



Shine

INCLUSION REPORT 2017



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2017 – The Year of ALL IN!

Diversity and inclusion had long been part of Dow's culture, but in 2017, Dow raised the bar for making inclusion and diversity a catalyst for positive change within the Company. First, we decided to lead with inclusion. There is little value in a diverse workforce if you do not have an inclusive culture that encourages all people to make their fullest contribution. We developed a comprehensive inclusion and diversity strategy that became an integral part of our Company's overall corporate strategy. Inclusion and diversity is a business imperative.

In 2017, my role changed. I moved from being a commercial leader in Dow's Packaging and Specialty Plastics business to accepting the newly created position of chief inclusion officer, reporting directly to the CEO. Recently, I also was appointed chief human resources officer. I was honored to be asked to take these roles. I believe my background as a business leader reinforced the message that inclusion and diversity is about Dow achieving its ambition to become the most innovative, customer-centric, inclusive and sustainable materials science company in the world.

I invite you to explore this report, learn more about our global strategy and discover stories of how Dow people across the globe are invigorating our inclusion and diversity efforts. The seminal example is **EMERGE**, Dow's first-ever all-Employee Resource Group conference – and the more than 500 attendees who are now igniting a new movement of inclusion across the Company.

At Dow, we are focused on building an inclusive workplace for ALL that will benefit our team, our customers, our communities and our bottom line. And we take pride in the progress we have made, while recognizing we have more work to do in order to deliver on our ambition and ensure Dow shines brighter in the future. We are ALL IN!



Karen S. Carter

Karen S. Carter

Chief Human Resources
and Chief Inclusion Officer
The Dow Chemical Company



Inclusion as a Catalyst for Innovation

Q&A with Jim Fitterling, Chief Executive Officer

Why is inclusion and diversity (I&D) important to Dow?

The business case for inclusion and diversity is clear. Numerous studies show that greater diversity leads to greater growth. I&D isn't just the right thing to do, it's also the smart thing to do.

At the end of the day, though, I&D is about people. At Dow, it is critical that we build a culture where everyone is focused on our long-term ambition of creating the most innovative, customer-centric, inclusive, and sustainable materials science company in the world. To achieve our vision, we need an inclusive culture that values and embraces differences and taps into the diversity of our people – their ideas, cultural perspectives, and education, work, and life experiences. Innovation requires collaboration, and collaboration thrives on diversity. We strongly believe that a diverse and inclusive culture contributes to making Dow a great place to work, enhances innovation and our customer experience, and strengthens our understanding of the communities we serve.

Dow has embraced I&D initiatives for a long time. What's different now?

As we move toward spinning out the new Dow in 2019, we are accelerating I&D. First, we're changing the way we're talking about diversity. Diversity is important, but unless we have an inclusive culture, we'll never achieve true diversity. So we've made a conscious decision to lead with inclusion. Our focus is on shifting the conversation from acceptance to understanding that our differences make us stronger together. We're not interested in assimilation – we don't want group think. Our goal is to build a culture where everyone is respected, valued, and has an equal opportunity to develop, advance, and be heard.

Second, we've taken a number of steps to strengthen the integration of I&D into our business strategy and results. We've shifted our I&D governance from a Human Resources-led initiative to one of shared ownership among Dow's leadership. For the first time in our 121-year history, we have put in place a three-part governance structure for I&D – a President's Inclusion Council, which sets the tone from the top; a Senior Leaders Council that influences change from the middle; and a Joint Inclusion Council, where we proactively engage with our employee resource groups (ERGs) on a grassroots level.

This helps build accountability across the organization for creating a diverse and inclusive work environment. We've also appointed our first chief inclusion officer, Karen S. Carter, who also was recently named our chief human resources officer. Among her goals are to bring more diversity into leadership roles, create a more inclusive culture, and raise the profile of Dow's ERGs in contributing insights to the Company's business strategies.

How will engaging Dow's employee resource groups (ERGs) advance I&D?

ERGs drive connections. They drive a sense of belonging and, increasingly, they are driving and amplifying our corporate culture in a genuine and organic way. Moving forward, our ERGs will also be platforms for advancing business innovation and talent development. For employees, our ERGs provide an opportunity to network, develop their leadership skills and gain greater visibility with and access to senior executives. Our ERGs also help advance our business strategies by cultivating strategic relationships internally and externally with key groups that help support business growth outcomes.

What is Dow doing with external stakeholders to drive increased inclusion and diversity?

In addition to driving efforts to build a culture where our employees can feel engaged and have a sense of belonging, we're also connecting with our customers, communities, and other stakeholders across the value chain. For example, we want our supplier network to better reflect our own diversity goals. As a result, we're accelerating our spend with diverse suppliers to achieve top benchmark performance. In our communities, we are engaged in a number of collaborations that encourage diverse perspectives and help us better address global and local challenges through a lens of shared value.

Why does bringing your whole self to work matter?

I know firsthand that having to moderate or hide yourself in the workplace isn't healthy for an individual, and it isn't healthy for a company. I joined Dow in 1984 but I didn't come out as openly gay with my colleagues until 2014. For nearly 30 years, there was a part of my life I simply did not bring to work ... a part of my real self I kept hidden.

In talking to colleagues, I often describe it like this: Imagine an average Monday morning. In every office I've worked in around the world – Thailand, Japan, Michigan – it's the same routine. We see colleagues in the hallway, and somebody asks, "How was your weekend?" Questions like that are a crucial part of team-building and trust formation. But for closeted LGBTQ+ employees who are scared of being discriminated against this question can be a minefield. They might want to say something like, "My partner and I went to a great concert Saturday night." Or "My partner and I camped out all weekend." But they don't say that. They either avoid the conversation altogether or make up a bland story and keep the real stuff – the human stuff – bottled up. Imagine what it is like if you cannot hide your difference, and you feel discriminated against or excluded.

Time spent worrying where you fit in an organization is time wasted. It's hard to get engaged and stay engaged if you're worried you will not be accepted for the person you truly are. And we need people 100-percent engaged, making their unique contributions, and to not be excluded because of their race, religion, ethnicity, or sexual orientation.

What made you decide to more fully share who you are with your colleagues at work?

I decided to come out after a serious health scare. I made the decision that continuing to hide my authentic self was one stress I didn't need any more. The support I received from my colleagues at Dow was overwhelming. From the CEO and the Board to my peers and direct reports, they stood by me and have continued to stand by me. By this time in Dow's history, I suspected they would. Dow has a long history of supporting LGBTQ+ issues. We formed the first resource group at Dow for LGBTQ+ employees and allies in 2000 and have consistently been recognized as a company that supports LGBTQ+ rights.

What can we do as individuals to build a culture of inclusion?

The most important thing is to remember that we all have the power to make a difference. Be a role model. Be that steady voice of inclusion. Be an ally. You've all heard the saying by now: If you see something, say something. If you see behavior or hear language that erodes inclusion, use it as an opportunity to educate.

And lead by example. Make sure you use inclusive language yourself, and be aware of your own biases and how they might impact your teams. Then carry that new knowledge forward to others. Every one of us is distinct, with our own voices, and together, we make Dow the success it is today. That diversity of experiences makes us listen better and deliver solutions our customers really want. As we move toward the new Dow, we're committed to delivering on our strategy, and promoting a workplace that respects and welcomes diverse perspectives and experiences.

STRATEGY

Illuminating the Path Forward

Dow's global inclusion and diversity (I&D) strategy is rooted in our culture and core values. We believe a diverse and inclusive workplace that values and embraces differences is key to our success. It contributes to making Dow a great place to work, enhances our innovation and customer experience, and strengthens our understanding of the communities we serve. It also is a contributor to sustainable business growth.



In 2017, we accelerated our actions and deepened our commitment to strengthening inclusion and diversity across the Company. We appointed our first chief inclusion officer and implemented a focused and holistic I&D strategy with a governance structure tied to top leadership, key areas of focus and measures in place for an effective strategy implementation and sustained performance.

With these changes, there are four primary reasons that Dow I&D will shine brighter than ever:

- I&D is now woven into Dow's business strategy. It is not an add-on.
- I&D has a multi-tiered governance structure and involves employees at all levels of the Company.
- Dow has clearly defined an I&D strategy with supporting behaviors, actions and objectives.
- At Dow, we lead with inclusion. Without an inclusive workplace, diversity is just a numbers game instead of being a powerful force for Dow winning in the marketplace.

