a broader view of the impact of our operations on the planet."

Diversey also partners with GreenBiz through its GreenBiz Executive Network, a peer-to-peer forum of senior sustainability executives from more than 50 large companies.



WEBINAR

Review the 2010 Green Building Market and Impact Report at www.greenbiz.com/video/2011/03/01/webcast-building-green-future

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Stay Connected With Diversey

Join the conversation about Diversey's work to create a cleaner, healthier future by visiting one of its social media channels. The company regularly Tweets real-time updates and posts original content on Facebook. Search for "Diversey" on Twitter, Facebook and LinkedIn.

In January, Diversey also launched an official corporate blog to share commentary and perspective on the company's leadership in commercial cleaning, sanitation and hygiene.



Visit the blog
blog.diversey.com



Diversey-sponsored sessions at Global Food Safety Conference help participants address technology challenges

Two Diversey-sponsored sessions at the 2010 Global Food Safety Conference (GFSC) presented participants with real-world strategies and case studies for addressing the challenges and opportunities represented in two 21st century revolutions: the explosive spread of social media and the rapid spread of emerging technologies such as nanotech, biotech and irradiation.

Social Media Revolutionizes the Spread of Information

Headlining the session on social media were two noted experts in the field: Robbie Vorhaus, an internationally recognized management consultant and crisis communication expert, and Jean-Jacques Vandenheede, a senior retail industry analyst for ACNielsen Europe specializing in mapping the changes that affect the grocery retailing industry.

Vorhaus encouraged session participants to embrace the changes taking place in social media in light of its influence on recent product recalls. He emphasized that social media is not simply a platform for distributing information, but should also be leveraged as an avenue for companies to listen to their customers.

"If you're a market-driven company, social media is a tool to listen. You want to listen. You may not always like what you hear. But if you're intent is to grow and be a market leader, you need to be willing to take the risk," he said.

Vandenheede also encouraged participants to look at how their companies are using social media before a crisis because "sharing examples of positive things going on with the product improves your credibility when things are in crisis."

Many of the examples cited during the session related to a 2009 incident in the U.S. involving salmonella contamination at the Peanut Corporation of America, which resulted in five deaths and more than 400 reported illnesses. As a result, the company issued a recall for products over a six-month period.

The incident drew significant attention in the social media universe, making it a valuable case study for the GFSC session.

- ▶ A U.S. Food and Drug Administration (FDA) "widget" created for the peanut butter recall was used 1.4 million times in nine days and appeared on more than 5,000 different websites.
- ▶ The FDA blog on the recall received over 14,000 total page views within a month of the recall announcement.
- ▶ Organizations such as the Canadian Food Inspection Agency (CFIA) and the United Kingdom's Food Standards Agency (FSA) leveraged social media to warn consumers about products that used or may have used contaminated peanuts or peanut products.
- ▶ Brands whose peanut butter products were not subject to the recall also used social media, including YouTube videos, to assure customers their products were safe to eat and to tout their food safety practices.

Emerging Technologies Reshaping the Food Safety Industry

The Diversey-sponsored symposium session on emerging technologies was moderated by Bob Gravani, professor of Food Safety at Cornell University. He was joined by:

- ▶ Qasim Chaudhry, principal research scientist, the Food and Environment Research Agency (FERA), U.K.'s Department for Environment, Food and Rural Affairs;
- ▶ Suresh Pillai, professor and TAES faculty fellow, Texas A&M University; and
- ▶ Martin Wiedmann, associate professor, Department of Food Science, Cornell University.

Each panelist focused on a different aspect of technology and how it continues to drastically change traditional food production and distribution methods.

Nanotechnology, food irradiation and the use of biotechnology in food production are shaping the food industry and affecting the way business is done in many parts of the world. As these technologies continue to be adopted globally, gaps in consumer understanding are sparking debate about their potential risks.

Wiedmann encouraged the food safety community to continue emphasizing the benefits of technologies so consumers have the right context for why they are becoming necessary.

"Every technology has some potential risks," he said. "We do a good job of highlighting the benefits, but we don't want to talk about the risks. If we present the benefits and risks together, and explain it, then consumer perception will improve."

Consumers understanding of technologies will affect their perceptions of the value of technology, and that, in turn, will affect whether technologies are competitively viable, the speakers said.

