



tersections

**2022 PROGRESS REPORT
ADVANCING OUR AMBITION**

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About This Report



Dow's 2022 INtersections Progress Report on Advancing Our Ambition reflects Dow's performance as of, and for the year ending, December 31, 2022, showcasing the company's continual advancement of its ambition to be the most innovative, customer-centric, inclusive and sustainable materials science company in the world. The information in this report is presented on behalf of Dow Inc. and The Dow Chemical Company and its consolidated subsidiaries (collectively, "Dow").¹

Building on the foundation of reporting in accordance with the Global Reporting Initiative (GRI) Standards and the Greenhouse Gas (GHG) Protocol Disclosure Report, Dow has also included disclosures on its climate-related performance and strategies in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Dow continues to reference the disclosures of the Sustainability Accounting Standards Board (SASB) Standards for the Chemical Sector and the World Economic Forum's (WEF) Stakeholder Capitalism Metrics. For more information about Dow's approach to reporting, see [GRI 3-3 Management approach – Transparency and Reporting](#).

This report has been reviewed by Dow Inc.'s Board of Directors. Dow's management is responsible for the completeness, accuracy and validity of the disclosures referenced or included in the GRI Content Index as of, and for the year ending, December 31, 2022. Management is also responsible for the collection, quantification and presentation of the information included in the 2022 INtersections Progress Report on Advancing Our Ambition and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the disclosures.

Dow engaged Deloitte & Touche LLP to perform a review engagement on management's assertion related to the disclosures included in the GRI Content Index as of, and for the year ending, December 31, 2022, and the GHG disclosures in the GHG Protocol Disclosure Report for the year ending December 31, 2022. Information outside of the disclosures referenced or included in the GRI Content Index and the GHG Protocol, including linked information, was not subject to Deloitte & Touche LLP's review and, accordingly, Deloitte & Touche LLP does not express a conclusion or any form of assurance on such information. See [Deloitte's GRI](#) and [GHG Protocol](#) reports as linked.

Additional reporting that may be of interest to the reader can be found at [corporate.dow.com](#)⁷, including:

- [2021 INtersections Report](#)⁷
- 2021 Employer Information [EEO-1 Report | Dow Corporate](#)⁷
- Dow Inc. Annual Report on Form [10-K](#)~ for the year ending December 31, 2022, filed with the U.S. Securities and Exchange Commission (SEC) on February 1, 2023
- [2023 Proxy Statement](#)⁷ filed with the SEC on March 3, 2023

Thank you for your interest in Dow's report. Dow welcomes your questions, comments and feedback. You may contact any of the following senior leaders – Andre Argenton, chief sustainability officer and vice president, Environment, Health & Safety; Rebecca Bentley, vice president, Public Affairs; Alveda Williams, chief inclusion officer; or Amy Wilson, general counsel and corporate secretary – with your comments or questions at FESGRPT@dow.com.

¹ Consolidated subsidiaries as defined in Dow Inc. Annual Report on Form [10-K](#)~ for the year ending December 31, 2022, filed with the SEC on February 1, 2023.

[^] Dow's workforce data is gathered through a centralized HR management system database containing all employee information. The employee data is updated by employees, managers and Human Resources when employee information changes occur. The data represents the active global employee population as of December 31, 2022, and includes all permanent, full-time and part-time employees. Temporary employees and non-employee populations are excluded unless otherwise stated. Employees voluntarily self-identify their diversity demographics (e.g., gender and the race/ethnicity data) and have the option to not disclose their data to Dow. These responses are listed as "Not Disclosed" in our reporting and are included for the first time in 2022. Throughout this report, disclosures exclude employees whose gender or race is unknown, and percentages may not add up to 100% due to rounding.

~ This symbol indicates that the link to the audited financial statements included in 2022 Annual Report on Form [10-K](#)~ were audited by Deloitte & Touche LLP and the audit report, dated February 1, 2023, is included therein.

⁷ This symbol indicates that information at this location is an externally linked document or a new data element not previously included in the INtersections report, and the information was not subject to Deloitte & Touche LLP's review. Accordingly, Deloitte & Touche LLP does not express a conclusion or any form of assurance on such information.



**VISION, STRATEGY
& BUSINESS**



**ENVIRONMENTAL
PERFORMANCE**



**HEALTH
& SAFETY**



**INCLUSION,
DIVERSITY & EQUITY**



COMMUNITY



**CORPORATE
GOVERNANCE**



**REPORTING &
DISCLOSURES**

Message from the Chair and CEO



At Dow, our ambition is clear – to be the most innovative, customer-centric, inclusive and sustainable materials science company in the world. Guided by that ambition, we are using our expertise, products, technologies and partnerships to meet the evolving demands of our customers while also leading the transition to a more sustainable and inclusive future.

ADVANCING OUR DECARBONIZE AND GROW STRATEGY

To help us achieve our target to be carbon neutral¹ by 2050, we are making clear progress on our **Decarbonize and Grow strategy**.

- We achieved additional milestones in our plan to **build the world's first net-zero² carbon emissions integrated ethylene cracker and derivatives site at our Fort Saskatchewan site in Alberta, Canada**. We contracted Fluor to provide front-end engineering and design, procurement and construction management services and selected Linde as the industrial gas partner to supply clean hydrogen and nitrogen. When complete, the project will decarbonize 20% of our global ethylene capacity and grow our global polyethylene capacity by 15%.
- In Louisiana, we **commissioned our UNIFINITY™ fluidized catalytic dehydrogenation (FCDh) pilot plant**, which will produce propylene for our coatings, electronics and durables end markets while also lowering greenhouse gas emissions up to 20% compared to conventional propane dehydrogenation units.
- We **announced a joint development agreement with X-energy** to install the first grid-scale advanced nuclear reactor for an industrial site on the U.S. Gulf Coast. The project, to be located at our Seadrift, Texas, site, is expected to provide the site with safe, reliable low-carbon power and steam.

INVESTING IN CIRCULAR ECOSYSTEMS

This past year we made significant progress – and investments – to help develop a more circular economy.

- We expanded our “Stop the Waste” sustainability target to **“Transform the Waste,”** with a new commitment to commercialize **3 million metric tons of circular and renewable solutions annually by 2030**. Through this target, we are collaborating to build materials ecosystems that increase recycling rates and enable us to scale our production of high-quality recycled and renewable materials to meet growing demand.
- We partnered with Mura Technology to construct **multiple world-scale advanced recycling facilities** in the United States and Europe – with the goal of collectively adding as much as 600 kilotons of annual recycling capacity by 2030. We also signed an agreement with Valoregen to **build the largest combined advanced and mechanical recycling site** in France.
- We announced **a new collaboration with WM** to address hard-to-recycle plastic films by enabling them to be placed directly into residential curbside recycling.



We are advancing our ambition and becoming a stronger, more competitive and future-ready company.

CEO Statement on U.N. Global Compact

Our company reaffirms our commitment to the Ten Principles of the U.N. Global Compact on human rights, labor standards, protection of the environment and anti-corruption. The U.N. Global Compact and its principles are reflected in our strategy, culture and day-to-day operations, and we welcome opportunities to participate in collaborative projects that advance these broader development goals.

ELEVATING OUR FOCUS ON INCLUSION, DIVERSITY & EQUITY

Our commitment to inclusion, diversity and equity continues to play a critical role in enhancing our competitiveness and innovation.

- In 2022, **57.3% of employees** participated in at least one of our 10 employee resource groups (ERGs). Our annual employee survey data showed that ERG participants have 13 percentage points higher overall satisfaction than non-ERG participants.
- Through Dow ACTs, our strategic framework designed to address systemic racism and inequality, we provided scholarships to 20 students at historically Black colleges and universities through the **Future of STEM Scholars Initiative** and hired **250** people and promoted **60** individuals into family-sustaining jobs through our partnership with **OneTen**.
- Dow ranked 15th on the 2022 DiversityInc Top 50 Companies for Diversity list.

CONTRIBUTING TO RESILIENT COMMUNITIES AND WORKPLACES

In 2022, we continued to leverage our talent, business models and resources to create positive impact for our communities and Team Dow.

- We contributed a total of **\$37.3 million** in Corporate, Dow Foundation and in-kind investments aligned to our global citizenship strategic priorities.
- We **introduced a Well-Being Portal** to our employees in 2022. More than 25,000 employees used the portal in 2022, with more than two-thirds of users reporting exercising more and one-third reporting improved productivity.

We also believe strong corporate governance creates long-term value by strengthening oversight and accountability. In 2022, we continued our focus on Board succession planning and refreshment – electing one new Director and continuing to outpace the S&P 500 for board diversity. We also added oversight of our environmental, social and governance goals within our Board Committee charters.

While investing in low-carbon and circular solutions, we continue to outpace our peers³ in key indicators of financial performance, due to our differentiated portfolio, leading feedstock and derivative flexibility, and low-cost positions. As of year-end 2022, Dow's three-year average operating EBITDA⁴ margins and return on invested capital were above the peer median. In addition, our free cash flow yield^{4,5} averaged approximately 15% over the past three years, and was best-in-class at nearly two times our peer average and three times our sector and market average. We also continued to deliver attractive shareholder remuneration with a three-year average dividend yield of 5.2% that was well-covered by free cash flow.

I am proud of the progress Team Dow made in 2022 and the value we are creating for our stakeholders. We are advancing our ambition and becoming a stronger, more competitive and future-ready company.

Sincerely,

Jim Fitterling
Chair and Chief Executive Officer, Dow

1 By 2050, Dow intends to be "carbon neutral" including Scopes 1+2+3 emissions plus product benefits.

2 With respect to Scope 1 and 2 carbon dioxide emissions.

3 Peers are total Dow peers as defined in the company's [Annual Benchmarking](#).⁷

4 Non-GAAP measure. For definitions and reconciliation to the most directly comparable U.S. GAAP measure, see [Non-GAAP Financial Measures](#) in the Appendix.

5 Dow free cash flow yield for 2021 excludes the impact of the \$1B elective pension contribution.



VISION, STRATEGY & BUSINESS

INtersections

Delivering Long-Term Value Creation at the Crossroads of Our Ambition and Performance

At Dow, unleashing long-term value and best-in-class performance is rooted in our ambition. We want to be the most innovative, customer-centric, inclusive and sustainable materials company in the world. With this ambition comes responsibility – and opportunity. That’s why we’ve made it our purpose to deliver a sustainable future for the world through our materials science expertise and collaboration with our partners. Our ambition is underpinned by our core values, which reflect our commitment to doing business in an ethical and transparent way.

By anticipating the significant changes facing our industry, by blending science and ingenuity, and by collaborating for greater impact, we are generating long-term value for our shareholders, customers and wider society, and creating a resilient company built for growth.

Who We Are

→ A GLOBAL MATERIALS SCIENCE COMPANY



104

manufacturing sites across
31 countries and
12 Innovation Centers in
10 countries on four continents



~37,800

employees



\$56.9B

in net sales



\$6.6B

in operating EBIT¹



\$7.5B

in cash flow
 from operations



Sales in
~170
 countries

All data as of December 31, 2022.

¹ For definitions and reconciliation to the most directly comparable U.S. GAAP measure, see [Non-GAAP Financial Measures](#) in the Appendix.



What We Do

CREATING A DIVERSE PRODUCT PORTFOLIO FOR HIGH-GROWTH INDUSTRIES



Packaging & Specialty Plastics

\$29.3B NET SALES¹



Industrial Intermediates & Infrastructure

\$16.6B NET SALES¹



Performance Materials & Coatings

\$10.8B NET SALES¹

Hydrocarbons & Energy

Packaging and Specialty Plastics

Industrial Solutions

Polyurethanes & Construction Chemicals

Coatings & Performance Monomers

Consumer Solutions

KEY END MARKETS

- Food and specialty packaging
- Industrial and consumer packaging
- Health and hygiene
- Caps, closures and pipes
- Consumer durables
- Mobility and transportation
- Infrastructure

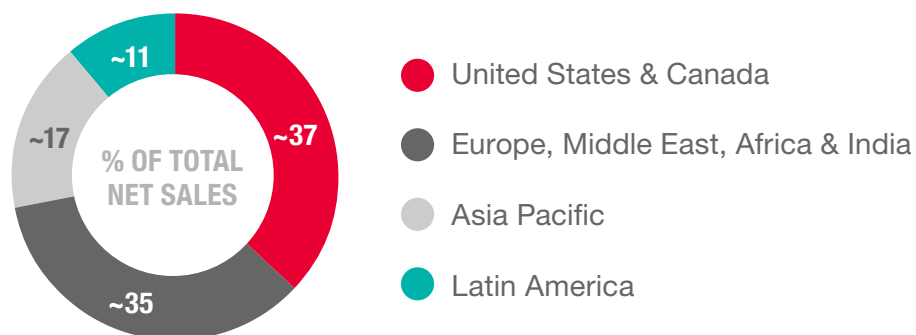
KEY END MARKETS

- Coatings, detergents and cleaners
- Consumer
- Crop protection
- Pharmaceuticals
- Electronics
- Oil and gas
- Inks and textiles
- Health and hygiene
- Industrial
- Infrastructure
- Building and construction
- Mobility and transportation
- Energy

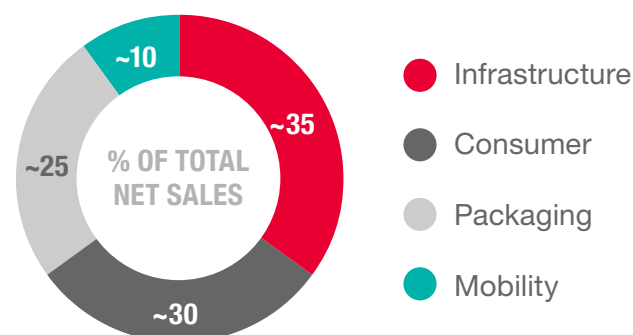
KEY END MARKETS

- Architectural and industrial coatings
- Home care and personal care
- Consumer and electronics
- Mobility and transportation
- Industrial and chemical processing
- Building and infrastructure

Net Sales by Geography



Net Sales Across Market Verticals



¹ 2022 net sales: Dollars in billions. Corporate had \$272 million in net sales in 2022.



Why We Do It

→ **GUIDED BY OUR PURPOSE, AMBITION AND VALUES TO DELIVER VALUE GROWTH AND A SUSTAINABLE FUTURE**



OUR AMBITION IN ACTION

Improve the sustainability and circularity of the markets we serve

Positively contribute to the development and wellness of our communities

Embrace and cultivate an inclusive, diverse and accountable culture

ACCOUNTABLE FOR OUR PERFORMANCE & PROGRESS

Environmental Performance

Health, Safety & Wellness

Inclusion, Diversity & Equity

Community

Corporate Governance

Financial Targets Across the Economic Cycle

Increase underlying **EBITDA by >\$3B** by 2030

Maintain industry-leading **cash generation**

>13% return on invested capital

Total shareholder remuneration of **65% of net income**

2.0X-2.5X adjusted net debt to EBITDA¹

VALUES

fundamental beliefs that are ingrained in each action we take, never to be compromised



Integrity



Respect for People



Protecting our Planet

¹ Based on Moody's ratings methodology.



Focused on Sustainable Science

Our diverse global portfolio of advanced materials solutions addresses modern-day challenges across the fast-growing market verticals of packaging, infrastructure, consumer and mobility. As our customers increasingly demand more circular and sustainable solutions, our total addressable market is expected to increase to more than \$800 billion by the middle of the decade. We have unique competitive advantages that enable us to capture this demand, while also delivering resilient performance through the economic cycle. These include our global reach, low-cost structure, industry-leading feedstock flexibility, and innovation capabilities that continue to earn us a seat at the design table with our customers and brand owners.