“Inclusion and diversity is about more than numbers. It is about people. It is about behaviors. It is about actions.”

Karen S. Carter, Chief Human Resources and Chief Inclusion Officer

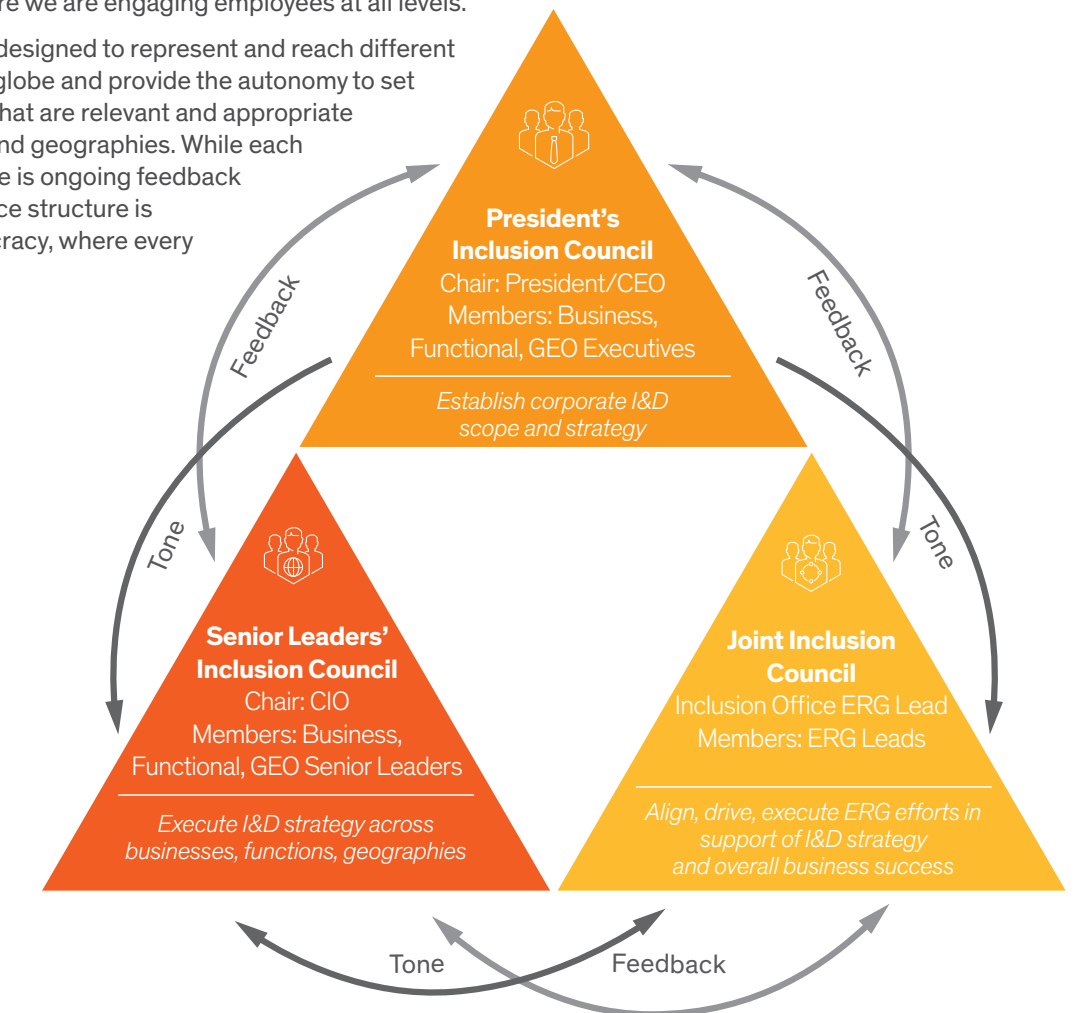
A Governance Structure Designed to Advance I&D at All Levels

Dow's global inclusion strategy is led by Karen S. Carter, Dow's chief human resources and chief inclusion officer, who reports directly to Dow's CEO, Jim Fitterling. Carter leads a team, the Office of Inclusion, that supports implementation throughout Dow's businesses, functions and regions.

Three Inclusion Councils drive the I&D strategy from the top of the Company down and across the enterprise.

- The **President's Inclusion Council** defines and supports the mandate from the top.
- A **Senior Leaders' Inclusion Council** influences change through senior and mid-level business, geographic and functional leaders.
- A **Joint Inclusion Council** proactively engages with Dow's Employee Resource Groups to ensure we are engaging employees at all levels.

This three-tiered approach is designed to represent and reach different employee groups around the globe and provide the autonomy to set inclusion priorities and plans that are relevant and appropriate to the businesses, functions and geographies. While each council has a unique role, there is ongoing feedback between them. This governance structure is designed to support a meritocracy, where every employee can contribute.



Developing Our Inclusion & Diversity Strategy

The process of developing Dow’s I&D strategy included extensive research externally to build on the best practices of other companies. Some of the outcomes of this research included:

- Ensuring executive involvement, action and accountability
- Linking I&D to business success
- Defining clear, achievable goals that are transparent to employees
- Integrating inclusion into processes, policies and practices
- Weaving I&D into the corporate infrastructure instead of creating a collection of programs

External research was balanced by internal research, which revealed both enthusiasm for a more robust I&D strategy as well as skepticism. Understanding the employee mindset – both the opportunities and challenges it presented – informed the creation of a concrete strategy that focused on the benefits for the Company as a whole and for employees.

Based on this extensive internal and external research, Dow has established an ambitious vision that the Company will lead in inclusion by 2020 – creating a workplace that is authentic, respectful and equitable.

Seven global pillars (at right) provide the foundation of Dow’s I&D strategy.

SPOTLIGHT



Chalothorn Soponvuttikul

Across continents and job roles, Chalothorn Soponvuttikul has been a champion of Dow’s Employee Resource Groups (ERGs) and a mentor to her co-workers. She has been a participant in the Asian Diversity Network (ADN) in Midland, a team leader of the Women’s Innovation Network (WIN) in Thailand, and is now sponsor of the Disability Employee Network (DEN) in China. A Responsible Care® leader in Dow’s Zhangjiagang Operation in China, Chalothorn is also the I&D regional focal point for Dow Operations in Asia Pacific.

As a Dow leader, Chalothorn views it as her responsibility to build an inclusive culture within her teams and support employees’ career growth. She is a believer in the power of the ERGs because she has experienced their benefits firsthand. When in Midland, members of the ADN helped her understand cultural differences and provided friendship and support when she was half a world away from her native Thailand. She credits WIN with helping her get out of her comfort zone and take more risks.

“I have enjoyed developing people throughout my entire career, and I will continue doing it. My investment in coaching and mentoring costs me very little – just my time. But you can see a big outcome when your mentees advance in their careers, and it aligns with their career aspirations.”

VISION STATEMENT

By 2020, Dow is leading in inclusion ... authentic, respectful, equitable.

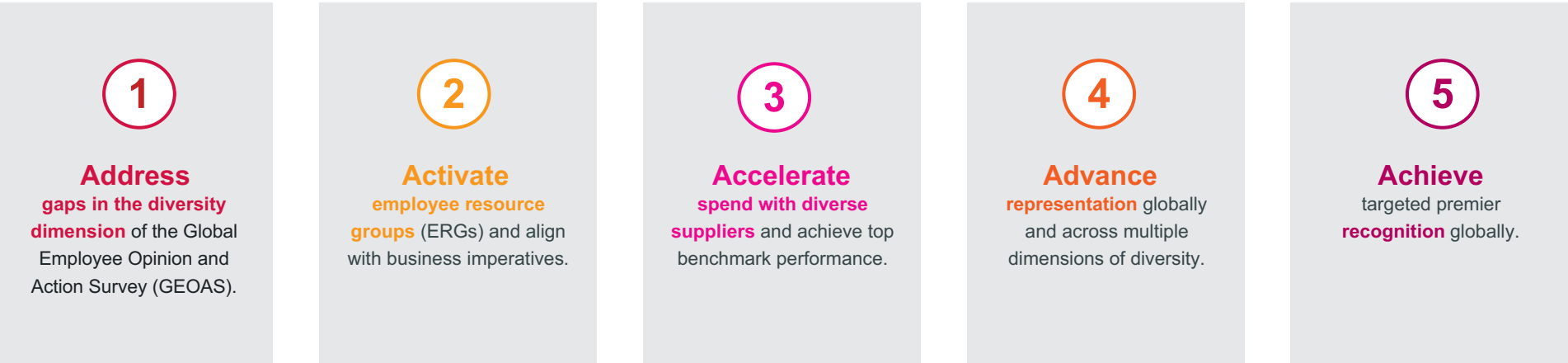
Global Pillars

These pillars reflect Dow’s business strategy and many stakeholders, and are designed to positively impact the Company internally and externally.