"If consumers don't accept the new technology, then it doesn't have any place in the marketplace," Chaudhry said.

Pillai added, "There is a shared responsibility. Consumers need to be more proactive in demanding safe food. The governments need to understand that we are moving in a very fast environment and they need to respond."





WORLD
RESOURCES
INSTITUTE



wbcscd

Diversey joins GHG protocol testing of new global standard for product life cycle analysis

Reducing greenhouse gas (GHG) emissions associated with the manufacture, use, and disposal of a product—and validating those reductions—begins with understanding how to calculate the emissions. Diversey has already developed environmental calculators to help our customers quantify the environmental benefits they achieve from our innovative packaging, our dispensing and dosing expertise, and our superior product formulations that require less water and energy use at the customer site.

In 2010, we also contributed to the development of a new global standard for measuring GHG emissions associated with products and supply chains. We were one of 62 companies worldwide to “road test” two new modules of the GHG Protocol developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

The Product Carbon Footprint Standard provides a means to measure GHG emissions related to a product at every stage, including those associated with suppliers, transportation, production, use, and disposal. The new Corporate Value Chain (Scope 3) Standard allows corporations to measure and manage their GHG emissions across their entire supply chain. These comprehensive approaches to measuring emissions will help businesses identify their most significant opportunities to manage and reduce those emissions in their operations.

The new generation of accounting measures and reduction programs emerged from the decade-long work of the GHG Protocol Initiative, a partnership

between WRI, WBCSD, environmental groups, businesses and governments worldwide. Road testing the new modules plays a crucial role in validating and refining the protocols and assuring that they will serve as credible and effective means of measuring GHG emissions and implementing reduction programs.

Diversey was part of a team of more than 1,000 volunteers from participating companies who contributed to the development of the standards that were tested. They represented industry, government, academia and non-governmental organizations. Road testing was a process of putting the standards through their paces—applying them for six months in real-world settings, to ensure that the standards are practical and can be implemented across companies and organizations of any size, in a variety of sectors, around the world. The comprehensive feedback from these tests showed companies were able to comply with the protocol requirements and found the guidance provided in the standards helpful and practical. The standards were updated to reflect the feedback provided by Diversey and other companies, then submitted for a further round of public comment and suggestions.

The completed, validated standards will become a part of the GHG Protocol, which is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. It provides the accounting framework for nearly every GHG standard and program in the world—from the International Standards Organization to The Climate Registry—as well as hundreds of GHG inventories prepared by individual companies.

Certifications and Affiliations

Diversey 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.

THIRD-PARTY CERTIFICATIONS Certification through third-party organizations varies by product and by country.