OUR APPROACH

These pillars represent the sustainability attributes of our product and technology portfolio that help our customers and value chain partners deliver more sustainable solutions to the world we share.

<p>REDUCED CARBON</p>	<p>BIO-BASED</p>	<p>ADVANCED RECYCLING</p>	<p>MECHANICAL RECYCLING</p>	<p>CIRCULARITY</p>	<p>BIO-DEGRADABLE</p>	<p>RESOURCE EFFICIENT</p>
<p>Enabling lower embedded carbon in our customers' products</p> <p>LEARN MORE</p>	<p>Offering materials made from viable bio waste streams</p> <p>LEARN MORE</p>	<p>Breaking down end-of-life products into their base molecules through advanced recycling processes</p> <p>LEARN MORE</p>	<p>Offering mechanically recycled products through multiple technologies, materials and collaboration initiatives</p> <p>LEARN MORE</p>	<p>Designing recycle-ready at the outset to enable circularity in our customers' products and processes</p> <p>LEARN MORE</p>	<p>Reducing environmental impact with products that return to base components that already exist in the natural environment after their useful life</p> <p>LEARN MORE</p>	<p>Designing products that make more efficient use of natural resources in the manufacturing process</p> <p>LEARN MORE</p>





ENVIRONMENTAL PERFORMANCE

Our Sustainability Strategy

We believe a sustainable future is attainable, but only if we all come together to drive forward science- and technology-based solutions to address global challenges. At Dow, we are collaborating across value chains and using our materials science to scale business solutions and deliver transformational change that leads to a more circular, lower-carbon, more resource-efficient society and a healthier planet. By constantly innovating and improving how we source, design, manufacture and deliver material solutions, we are helping our customers make a positive contribution to society and the environment, while opening new paths for business growth.

OUR FOCUS AREAS

Our sustainability efforts are focused on three areas that are critical to our business and where we believe we can use our science, global reach and partnerships to make a positive impact. These focus areas guide our business decisions and sustainability framework.

Climate Protection



We are committed to protecting our planet and combatting climate change by contributing to a lower-carbon future, conserving and restoring natural spaces, and sustainably managing water resources within our operations and in our value chains.

Circular Economy



We are taking a leading role in driving a more circular economy by designing for circularity, building new business models for circular materials and partnering to end plastic pollution.

Safer Materials



We are innovating new materials that offer more favorable health and environmental profiles over their life cycles than incumbent solutions.

2025

Sustainability Goals

10-year goals launched in 2015

MEASURING OUR PROGRESS

To advance our sustainability journey, we have set measurable and ambitious goals and targets.



LEADING THE BLUEPRINT



DELIVERING BREAKTHROUGH INNOVATIONS



ADVANCING A CIRCULAR ECONOMY



VALUING NATURE



SAFE MATERIALS FOR A SUSTAINABLE PLANET



ENGAGING FOR IMPACT: COMMUNITIES, EMPLOYEES, CUSTOMERS



WORLD-LEADING OPERATIONS PERFORMANCE

ACCELERATING OUR PROGRESS

In 2020, we introduced new targets aimed at reducing carbon emissions and plastic waste.

Protect the Climate

Accelerating our work with our suppliers, customers and value chain partners to ensure Dow's ecosystem is carbon neutral by 2050.

Transform the Waste¹

Building industrial ecosystems to collect, reuse or recycle plastic waste and address waste management gaps.

Close the Loop

Helping our customers design for recyclability and increasing our use of feedstocks from recycled and renewable sources.

Note: Details as well as additional targets can be found in relevant chapters of this report.

¹ In October 2022, Dow announced it would accelerate the sustainability targets it set in 2020 by expanding its Stop the Waste target to a Transform the Waste target, in which Dow committed to accelerating the circular ecosystem by transforming waste and alternative feedstock to commercialize 3 million metric tons per year of circular and renewable solutions by 2030.





Protecting Our Climate

Through our Decarbonize and Grow strategy, we are looking across our operations and value chains to lower our carbon footprint while growing our business. We have a clear roadmap and investment plan to achieve carbon neutrality by 2050, while also meeting customers' increasing demands for more sustainable and circular products. Our materials science expertise is a critical link to securing a low-carbon economy. For example, studies have demonstrated that plastics reduce the key environmental impact of products and packaging compared with materials such as glass, paper and metals by using less energy, creating less waste and fewer carbon emissions than typical alternatives.

OUR APPROACH – DECARBONIZE AND GROW

Decarbonization is a complex challenge we are determined to not only meet but lead in our industry. Already, we have reduced our carbon emissions by 15% between 2005-2020, while growing the volume of products manufactured by 30%. By 2030, we remain on track to deliver \$3 billion in underlying EBITDA improvements while reducing Scope 1 and 2 emissions by 30% compared to our 2005 baseline.

Dow is taking a comprehensive and phased approach to carbon emissions reductions. We have outlined short-, medium- and long-term reduction targets and actions to achieve our targets.

Protect the Climate

Our Protect the Climate targets reflect our commitment to accelerate our work with our suppliers, customers and value chain partners to ensure Dow's ecosystem is carbon neutral by 2050.

PREVIOUS REDUCTIONS

Reduced our carbon emissions by 15% between 2005-2020

NEAR TERM

By 2025, we intend to reduce our carbon emissions by 2 million metric tons versus our 2020 baseline

MID TERM

By 2030, we will reduce our net annual carbon emissions by 5 million metric tons versus our 2020 baseline (15% reduction) or by 30% since 2005

LONG TERM

By 2050, we intend to be carbon neutral (Scopes 1+2+3 plus product benefits)



Investing in Decarbonization Across Our Company

We intend to invest approximately \$1 billion annually across the economic cycle to drive both growth and decarbonization of our manufacturing assets, which is well in line with the capital outlay that we want to maintain around depreciation and amortization levels through the economic cycle. We have a detailed investment plan and roadmap to our 2050 carbon-neutrality target that touches nearly every aspect of our business, focusing on the following five key areas.

OUR ACTIONS



Our carbon reduction strategy includes all three carbon emissions scopes.

SCOPE 1

Emissions directly under our control from our own operations

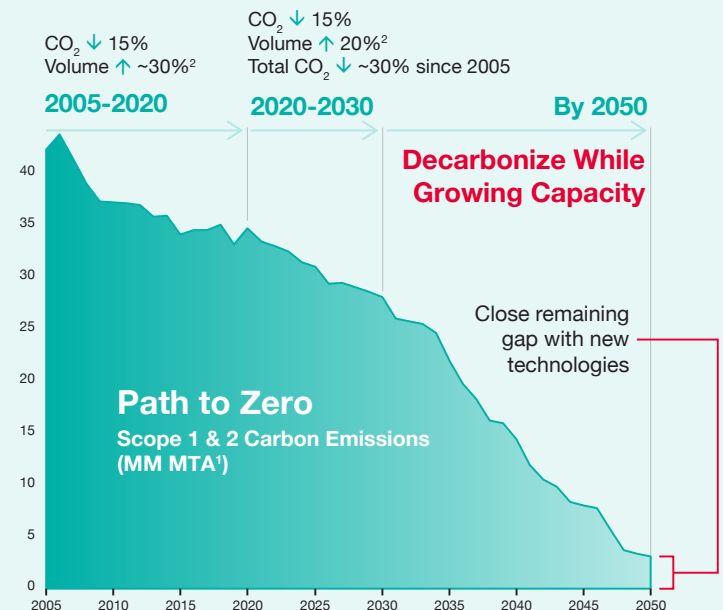
SCOPE 2

Emissions caused indirectly from the generation of power and steam we purchase from third parties

SCOPE 3

Emissions we are indirectly responsible for – upstream from the products or services we buy from suppliers, and downstream from the transportation, usage and end of life of our sold products

A Clear Path to Decarbonize and Grow

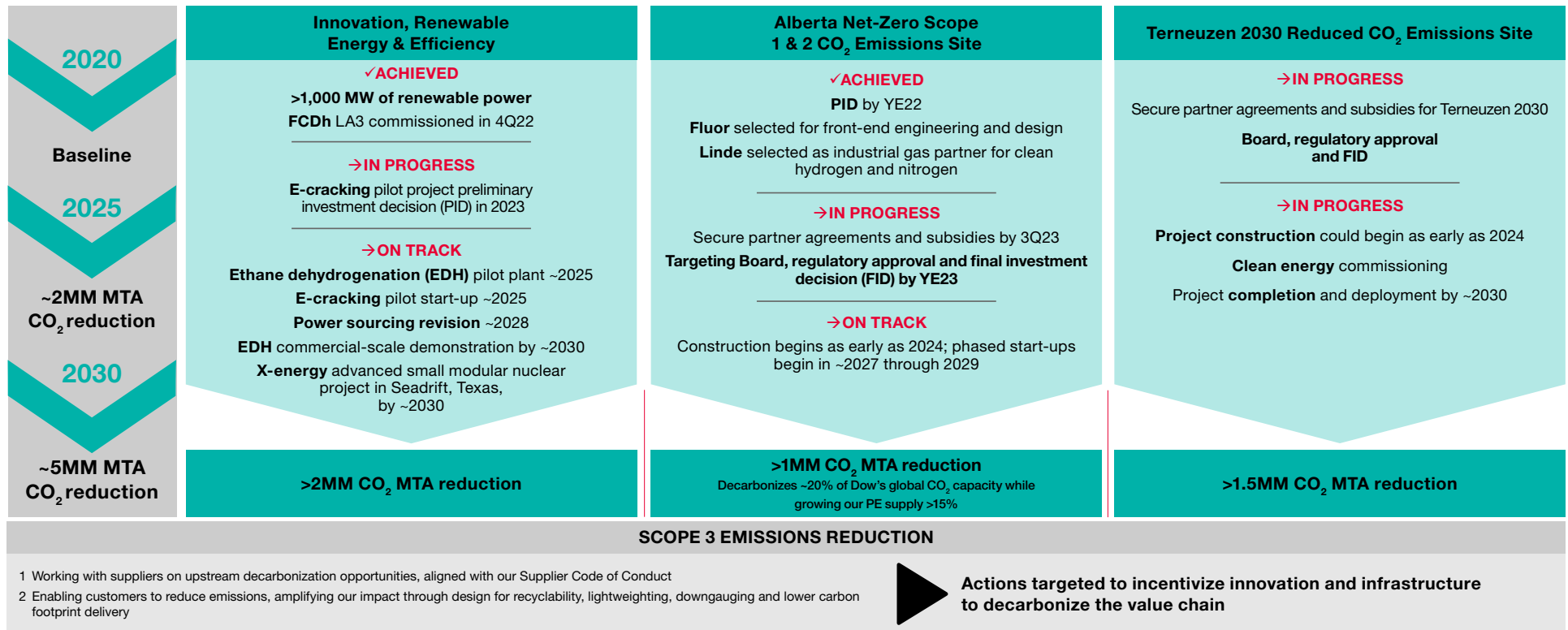


1 MTA = metric tons per annum.

2 Volume growth represents ethylene capacity, excluding joint ventures.



Our Actions to 2030: Decarbonize and Grow



COLLABORATING ON DEVELOPING SECTOR DECARBONIZATION TARGETS

Our decarbonization goals and targets are grounded and based on more than 125 years of science, technical expertise and decades of sustainability leadership. Our targets are aligned with the widely recognized IEA Net Zero Emission by 2050 Scenario (NZE), which accounts for realities of industrial sectors.

The Science-based Target initiative (SBTi) is currently developing a chemical sector-specific decarbonization guideline that we expect will reflect the technical challenges and realities of the chemical sector and that likely will consider the NZE model. Dow is a member of SBTi's expert advisory group providing input for development of this guideline, which is expected to be complete in early 2024. We recognize the importance of collaboration in addressing climate change and are committed to working toward a standard that is effective in reducing emissions and relevant for our sector.



2022 Actions to Support Our Decarbonize and Grow Strategy



OPTIMIZING OUR MANUFACTURING FACILITIES AND PROCESSES FOR SUSTAINABILITY

We are taking a phased, site-by-site approach to reducing our carbon footprint. In 2022, we outlined detailed roadmaps for each of our 25 highest carbon-emitting sites. These plans include replacing end-of-life and high-carbon-intensity assets with more carbon-efficient technologies, and investing in carbon-abatement technologies, including circular hydrogen and carbon capture and storage.

2022 Actions

- Our Board of Directors approved the preliminary investment decision to proceed with the **world's first net-zero carbon emissions integrated ethylene cracker and derivatives site** in Fort Saskatchewan, which will triple the site's capacity, while retrofitting existing assets to be net zero. This will decarbonize approximately 20% of Dow's global ethylene capacity. We also awarded Fluor with the contract for front-end engineering and design services and selected Linde as the industrial gas partner to supply clean hydrogen and nitrogen for the project.
- Our **Terneuzen 2030 project**, where we have a clear road map to reduce carbon emissions at the site by more than 40% by 2030, is progressing as we secure partner and government agreements and subsidies.
- Our team **developed and approved Scope 1 and 2 carbon emissions reduction plans** for Dow's 25 highest emitting sites – which collectively account for approximately 95% of those emissions – in 2022 and are working to further define project opportunities in 2023.



INCREASING USE OF CLEAN ENERGY AND STEAM

Dow is among the top 20 global corporations for renewable power purchases.

2022 Actions

- In 2015, Dow set a target to contract 750 MW of renewable power capacity by 2025, a target we have achieved. In 2022, we **expanded our access to renewable power capacity to more than 1,000 megawatts (MW)**, enabling approximately 40% of our purchased electricity to come from renewable sources. Though we expect variation in this amount year over year, we expect achievement of our target to be maintained.
- We announced a **collaboration with X-energy** with the intent to utilize zero-carbon-emissions advanced nuclear technology at our UCC¹ Seadrift, Texas, site by the end of the decade.

¹ Union Carbide Corporation is a wholly owned subsidiary of The Dow Chemical Company.



INVESTING IN TRANSFORMATIVE, NEXT-GENERATION SOLUTIONS FOR CLIMATE PROTECTION

We're investing in manufacturing technology innovations, such as fluidized catalytic dehydrogenation (FCDh), ethane dehydrogenation (EDH) and electric cracking technology (e-cracking), that will help us transition to cleaner manufacturing facilities by 2050.

2022 Actions

- We mechanically completed and **began final commissioning of our FCDh unit** in Louisiana. This breakthrough propylene technology features up to 25% lower capital outlay while reducing energy usage and greenhouse gas (GHG) emissions by up to 20% versus conventional propane dehydrogenation units.
- We continue to **advance our collaborative e-cracking technology program with Shell**, which is on track to start up in 2025. In 2022, we started up an experimental unit at the Energy Transition Campus Amsterdam, the Netherlands. This represents a key milestone in the companies' joint technology program to electrify steam cracking furnaces, bringing the companies one step closer to decarbonizing one of the most carbon-intensive aspects of petrochemical manufacturing.
- We also continue to **advance EDH technology**, which is expected to deliver 20% lower capital intensity and 40% lower carbon emissions than any cracker in Dow's fleet today.