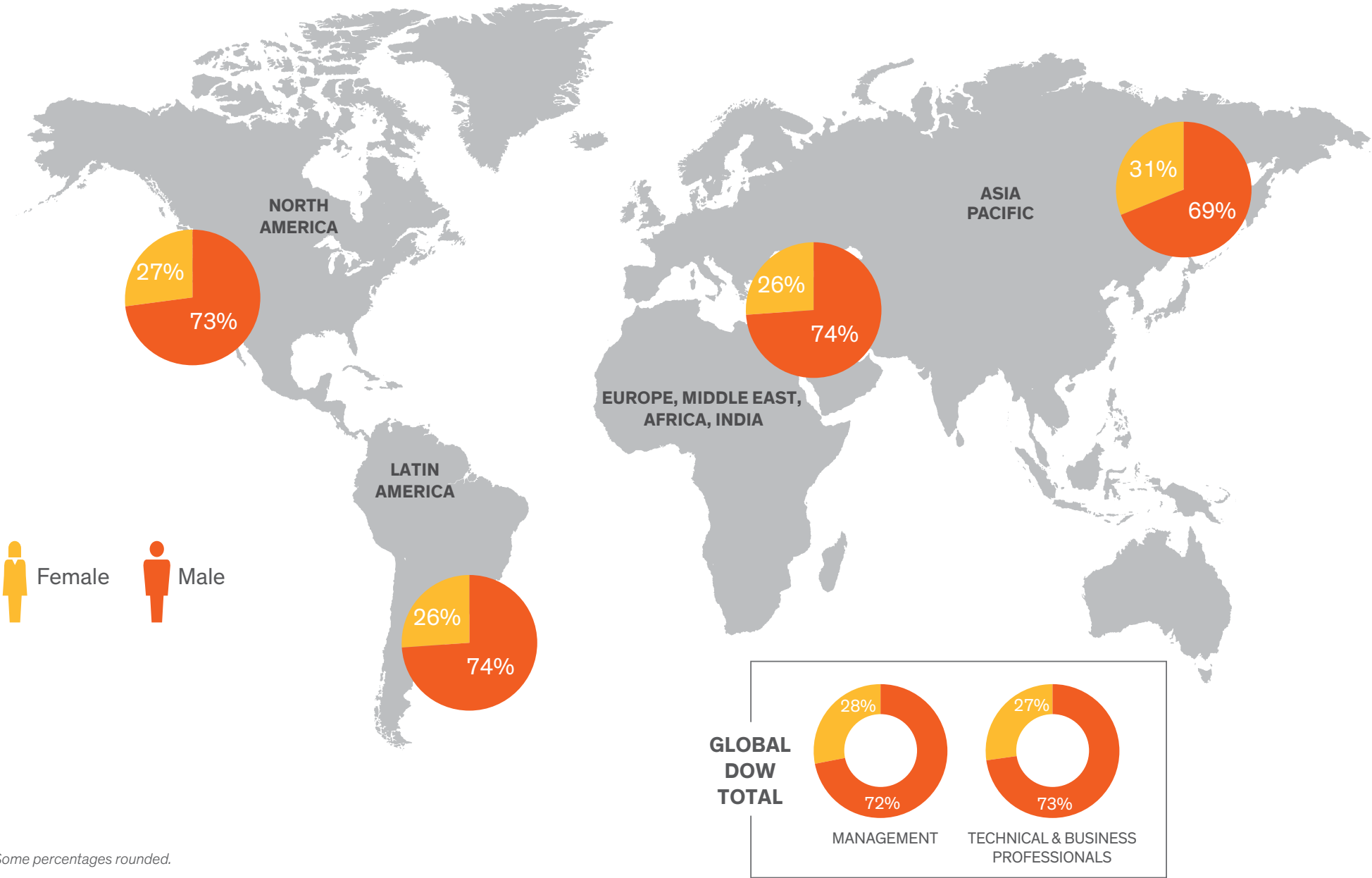


Key Performance Indicators of Progress

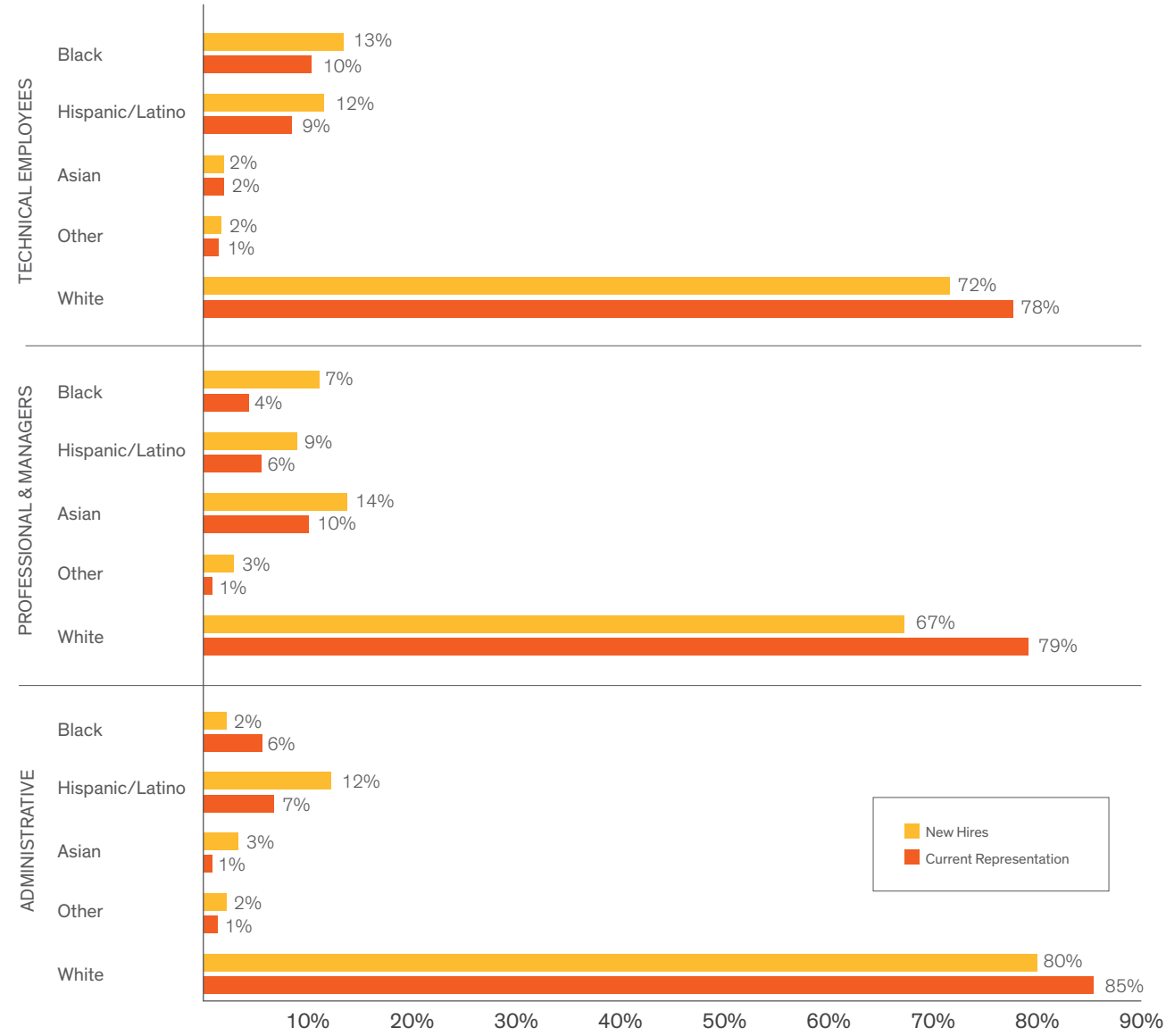
Dow defined five key areas and corresponding metrics where we intend to deliver both visible and meaningful progress by 2020. These key areas of focus are:



Global Workforce Representation
Gender by Job Category and Geography

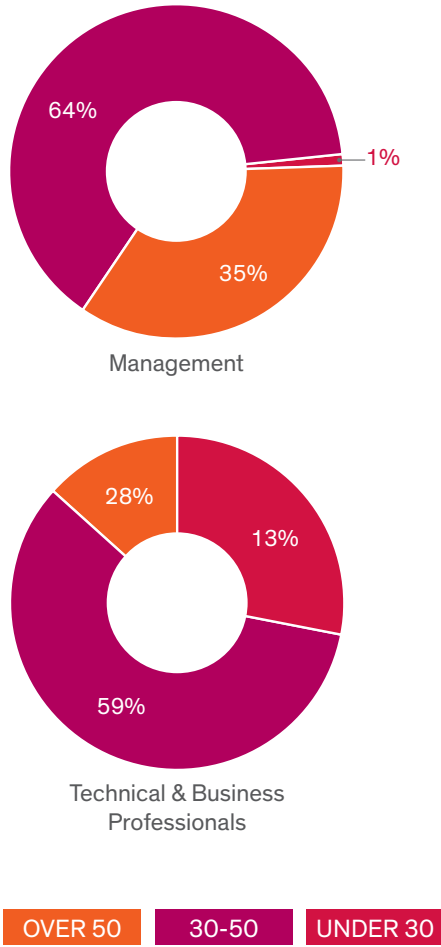


U.S. Workforce Representation
New Hires and Current Representation



New hires are employees hired within the 2017 calendar year. "Other" includes Native American, Native Hawaiian and Other Pacific Islander, and Two or More Races. For additional workforce data visit Dow's 2017 Sustainability Report. Some percentages are rounded to the nearest whole percent.

Global Workforce Representation
Age by Job Category



Workforce data are gathered through a centralized database containing all employee information. Employee data are updated by Human Resources and managers when employee information changes occur. The data represent the global employee population as of December 31, 2017, and include all permanent, full-time and part-time employees. Temporary employees, contractors and manual additions are excluded unless otherwise stated.

EMPLOYEES Championing Inclusion, Shining Brighter Together

Our world is changing at a pace never before seen. To continue to compete and lead, we need to nurture an inclusive culture where new ideas thrive. To achieve that, we are seeking to foster a culture where every employee feels valued and empowered to have their voices heard. Why? Because employees who feel empowered to bring their authentic selves to work every day tend to perform at their best. Work becomes more rewarding, and their contributions become more rewarding for Dow. Together, we all shine brighter.



Building Engagement Through Employee Resource Groups

Dow's 10 Employee Resource Groups (ERGs), global I&D workshops with leaders and employees, and a range of skills development programs are just some of the ways Dow is helping our employees shine brighter.

Dow ERGs play a key role in creating an inclusive environment and expanding employee horizons. In 2017, our eight ERGs included more than 10,000 employees globally across 186 chapters, and in 2018, two more ERGs – RISE and PRIME – were added.

ERGs offer a rich and rewarding cultural, professional and community experience. They function as true catalysts that help drive culture change and advance business results, as Dow strives for an even more inclusive culture. They enhance employee development by providing a supportive environment, growing professional networks, and creating opportunities to engage with senior leaders and improve leadership skills. In addition, several of the ERGs have formed partnerships with external organizations to drive progress and change, develop community programs and pursue other outreach opportunities.



“At Dow, we believe that progress and innovation depend on diverse groups working together and bringing their unique views to the table. By building a truly inclusive culture, we help drive employee engagement, superior customer solutions and better performance for our investors. In short, we create a better Dow.”

Howard Ungerleider, President and Chief Financial Officer, Dow

SPOTLIGHT



Mary Byrd

While in the Air Force, Mary Byrd says she learned the courage to take chances and seize opportunities. So when Mary, an Emergency Services and Security leader at Dow's West Virginia Operations (WVO), saw the opportunity to help out other veterans, she seized it.

As a founder of VetNet for WVO, Mary is helping veterans make the most of the leadership and teamwork skills they developed in military service. She is also collaborating with groups such as Habitat for Humanity and the Step Up program to meet the needs of veterans in the community.

“VetNet has a unique mentoring program that connects internal Dow mentors with top external veteran talent. The goal is to engage individuals, help them transition to the workforce and eventually connect them to open positions within Dow.”

Dow Employee Resource Groups

Initially referred to as Employee Networks, Dow Employee Resource Groups (ERGs) have been an integral part of our culture for more than 20 years. Integrated into our 2020 vision for inclusion and diversity, ERGs are being activated and elevated to drive change in our culture and business success for our Company.

	WIN	AAN	ADN	GLAD	HLN	DEN	MENA	VetNet	RISE	PRIME
Established	1989	1999	2000	2000	2000	2002	2010	2015	2018	2018



The **Women's Innovation Network (WIN)** supports the professional development of women around the world, offering mentoring and networking opportunities, and providing access to professional development tailored to the unique needs of women at critical career stages.



The **African American Network (AAN)** focuses on supporting employees with their transition and development. Its mission is centered on creating opportunities for employees to develop mentoring and networking relationships that enhance their career potential.



The **Asian Diversity Network (ADN)** promotes the personal and professional development of Dow employees across the Company by offering a networking forum with peers and leaders, creating mentorship opportunities, and providing resources to develop skills necessary to succeed throughout all career stages. ADN also advocates for greater Asian cultural awareness across the Company.



GLAD is the chemical industry's first LGBTQ+ employee resource group. It was formed more than 15 years ago, to improve LGBTQ+ workplace equality.



The **Hispanic Latin Network (HLN)** works to increase the visibility, skills and engagement of its participants by focusing on three pillars: to build the pipeline of Hispanic talent, to develop and engage through activities and trainings, and to contribute to an inclusive environment that helps participants strengthen relationships cross-functionally.



The **Disability Employee Network (DEN)** focuses on improving perceptions about people with disabilities, and raising awareness about the contributions they make at and outside of work. In addition, DEN fosters the professional and personal success of people with disabilities through a variety of training resources aimed at people with disabilities and their leaders.



The **Middle East North Africa Intercultural Network (MENA)** is focused on breaking stereotypes and bringing awareness and inclusion of Middle Eastern and North African culture. As Dow continues to focus on the Middle East and North Africa as an important part of our strategic growth, the goal in MENA is to provide insight to individuals working, living, and conducting business in these regions.



The **Veterans Network (VetNet)** was established to attract, retain and mentor active service members and veterans, and serve as an education resource, while also generating positive community outreach.



ESTABLISHED IN 2018

RISE is focused on the career growth and development of new hires.



PRIME is focused on employees 50 years old and above.

Meet the Employee Resource Group Executive Sponsors

Each of Dow's ERGs has an executive sponsor who is actively engaged to help advance its goals. The commitment of leadership to our ERGs speaks to their importance to Dow.