Eco Mark



Eco Logo



EU Flower



GREENGUARD
Environmental Institute



Green Seal



Nordic Swan



ISO 14001, ISO 9000
OHSAS 18001



USGBC LEED-EB

ASSOCIATIONS & AFFILIATIONS



AISE Charter Member



British Institute of Cleaning
Science



Climate Savers



EPA's Design for
the Environment



Esty Environmental
Partners



Global Environmental
Management Initiative



Go Green Schools



Green Biz Executive
Network



Green Chemistry &
Commerce Council



Healthy Schools
Campaign



Hospitals for a
Healthy Environment



International Association
for Food Protection



International Committee
of Food Retail Chains



Joint Institute for Food
Safety and Applied Nutrition



Product Sustainability
Roundtable



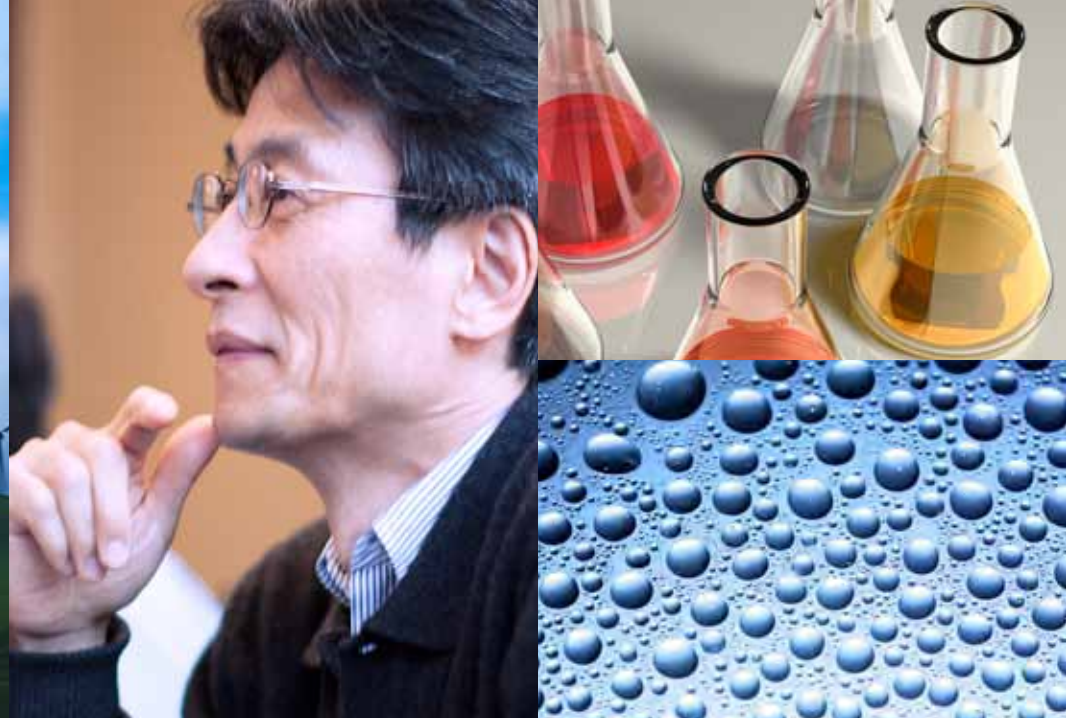
Safe Quality
Food Institute



U.S. Green
Building Council



World
Wildlife Fund





Governance



**We will lead by living our values,
clearly communicating our strategy
and aligning our work and individual
goals, and setting and achieving
ambitious objectives.** —*The Diversey Way*



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New Statement of Values Defines Diversey Enterprise

We believe that to be sustainable, an enterprise must have a clear understanding of what it values and why. In 2010, we assembled a diverse, cross-functional team to refine and refresh Diversey's statement of values.

What, in other words, does our multicultural, global enterprise stand for? What are the principles that guide the decisions we make? What do our customers and communities expect from us? And what can we expect from them?

The result is "The Diversey Way," a statement of the values we follow in operating our business, as well as the behaviors we expect of our employees, others are not yet fully realized, expressing our aspirations for the company we ultimately want to be.

In developing "The Diversey Way," the team sought to articulate those elements that make Diversey unique, while taking into account the company's rich history and time-tested traditions. The starting point for the team's work was the company's purpose, which expresses why we're in business and what we're in business to do. It says Diversey will:

- ▶ **Protect Lives** by producing superior products that make food, drink and facilities safer and more hygienic;
- ▶ **Preserve the Earth** for future generations by continually reducing the environmental impact of our products and our operations; and
- ▶ **Transform Our Industry** by creating more sustainable enterprises that contribute to the well-being of our communities.

The team took four months to complete its work. An initial draft emerged from the first meeting, which was vetted by focus groups around the world.



Governance



"Assembling the right team was the critical first step. It had to mirror the organization as a whole and it had to involve people who care deeply about the company and its people," said Mike Dries, senior director, Diversey global employee communication. "To a person, we were passionate about our company and dedicated to finding a consensus."

"The Diversey Way" is an honest expression of who we are and what we stand for as an enterprise. It defines what others can expect of us and what we expect of ourselves. It belongs to each of us at Diversey and each of us has a role to play in giving it life. It's a role to which each of us is enthusiastically committed.

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Employees Talk About The Diversey Way

View a short video highlighting Diversey employees from around the world and how they live The Diversey Way in their work every day.