DEVELOPING LOW-CARBON PRODUCTS, TECHNOLOGIES AND SERVICES

We're helping our customers achieve their climate goals by providing products that facilitate energy efficiency, lightweighting, fuel transition, circularity, increased operational efficiency, resource reductions and reduced emissions.

2022 Actions

- Plastics enable innovations in approximately 30% of the global economy, including construction, health care, transportation and food safety, and can play an important role in reducing GHG emissions. Studies have found that in applications where non-plastic alternatives are available, the alternatives typically emit two times the GHGs compared to plastics.
- For the construction industry, we **launched the Dow Carbon-Neutral Silicone Service for Building Façades** used in structural glazing, insulating glass and weathersealing applications available for global specification in high-performance building projects.
- For lower-carbon mobility, we **commercialized VORATRON™ MA 8200S high-bonding adhesives**, which are designed to enhance the safety, durability, sustainability, integrated assembly and overall performance of electric vehicle battery packs. The adhesives contain bio-based components, contribute to reduced vehicle weight, and make it easier to dismantle and recycle battery packs.

Additional actions and details can be found in [GRI 3-3 Management approach – Energy and Emissions Management](#)

BUILDING A VALUE-GENERATING SCOPE 3 DECARBONIZATION PATHWAY

Approximately 70% of Dow's emissions footprint falls into the Scope 3 categories – and more than half of those come from the raw materials, transportation and other services we purchase as a company. We recognize the significant opportunity we have to work with our suppliers to reduce those emissions – just as our customers are looking to us to reduce emissions for the products they buy from us.

2022 Actions

We're working closely with our suppliers to set emissions reduction targets and embed sustainability, inclusion and diversity performance as a metric in supplier selection, contracting and relationship management. In 2022, Dow was recognized as a Global Supplier Engagement Leader by CDP, a global nonprofit that helps companies disclose their environmental impacts. Dow scored among the top 8% of companies that disclosed data to CDP and achieved an "A" score on their Supplier Engagement Rating System.

We achieved notable advancements in our Scope 3 strategy through three pillars:

- **Improving data.** We are investing time and effort to more accurately account for our Scope 3 emissions. In 2022, we continued to leverage our wealth of internal data, looking at invoices, sales and shipment data, and included supplier carbon-intensity data for the first time to get a more complete and reliable picture of our Scope 3 emissions. Further, we streamlined our calculation process to enable more robust validation and the allocation of Scope 3 emissions by business and region.
 - We are actively collaborating with initiatives such as the World Business Council for Sustainable Development Partnership for Carbon Transparency, Together for Sustainability and the Global Logistics Emissions Council.
- **Progressing toward Dow's 2050 carbon-neutrality goal.** We created an internal Scope 3 dashboard that puts Scope 3 data in the hands of Dow's businesses and functions, enabling the development of data-driven Scope 3 improvement planning.
 - Our advancements in carbon accounting have helped us more accurately uncover opportunities to reduce Scope 3 emissions to deliver on our 2050 carbon-neutrality goal.
 - Our procurement, supply chain, product design, circular economy and commercial strategy teams are all participating in Scope 3 reduction plans. Further, we are working to educate our employees on how they can help reduce Scope 3 emissions by minimizing waste and choosing lower-carbon transportation.
- **Enabling transparency.** We continue to build transparency across our supply chain by encouraging all of our suppliers to share data on their carbon emissions and climate strategy publicly. In 2022, we grew our participation in the CDP Supply Chain program by inviting suppliers representing more than 80% of our upstream emissions to disclose their emissions to Dow directly.
 - This engagement enabled us to significantly expand our use of value chain data in Scope 3 accounting and include supplier product carbon footprints in our reporting of upstream categories for the first time, as well as achieve 100% primary data from our joint ventures.

Additional actions and details can be found in [GRI 3-3 Management approach – Sustainable Procurement](#)



Advancing Water Stewardship and Resilience

As one of the largest materials science companies in the world, Dow depends on a steady supply of fresh water to create the products that are essential for everyday life and human progress. We strive to use our technology, expertise and partnerships to help conserve and promote regenerative water use, protect watersheds and create a future where clean water is abundant and available to all.

OUR APPROACH

To date, we have focused our efforts on reducing freshwater intake intensity by 20% by 2025 at six key water-stressed sites. 2022 was a challenging year, with droughts occurring at three of our key water-stressed sites – Terneuzen, the Netherlands, and Freeport and Seadrift, both in Texas. Droughts not only impact water availability but also water quality, which in turn increases water demand. [See GRI 3-3 Management approach – Water Stewardship](#) for more information.

We continue to engage with customers, communities and other stakeholders to improve water quality and access in our key watersheds. In 2023, we are broadening our water stewardship ambition and actions to include our supply chain and product innovation:



Operations

Implementing most-effective technology beyond compliance



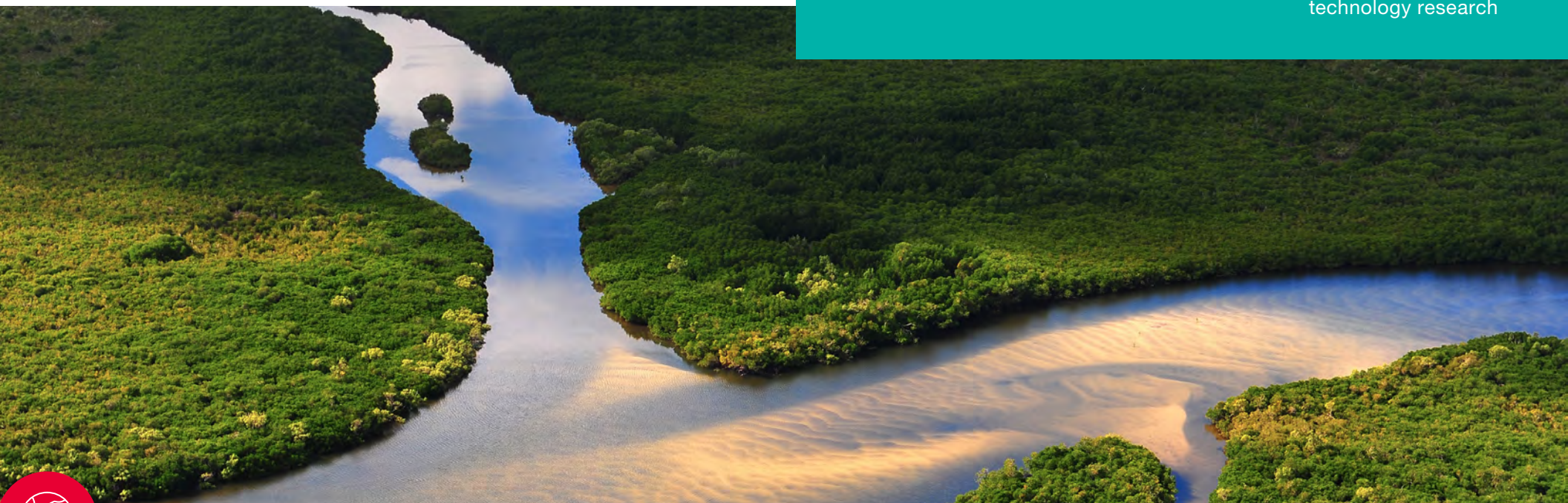
Supply Chain

Working across the supply chain to reduce water used in key watersheds



Innovation

Incorporating water considerations into R&D portfolio and investing in key technology research



2022 Actions

- **Implementing projects to increase water circularity and improve water quality.** Through the AquaSpice project, we are partnering to reduce our freshwater intake intensity at two water-stressed sites – Böhlen, Germany, and Terneuzen, the Netherlands – by enhancing the recycle of various process water streams and using smart monitoring on raw water, discharge and recycle streams to improve water management.
- **Collaborating with customers to drive innovation and implement water-saving technologies.** In 2022, we received an R&D 100 Award and Edison Award for our [Multi-Functional Sorbent Technology \(MUST\)](#) in collaboration with the U.S. Department of Energy's National Energy Technology Laboratory. MUST is a suite of sorbents that offers a practical, affordable and more sustainable approach to removing heavy-metal contaminants from waterways and manufacturing processes.
- **Developing key partnerships to address community freshwater needs.** We recently launched a new partnership with [Water.org](#) to help provide lasting access to reliable, safe water and sanitation through affordable financing in Mexico. Our funding also will support areas facing high water scarcity with solutions such as rainwater harvesting.
- **Investing in projects that reduce our financial risk tied to water.** We have initiated a project to explore expanding our reservoir capacity, servicing our largest manufacturing site in Freeport, Texas. This site sits along the banks of the Brazos River, a seasonally stressed watershed. The project's capability for storage and rainwater capture would increase the reliable water supply of the Brazos River by approximately 80,000 acre-feet per year, or roughly 7%, and the reliable surface water supply of the state of Texas by 1.2%. The project is intended to create positive environmental and social impacts by capturing water in times of excess and by enabling improved water supply reliability for eight municipalities and the populations they serve.

Collaborating to Conserve the World's Freshwater Resources

As a founding member of the Water Resilience Coalition (WRC) under the U.N. Global Compact, Dow is working collaboratively with other corporations and organizations such as the World Resources Institute, The Nature Conservancy (TNC) and Water.org to enhance water stewardship management at the watershed level.

By sharing knowledge and resources, coalition members seek to achieve greater impact in building the resilience of water-stressed basins around the world – prioritizing those that pose the greatest risk to local economies, industry and long-term economic prosperity. Through the WRC, Dow has pledged to accomplish three overarching commitments by 2050:

- **Net-positive water impact.** Deliver measurable net-positive impact in water-stressed basins, focusing on the availability, quality and accessibility of freshwater resources. Net-positive water impact is defined as contributing more to basin health than what is taken from it.
- **Water-resilient value chain.** Develop, implement and enable water resilience practices across 100% of the company's global value chain.
- **Global leadership.** Raise the ambition of water resilience through public and corporate outreach, as well as inspire other industry leaders to join the WRC. Currently, 2.2 billion people around the world are living in water-stressed areas, and the same is expected to be true of more than half the world's population by 2050 if no action is taken.

“As the climate continues to change, the impacts on our shared freshwater resources are far-reaching,” said Dow Chair and CEO Jim Fitterling. “Businesses like Dow depend on having abundant fresh water to ensure the continued safe operation of our manufacturing facilities worldwide. We have both the responsibility and opportunity to collaborate with other sectors of society on solutions, combining our resources and efforts to ensure there are sustainable and resilient freshwater resources for all.”



Conserving and Enhancing Biodiversity

Dow has long recognized the value of biodiversity and healthy ecosystems to our company’s economic well-being. Through our pioneering [Valuing Nature Goal](#)⁷ and a more than decade-long collaboration with TNC, we have demonstrated how nature can be a source of sustainable business value and we consider natural solutions in every new project that we evaluate.

In 2022, we continued our efforts to help conserve and enhance biodiversity through our work with TNC and other partners. We are developing a strategy that will help us holistically manage biodiversity across our company based on the best science. We also are engaging as an industry leader with the Taskforce on Nature-related Financial Disclosures and others to develop disclosure frameworks that enable the industry to meaningfully incorporate – and accurately report – progress on ecosystem restoration and preservation to improve biodiversity.



OUR APPROACH

Developing measurement tools and assessing biological diversity at high-priority sites.

In collaboration with TNC and EcoMetrix Solutions Group, we are piloting a new suite of assessment tools that builds on our Ecosystem Services Identification & Inventory II tool and is designed to provide input to the decision-making process across the project life cycle, from pre-planning to long-term monitoring.

2022 Actions

We **completed the assessment of biological diversity within Dow’s eucalyptus farming operations** at our Breu Branco site in Brazil, in comparison to degraded lands near our operations. The study, performed by EMX, found Dow’s approach to minimizing soil disturbance, carefully managing crop rotation and conserving natural corridors throughout the site resulted in quantifiable benefits across a wide array of ecosystem services, including biodiversity, soil health, climate regulation and water quality protection.

Using nature-based land-use strategies to capture optimal value from ecosystem services.

Land-use transformations such as forest regeneration and wetland restoration can provide natural capital and environmental benefits such as carbon capture and flood mitigation.

2022 Actions

In collaboration with TNC, Ecolab, the Caterpillar Foundation and the National Fish and Wildlife Foundation and other partners, Dow supports the Loch Leven project, working to restore and enhance **10,000 wetland acres** and provide **12.1 billion gallons** (45.8 million cubic meters) of flood storage capacity to local communities within the Mississippi River Delta’s Lower Mississippi Alluvial Valley in Louisiana.



Project Ybá Beekeeping Initiative: Creating a Sweet Path to Empower Amazon Communities

By learning to breed stingless bees, the Amazon rainforest community of Vila Mamorana in Brazil is seeking to find a new route to sustainable earnings.

In collaboration with the Peabiru Institute, Dow expanded the scope of Project Ybá: Conservation that Transforms to include meliponiculture, or the breeding of stingless bees. Launched in 2021, Project Ybá has empowered an Amazon community surrounding our operations in Breu Branco, Pará, Brazil, by developing a local cooperative that will sell the renewable bioactive products from Dow’s rainforest conserved area. The goal is to contribute to increasing community and family incomes while conserving the rainforest. Members of the Vila Mamorana community, formed mostly by women of color, were selected to carry out the sustainable extraction of seeds from the forest – including from the andiroba tree.

The meliponiculture initiative will supplement income from the bioactive harvest and was supported through Dow’s ALL *IN* ERG Fund. For initial production, 50 bee boxes with hives were installed. These have the potential to produce 50 kilograms (kg) of honey by December 2023. If the community chooses to double the number of beehives, honey production could reach 100 kg by the end of 2024.

“With this initiative, we want to contribute to the social development of the community through the production of honey in order to increase the income of these families and promote the conservation of the Amazon rainforest and ecosystem services of the bees,” said Ana Carolina Felix, sustainability director at Dow Consumer Solutions for the Americas. “The intention is to empower the community of Vila Mamorana and enable sustainable alternative earnings between andiroba crops. Bio-extractivism and now meliponiculture are pillars of Project Ybá.”

The project also promotes the creation of a tree nursery with species that, in addition to increasing food security for these families, are attractive to local bee species. These insects are responsible for the pollination of 70% of the forest’s main crops, such as açai berries and cocoa. In addition, the initiative includes training on biology, bee behavior and beekeeping, environmental education, and entrepreneurial skills for the women participating in the project.



Advancing a Circular Economy

At Dow, we are committed to turning the tide on plastic waste and meeting customers' increasing demands for more sustainable and circular products through our materials science expertise and our investments in circular innovations and partnerships – from designing for recyclability at the beginning of a product's life to building materials ecosystems that will help turn plastic waste into a valuable resource that can be used to create new products.

OUR APPROACH

In 2022, we announced that we will accelerate the sustainability targets the company set in 2020 by expanding our Stop the Waste target to a new **Transform the Waste** target. This new target aims to transform plastic waste and other forms of alternative feedstock to commercialize 3 million metric tons of circular and renewable solutions by 2030. To reach our target, we are collaborating with other stakeholders across value chains to build materials ecosystems to collect, reuse or recycle plastic waste. This, in turn, will enable Dow to return more plastic waste into the circular system, and scale our production of circular and low-carbon-emissions solutions.

Our Transform the Waste target expands and elevates Dow's focus from supporting reduction in plastic waste leaks into the environment and designing for recyclability to the continued transformation of our plastics franchise.



Transform the Waste

By 2030, Dow will transform plastic waste and other forms of alternative feedstock to commercialize 3 million metric tons of circular and renewable solutions annually.