Jim Fitterling
Chief Executive Officer



African American Network



Mauro Gregorio
Business President,
Consumer Solutions



Hispanic Latin Network



A.N. Sreeram
Senior VP, Chief Technology Officer,
R&D



Asian Diversity Network



Diego Donoso
Business President,
Packaging & Specialty Plastics



Middle East North Africa Intercultural Network



Peter Holicki
Senior VP Operations,
M&E, EH&S Operations, ES&S



Disability Employee Network



Howard Ungerleider
Chief Financial Officer



Women's Innovation Network



Larry Ryan
President, Growth Platforms
and Technologies



Gay, Lesbian, Bisexual, Transgender and Ally Employees at Dow



Jane Palmieri
Business President,
Polyurethanes



Veterans Network

ESTABLISHED IN 2018



Ester Baiget
Business President,
Dow Industrial Solutions



New Hires & Younger Employees



Melanie Kalmar
Corporate VP, Chief Information Officer
and Chief Digital Officer



Employees 50+

Re-energizing the African American Network

The 2017 Dow African-American Leadership Conference reinvigorated the actions of this long-standing Dow ERG. Dow's senior executives – starting with the CEO – attended the Houston, Texas, event alongside hundreds of African-American employees. It was a time for renewal: a renewed sense of the Company's commitment to inclusion and diversity, a renewed sense of the actions that should and could be taken, and a renewed sense that Dow's senior leadership was 100 percent behind these actions. Renewal led to commitment, and commitment led to action. Three primary commitments made were:

- Name a chief inclusion officer
- Invest more in historically black colleges and universities
- Focus more on supplier diversity



WIN+5 – Building Networks, Advancing Women's Careers

Dow's Women's Innovation Network (WIN) launched WIN+5 to build relationships and instill networking practices to move women's careers forward and bridge the gender gap. Participants work with Connectors who refer them to Influencers who can provide career guidance.

As of the end of 2017, WIN had completed nine rounds of WIN+5. One hundred ten Connectors referred more than 400 women to at least five Influencers in their networks. That is more than 2,000 new connections being made!

This program has not only expanded the networks of all of the employees involved in the program, but often it has led to mentor relationships, friendships and new positions. Survey feedback speaks volumes about the impact of this program:

"I think this is a great program. It doesn't require too much time to do, but provides TREMENDOUS benefit. It was great to be connected with people throughout the Company who are all involved in some area of interest and understand their path of getting to where you potentially want to be. Thank you for letting me be part of this!"

"Thank you for all that you have done for Dow with this program. My Connector put a great deal of thought into my connections. Many of the individuals I was paired with helped me significantly in my career and have become some of my most impactful mentors. I'm so thankful for the opportunity to participate in this program and would be more than happy to help out in the future."

"The first Influencer I met with is now my second-level leader. The day of our meeting, he sent my information to a leader in his organization who had a position open in JAS [Job Announcement System] and contacted me later that day about it. A couple of months later (after application and interviews), I started my new position in Technical Service & Development and couldn't be happier."



Introducing the 2018



Eleven employees committed to the full inclusion of people with disabilities at Dow and in the community were named Champions of Inclusion and represented Dow at the PyeongChang 2018 Paralympic Games.



Tingting Ji
Logistics Specialist, Shanghai, China

Tingting is very active in "Be Your Eyes," a charitable organization that makes it possible for blind and visually impaired people to enjoy the fun of running while also gaining the confidence needed to overcome adversity. Currently a member of the administrative committee, Tingting has volunteered with this organization since 2015.



Yuichi Urano
Japan Technology Leader, Tokyo, Japan

Yuichi, who became an Asia-Pacific DEN regional leader in early 2018, is working with the local DEN chapter to foster a culture of diversity and inclusion. He has also volunteered with several nonprofits in the past several years – such as ADDS, which provides therapy for autistic children – and is currently supporting the Tokyo Boccia Association to increase the awareness of boccia as a sport for physically disabled persons for the Tokyo Paralympics.



Manar Alraddadi
Public Affairs Manager, Al-Khobar, Saudi Arabia

Manar is a passionate and creative problem-solver who is constantly searching for opportunities to enhance and promote WIN as a relevant and effective network in Saudi Arabia. Involved in many nonprofit organizations, she not only initiates WIN activities but also supports various causes including a recent breast cancer awareness campaign.



Frank Illing
Maintenance Leader, Schkopau, Germany

Frank is very engaged in both Dow and with local communities in the Halle/Leipzig area and leads the DEN chapter in Dow Central Germany. He constantly challenges the status quo to identify opportunities and engage colleagues with disabilities through innovative approaches. He regularly supports charitable associations as well as WIN.



Julian Sanchez Vega
HR Partner, Bogota, Colombia

Julian has been actively working with DEN and WIN for a long time, most recently focusing on inclusion in recruiting processes. Known as a driver of talent inclusion and a credible activist for a strong culture in the Andean Region of Latin America, Julian continually works to create an inclusive and diverse environment both in and outside of Dow.



Mariana Matias
LAA E2E – Metrics and Productivity, São Paulo, Brazil

A true inspiration and advocate for diversity who has been involved with various Dow projects to assist the hearing impaired, Mariana knows firsthand how difficult a non-inclusive environment can be because she was born with a hearing impairment. She was the first tennis player to represent Brazil at the 2017 Deaflympics and is now working to form the National Tennis Confederation for Deaf Athletes.



Candace Johnson
Sourcing/Accounting Technologist, Pittsburg, United States

As a leader of AAN, Candace is committed to promoting and demonstrating diversity and unity in both the workplace and the community. She facilitates the network's two major events on site, the Martin Luther King Jr. Site Celebration and the Juneteenth Site Celebration. She is also an active member of VetNet, using her skills to support and guide veterans' projects such as the annual Veterans Day Celebration.



Cory Valente
R&D Leader, Strategic Recruiting & Research Assignments Program, Midland, United States

As global leader for Dow's GLAD network, Cory sets strategic priorities in line with the three pillars of Culture Change, Equitable Policies & Practices and Corporate Reputation. He was instrumental in launching GLAD's first regional chapter at the Shanghai Dow Center and driving Dow to capture nearly 1 million total impressions in 2016 among LinkedIn, Twitter and Facebook for LGBTQ+-related social media content – the highest of any other group or business at Dow.



Kristen Guotana
Work Optimization Engineer, Freeport, United States

Involved in ERGs since the beginning of her career, Kristen created the site diversity leadership team at Texas Operations (TXO) – where each of the ERGs meet to collaborate on events and solutions – and also developed the daylong Diversity Day event at TXO devoted to awareness and education of the ERGs. She has volunteered to develop programs for AAN, ADN, DEN, HLN, MENA and VetNet, and has served on the steering teams for GLAD, WIN and young professional networks.



Susan Macheliski
Senior Technologist, Midland, United States

Sue has been actively involved in GLAD for more than a decade, first as the leader of the Midland GLAD chapter – where she expanded membership from 60 to more than 600 since 2007 – and since 2015, as the North American ERG leader for GLAD. Recognizing a gap in HR standards at Dow, she took the initiative to write the transgender policy that is being shared as the industry standard at other Fortune 500 companies.



Michael Meath
Global Director of Mergers and Acquisitions Technology Center, Midland, United States

Michael has been an advocate for the Midland chapter of ADN for the last five years, sponsoring and mentoring three Asian employees to come to the United States in M&E in alignment with ADN's strategic goal of growing local leaders in the Asia-Pacific geography. He is a sponsor for the Midland ADN chapter and has helped to connect key Dow leaders with ADN members.

EMERGE: The Start of a Movement



“When you leave here and go back to your own ERGs – make it a personal priority to increase participation. I’m asking you – as individuals – to take control. No permission is needed . . . Think of ways to elevate your programming so others see the value of participating. Help them do what you’ve already done, which is to connect ERG activities to our business success.”

From EMERGE keynote by Jim Fitterling, Dow’s Chief Executive Officer

“This is not a moment. This is a movement.” That was the overwhelming feeling that arose from the more than 500 Dow employees who attended EMERGE, Dow’s first All-Employee Resource Group (ERG) conference held in 2018. The three-day conference was an energizing event, bringing employees from more than 30 countries and diverse job roles, functions and businesses to Houston, Texas. The highly interactive event focused on building a culture of inclusion at Dow and elevating the role of ERGs so that they emerge as true business partners and change agents.

Dow leaders shared their personal stories and their commitment to truly changing the Company’s culture. Dow’s senior leadership also facilitated discussions with small groups of 8-10 conference attendees. It made all the difference. As one employee wrote in a follow-up Yammer post to the conference: “Our leadership is #allin! ... With their passion for inclusion and case for change, you can’t help but be overwhelmed with excitement for this vision they have for Dow! The MOST inclusive materials science company in the world!”