Want more?
diversey.com/values

The Diversey Way Values

Integrity and Trust

- ▶ We build relationships based on mutual trust
- ▶ We seek to understand and speak the truth in all our interactions
- ▶ We keep our promises
- ▶ We do what is right and ethical
- ▶ We treat everyone with dignity and respect

Courage

- ▶ We hold ourselves and others accountable
- ▶ We make the best decisions and encourage measured risk taking
- ▶ We learn from our mistakes
- ▶ We freely communicate our points of view

Passion

- ▶ We are inspired to make a difference by living our purpose with energy and vitality
- ▶ We treat our business as if it were our own
- ▶ We are driven to grow our business by delivering industry-leading solutions that exceed customer expectations and make their businesses more sustainable

Commitment to Our People

- ▶ We foster an environment where each of us contributes to our full potential
- ▶ We respect and value individual and cultural differences
- ▶ We work collaboratively, believing that every person adds value
- ▶ We invest in our professional development

Operating Principles

We will operate a sustainable enterprise by...

- ▶ Generating profitable growth through superior solutions that deliver a cleaner, healthier future
- ▶ Investing in people as our key point of differentiation
- ▶ Contributing to the well-being of the communities in which we do business
- ▶ Continuously reducing the environmental impact of our own and our customers' operations

We will operate as a global company by...

- ▶ Providing our customers with consistent outcomes everywhere they do business
- ▶ Collaborating to leverage best practices and knowledge globally
- ▶ Considering local implications when making global decisions

We will lead by...

- ▶ Living our values
- ▶ Clearly communicating our strategy and aligning our work and individual goals
- ▶ Setting and achieving ambitious objectives
- ▶ Celebrating success and recognizing superior performance

We will innovate to deliver greater value by...

- ▶ Converting customer insights into compelling customer solutions
- ▶ Being open to change and challenging the way we operate in all aspects of our business
- ▶ Stimulating creativity and initiative
- ▶ Developing and harnessing an internal and external network to drive innovation leadership

We will keep customers at the center of everything we do by...

- ▶ Developing a deep understanding of customer needs
- ▶ Delivering solutions that make our customers' businesses more sustainable and profitable
- ▶ Earning our customers' trust as a reliable partner

Global council charged with harnessing the power of diversity and inclusion

Diversey's values are anchored in the beliefs that every one of the company's 10,000-plus employees adds value to the organization and that it is critically important, therefore, that the organization foster an environment in which all employees can contribute to their full potential. Toward that end, Diversey also believes that it is essential that the entire enterprise respect and value individual and cultural differences.

Diversey operates in more than 60 countries, from Canada to Chile, the Czech Republic to China. In today's increasingly global economy, that richness of experience and perspective has the potential to be a significant competitive advantage. Diversey is committed to harnessing that potential. The company's Diversity and Inclusion Council is charged with seeing that it does.

"Our commitment goes beyond demographics such as race, creed, gender and ethnicity to include diversity of thought," says Lori Ridgeway, Diversey's vice president of Diversity and Inclusion. "At the heart of who Diversey is and what it stands for is the belief that we derive our greatest strength from our differences. They provide the insight and the spark of creativity we need to compete effectively in the diverse markets we serve."

The company's Diversity and Inclusion Council comprises 18 people, representing each of the company's four regions and all of its corporate functions. John Alexander, president of Diversey's Americas region, serves as advisor to the council and liaison to the company's senior leadership team.

In addition to operating as a single global team, members of the Diversity and Inclusion Council also operate regional councils. The formation of regional councils reflects the fact that "diversity" has different connotations in different places. For example, in a multicultural society such as the

United States, the ethnicity component of diversity is more prominent than it is in Japan, where the vast majority of citizens share a common ethnic heritage. Because of this, Diversey's regional councils provide an important level of insight that inform the plans of the global council.

At the global level, the council strives to build employee awareness and understanding of the value the company ascribes to diversity and inclusion. Specific initiatives include things as simple as offering different ethnic cuisines in the company cafeteria and encouraging employees to speak to each other in the corresponding language, to developing a training curriculum aimed at creating a global awareness of the benefits cultural diversity provides, both for the organization and the individual.

"It's important that we constantly reinforce the message that we value the thoughts and views of all employees and that the more points of view we can bring to bear on any issue, the more successful we will be," said Ridgeway.

The "inclusion" aspect of the council's charter is aimed at fostering collaboration among employees around the world.

"Diversity is the mix," Ridgeway said. "Inclusion is getting the mix to work well together."