Our Approach

Building a Materials Ecosystem

Mechanical Recycling

Advanced Recycling

Bio-Based Materials

Enabling waste transformation through multi-dimensional value chain partnerships.

Close the Loop

Design for Recyclability

By 2035, Dow will close the loop by enabling 100% of the packaging applications we sell into to be recyclable or reusable.¹

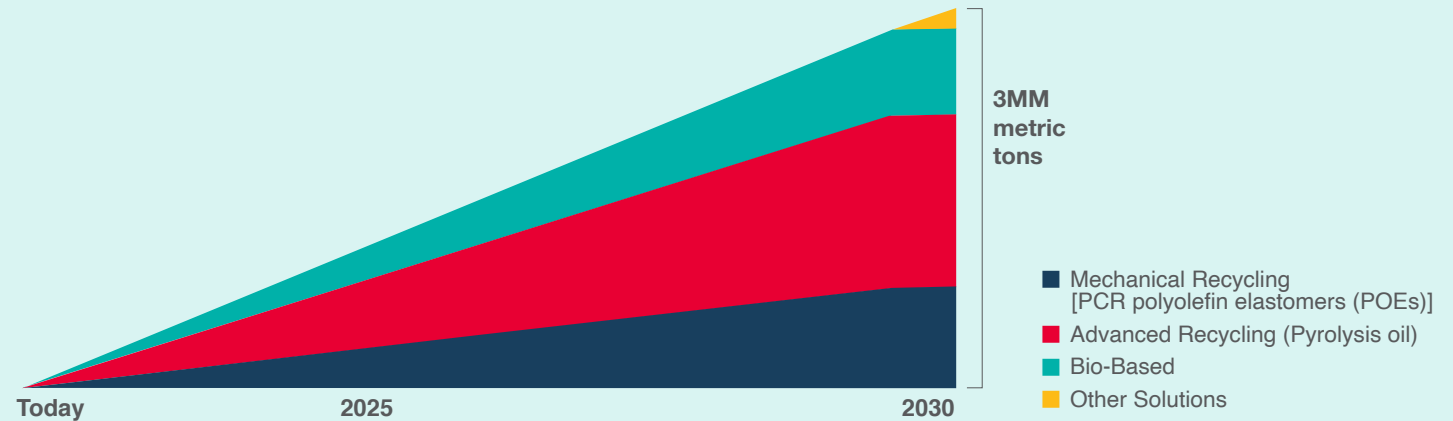
¹ Dow is continuously improving measurement of its Close the Loop and Transform the Waste metrics. These metrics, and Close the Loop in particular, are in the very early stages of their maturity within Dow and across the broader industry. The Close the Loop metric is based on secondary market research data and a set of internal assumptions that estimate the regional breakdown of packaging applications, the polyethylene market size of each application and compliance with regional recyclability guidelines. While polyethylene on its own is recyclable, it is often incorporated by our customers into multi-material structures that may not be recyclable. That is why we are committed to helping our customers and brand owners redesign and create packaging solutions that are both high-performance AND recyclable. Dow's methodology counts an application as being "enabled" to be recyclable based on Dow Packaging and Specialty Plastics polyethylene product developments AND public announcement or commercialization of a new packaging format (with or without Dow involvement). The Close the Loop metric accounts for global industry polyethylene and does not take into account other materials sold into packaging by Dow or other industry participants.



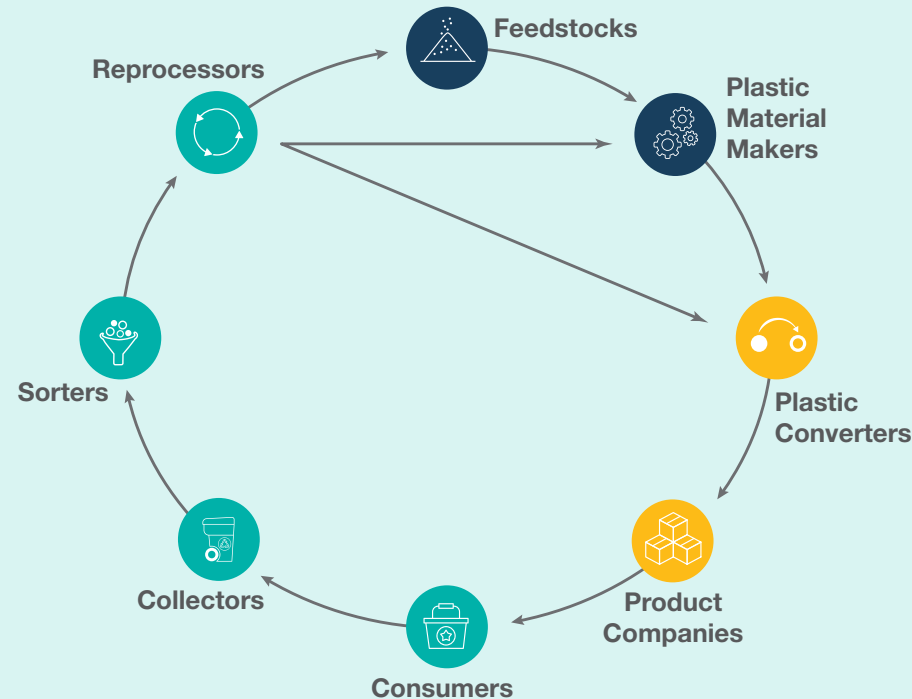
ACCELERATING OUR ROADMAP TO TRANSFORM THE WASTE

To support our expanded target, as well as increase accountability and robust decision-making around transforming our plastics franchise, we formed a new business platform, Circular & Renewable Solutions (C&RS), aligned within our Packaging & Specialty Plastics operating segment. There is substantial demand for recycled plastics and, through C&RS, we will continue to collaborate across the value chain to improve recycling rates. This, in turn, will enable Dow to scale our production of circular and low-carbon-emissions solutions and help our customers around the world meet their sustainability goals.

2030: Clear Path to Profitable Growth



Collaborating and Investing Across the Plastics Recycling Value Chain to Enable Circular Materials Ecosystems



Upstream

- Production with circular or bio-derived feedstocks
- Incorporation of recycled resin
- Innovation in additives
- Support for Extended Producer Responsibility(EPR)

Midstream

- Design for reuse and recyclability
- Innovation in additives
- Support for conserving and enhancing biodiversity

Downstream

- Collection
- Sortation
- Recycling
- Markets for recycled materials
- Support for EPR



OUR ACTIONS – TRANSFORM THE WASTE

By investing in industrial ecosystems to collect, reuse or recycle waste and to produce recycled or renewable feedstocks, we are helping address plastic waste and meet customers' increasing demands for more sustainable and circular products.

MECHANICAL RECYCLING

In response to growing consumer demand and government directives, most major brand owners working with Dow have targets to include at least 30% post-consumer recycled (PCR) content in their products or packaging by 2030. We are helping them achieve these targets and meet the strong demand for PCR-based products, including collation shrink and stretch wrap films, detergent packaging, heavy-duty shipping sacks and even artificial turf.

2022 Actions

Our global line of mechanically recycled plastic resins, branded REVOLoop™ Recycled Plastics Resins, offers a family of products that can be used in either flexible or rigid plastic packaging applications and is our first PCR product to incorporate up to 70% of recycled plastic. In 2022, we commercialized 12 product grades of REVOLoop™ resins, with applications ranging from rigid bottles and collation shrink to e-commerce bags and protective packaging, in addition to other market offerings across the globe.



ADVANCED RECYCLING

We are on track to launch Dow's first advanced recycling polymer in 2023 – an investment in advanced recycling technologies in which mixed-use plastic waste that otherwise would be incinerated or landfilled is broken down into its basic elements and repolymerized into the equivalent of virgin plastic.

2022 Actions

- Announced an agreement with [Mura Technology](#) to construct multiple world-scale advanced recycling facilities in the United States and Europe, collectively adding as much as 600 kilotons (KT) of annual capacity by 2030.
- Investing to build the largest single hybrid recycling site in France, managed by [Valoregen](#), by 2025. The site will bring together mechanical recycling and newer, advanced recycling processes in one place, which will increase energy efficiency by enabling greater yield.



BIO-BASED MATERIAL

Bio-based materials are produced from renewable feedstocks, deliver comparable performance to non-renewable materials and can lower carbon footprints.

2022 Actions

- Launched [ENGAGE™ REN](#), an innovative and more sustainable brand extension to the [ENGAGE™](#) range of high-performing POEs, and commercialized the elastomer with Crocs in their [CrosLite™ material](#). Crocs is the first company to use our bio-based materials for its manufacturing process, which have an even lower CO₂ impact than their current CrosLite™ material and provide a more sustainable choice for Crocs' customers. **ENGAGE™ REN** is enabled by our **ECOLIBRIUM™** technology, which offers a viable alternative to virgin petrochemical products by utilizing responsibly sourced bio-based waste and byproducts, such as used cooking oil, and converting them into feedstocks with a lower carbon impact.



Risk Assessment of Single-Use Plastic Bans to Dow

Transitioning to a circular economy model to address plastic waste requires joint effort and commitment. Through Dow's leadership position in manufacturing and materials technology, we are actively advancing and supporting the development of the circular economy. Together with leading industry participants, we have invested in new product technology, value chain partnerships, business models and waste management infrastructure to discover and scale sustainable solutions that extend the useful life of materials and the resources that go into making them. Dow is taking action to address the reduction of single-use plastics and advance related sustainability measures by enabling products that are easier to recycle, advancing recycling technology for use in a broader array of products and supporting improvements in plastic waste recovery.

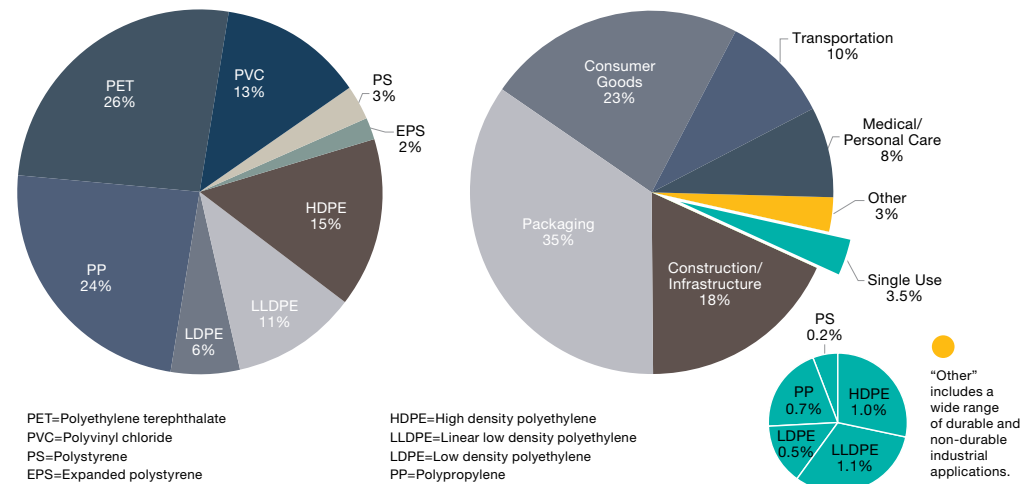
While we continue to focus on recycling and circularity, including the increased use of recycled plastics, we also are closely watching the wave of single-use plastics bans that are being considered or adopted around the globe – most often for items such as plastic bags, straws, stirrers and takeout clamshells.

Industry data demonstrates that Dow will not be materially impacted by contemplated plastics bans since single-use applications currently targeted by bans account for 3.5% or less of total plastics demand.¹ Given that Dow's Packaging and Specialty Plastics business will only be partially impacted and would not otherwise be disproportionately impacted by such bans, even if all the plastics bans under consideration were to come into effect, the estimated result would be less than 2% of Dow's total sales based on 2022 revenue. Further, the materials identified as "single-use plastics" targeted by these bans do not include essential products in which Dow materials can be found, such as food packaging or medical supplies.

¹ Chemical Markets Analytics by OPIS, a Dow Jones Company.

Single-Use Applications Currently Targeted by Bans Account for Less than 5% of Total Demand

Global demand for volume plastics, 2022



Note: The Chemical Market Analytics information referenced herein (the "Dow Jones Materials") is the copyrighted property of Dow Jones or its affiliates ("Dow Jones") and represent data, research, opinions or viewpoints published by Dow Jones, and are not representations of fact. The Dow Jones Materials speak as of the original publication date thereof. The information and opinions expressed in the Dow Jones Materials are subject to change without notice and Dow Jones has no duty or responsibility to update the Dow Jones Materials. Moreover, while the Dow Jones Materials reproduced herein are from sources considered reliable, the accuracy and completeness thereof are not warranted, nor are the opinions and analyses upon which they are based. To the extent permitted by law, Dow Jones shall not be liable for any errors or omissions or any loss, damage or expense incurred by reliance on the Dow Jones Materials or resulting from any omission. No portion of the Dow Jones Materials may be reproduced, reused, or otherwise distributed in any form without the prior written consent of Dow Jones. Content reproduced or redistributed with Dow Jones' permission must display all legal notices, disclaimers and attributions of authorship.

Source: Chemical Market Analytics by OPIS.
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INVESTING IN WASTE TRANSFORMATION THROUGH MULTI-DIMENSIONAL PARTNERSHIPS

We have invested more than \$200 million over the last three years into impact funds, recycling infrastructure, venture capital, R&D and key technologies to transform waste into solutions that support a circular economy. We are accelerating progress through global partnerships with organizations and investors, such as the Alliance to End Plastic Waste, The Recycling Partnership, Circulate Capital and Closed Loop Partners.

2022 Progress

Our investments are focused on collaborations with varied partners with localized knowledge to pilot approaches that decrease plastic waste in the environment and increase the social value of recycled materials in that region.

United States

Launched a [new collaboration with WM](#) to improve residential recycling for hard-to-recycle plastic films by enabling consumers in select markets to recycle these materials directly in their curbside recycling.

Kenya

Invested in [Mr. Green Africa](#) with an agreement to co-develop more traceable, fair and high-quality PCR resins that can be used in the production of new flexible plastic packaging – helping brand owners and other plastics manufacturers achieve their goals toward sustainable packaging solutions.

India

Continued to provide our materials science and application development expertise to [Lucro Plastecycle](#) to develop and launch polyethylene (PE) film solutions using PCR plastics.

Brazil

Consolidated production with [Boomera LAR](#) of a PCR high-density polyethylene resin for both rigid and flexible packaging applications to offer more sustainable options to the packaging industry and, in turn, help local companies play a greater role in furthering circularity.

Europe

Participated in [R-Cycle](#) – a cross-company initiative to develop an open, globally applicable traceability standard for sustainable plastic packaging.

France

Announced an agreement with French recycling company [Valoregen](#) to help build the largest single hybrid recycling site in France.

Strategic Partners



Nine Dow Sites Receive ISCC PLUS Certification

We received the International Sustainability & Carbon Certification (ISCC) PLUS recognition at nine of our largest global manufacturing facilities for our compliance with rigorous tracking of sustainable feedstocks use. The certification was awarded following an independent, external audit to ensure product supply chains are fully traceable and that Dow and our suppliers are adhering to and accelerating sustainable practices.



OUR ACTIONS – CLOSE THE LOOP

In support of, and in collaboration with, our value chain partners and customers, we are aligning our innovation and application development programs so our products are recycle-ready at the outset or enable circularity in our customers' products and processes. Designing for circularity at the molecular level expands the possibilities for recycling across a variety of applications, and ultimately lessens the environmental impact of our customers' products. In 2022, we enabled 87% of packaging applications we sell into to be recyclable or reusable.