EMERGE also featured a keynote by Houston Mayor Sylvester Turner, a series of personal employee stories called “Walk a Day IN My Shoes” and a day of service in which all participants volunteered with one of seven area nonprofits.

One attendee wrote: “I can’t wait to go back and share with my team . . . I can’t wait to get back and take action.” This comment epitomizes the sense of urgency, excitement and empowerment attendees shared. EMERGE resulted in companywide and regional goals, which fell into five broad categories:

- Increase ERG participation through allies, across all jobs and through the new ERGs
- Drive cross-ERG collaboration
- Advance business strategy through ERG efforts such as advocacy, customer engagement, supplier diversity and community impact
- Establish the next phase of measurement of the “effectiveness, impact and satisfaction of ERGs”
- Make the new ERGs, RISE and PRIME, great examples for cross-ERG collaboration



“I know you will emerge from this conference as a stronger, more vital contributor to our Company. I know you will emerge fully embracing who you are – and the power

that brings you and brings Dow. The ERGs will emerge as change agents and catalysts for personal success and for business success. And Dow will emerge as a company that is even more ready to be the most innovative, customer-centric, inclusive and sustainable materials science company in the world.”

Karen S. Carter
Chief Human Resources
and Chief Inclusion Officer

Attracting and Recruiting Diverse Talent

At Dow, we are committed to building an inclusive and diverse workplace not only because it's the right thing to do. We also think it's the only way to do business right in a world that is fast-changing, more global and complex. A truly inclusive workplace culture helps us better understand new and emerging markets and serve our customers around the world. It also makes us more innovative and contributes to our people performing at their best.

To build a diverse and inclusive workforce, we are committed to attracting and retaining the best and brightest talent. Dow recruits globally through multiple channels, including job fairs, conferences and social media. We also encourage multicultural graduates to pursue careers with Dow in college and university programs. Examples of these programs include:

Talent Development: Project SEARCH

Dow is helping young people with developmental disabilities transition to the workplace by providing skills coaching and real-life work experience in Dow's labs, plants and offices. First developed at the Cincinnati Children's Hospital Medical Center, Project SEARCH was launched in Dow's Michigan Operations in 2016 and at Dow's Freeport, Texas, site in 2017. This 30-week internship for young people with moderate cognitive and/or development disabilities gives them classroom instruction on work skills, daily living skills and social skills while also providing work experience.

In the state of Michigan, the unemployment rate among young people with cognitive and developmental disabilities is 80 percent. Project SEARCH aims to change that statistic by assigning interns to three 10-week internships throughout the school year, rotating to gain new skills and experiences. The ultimate goal is employment within the community at the end of the program. To date, 20 interns have graduated from the Midland and Freeport programs combined. Eighty-five percent are employed – five with Dow and 12 in the community.



Alison Moore,
Project SEARCH Intern



Jon Groendal,
Project SEARCH Intern

Bring Out the Best – The BEST Symposium

BEST is primarily intended to introduce African-American, Hispanic, and Native American U.S. doctoral and postdoctoral scientists to the wide range of rewarding careers in industrial research, and in particular, opportunities with Dow. Among its many benefits, BEST allows participants to:

- Interact with scientists and management at all levels at Dow
- Learn about the skills necessary for a successful career in a global organization
- Hear what industrial recruiters are looking for in scientists
- Be exposed to an array of career opportunities in industrial research
- Network with other budding scientists

Two hundred seventy-six Ph.D. candidates and post-docs have participated in BEST. Since its inception in 2007, BEST has provided a sustainable flow of talent into Dow's R&D organization. Nearly 60 percent of all BEST participants have been interviewed at Dow R&D sites, and the offer acceptance rate of 90 percent well exceeds industry standards.

Diamond Symposium

Dow hosts the Diamond Symposium to engage top, underrepresented minority undergraduate students from universities across the United States. This event features an impressive lineup of Dow speakers who help educate participants on our Company, culture, and career opportunities as well as provide key professional development advice to help build the leaders of the future.

Participants have the opportunity to interact with Dow leaders and each other to begin building a professional network, and participate in a "Day in the Life" activity with a participating function. In 2017, 23 participants were offered roles at Dow across Operations, Commercial, Supply Chain, Finance and Information Systems. The offer acceptance rate was 100 percent.

Dow's Apprenticeship Program

Dow is committed to training the workforce of tomorrow through apprenticeship programs that help fill the pipeline of qualified candidates for specialist employment opportunities. The program supports science, technology, engineering and math (STEM) education and career pathways and has grown to more than 100 apprenticeships at seven sites across Michigan, California, Texas and Louisiana.

Dow Europe also has apprenticeship programs in Belgium, France, Germany, The Netherlands, Spain, Switzerland and the United Kingdom. Although the focus of the program is to develop a workforce with the technical skills Dow will require in the future, the programs also serve to create a more inclusive workplace.



"I want to expand my knowledge and skills by taking any opportunity that presents itself. My goal is to start as an operator and continue to learn and grow, and perhaps one day move into a leadership role."

Ouiza Djenani
Process Operator
U.S. Apprenticeship Program

Hands-on training. Supportive, encouraging team members. Opportunities to try new things. Ouiza says that Dow people across the Pittsburg, California, site go out of their way to give her the chance to gain new skills at different plants and learn about a range of manufacturing processes. By turning classroom learning into real-world experience, Ouiza is building the foundation for long-term professional growth.

"Every day is something different and technology is constantly changing. This challenging program is allowing me to grow and expand in the field, while finding the safest, most efficient way to do so."

Taiylor Hewins
Process Operator
U.S. Apprenticeship Program

Top-notch training. Diverse opportunities. Encouraging women in the sciences. Taiylor will leave Dow's U.S. Apprenticeship Program with a two-year associate's degree, along with world-class training throughout many different units at the Pittsburg, California, site. Upon completion of the program, she will be able to work full-time as a chemical process technician.



Developing Inclusive Leaders Through Dow Leadership Institute

Building an inclusive, high-performing workforce ready to meet and exceed the expectations of Dow’s diverse and global customer base requires investing in people development. Inclusion starts with self-reflection: In 2016, all people leaders went through Unconscious Bias training, which is now standard for people who are moving into people leadership roles.

The Dow Leadership Institute (DLI) is an interactive one-week program focused on developing effective leadership. Since the program’s launch in North America in 2016, DLI has expanded globally to further cultivate superior leaders who positively impact employee engagement and inclusion, champion diversity and collaborate effectively. Renowned inclusion consultant and trainer Steve Robbins is a regular instructor at the Institute. In 2017, 63 North American Employee Resource Group leaders participated in DLI.



DLI is a highly interactive program that includes classroom training and hands-on activities. Shown are 2017 DLI program participants.



Dow Commits to CEO Action for Diversity and Inclusion Pledge

In June 2017, Andrew Liveris, then Dow’s CEO, signed the CEO Action for Diversity and Inclusion Pledge. Dow was one of the original 175 signers of the pledge. It has grown to be the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

The three commitments agreed to in the pledge are to:

- 1. Continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion
- 2. Implement and expand unconscious bias education
- 3. Share best – and unsuccessful – practices

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Driving Inclusion Across the Company

In 2017, many of our businesses and functions incorporated programs and initiatives to help drive Dow’s I&D strategy across the Company. Here are three examples:

Finance Forward: Understanding that investing in inclusion makes sound business sense, the Dow Finance function has included substantial I&D goals in its strategy, Finance Forward. The I&D goals fall into four broad categories: Attract and Retain, Employee Engagement, Development, and Accountability and Metrics. Strategies are wide-ranging – from expanding the employee recruitment pipeline for Finance employees to enhancing mentoring and employee development programs.



Destination Inclusion: Dow Operations held action-oriented I&D workshops across Dow in 2017 involving employees at all job levels. At one workshop, Operations leadership developed Destination Inclusion, for launch in 2018. This initiative alone will impact more than 60 percent of Dow’s employees.

Inspire Inclusion: Dow’s largest business, Packaging and Specialty Plastics, developed the Inspire Inclusion program for its global employee base. Together, the Destination Inclusion and Inspire Inclusion programs will reach nearly three-quarters of Dow employees through engagement plans that outline clear directions for driving an inclusive culture across these organizations.