To be sure, Diversey believes that working together as a single, unified, boundary-less team is essential to operating a successful global enterprise. To act otherwise is costly and inefficient. So every Diversey employee has an important role to play in assuring the ongoing viability of the enterprise. Diversity, it's clear, is powerful; inclusion is effective. And as a result, Diversey believes that our differences should be celebrated, not overcome.

"Diversity is the mix. Inclusion is getting the mix to work well together."

Lori Ridgeway, vice president of Diversity and Inclusion, Diversey





Committed to good business governance

An array of training programs, audits and policy communication, supported by leadership, comprise the framework for Diversey's commitment to the highest standards of ethical and legal behavior in all our business operations.

Training in our Code of Ethics and Business Conduct is mandatory every year for employees in leadership, managerial and professional roles. All members of the Board of Directors also complete the training each year. In 2010, we expanded the training deeper into the organization, with 6,700 people taking part. In the past two years, we have nearly doubled the number of employees trained.

In addition to detailed explanations of Diversey policies and applicable laws, the training requires participants to examine scenarios that help employees understand the practical applications of the policies. The training includes periodic knowledge checks to reinforce the employee's understanding of the concepts.

The training covers policies on an array of critical issues, including:

- ▶ *Compliance with laws*
- ▶ *Record-keeping and accounting practices*
- ▶ *Bribery*
- ▶ *Corruption*
- ▶ *Kickbacks*
- ▶ *Gifts and entertainment*
- ▶ *Insider trading*
- ▶ *The effect of our operations and products on the safety of individuals and the environment*
- ▶ *Management of confidential information and company assets.*

It includes information on how to report suspected violations of the code and informs employees of their reporting obligations. Training is provided in multiple languages. At the conclusion of the training, participants must pass a test, followed by an affirmation that the participant understands and agrees to comply with our Code of Ethics and Business Conduct and that they are not aware of any violations of it.

Reports of any violations of our policies are investigated under a process established and managed by our Legal and Internal Audit Departments.

Every employee has access to our Code of Ethics and Business Conduct through the company intranet, where it is available in 20 languages. Housed with these documents are the Whistleblower Policy, also available in 20 languages, along with contact information for making a confidential report of a concern via telephone, fax, mail or email.

The Whistleblower Policy explains 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.

Sustainability Advocacy Council helps drive sustainability performance

Diversey's global Sustainability Advocacy Council (SAC) makes recommendations to our senior leaders on every aspect of our approach to sustainability. The council reviews and recommends actions to drive continuous improvement in our sustainability performance.

SAC members represent employees from our key functional areas—Corporate Affairs, Finance, Global Value Chain, Human Resources, Marketing, and Research, Development and Engineering—across Diversey's four operating regions (Americas; Europe; Asia Pacific, Africa, Middle East and Turkey; and Japan).

SAC aims to achieve seven objectives on an ongoing basis:

1. To establish sustainability targets and aspirational goals for the company
2. To understand our impact on human health and the environment
3. To advise the company in ongoing efforts to improve our environmental performance and social responsibility
4. To collect, harmonize and publish data on environmental improvements made throughout the life cycle of our operations and products, and improvements in our social responsibility
5. To prioritize, oversee and drive projects necessary to achieve our sustainability targets
6. To share best practices across regions
7. To advocate Diversey's sustainability positions within the company and to our partners, customers and communities.

Diversey's commitment to the highest ethical standards

Conflict of Interest Disclosures Diversey requires 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, major suppliers must adhere to our Supplier Guiding Principles, and we conduct periodic audits to ensure compliance.

Our Compliance, Ethics and Risk Management Committee is chaired by Scott Russell, Diversey's general counsel and chief compliance officer. The committee oversees Diversey's compliance efforts, including implementation of our Code of Ethics and Business Conduct and policies, as well as compliance with applicable laws and policies.

Internal Audits Diversey's Corporate Internal Audit team evaluates our business operations and controls to ensure that our financial reporting is accurate. The team also reviews business processes to ensure they comply with our policies. Corporate Internal Audit uses a risk-based audit approach that considers both quantitative and qualitative factors.

The team reports to the Audit Committee of the Board of Directors on a functional basis, and to Chief Financial Officer Norm Clubb for administrative matters.

Diversey's Export, Regulatory Affairs and Environment, Health and Safety teams also conduct internal audits to examine compliance with Diversey policies, standards, and applicable local and international laws.