HELPING CUSTOMERS DESIGN FOR RECYCLABILITY

Dow's unique product portfolio, such as RETAIN™ polymer modifier, ELITE™ AT enhanced polyethylene resin, INNATE™ polyethylene resins and more, is driving conversions toward recyclability. In 2022, we tracked the transition to recyclability of 22 packaging applications in our industry that were previously considered unrecyclable. Below are examples of how we're helping our global customers design for recycling:

ASIA-PACIFIC: Enabling Recyclable Packaging for Online Shopping

Challenge: Typical e-commerce packaging consists of boxes as the outer packaging, with difficult-to-recycle, multi-material air-cushion bags or bubble wrap to protect and stabilize items during delivery.

Solution: Developed by Procter & Gamble and enabled by Dow's high-performance PE resins, the air-capsule packaging innovation has a mono-material structure that supports recyclability, while delivering benefits such as 40% less material, an easy-to-open design and a unique air cushion to protect against delivery impact.

EUROPE: Unlocking Pet Food Bag Recycling with MDO-PE

Challenge: Machine direction orientation (MDO) technology is critical to creating high-performance films at the thinnest gauge. However, maintaining the packaging's production efficiency and final qualities while using only one material to enable recycling is challenging, especially with wide formats such as pet food packaging.

Solution: Through new technology, resin and machinery innovation, we worked with leading machine manufacturers W&H and B&B to develop a recyclable wide-format MDO-PE bag for pet food packaging using our ELITE™, INNATE™ and AFFINITY™ high-performance resins and sealants, in combination with our partners' state-of-the-art machinery technologies.

LATIN AMERICA: Keeping Coffee Fresh and Packaging Recyclable

Challenge: The typical use of multi-material structures used in coffee packaging to keep it fresh often makes this packaging non-recyclable.

Solution: We worked closely with a packaging equipment supplier, film producer and coffee brand owner in Colombia to deliver a recyclable film structure composed of 95% PE, using our AFFINITY™ polyolefin plastomers and ELITE™ AT enhanced polyethylene resins to provide a water vapor barrier and stiffness.

UNITED STATES & CANADA: Innovating a Recyclable High-Speed Packaging Solution for Candy Bars, Cookies and Tissue Packs

Challenge: Horizontal flow wrap runs at high packaging-line speeds and requires packaging films with high stiffness and excellent sealability but is often made from a combination of non-recyclable flexible materials.

Solution: Working closely with industry-leading original equipment manufacturers and printing partners, we used enabling technologies of ELITE™ enhanced polyethylene resins, INNATE™ precision packaging resins, and AFFINITY™ polyolefin plastomers to demonstrate that moving to a recyclable all-PE flow wrap structure does not require modification of packaging lines or a reduction in productivity.



Plastics as an Enabler of a Low-Carbon Economy

The lower-carbon benefits of plastics from production to in-use versus non-plastic alternatives is critical to a world that is also targeting carbon emissions reduction. A [2022 report by McKinsey](#) examines the total GHG contribution of plastics versus alternatives, including product life cycle (cradle to grave) and impact of use. Among applications for which non-plastic alternatives are used at scale, such as automotive, packaging, and building and construction, the plastics examined in the study offered lower total GHG contribution compared with alternatives in 13 of 14 cases. GHG savings ranged from 10 to 90%, considering both product life cycle and impact of use. In addition, according to the report, in many applications, particularly those used in food packaging, plastics can contribute to decarbonization efforts, particularly in terms of reducing food spoilage and increasing energy efficiency.

As Dow decarbonizes plastics production in our operations, the sustainability profile of the plastics that we produce has the potential to become best-in-class.

Preventing Plastic Leakage Through Operation Clean Sweep®

As an [Operation Clean Sweep®](#) (OCS) Blue certified company, Dow is committed to achieving zero pellet loss to the environment through enhanced management, measurement and reporting of unrecovered plastic releases into the environment. We also are committed to transparency in pellet loss reporting.

In 2022, two events occurred with more than 0.5 kg unrecovered plastic loss outside our company-operated facilities, resulting in a total of 20 kg plastic losses as compared with two events and 18 kg total in 2021 and zero events in 2020. Improvement efforts are focused on accelerating technology enhancements to provide additional containment and layers of protection, with substantial facility investments in progress.

TAKING ACTION FOR A ZERO-PELLET-LOSS SUPPLY CHAIN

To complement our internal actions, we are incorporating OCS metrics in all decision-making steps in the supply chain process.

- We require our logistics service providers that actively handle plastic pellets to commit to the OCS pledge and implement OCS guidance to reduce the risk of pellet loss.
- To further efforts toward a zero-pellet-loss supply chain, standardized OCS contractual language has been included in existing agreements and periodic Dow audits complement external certification. With support from the logistics service providers, Dow completes strategic risk review of the providers that handle packed plastic pellets, the mode of transport and packaging requirements.

Moving forward, we are preparing for the European OCS certification, which will be incorporated into our management systems for global implementation.



Developing Safer Materials

OUR APPROACH

With a portfolio of more than 12,000 products that support approximately 10,000 customers, we know that how we manufacture, distribute and enable the proper use and disposal of our products can have a large and meaningful impact on the environment. Our vision is a future where every material we bring to market is sustainable for our people and our planet.

Learn more: [Blueprint for Product Safety](#)

2022 ACTIONS

At Dow, creating safer materials is a continuous journey made possible through innovation, design and more predictive, enabling technologies. In 2022, we:

- **Earned recognition for new innovations**, many with improved health and safety profiles. In 2022, Dow received eight Edison Awards, six R&D 100 Awards by R&D Magazine and three BIG Innovation Awards from Business Intelligence Group.
- **Used digital technologies to predict safer alternatives.** In 2022, Dow and CAS, a division of the American Chemical Society, collaborated to develop Smart Search, an Edison Award-nominated artificial intelligence tool that can help our R&D team refine searches for new substances by properties, including by hazard classifications.
- **Advanced our Safer Materials roadmap**, outlining and launching enterprise actions for continuous improvement.
- **Proactively conducted more than 50 business risk reviews**, comprehensively assessing new innovations, raw materials and/or applications for risks, and implemented appropriate risk management measures where necessary.

Open and Transparent Chemistry: Taking Action on Our Safer Materials Roadmap

In 2022, we identified three work tracks to help us advance our corporate roadmap to developing safer materials. These work tracks are:

- **Characterizing our portfolio**, which will build upon our history of strong risk management and our current risk characterization of products. In 2023, Dow commits to publishing a high-level guide of use-hazard combinations that carry with them a degree of inherent safety and those where more scrutiny or more detailed risk assessment and proof of safe handling is required.
- **Prioritize substances of concern**, which involves taking strategic actions within our businesses to address all parts of the product life cycle, from investing in clean upstream manufacturing technologies to reducing facility emissions to restricting downstream uses of some substances and utilizing our strong innovation pipeline to develop safer alternatives.
- **Development of next-generation safer chemistry**, which focuses on increasing integration of predictive toxicology tools into early-stage R&D.

Innovation: Developing Biodegradable Beauty Products

In 2022, Dow's MaizeCare™ Clarity Polymer was recognized with two prestigious innovation awards – an R&D 100 Award and a BIG Sustainability Product of the Year award. This biodegradable polymer, derived from corn starch, offers curl retention when styling your hair, then breaks down readily when it washes out and down the drain. The polymer is one example of Dow's growing portfolio of bio-derived and bio-degradable products that deliver on consumer demands for affordable products that are safe for humans and the environment without compromising performance.



Growing Our Impact Through Our 2025 Sustainability Goals

Our 10-year 2025 Sustainability Goals seek to enable the transition to a sustainable planet and society through science, innovation and collaboration. A common thread across our seven 2025 Sustainability Goals is our focus on finding collaborative solutions that will lead to transformative changes and more sustainable ways to do business.

PROGRESS AGAINST OUR 2025 GOALS: CREATING VALUE TO DOW AND BEYOND

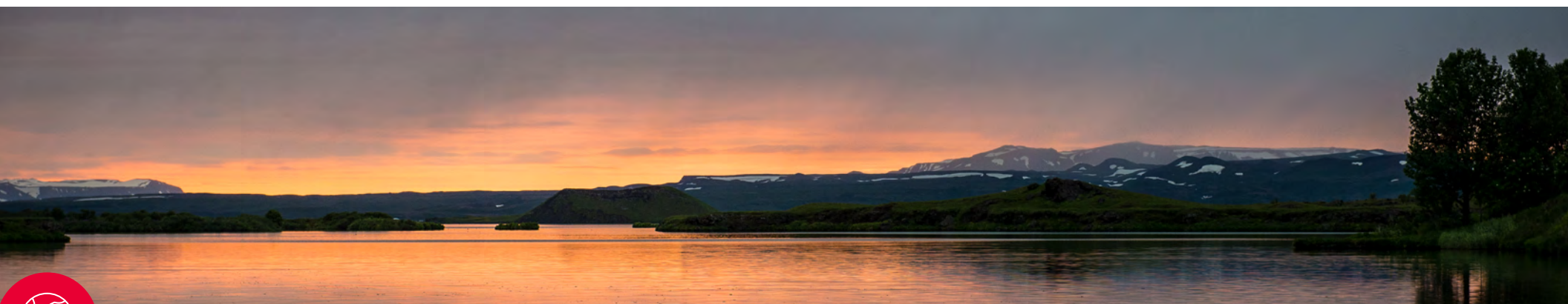
Launched in 2015, our 2025 Sustainability Goals are our third generation of sustainability goals and important drivers of integrating sustainable practices into our day-to-day business practices. Aligned to the [United Nations Sustainable Development Goals](#), our 2025 Goals set the foundation for Dow to take leadership roles in our industry around our priorities of Climate Protection, Circular Economy and Safer Materials.

As we approach 2025, we are proud of the progress we've made with our 2025 Goals, including:

- **Achieving two goals** – Leading the Blueprint and Delivering Breakthrough Innovations – ahead of schedule. We have integrated the processes and learnings from their implementation into our day-to-day business practices. For example, in launching our Delivering Breakthrough Innovations Goal in 2015, we focused on increasing the net positive impact of our products, based upon knowledge of where our feedstocks and energy come from and the designs of our processes, how our products are used by customers, and how they are treated at end of life. Today, our businesses have transitioned from using the

Sustainable Chemistry Index developed by Dow to track our goal progress to the Dow Innovation Portfolio Sustainability Assessment, which is a science-based, future-oriented and customer-centric tool that helps us assess our product portfolio and embed sustainability in our key business decisions. In addition, our businesses now set their own business-specific sustainability goals and track progress on outcomes.

- Building upon the learnings and tools developed from our goals to **inform next-generation strategies**, including our Transform the Waste target and development of our Biodiversity and Safer Materials strategies.
- **Growing our impact** by publicly sharing our findings. Examples include the ESII tool developed through our Valuing Nature Goal and our [Blueprint Thinking Toolkit](#), as well as our collaborative blueprints on topics such as safer materials, water and nature.
- **Continued focus on operational excellence** through our four World-Leading Operations indices: Unplanned Events, Environmental Stewardship, Total Worker Health® and Transportation Stewardship.



2022 Highlights

Additional information on our 2025 Sustainability Goals can be found [here](#).

2025 Sustainability Goals

2022 Actions and Progress

 <p>LEADING THE BLUEPRINT</p>	 <p>DELIVERING BREAKTHROUGH INNOVATIONS</p>	 <p>ADVANCING A CIRCULAR ECONOMY</p>	 <p>VALUING NATURE</p>	 <p>SAFE MATERIALS FOR A SUSTAINABLE PLANET</p>	 <p>ENGAGING FOR IMPACT: COMMUNITIES, EMPLOYEES, CUSTOMERS</p>	 <p>WORLD-LEADING OPERATIONS PERFORMANCE</p>
<p>Integrating public policy solutions, science and technology, and value chain innovation to develop sustainable societal blueprints</p>	<p>Delivering breakthrough sustainable chemistry innovations that advance the well-being of humanity</p>	<p>Delivering solutions to close the resource loops in key markets</p>	<p>Applying business decision processes to complete projects that increase business value and are better for ecosystems</p>	<p>Envisioning a future where every material we bring to market is sustainable for people and our planet</p>	<p>Applying the passion and expertise of our people to advance the well-being of people and the planet</p>	<p>Maintaining world-leading operations performance in natural resource efficiency, environment, health and safety</p>
<ul style="list-style-type: none"> • Achieved goal by developing a pipeline of publicly available sustainable societal blueprints on a low-carbon economy, watershed management, product safety and valuing nature, which reflect our approaches to fostering more collaborative action • Monitored and updated our blueprints to reflect ongoing conversations • Continued sharing our Blueprint Thinking Toolkit, a publicly available framework developed to guide collaborative action, through the Keystone Policy Center 	<ul style="list-style-type: none"> • Achieved goal by significantly increasing the net positive impact of our product portfolio and integrating portfolio assessments and business-specific sustainability goals across Dow • Aligned >87% of innovation portfolio to sustainability outcomes • Earned eight Edison awards and six R&D 100 awards in 2022 	<ul style="list-style-type: none"> • Implemented four of six major projects against our target of delivering solutions to close the resource loops in key markets • Partnered with Mura Technology to build Europe's largest advanced recycling facility with 120 KT capacity in Germany • Launched SILASTIC™ SST-2650, the world's first recyclable silicone self-sealing tire solution with Bridgestone • Partnered with Valoregen to build the largest combined advanced and mechanical recycling site with 70 KT capacity in France 	<ul style="list-style-type: none"> • Nearly 77% to goal of achieving \$1B in net present value from business-driven projects that enhance nature by 2025 • Realized a net present value of \$129MM in 2022, bringing the total to \$766MM since goal launch • 100% of capital projects screened for potential benefits and impacts to nature, water, air, soil, land use and opportunities to utilize engineered natural technology¹ 	<ul style="list-style-type: none"> • 50% to goal of implementing 10 sustainable alternatives: <ul style="list-style-type: none"> - Selected ROPAQUE™ NT-2900 Opaque Polymer and SYNTEGRA™ YS 3000 as Dow's fourth and fifth sustainable alternatives, respectively • 80% to goal of developing five collaborations to advance the conversation on product safety <ul style="list-style-type: none"> - Selected Beyond Benign as Dow's fourth collaboration, partnering to create the first Green Chemistry Education Challenge Awards 	<ul style="list-style-type: none"> • 52%² of Dow employees volunteered, with connection to higher employee experience scores • Invested in purpose-driven programs such as MLK Day of Service, #PullingOurWeight, ALL /N ERG Fund and the Global Volunteer and ERG Participation Policy 	<ul style="list-style-type: none"> • Sourced ~1,000 MW of our power demand from renewable sources in 2022, exceeding our goal of 750 MW by 2025 • Achieved strong transportation stewardship effectiveness driven by low numbers of transportation incidents, including zero serious incidents, and risk reduction programs

¹ Projects that qualify toward the Valuing Nature goal must demonstrate a significant improvement to one or more of the following criteria without any significant trade-offs:
 - Climate change mitigation/adaptation and improved air quality such as reduction of Scopes 1, 2 or 3 emissions, NOx emissions, VOC emissions and priority compounds
 - Sustainable use and protection of water (quantity and quality) such as demand reduction in water-stressed basins, improved water circularity and reduced emissions to water of priority compounds
 - Sustainable use and protection of land such as preserved or restored land use, green vs. brown field development, erosion regulation, or reduction of total land use or solid waste generation
 - Biodiversity such as overall health of key ecosystem services or reduction of raw material consumption

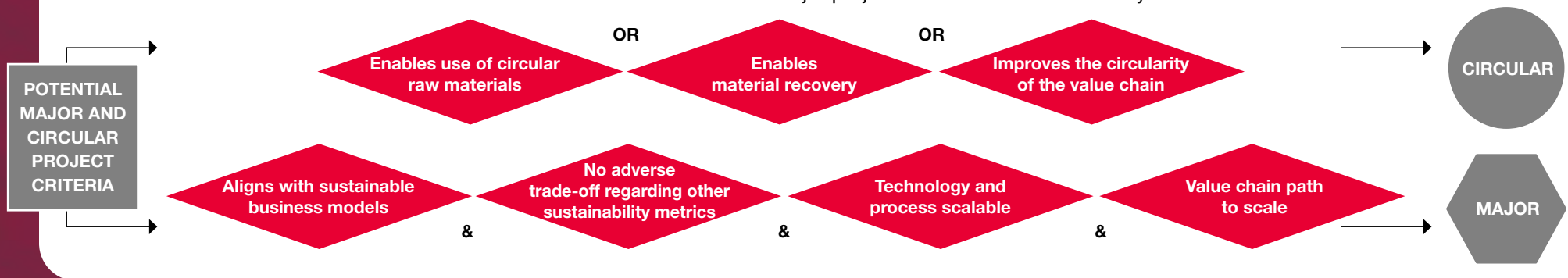
² Represents percentage of 2022 Voice employee survey respondents



Progress Against Our Advancing a Circular Economy Goal

Through our Advancing a Circular Economy Goal, we are collaborating to deliver circular economy solutions by focusing on circular materials, technologies and value chain ecosystems. As of 2022, we have implemented four of six major projects against our target of delivering solutions to close the resource loops in key markets. These include RENUVA™ Mattress Recycling, Mura advanced recycling, Valoregen mechanical recycling and our investment in Mr. Green Africa.