SPOTLIGHT



Beata Kilos-Reaume

Dow research scientist Beata Kilos-Reaume is a firm believer that science can be a positive catalyst for change. She also believes that people can be, too, which is why – in addition to developing novel sustainable solutions across a number of platforms – she also is helping develop scientists from a broad range of backgrounds.

In her research in Core R&D, Beata is advancing solutions in concentrated solar power, alternative feedstocks and insulation. She also leads Dow’s collaboration with Northwestern University on catalysis. At the same time, she is committed to expanding the number of women in research through work as chair of Dow’s GROW: Growing R&D Opportunities for Women.

“By bringing together different ways of seeing the world, diversity can catalyze innovation and we can change the world through chemistry.”

CUSTOMERS, SUPPLIERS AND COMMUNITY

Shining Light on Inclusion Beyond Dow's Borders

Our work in inclusion stretches well beyond our Company's borders to our customers, suppliers and the larger community. Our efforts include developing a more diverse supplier base, supporting public policy that contributes to a more inclusive workplace and building the skilled workforce of tomorrow that will meet our customers' needs. By shining the light on inclusion and diversity beyond our borders, we believe that we make our business stronger and better while also contributing to the economic growth of the communities in which we live and work.



Supplier Diversity: Growing Together

At Dow, we believe our business is stronger when we promote diversity across our supply chain. For our suppliers, working with Dow means opportunities for growth and increased sales volumes. For us, we value the agility, ingenuity and new perspectives we gain by working with a diverse network of suppliers.

We work with a variety of suppliers ranging from raw material, logistic service providers and labor service providers to capital equipment and corporate service providers. Dow has an estimated 500,000 suppliers in our supply chain across approximately 130 countries with a purchasing managed spend of approximately \$27 billion. We continue to look for suppliers around the world to help our businesses meet their objectives for profitability, growth, innovation and sustainability.

Dow's Supplier Diversity initiative includes small businesses and diverse businesses identified as being owned by minorities, women, veterans (including service disabled), LGBTQ+ and persons with disabilities. We are committed to supplier diversity as an element of our global procurement strategy.

In 2017, Dow named a supplier diversity leader to develop and execute our three-year multigenerational plan to ensure alignment to our corporate inclusion and diversity strategy. One example of how Dow is expanding outreach is by establishing a presence at conferences and tradeshows where Dow people can discuss Dow's supplier diversity program with potential suppliers across the supply chain.

In addition, we have incorporated provisions into our Supplier Code of Conduct and contract templates to set expectations with our suppliers as it relates to their role in supplier diversity. We measure, track and report our small and diverse business spend, which currently represents approximately 13 percent of spend in the United States.

"The business case for supplier diversity is indisputable. Companies who lead in inclusion and diversity lead financially. A diverse supplier base is essential to delivering bottom-line value, driving competition in the supply base, supporting economic growth and building a culture that embraces innovation, responsibility and diversity."

Brad Gray, Vice President, Global Purchasing



We Can Grow Together!

Seeking **DIVERSE SUPPLIERS** across our value chain

Dow is committed to sourcing from **small and diverse businesses**

We deliver our best when engaging with the market's premier suppliers

Let's talk.

Visit us at **Dow.com**
Search: Supplier Diversity



Public Policy: Taking a Stand on LGBTQ+ Issues

For two decades, Dow has been driving public policy and advocacy for fairness and equal treatment for all, often focusing on LGBTQ+ issues. Dow promotes a fair, diverse and inclusive workplace, and continues to call for public policies that make our communities, states and countries more competitive and economically sound by ensuring fairness and opportunity for everyone.

Dow’s activities in the public policy arena are extensive. Here are just some examples of how Dow and Dow leaders promoted inclusive policies and activities around the world in 2017:

- Engaged on major legislation in the United States potentially impacting the LGBTQ+ community with a combination of editorials, social media and advocacy.
- Called for a comprehensive U.S. federal framework that ensures fairness and opportunity for everyone such as the Equality Act.
- Engaged in Texas, Louisiana, Michigan, Indiana, West Virginia, Ohio, and nationally in support of the Equality Act.
- Joined America Competes and provided information for an amicus brief supporting transgender in the military and internationally in China (Shanghai).
- Hosted several Human Rights Campaign events at our corporate offices in Latin America.
- GLAD Global Leader Cory Valente worked with other Dow leaders to maintain close ties to many of the major NGOs in the United States and abroad, participating in the Human Rights Campaign event on the federal Equality Act press event in Detroit on September 25, 2017.
- Jose Alberto, GLAD leader in Latin America, was part of the Coordination Committee of Pride Connection, the premier Mexican organization of companies to share and expand LGBTQ+ inclusion in Mexico and Latin America. He led the initiative to illuminate Querétaro’s Arch (a national monument) with a rainbow flag to commemorate the Day Against Homophobia in May 2017.
- Louis Vega, Dow president, Australia and New Zealand, partnered with key organizations in countries around the world (Mexico, Australia, Brazil, Turkey and the United Kingdom, to name a few) in speaking with influential stakeholders to continue to drive equality for the community. Vega championed marriage equality in print and in government interactions at all levels in Australia.

SPOTLIGHT



Maricel Levaggi

Maricel Levaggi, leader of Dow’s Disability Employee Network (DEN) in Argentina, and her co-workers are helping people with disabilities find pathways to the difficult-to-enter labor market. DEN in Argentina partnered with local organizations to host two “protected workshop fairs,” where people with disabilities could sell their handmade crafts, art pieces and other goods.

“I am proud that many young hands are engaged in DEN, showing that inclusion is possible – not only in the workplace, but in opportunities like these fairs. The people who make and sell these products, despite their disabilities, feel useful and appreciate DEN’s support and warm welcome.”

Building the Workforce of Tomorrow

Dow aims to build the workforce of tomorrow by empowering teachers, motivating student achievement, developing careers, and collaborating with communities to transform science, technology, engineering and mathematics (STEM) education into a driver for innovation, manufacturing and economic prosperity. We are proud to be a champion for a fully inclusive workforce, and our partnerships aim to give individuals from all backgrounds the opportunity and the support to pursue a successful STEM career.

Dow’s commitment to building the workforce of tomorrow spans a wide range of activities around the globe and reaches students of all ages – from elementary school through university. Through employee engagement by our Dow STEM Ambassadors, we aim to bring science to life for young people, in addition to exposing students to the exciting opportunities within STEM careers. Dow STEM Ambassadors are a group of trained employees who share their passion for science, chemistry and technology to inspire students and support teachers in strategic Dow communities. By the end of 2017, more than 3,000 Ambassadors globally supported more than 2,500 teachers and engaged more than 23,000 students in the classroom.

Dow also participates or invests in a wide variety of professional societies and organizations. Such efforts provide Dow with the opportunity to not only show corporate support, but also to enable our employees to be a mentor, network and make a personal difference in regard to attracting diverse talent to careers in the sciences. Employees volunteer both within the Company and with external organizations such as the Society of Women Engineers, Great Minds in STEM and the American Chemistry Council.



Dow STEM Ambassador Takes Team to World Championship

Global Operations Director and STEM Ambassador Fernando Signorini wasn’t sure how far the students from the São José dos Campos public school in Brazil would advance during their first year of robotics competition. Turns out, his Brazilian STORM team would go all the way to the world championships.

Students of the São José dos Campos public school come from an impoverished area, and their school has limited resources for STEM subjects. Recognizing this, Dow provided the needed equipment and resources to organize a FIRST Robotics team at the school. Combining the excitement of sport with the rigors of science and technology, FIRST Robotic competitions give high school students and their adult mentors the opportunity to use STEM skills to work and create together to solve a common problem. As a strategic partner, Dow has provided support to FIRST since 2000. In addition, Dow STEM Ambassadors mentor teams, helping to inspire innovative thinking and ignite passion about STEM career opportunities.

In its inaugural season, the Brazilian STORM earned second place and the “Rookie All-Star Award” at the regional match. This earned the team a spot to participate in the World Championship FIRST Robotics competition in Houston, Texas – the first time a Brazilian team qualified to participate. While they didn’t place in the championship, many of the students said the experience opened their minds to new possibilities in pursuing STEM careers.