Investors and Shareholders For all of 2010, Diversey was a privately held company with publicly held debt. Diversey filed 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 website at www.diversey.com. The information on our website is not incorporated into and is not part of this annual report.



Company Overview

Diversey, Inc. is a leading global provider of cleaning and hygiene solutions to the institutional marketplace, serving customers in the lodging, food service, retail, health care, and food and beverage sectors, as well as building service contractors worldwide.

Diversey is proud of its capabilities to deliver to its customers and their employees superior and sustainable cleaning, sanitization and hygiene solutions. The company has a platform to showcase the passion of its people for providing a cleaner, healthier future for generations to come.

A History of Business Success Today's Diversey has a rich legacy of businesses that were pioneers in the commercial, cleaning and hygiene business. Its roots begin in 1886, when S.C. Johnson founded his parquet floor business in Racine, Wisconsin. Not too long after, another of our legacy businesses, Diversey Corporation, was founded in 1923 in Chicago.

Both businesses continued to grow and thrive throughout the 20th century, serving customers around the world. In 1996, Diversey Corporation was acquired by Unilever to become DiverseyLever. Then, in 1997, what was known as S.C. Johnson Commercial Markets separated from its parent company to form Johnson Wax Professional.

In 2002, Johnson Wax Professional acquired DiverseyLever and the combined companies became JohnsonDiversey until March 2010, when the name was simplified to Diversey.

In June 2011, Diversey announced that the company has entered into a definitive agreement with Sealed Air Corporation under which Sealed Air will acquire Diversey. The transaction is expected to be completed in 2011.

A Global Partner Our local knowledge is unrivaled and our operations span the world. We have the size and expertise to provide industry-leading solutions everywhere:

- ▶ 10,500 employees worldwide;
- ▶ Sales into more than 175 countries;
- ▶ A leading market position in every region.

Always Innovating

- ▶ At Diversey, we make substantial investments in research, development and people to deliver leading-edge innovations across the globe.
- ▶ Our innovation efforts are guided by a rigorous discipline aimed at delivering solutions that not only solve our customers' most pressing problems but balance cleaning and sanitation with process, water, energy and labor optimization.
- ▶ This commitment to innovation is evidenced by the introduction of breakthrough products such as Revoflow®, SmartDose^{TM/MC} and Optifill^{TM/MC} dispensing systems, Trailblazer^{TM/MC} and Prospeed^{TM/MC} floor finish applicator systems, TASKI® floor machines, CLAX® High Efficiency Laundry Program, and Dry Tech 5 dry lubricant, among many.

The Sustainable Solution For Diversey, sustainability is embodied in our purpose. We embrace the social, environmental and economic implications of sustainability—both for us and for our customers. We have been doing this successfully for more than 100 years because it is right thing to do and it makes good business sense. We are about creating more profitable, sustainable enterprises for our customers that help them improve performance and efficiency while contributing to the well-being and greater good of our communities.

Customer Sectors

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- ▶ Food Service and Contract Caterers
- ▶ Lodging
- ▶ Food and Beverage Processing
- ▶ Building Management Service Contractors
- ▶ Retail
- ▶ Health Care



Applications

Food Safety

- ▶ Food-contact surface cleaners, sanitizers and disinfectants
- ▶ Floor safety systems and tools
- ▶ General-purpose cleaners and lime scale removers
- ▶ Bactericides/disinfectants
- ▶ Detergents, oven and grill cleaners and general surface degreasers
- ▶ Mechanical and manual warewashing
- ▶ Cleaning methods, wall charts, staff training, and technical and service support
- ▶ Consultation on food protection, regulations and safety
- ▶ Detergents, cleaners, sanitizers, lubricants and cleaning systems
- ▶ Electronic dispensers and chemical injectors for the application of chemical products
- ▶ Gel and foam products for manual open-plant cleaning
- ▶ Acid and alkaline cleaners
- ▶ Membrane cleaning products
- ▶ Track treatment solutions
- ▶ Water conservation solutions
- ▶ Complete auditing and assessment program for great operational efficiency
- ▶ Consultation in food safety, operational efficiency and quality management