Below are the indicators that we use to define what is both circular and a major project for this 2025 Sustainability Goal:



Innovation: Supporting Recyclers to Increase High-Quality PCR Resins

To ensure high-quality PCR plastic resins, recycled plastics must be cleaned. The optimization of this process can be challenging, especially removing contaminants and properly separating materials such as labels, as well as controlling foam during the required washing steps.

Dow has developed an innovative washing technology called EVOWASH™. EVOWASH is a range of biodegradable, industrial-grade detergents and antifoams designed to maximize adhesive removal, improve the optical quality of plastic resins, and reduce foam generation in the mechanical recycling of PET, HDPE, LDPE and PP. Because EVOWASH™ detergents are biodegradable and generate low foam, they also have no impact on discharge water. The technology is an example of how Dow is using its materials science expertise to help accelerate the global transition to a circular economy for plastics.





OUR APPROACH

Advancing a Culture of Safety, Employee Health and Well-Being

The safety and well-being of our people – whether employees or contractors – is our first and highest priority, and our goal is for everyone to return home unharmed each day. We believe that a safer company is a more reliable company – and a more reliable company will better meet our stakeholders’ needs, including those of our customers and the communities where we operate.

To ensure worker safety, Dow uses a comprehensive, integrated operating discipline management system that includes policies, requirements, processes, best practices and procedures that drive implementation and execution of our Environment, Health & Safety (EH&S) standards, Quality

and Operations standards, and related external standards. Through this system, we lay the foundational expectations of hazard assessment and risk mitigation aligned to Responsible Care®. We also are strengthening operating discipline by utilizing digital and technology solutions in our manufacturing operations to further increase safety and security.

Dow’s programs also include a robust occupational health (OH) system that supports employees at company sites, functions and businesses around the world with information, resources and consultation on health-related opportunities and issues related to work or impacting work, including acute public health situations, such as pandemic response.

Dow requires each leader to implement and use Dow’s health and safety programs to:

Identify, assess, eliminate or mitigate hazards



Prevent unsafe acts and conditions



Maintain the health and well-being of personnel and support workers in their health and health improvement journey



Foster communication on health and safety issues



OUR ACTIONS

2022 – A Year of Accomplishments in Safety



50-Year Best Performance Fatality-Free

977

days fatality-free on December 2, 2022

3

years fatality-free on March 30, 2023

Digitalization – Advancing Safety in Environmental, Health, Safety & Sustainability (EHS&S)



Drones and pipe crawlers assist site inspections. Using similar technology advances, **over 1,600 confined space entries were avoided in 2022.**



3D printing technology provides lower-cost, high-quality and faster solutions for some replacement parts for critical equipment, enhancing reliability and safety. For instance, **3D printing was used to create fan guards to protect people** from coming into contact with rotating parts, hot surfaces and energized components.

A Focus on Continuous Improvement in Safety

Two key initiatives were launched in 2022 to reduce unplanned events, in particular, Process Safety Containment Events (PSCEs). Both provided global guidance with the flexibility to tailor at the site and plant level.

PSCE REDUCTION EFFORT

In April 2022, Operations and EH&S leadership implemented a new **PSCE Reduction Effort**. This global effort was designed so that on-site teams identified and addressed specific needs and challenges. Team members – Dow and contractor – were encouraged to identify potentially unsafe scenarios and mitigations to prevent the occurrence of PSCEs. Leaders increased the amount of time spent in the field with their teams to help set and maintain workplace expectations. This tailored approach allowed us to focus on the most critical opportunities and make a quick impact.

This effort was critical to make a quick impact and it was complemented later in the year with the launch of a new campaign: “Prevent. Protect. Respond.” This campaign emphasizes executing fundamentals with excellence and is designed so that facilities can individually customize the focus to address their greatest needs.

UNPLANNED EVENT REDUCTION SUMMIT

Leaders from around the world who work in EHS&S and Operations gathered to discuss and address unplanned events globally, with an emphasis on one of our most challenged regions – the United States and Canada. The global team identified four key areas of focus and teams accountable for progress in each area:

- “Staff to win” by ensuring optimal people resources and expertise at challenged sites and facilities
- Implement improvements to ensure equipment safety and reliability through fixed-asset preventive maintenance
- Establish targets based on the severity of consequence in order to guide corrective actions and prioritize resources
- Continue to use technology to minimize the risk of unplanned events



A Focus on Promoting Health and Wellness

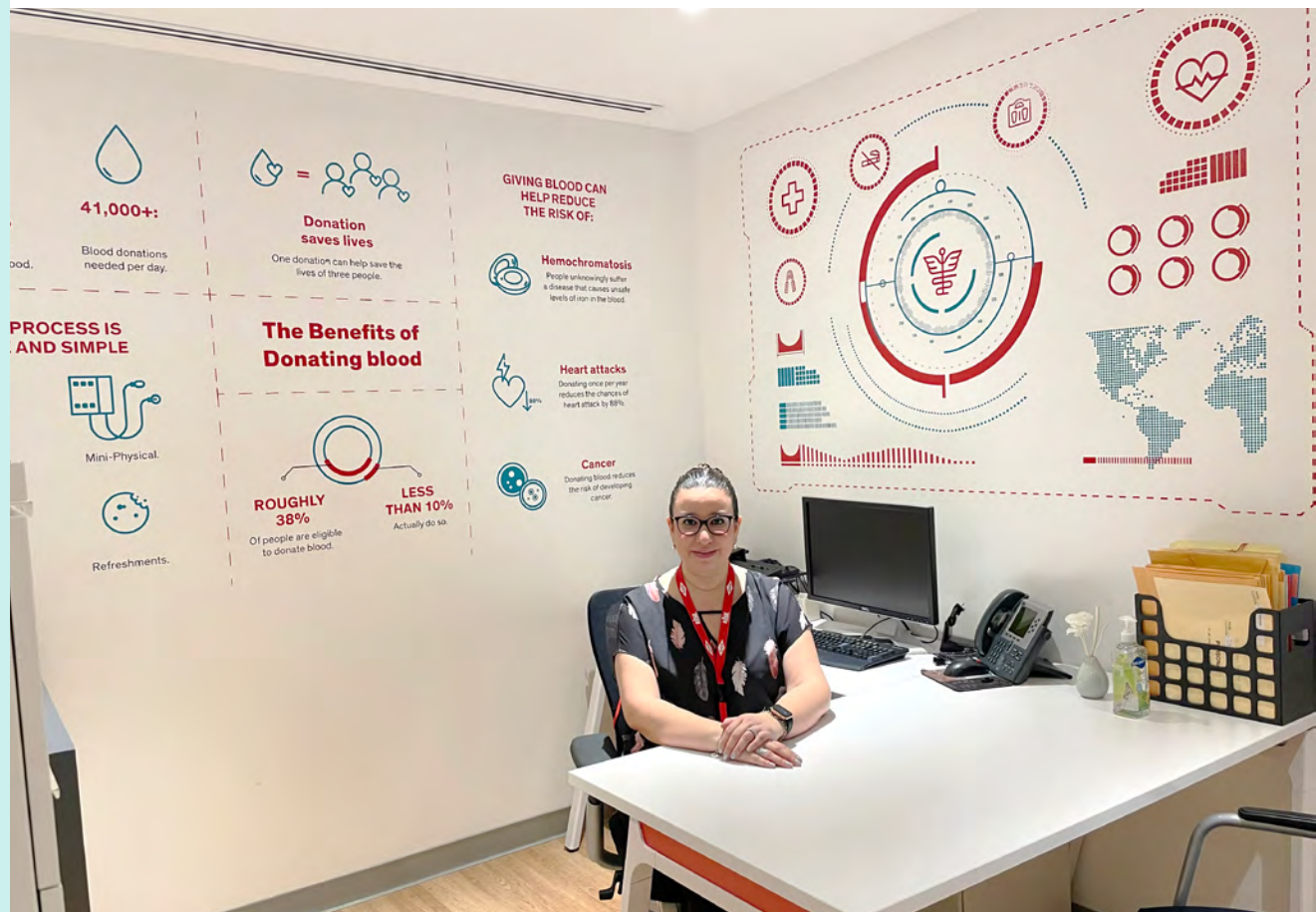
Dow is committed to the health and well-being of our people and offers a range of preventive, educational, consulting and medical services. We believe that helping our employees navigate through public health challenges, mental health concerns, individual health challenges and other threats to the well-being of our people is not only the right thing to do but also a great business decision.



Leading the Way in Safety Innovation

Teresa Keating, global EH&S director from 2020-2022 (currently global business operations director for Performance Materials & Coatings), received the **American Chemistry Council Responsible Care® Employee of the Year Award** in 2022 for her exceptional leadership in safety. Under her guidance, there were **zero fatalities** at Dow. In addition, the company achieved its best-ever performance in consecutive days without a severe injury (2021).

Teresa also hosted virtual sessions, titled “What’s the Worst that Can Happen?”, featuring frontline employees who shared their stories to bring awareness to severe injuries and fatalities. Thousands of Dow employees and contractors attended the live forums, which had a direct impact on the company’s improved safety performance. Lastly, Teresa’s support of a “lifeguard” culture and involvement with the U.S. & Canada Task Force aimed at improving contractor safety fostered a renewed sense of belonging across global EHS&S operations.



Health and Wellness Through Total Worker Health[®]

Aligned to our 2025 Sustainability Goals, Dow's Total Worker Health[®] (TWH) index weighs a composite score based on three strategic elements: Healthy Workplace, Healthy People and Healthy Culture. We continued to make progress and exceeded our internal targets in 2022, keeping us on track to achieve a 100% score by 2025. See [GRI 403: Occupational Health & Safety](#) for more information.

Dow Launches Its Well-Being Portal

The Dow Well-Being Portal officially launched to employees in 2022. The hub, hosted on a mobile app, offers a variety of resources geared toward supporting the well-being of our employees – emotionally, financially, mentally, physically and socially. “Well-being champions” volunteered to generate awareness, increase engagement and advocate for the benefits of using the portal. They are committed to continue to do so in 2023.



+65%

of Dow employees enrolled within initial launch year

32%

of app users surveyed reported an increase in energy levels through improved sleep and diet

+25,000

global employees used Dow's Well-Being Portal in 2022

33%

of app users surveyed reported feeling an increase in productivity in and beyond the workplace

68%

of app users surveyed reported exercising more

26%

of app users surveyed reported a reduction in stress levels

HEALTHY WORKPLACE: RISK REDUCTION

The reduction of high-priority health risks (P1s) is one of four metrics within the TWH® index. For example, we routinely evaluate our workplaces to identify ways to reduce these risks: potential exposure to chemicals, high noise levels and ergonomic stressors. In 2022, additional progress was made to reduce such risks. Here are some examples:

- The Integrated Supply Chain function made investments to install a robotic system and a bag reject conveyor in Plaquemine, Louisiana, which led to increased production, cost savings, eliminated ergonomic risks and increased work efficiency by nearly 25%.
- Our ethoxylates plant in Saint Charles, Louisiana, reduced full-shift noise exposure below the occupational exposure limit after the implementation of mufflers on rail car vent outlets.
- Our Consumer Solutions business implemented a new, lower-noise raw material charging ventilation system, which significantly reduced full-shift noise exposure at our Campinas, Brazil, site.
- An enclosed drainage system was installed for 42 pumps at the Tarragona facility in Spain, which eliminated benzene and butadiene exposure potential associated with pump purging activities.

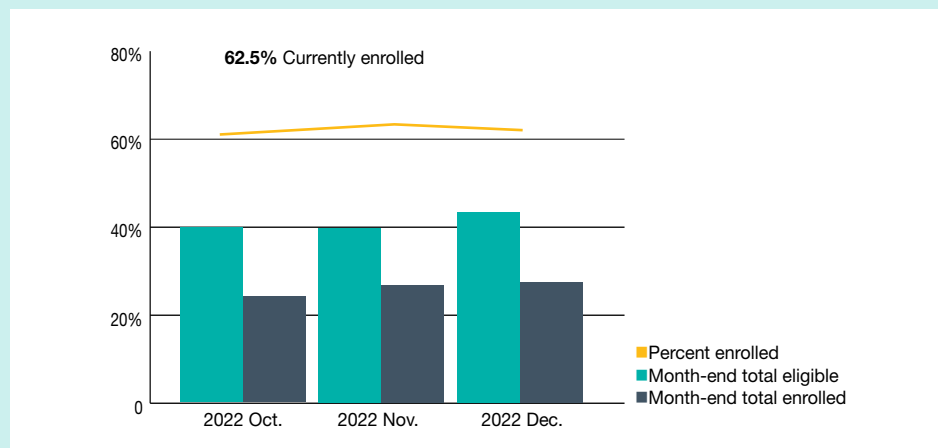
HEALTHY CULTURE: TRACKING OUR PROGRESS

Since we started tracking our progress in 2015, our performance against our healthy culture metrics has improved each year, exceeding our 2025 target. Worksites, from offices to plants, annually self-assess their efforts to maintain or improve employee health through a healthy culture survey. As of 2022, **105 sites** have received a gold or platinum rating.