Dow Is Investing in Next-Generation Leaders Across the World

Africa: Training Young Leaders

To empower young Africans to positively influence their communities, Dow is helping provide mentorship, internship opportunities, training and financial support for program development to the Young Africa Leadership Initiative (YALI). YALI is a program launched by the U.S. government as a signature effort to invest in the next generation of African leaders. In 2017, Dow leaders held multiple sessions at YALI Regional Leaders Centers and provided informal mentoring. The centers offer an experiential learning program for young Africans along three tracks: public policy and government, civil society leadership, and business and entrepreneurship. Dow employees in Johannesburg and Nairobi also networked with YALI participants and assisted them in engaging in community service. The goal is to provide these young African leaders with the tools and training they need to shape the future of the continent.



“Over four weeks of training at the YALI Regional Leadership Center, we watch these young African leaders go through this transformational experience. At the end, we see the confidence these leaders now have – their ability to clearly articulate their goals and ambitions, their ability to influence others, and their renewed commitment to transform this continent. I think that’s the biggest success we have – the transformation in the lives of these young leaders.”

David Kamau, Chief of Party, YALI Regional Leadership Center – East Africa

India: Offering Work Experience for the Visually Impaired

In 2017, the India chapter of the Disability Employee Network (DEN) launched an apprenticeship program for individuals who are visually challenged. The program is titled Anubhuti – an ancient Sanskrit word for “experience.” Each year, two apprentices will undergo rotational training within two Dow India businesses or functions for six months. One of the first apprentices received training in the Finance group and then continued training for a full year, because the training was so rewarding. The program enables these apprentices to gain real-world experience.



A sensitization workshop prepares teams before onboarding a disabled team member.

China: Dow and Junior Achievement Reach Thousands of Students

The “Our City” program was implemented in China through a partnership between Dow and Junior Achievement in 2008. Through classroom activities, hands-on practice and interactive games, the class introduces students to city life and the importance of protecting the environment and the benefits of a sustainable lifestyle. During the program’s final session, students work in teams to create their own green products and services, which they then showcase to an audience of Chinese business leaders. The program has reached more than 460,000 students.



France: Opening Doors, Building Dreams

In 2017, Dow’s Innovation Center in France welcomed a group from Rêv’Elles, an organization that helps young women from underprivileged backgrounds explore career paths and meet female role models. Dow’s Women’s Innovation Network (WIN) sponsored the event, which included a lab tour, luncheon presentation by Site Leader Andrew Trapani, and discussions with lab technicians and engineers.



“We really liked talking with role models from Dow and asking them all of the questions we wanted. They are passionate about their jobs. This was an incredible experience!”

Rêv’Elles Participant

Engaging Employees for Impact

Dow volunteers are the catalyst for creating progress against our global citizenship efforts. Employees apply their talents and passions to community challenges via DowCorps, the Company’s program for both traditional and skills-based employee volunteerism. In 2017, 15,000 Dow volunteers participated in 2,300 projects worldwide and gave 150,000 hours of their time.

Recognizing every community has unique needs and challenges, we work to make the communities where Dow people live and work healthy, vibrant and resilient places to be. Through DowCorps, we help employees give purpose to their unique passions while also helping build their leadership skills. For example, each year our Leadership in Action (LIA) employee engagement program matches a group of Dow leaders with a non-governmental organizations (NGO) in an emerging market important to Dow.

The LIA teams partner with nonprofits and NGOs on programs and projects that enable them to address some of the most pressing issues in their communities. The program includes classroom learning and months of virtual consulting with NGOs. A small LIA team spends one week on-site working with NGOs and fine-tuning projects and the contributions the full LIA team can make. Later, the full LIA cohort travels to that year’s selected country to work hands-on with the NGOs on completing their projects. Dow LIA participants have partnered with local organizations on a range of projects: rural waste management, land reconstruction for farmers, a behavior change campaign to decrease global marine debris, and developing college classes focused on green growth sustainable development, to name a few.

LIA prides itself on delivering a triple benefit: benefits to Dow, to our employees and to the communities these organizations work in. In addition to helping NGOs advance their projects, LIA participants are exposed to different cultures and different ways of working and thinking, and they gain a deeper understanding of emerging markets.

Leadership in Action: Working Side-by-Side with NGOs Around the World

Approximately
40,000
VOLUNTEER
HOURS
logged in from
2013-2017



Accra, Ghana 2013



Addis Ababa, Ethiopia 2014



Surabaya, Indonesia 2015



Cebu, Philippines 2016



Hanoi, Vietnam 2017

DowCorps 2017 Involvement By the Numbers

Number of Recipient Organizations: 1,073	Total Product and Equipment Giving: \$7.8MM
Total Corporate and Foundation Contributions in 2017: \$39.74MM	Number of Grants Delivered Worldwide: 1,526
Number of Volunteers: 15,000	Volunteer Projects: 2,300
Volunteer Hours: 150,000	Number of Students Engaged in the Classroom: 23,000+



SPOTLIGHT



Ana Portela

With the Torpedos Mirim project celebrating its 18th year, Ana Portela and her colleagues in Pará, Brazil, are making a difference for 120 local teenagers – 50 percent more than last year. Since its inception, the project has helped to provide social development opportunities through activities ranging from sports, dance, capoeira and tutoring to 2,000 underprivileged youth in Breu Branco.

“Every child and young adult deserves to flourish. It’s gratifying to see how our volunteer efforts with Torpedos Mirim impact the development of each participant – and this year we’re able to help even more young people than last year!”

AWARDS

A Spotlight on Dow's 2017 Accomplishments



Dow's efforts and commitment to creating a workplace that fosters innovation, collaboration, inclusion, safety and well-being for all Dow employees is reflected through the 28 employer awards that Dow received in 2017, including Top Employer and Great Place to Work achievements.

RECEIVED THE HIGHEST POSSIBLE SCORE on the 2017 Disability Equality IndexSM (DEI)

WORKFORCE 100 LIST OF TOP COMPANIES FOR HR by Workforce Magazine

JUST 100: AMERICA'S BEST CORPORATE CITIZENS by Forbes Magazine

Dow Australia Recognized as EMPLOYER OF CHOICE FOR GENDER EQUALITY

RECEIVED THE HIGHEST POSSIBLE SCORE on the Human Rights Campaign's Corporate Equality Index

U.S. News & World Report RECOGNIZES DOW FOR STEM EDUCATION LEADERSHIP

TOP 50 EMPLOYER by Minority Engineer Magazine

Dow Brazil named BEST COMPANY TO WORK FOR by Você S/A

Dow Employees Receive HONORS AT 29TH ANNUAL HENAAC CONFERENCE

Dow China Ranked #1 MOST ATTRACTIVE EMPLOYER IN CHEMICAL INDUSTRY

Dow Mexico Ranks #1 OF BEST WORKPLACES by Super Empresas Expansión 2017

BEST PLACES TO INTERVIEW by Glassdoor

Dow Recognized with 2017 WOMEN IN ENGINEERING PROGRAM CORPORATE EXCELLENCE AWARD

Dow Ibérica AMONG THE 50 BEST WORKPLACES in Spain by Great Place to Work

TOP 50 EMPLOYER by Woman Engineer Magazine

Dow Again Recognized as ONE OF THE BEST WORKPLACES IN SAUDI ARABIA

Dow Recognized with CORPORATE ALLY AWARD FROM GAY & LESBIAN VICTORY FUND

Dow Named to 2017 FORTUNE 500 TOP 100 EMPLOYMENT BRANDS Report by WilsonHCG

SPOTLIGHT



Andre Argenton

Andre Argenton, vice president, Core R&D, believes in paying it forward. As a young researcher in Dow Brazil, Andre was not quite satisfied with his job or his undergraduate degree. With Dow's support, he worked hard at improving upon both, earning his Ph.D. and growing his research expertise. Today, he shares his passion for STEM by helping his young goddaughter with her science projects while also leading hundreds of researchers globally and actively mentoring new employees. In 2017, Andre received the HENAAC Award for Professional Achievement.

"I am honored to receive the HENAAC Award, and am very grateful for the opportunity to lead talented researchers around the world. None of this would have been possible without the Company's support early in my career to pursue my Ph.D."



ALL IN!

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