Building Care

- ▶ Floor finishes, buffable waxes, cleaners, polishes, sealers and strippers
- ▶ Carpet cleaners and spotters
- ▶ Floor care machines
- ▶ Tools and trolleys with microfiber products
- ▶ Hard-surface and general purpose cleaners
- ▶ Disinfectants and sanitizers
- ▶ Hand cleansers and sanitizers
- ▶ Air deodorizers and fresheners
- ▶ Toilet bowl cleaners
- ▶ Specialty cleaning products
- ▶ Green cleaning procedures and policies
- ▶ Cleaning methods, wall charts, staff training and technical and service support
- ▶ Dispensing systems for concentrated chemicals
- ▶ Floor finish applicators

Fabric Care

- ▶ Full line of laundry detergents, spotters, boosters, bleaches, neutralizers, softeners and starches



Key Financial Data For Diversey, Inc. Fiscal Year Ending December 31, 2010

(DOLLARS IN THOUSANDS)

Net Sales	3,127,677
Gross Profit	1,327,258
Gross Profit as a Percent of Net Sales	42.4%
Net Income	64,360
Net Cash Provided by Operating Activities	150,518
Capital Expenditures	94,662
Stockholders' Equity	780,124
Total Debt	1,225,849
Total Assets	3,309,324

Global Reporting Initiative

Diversey 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 worldwide and activities from all Diversey business units are considered.

GRI VERSION 3.1 GUIDELINE REFERENCE	STANDARD DISCLOSURES & PERFORMANCE INDICATORS
1. Strategy and Analysis 1.1 AND 1.2	President & CEO message (page 3); Sustainability Approach (pages 4–5)
2. Organizational Profile 2.1 – 2.9	Governance Section (pages 78–89); Company Overview (pages 86–87)
3. Report Parameters 3.1 – 3.8	Governance Section (pages 78–89)
4. Governance, Commitments, and Engagement 4.1 – 4.17	Operations Section (pages 6–21); Partners Section (pages 64–77); Governance Section (pages 78–89)
5. Economic Performance Indicators EC1 – EC9	Governance Section (pages 78–89)
6. Environmental Performance Indicators EN1 – EN30	Operations Section (pages 6–21) Customers Section (pages 22–41)
7. Labor Practices and Decent Work LA1 – LA14	Workforce Section (pages 56–63); Governance Section (pages 78–89)
8. Human Rights HR1 – HR9	Governance Section (pages 78–89)
9. Society SO1 – SO8	Communities Section (pages 42–55); Governance Section (pages 78–89)
10. Product Responsibility PR1 – PR9	Customers Section (pages 22–41)

Diversey's 2010 Global Responsibility Report is not a full disclosure of all the company's social, economic, and environmental projects that took place in 2010. Please refer to other sources, such as our website, www.diversey.com and our 10-K Report for additional information. Diversey publishes its Global Responsibility Report annually, utilizing the Global Reporting Initiative Version 3.1 for guidance on content, boundary, quality and assurance. Questions about this report can be addressed to: sustainability@diversey.com.

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Diversey, Inc.

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Chief Executive Officer
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Lori Marin
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Christopher Slusar
Vice President and Corporate
Controller

David Quast
Vice President, Deputy
General Counsel

Diversey Around The World

Global Headquarters
Diversey Global
8310 16th Street
P.O. Box 902
Sturtevant, WI 53177-1964
U.S.A.
+1 262 631 4001 tel

Europe Region
Diversey EMA
Maarssebroeksedijk 2
3542 DN Utrecht
The Netherlands
+31 30 247 6912 tel

Japan Region
Yokohama, Japan
Yamashita-Cho SSK Bldg.
22 Yamashita-Cho, Naka-Ku,
Yokohama 231-0023
Japan
+81 45 640 2200 tel

Americas Region
Diversey Americas
8310 16th Street
Sturtevant, WI 53177-1964
U.S.A.
+1 262 631 4001 tel

**Asia Pacific, Africa, Middle
East, Turkey Region (APAT)**
Diversey Greater
Asia Pacific
73 Science Park Drive
#02-14 CINTech1
Singapore Science Park
Singapore 118254
+65 6773 7930 tel

Diversey, Inc.

Global Headquarters
8310 16th Street
P.O. Box 902
Sturtevant, WI 53177-1964
U.S.A.
+1 262 631 4001 tel
www.diversey.com

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