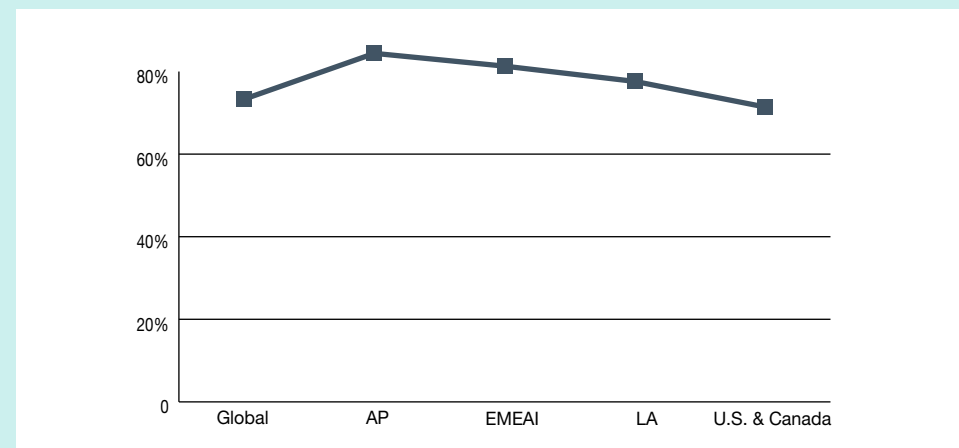
Our U.S. sites piloted the Well-Being Champion Network to promote the portal and improve enrollment and engagement within the region. More than **400 individuals** have volunteered to be champions.

Our 2022 global goals for the Well-Being Portal were for at least 50% of eligible employees to have enrolled by year-end and to maintain portal engagement of 60% or above.

Year-End 2022 Global Enrollment: 62.5%



4Q 2022 Average Engagement: 73.3%



Listen up!



Listen Up! Seeks to Prevent Hearing Loss and Promote Inclusion

Dow introduced Listen Up!, a global video series where employees shared firsthand accounts on the impact of congenital hearing loss, or other hearing disabilities that were non-work-related. This series of videos had a high impact on our employees. It sensitized Team Dow to the importance of the protection of hearing quality on and off the job, and also the importance of an inclusive culture for those with disabilities.

HEALTHY PEOPLE: DESTIGMATIZING MENTAL HEALTH

We are working to destigmatize mental health by providing resources that help employees deal with personal or work-related challenges. In 2022, we continued to expand mental health resources. For example:

- Our MeQuilibrium partnership powered by Virgin Pulse provides a free, digital tool on our Dow Well-Being Portal to help employees manage their emotional resilience. More than **8,500 employees**, or **23%** of the eligible population, are enrolled to use MeQuilibrium.
- The Employee Assistance Program (EAP) is a tool for employees to use in maintaining positive mental health and helping them navigate life's challenges. Available in all regions, EAP services are available 24/7, 365 days a year, offering free confidential, professional guidance and support for employees and their dependents.
- We continued to analyze the health of our population through our medical questionnaires that also focus on mental and lifestyle health. This strategy has opened a line of communication between employees and occupational health providers, better equipping our workers with resources and access to the support they might need.

Dow received **Gold Level recognition** from the American Heart Association for workplace health achievement. This achievement is reflective of our continued commitment to reducing stress and burnout, addressing health inequities and supporting organizational well-being. It is aligned with our steady healthy culture improvement.





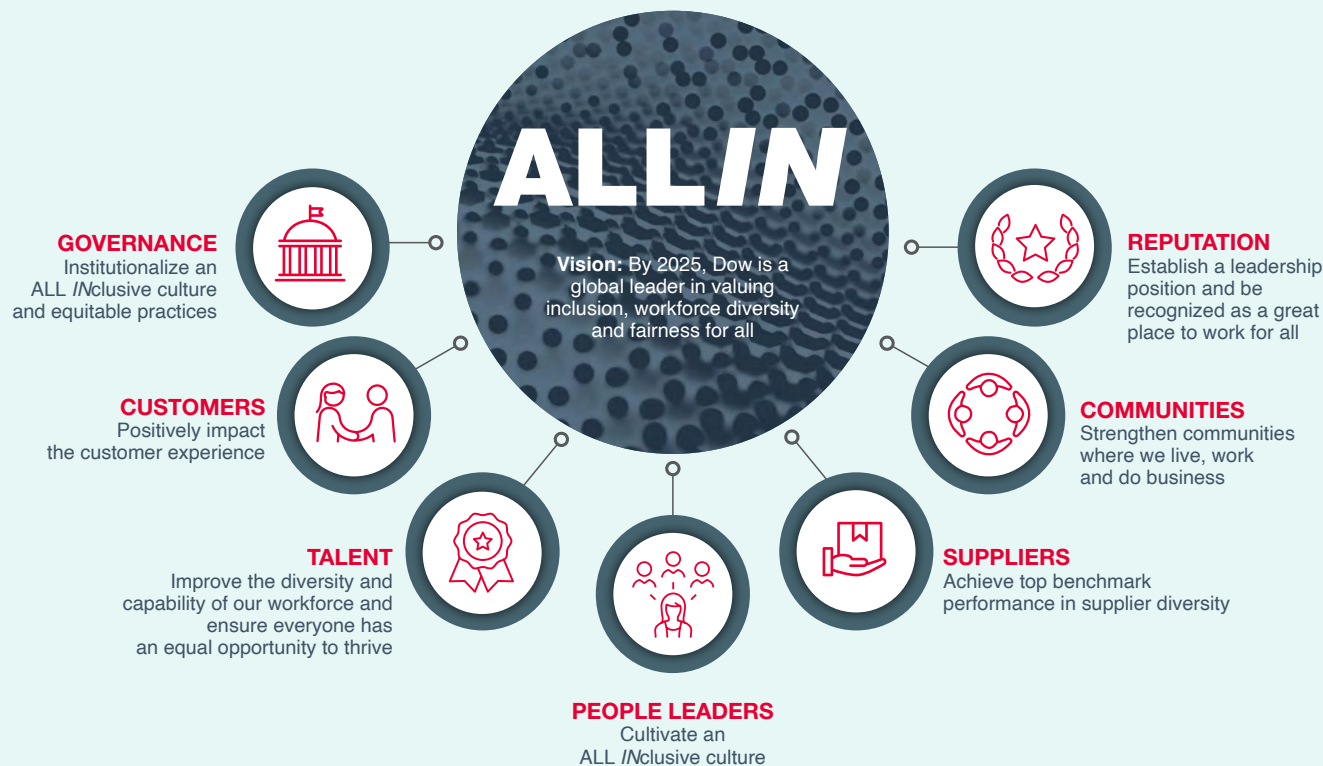
INCLUSION, DIVERSITY & EQUITY

Advancing Our Focus on Inclusion, Diversity & Equity

At Dow, we are committed to advancing inclusion, diversity and equity (ID&E) for all. Our long-term business growth and success is only achievable with a diverse team and an inclusive culture where everyone can grow and thrive. Our ID&E strategy, ALL *IN* 2025, focuses on leading with inclusion, elevating our focus on diversity and embedding equity into our practices, policies and processes to deliver breakthrough results by 2025.

OUR APPROACH: DOW'S ID&E STRATEGY

What We're Doing to Advance ID&E



How We're Doing It: Driving Accountability and Alignment Throughout Dow

Top-Down Commitment

- ▼ Board and Leadership Team Oversight
- ▼ Chief Inclusion Officer
- ▼ Inclusion Councils: President's Inclusion Council, Senior Leaders' Inclusion Council, Joint Inclusion Council
- ▼ The Environmental, Social and Governance (ESG) Network
- ▼ Dow Company Foundation Board

Bottom-Up Alignment and Action

- ▲ Inclusion metrics included in our Annual Performance Award program for approximately 3,000 people leaders and senior leaders
- ▲ Annual employee survey includes ID&E questions to track and drive progress
- ▲ Volunteer-based employee resource groups (ERGs)
- ▲ Team Dow engaged and empowered to advance inclusion around the Dow world



2022 Progress



Best-in-Class ERG Participation

57.3% of employees participate in at least one of our **10** ERGs



ERGs Driving Engagement

ERG participants reported **13%** points higher overall satisfaction with Dow than non-ERG participants



Improved Workforce Diversity Representation

U.S. ethnic minority representation increased to **27.5%** in 2022 from **26.0%** in 2021. Global representation of women improved to **29.5%** in 2022 from **28.9%** in 2021 and global representation of women in leadership increased to **36.3%** in 2022 from **35.3%** in 2021



Increased Certified Diverse Supplier Spend

Surpassed **\$245MM** target, achieved **~\$275MM** spend globally and retained **84%** of diverse suppliers



Recognized Externally as a Leader in ID&E

- **Best Workplaces** in Manufacturing & Production™ by Great Place to Work® and Fortune
- 2022 PEOPLE Companies that Care by Great Place to Work®
- Top score on Disability Equality Index® and recognized as one of the **“Best Places to Work for Disability Inclusion”**
- #15 on 2022 DiversityInc Top 50 Companies for Diversity list
- Named one of the **“Best Places to Work for LGBTQ+ Equality”** by Human Rights Campaign
- #1 on 2022 DiversityInc **Top Companies for Executive Diversity Councils** list
- **5-Stars** in the Hispanic Association on Corporate Responsibility Corporate Inclusion Index™ for Employment and Governance



Meet Our New Chief Inclusion Officer

In 2022, Dr. Alveda Williams was promoted as our new chief inclusion officer.

A Ph.D. scientist turned human resources leader, Williams spent the first decade of her career as a researcher and technical leader at Dow. While still working in Research & Development (R&D), Williams created Dow’s BEST (Building Engineering & Science Talent at Dow) Symposium, which introduces under-represented minority Ph.D. talent to careers in industrial research. In 2009, she was named global strategic university leader for Dow’s R&D function. Recognizing her passion for people and talent development, she accepted a role as an associate Human Resources director in 2012.

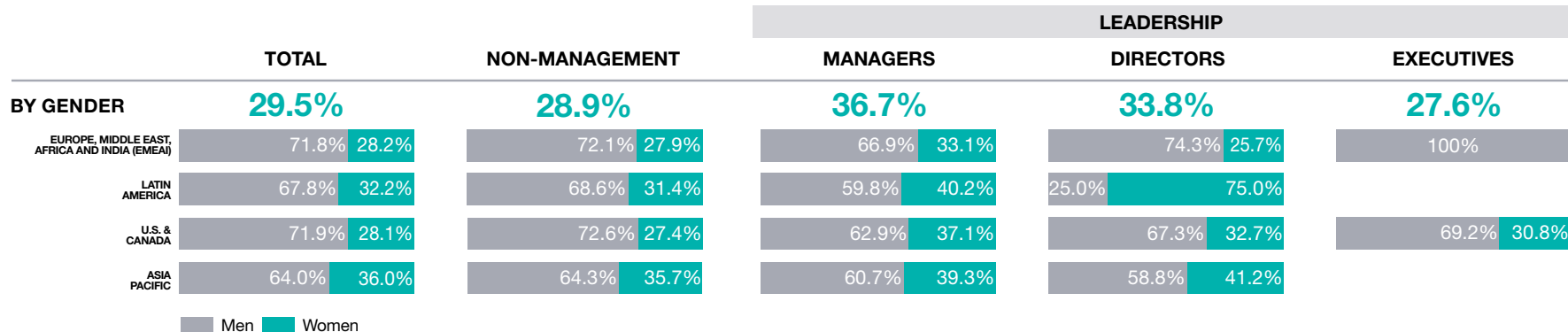
Williams has previously served as corporate director of Inclusion. In this role, she was responsible for driving and implementing the company’s global inclusion strategy and institutionalizing inclusion into the overall employee experience. This included maximizing employee resource group engagement, diversifying Dow’s supplier network and driving efforts that enable a culture of trust.

Under Williams’ leadership, Dow has moved the needle on key inclusion and diversity performance indicators, ascended to the #15 spot on the 2022 DiversityInc Top 50 list, and been named for the first time to the Great Place to Work® and Fortune 100 Best Companies to Work For List.

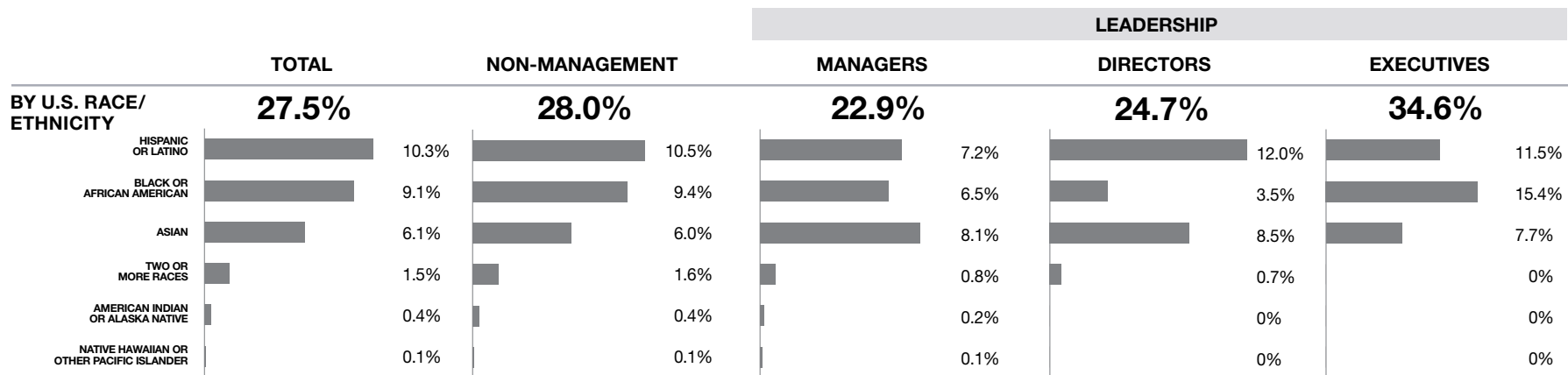
“We’ve made so much progress, but we still have more work to do. Together, we will continue to build on our accomplishments and accelerate our progress toward a more inclusive, diverse and equitable Dow,” Williams said.



Global Workforce Demographics¹



U.S. Workforce Demographics¹



¹ As of December 31, 2022.

U.S. WORKFORCE SELF-IDENTIFICATION

ACTIVE/VETERAN MILITARY **5.7%**
 PEOPLE WITH DISABILITIES **6.1%**

For more information on Dow's workforce diversity data, [click here](#).

PAY EQUITY

To ensure that we deliver equal pay for equal work, we have conducted global pay equity studies for more than 25 years and have publicly disclosed our above-benchmark results for the past five years. Our pay equity studies compare the pay gap across all compensation components between genders and U.S. ethnic minorities and non-minorities. This includes average base pay,¹ short-term incentive (STI)² and long-term incentive (LTI)³ for all⁴ majority and minority groups regardless of work performed. In addition, we have prioritized specific actions, including full evaluation and enhanced guidance and governance of our programs, policies and practices.

For more information on Dow's pay equity approach, [click here](#).

98¢

Amount **women** earn compared to every dollar men earn

97¢

Amount **U.S. ethnic minorities** earn compared to every dollar non-minorities earn

¹ Base pay is calculated as the average base pay salary.

² STI is calculated based on the actual STI award paid.

³ LTI is calculated based on the actual LTI granted to eligible roles.

⁴ Gender is evaluated globally excluding Germany and ethnic minority is evaluated for the U.S. only.



Maximizing Engagement Through Our Employee Resource Groups (ERGs)

From innovation to improving the customer experience, Dow's ERGs drive action both inside and outside of the company. Our ERGs are a source of community and connection, while also amplifying impact by aligning to strategic company priorities such as well-being, talent needs, supplier diversity and our growth strategy.

10 ERGs

600+ Chapters

~22,000 Employees

57.3% Global Workforce Participation

98% People Leader Participation

#3 DiversityInc Top Companies for Employee Resource Groups Specialty List

ERG Executive Sponsors

The commitment of Dow leadership to our ERGs speaks to their importance to our company. Executive-level leaders serve as active sponsors and strong allies, who are engaged in advancing the goals of our ERGs.



A.N. Sreeram
Senior Vice President,
Research & Development,
and Chief Technology Officer



Founded: 2000



Isam Shomaly
Business Vice President,
Feedstock & Commodities



Founded: 2019



John Sampson
Senior Vice President,
Operations, Manufacturing
and Engineering



Founded: 2015



Melanie Kalmar
Corporate Vice President,
Chief Information Officer
and Chief Digital Officer



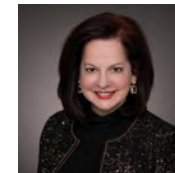
Founded: 2018



Jim Fitterling
Chair and
Chief Executive Officer



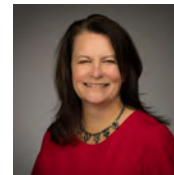
Founded: 1999



Rebecca Bentley
Vice President of
Global Public Affairs



Founded: 2018



Amy Wilson
General Counsel
and Corporate Secretary



Founded: 2000



Jane Palmieri
President, Industrial
Intermediates & Infrastructure;
Asia Pacific oversight



Founded: 2015



Mauro Gregorio
President, Performance
Materials & Coatings;
Latin America oversight



Founded: 2000



Howard Ungerleider
President and
Chief Financial Officer



Founded: 1989



Asian Diversity Network (ADN)



FOSTERING AWARENESS FOR SUSTAINABILITY ACROSS ERGS AND GEOGRAPHIES

In 2022, ADN partnered with PRIME to co-sponsor the Sustainability Literacy Series – virtual webinars about Dow’s sustainability strategy and actions. Two sessions – ESG Reporting and Emissions Deep Drill – were hosted in 2022, with the series continuing in 2023 on topics such as circularity, governance, water initiatives and social impacts. The series is open to all employees and contractors across Dow regions.

ENGAGING IN EMPLOYEE DEVELOPMENT

In February 2022, ADN launched Engage2Elevate (E2E), an employee development program spanning 16 countries and 14 functions. E2E focuses on bringing Asian talent together across different geographies to enhance connectivity, engagement and skill development, and foster the advancement of Asian talent within Dow. Since the inception of the program:

33% of participants have been promoted

93% of participants are still with Dow

Disability Employee Network (DEN)



STARTING THE CONVERSATION ON DISABILITY INCLUSION

In celebration of National Disability Employment Awareness Month in October, DEN promoted disability inclusion through events, employee stories and the sharing of valuable resources. The theme, “Let’s Talk About It,” provided a platform to encourage conversations and equip individuals to feel comfortable talking about disabilities and disability inclusion.

ADVANCING ACCESSIBLE FACILITIES FOR ALL

Facilities for All is Dow’s long-term strategy to drive the continuous and sustainable improvements required in our physical workplaces and help reach our ambition to be the most inclusive materials science company in the world. As part of this global initiative, DEN and Women’s Inclusion Network (WIN) partnered with Dow’s Operations team in Latin America to advance accessibility at many of our manufacturing plants. The project team identified barriers to accessibility that people face and developed recommendations to overcome these challenges. Among the improvements were inclusive accessibility options to sites and facilities, new and updated lactation rooms, and other enhancements depending on the needs of the site.



Global African Affinity Network (GAAN)



PROMOTING STEM IN BRAZIL

Dow and GAAN supported 30 university students with a scholarship for Cidadão Pró-Mundo English courses through the CRIE (Ciência, Representatividade, Inovação e Educação) and Ilimite-se programs, which focus on the scientific and professional development of Black and Brown undergraduate students at the University of São Paulo and the State University of Campinas. The scholarship provided access to free Cambridge University materials, classes through Google Classroom and three hours of class content per week, among other benefits.



WAZOBIA PROGRAM COMPLETES FIRST COHORT

GAAN's Wazobia Program, a peer-to-peer mentoring and coaching program that pairs African-heritage participants with mentors across the EMEAI region, completed its first cohort. Sixteen mentees across the region were paired with 40 mentors. The program's goal is to build relationships, strengthen trust and collaboration, deliver innovative solutions and enable career growth.



GLAD



APPRENTICESHIP PROGRAM FOR TRANS WORKERS IN LATIN AMERICA

In Latin America, trans workers too often find themselves unable to access a safe, supportive education due to the fear of discrimination and violence. In 2022, GLAD initiated a project in partnership with other major global companies called the Transgender Learning Program, which hires young trans people between the ages of 18 to 25 who have a high school education. Over six months, each apprentice works at various partner companies, such as Dow, where they build their professional network and receive training to develop their skills. At the program's conclusion, many participants are highly sought after by Dow and other companies, due to their knowledge and experience.



GLAD SOUTH AFRICAN CHAPTER AWARDED GRANT TO PROTECT LGBT+ FROM SYSTEMIC DISCRIMINATION

GLAD, in partnership with WIN and GAAN, was awarded \$35,000 through the ALL *IN* ERG Fund to develop and implement the Dala Ikusasa ("Create The Future" in Zulu) program in Durban, South Africa. The program aims to address systemic discrimination against abused women and members of the LGBT+ community by providing access to legal services, counseling and entrepreneurship skills. The funds also supported the creation of a hydroponic garden for a local women's shelter. Women can use the garden to grow vegetables for their own use or to sell them to help build financial independence from their abusers. The project will directly benefit over 1,000 people.



Hispanic & Latin Network (HLN)



HLN LAUNCHED IN CHINA

HLN launched its first chapter in China during the Dow Greater China 2022 Inclusion Day at the Shanghai Dow Center. HLN chapters are now present in 10 countries across Asia Pacific, and membership has expanded to over 140 members. During its launch, HLN ally Todd Tao shared how the chapter was formed during the peak of Shanghai's COVID lockdown, and other participants and allies shared their motivations for joining.

SUPPORTING UKRAINIAN REFUGEES IN TERNEUZEN

HLN initiated a cross-ERG effort to assist Ukrainian refugees who arrived in Terneuzen, the Netherlands. The collaborative effort provided housing to more than 20 refugees through Dow Tiny Houses, a program demonstrating affordable, sustainable living in less than 500 square feet. Employees also worked with the local municipality to accelerate structural support to arriving families. In addition, HLN helped launch an employee donation platform to collect food and goods that were donated to a local food bank and other organizations.

Middle East North Africa Intercultural Network (MENA)



DOW MENA SUPPORTS ACCESS SPORTS AND RECREATION PROGRAM

MENA granted \$25,000 to support the ACCESS Sports and Recreation program in Detroit, Michigan. One hundred and seventy children enrolled in this program, which helps them develop important life skills while having fun. The students are from school districts and communities where sports and after-school programming are rare. ACCESS Sports and Recreation offers four weekly sports sessions to keep the children, ages 6 to 17, active and engaged, while building their physical strength, improving their mental health, and helping them develop discipline, teamwork, communication and leadership skills.



PR!ME

pr!me

LAA PR!ME AND HR TEAM DEVELOPED A RESUME DATABASE FOR HIRING 50+ PROFESSIONALS

Initiated in Latin America for customer service roles, a database for job candidates aged 50+ was created to help contribute to increasing diversity and provide Dow with a pool of experienced professionals. Hiring people aged 50+ enables us to replicate the diversity of society, reflecting the different ages and experiences that make up our communities.

AROUND THE WORLD PR!ME AND RISE PROVIDE RECIPROCAL MENTORING

Multiple teams were brought together in person and virtually for a reciprocal mentoring program between PR!ME (50+ years of age) and RISE (new employees) across Southeast Asian countries. Colleagues from different generations brought their experiences and shared their expertise on topics such as digitalization, sustainability, ID&E and well-being. This creative approach enabled individuals from different locations, functions and businesses to share perspectives and learn from one another. A survey of participants demonstrated multiple positive outcomes from the program.



RISE

RISE



THE GREAT RESTART TAKES A FRESH LOOK AT CAREER MOVES

The RISE EMEAI chapter held a global webcast as part of “The Great ReSTART” series. The webcast featured a range of speakers who shared their experiences with career moves between locations, businesses and functions. The webcast also covered the topic of returning to work after a lengthy leave to raise young children. The discussion earned the largest attendance in The Great ReSTART series.



Veterans Network (VetNet)



SCHOLARSHIP AND DEVELOPMENT OPPORTUNITIES FOR VETERANS

Through Dow’s silver partnership status with the Michigan Veterans Affairs Agency, Davenport University now offers free scholarship funds and professional development opportunities to Dow VetNet members. All Dow employees are eligible to take advantage of these programs; however, the program is focused on VetNet members.



Women’s Inclusion Network (WIN)



WIN ADVOCACY PRIORITIES BECOME U.S. LAW

When President Joe Biden signed the CHIPS and Science Act in August 2022, it made headlines for its support for semiconductor manufacturing and science research and development. Lesser known is that the CHIPS Act also included provisions addressing sexual and sex-based harassment in science – a priority promoted by WIN since 2019. WIN, along with Dow Government Affairs and members of the Society of Women Engineers (SWE), advocated for the Combating Sexual Harassment in Science Act and the STEM Opportunities Act – policies that would positively impact women working in STEM. Although the two pieces of legislation did not pass individually, provisions from both are included in the CHIPS Act.



EMERGE 2022

In May 2022, more than 500 Dow employees attended EMERGE, our third All-ERG conference, in Houston, Texas. This dynamic conference united employees from more than 30 countries and across businesses and functions to identify actions to advance Dow’s ID&E strategy and drive business results. The event included employee stories, leadership insights, interactive activities and a day of service, which served as the foundation of Dow’s first-ever global serve-a-thon.



NATIONAL DAY OF TRUTH AND RECONCILIATION

Dow Canada Takes Steps in Truth and Reconciliation

In 2022, Dow Canada’s Indigenous Network – a unique employee network supporting Indigenous peoples and communities – led regional initiatives to commemorate National Truth and Reconciliation Day on September 30. In Canada, this day honors the Indigenous survivors of the residential school system, their families, communities and the children who never returned home. In Calgary, more than 100 employees took part in a workshop led by Elder Florence Kelly, who shared her personal experiences attending one of Canada’s residential school programs in Ontario.

In Fort Saskatchewan, Dow also sponsored the proclamation of Truth and Reconciliation Day by the City of Fort Saskatchewan, and employees took part in a film screening and community round dance held by the Métis Nation of Alberta. The day promotes the theme “Every Child Matters” and continues to raise awareness of the generational impact of stripping away the culture and freedoms of Indigenous children forced to attend residential schools.



Attracting Diverse Talent

By focusing on improving representation across multiple dimensions of diversity, we are cultivating an innovative workplace driven by a wide range of experience, ideas and expertise. Our talent attraction, recruitment and selection processes are designed to ensure a fair process and attract the best and brightest people to Dow. Below are examples of programs and practices aimed at attracting diverse talent.

Global Inclusive Hiring Standards Deliver Diverse Outcomes

Equitable practices include:

- Posting all open roles
- Diverse candidate slate for open roles
- Diverse interview panel for hiring
- Structured interview process

2022 Outcomes:

93% of all required open roles posted internally

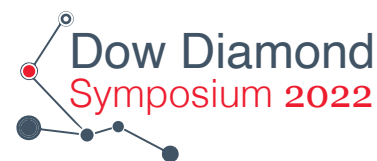
78% gender diverse slates;

79% U.S. ethnic diverse slates

89% gender diverse panels;

90% U.S. ethnic diverse panels

98% of interviews used the structured interview process



The **Dow Diamond Symposium** offers U.S. minority undergraduate students the opportunity to network with Dow leaders and gain professional career advice. In 2022:

- **58** students attended
- **31** internship and full-time offers were extended
- **26** students accepted job offers – a **40%** increase compared to the 2021 offer acceptance rate



The **BEST Symposium** introduces Black, Hispanic and Native American U.S. doctoral and postdoctoral scientists to careers in industrial research and opportunities at Dow. In 2022:

- **30** participants attended
- **20** full-time job offers were extended
- **15** job offers were accepted

Dow Partners with Manufacturing Institute's 35x30 Campaign

Dow sponsored and supported the Manufacturing Institute (MI) in launching the 35x30 campaign, focused on increasing the percentage of women in manufacturing from 29% to 35% by 2030. The program is designed to change perceptions by engaging face-to-face with students and teachers with more than 1,000 female mentors connecting into four-year universities, community colleges, high schools and middle schools. The 35x30 campaign also broadens the talent pipeline by supporting women throughout their studies by creating an alumnae-funded scholarship, with management supported by an alumnae council and executed by the MI by 2025.



Developing Diverse Talent

One of our top priorities is developing diverse talent and equipping leaders and employees with the tools they need to succeed. We have a wide range of professional development programs that support the growth and meet the career aspirations of our employees, including the following:

EMEI Female Sponsorship Program

Dow launched a second wave of the Female Sponsorship Program in EMEAI. This program is specifically designed to help accelerate Dow's female talent for senior management levels and to take on critical leadership roles. The self-nominated candidates are evaluated based on various criteria, including career aspirations, commitment to professional growth and demonstration of Dow's cultural attributes: Trust, Transparency, Empowerment and Accountability. During each wave of the program, 60+ women from the EMEAI region are matched with senior Dow leaders (sponsors) for engagement and coaching sessions for two years. The program also includes two online professional developmental components: INSEAD Executive Education Program and the SWE Advance Learning Center. This program is playing a significant role in increasing female job satisfaction and retaining talent in the region. Results for Cohort 2 (2020-2022) included¹:

28%

of participants were promoted

43%

of participants increased their scope of responsibilities

42%

of participant subset said that the tools available to them directly support their development

¹ This data reflects the numbers for the employees as part of the INSEAD-SWE streams.

Advocacy-in-Action (AiA) Sponsorship Program

AiA is a 15-month program that pairs Black protégés with senior leader advocates to help them achieve their fullest potential in the workplace. The program completed its second cohort in 2022. In total across two cohorts:



77%

of all (47) participants received at least one promotion

7

participants accepted people leadership roles for the first time

87%

of participants are still with Dow



Champions for Change (C4C) Sponsorship Program

C4C is an 18-month program for Asian talent that pairs each participant (sponsee) with senior-level leaders (champions) to provide coaching and guidance to overcome systemic and personal barriers and to foster advancement into leadership roles. The first cohort results included:

12

participants received at least one promotion or role change

97%

of participants feel their champion is equipping them for the next career level

94%

of participants are still with Dow

Dow's Connector Programs

Our **connector programs** help employees expand their networks, inspire professional growth and foster diverse connections to build cross-functional and cross-business relationships. In 2022:

1,400

participants were attracted to our Peer Allies program at all job levels in the United States and Canada

120

new connections were built through PRISE Connections – a collaboration between RISE and PR!ME

We launched the Wazobia Program, a peer-to-peer mentoring program pairing African-heritage participants with mentors across the EMEAI region



Supporting a Diverse Workforce

We strive to provide Team Dow with flexible, inclusive benefits, policies and programs that drive engagement and cultivate a positive employee experience.

Providing Flexibility Through Design Your Day (DYD)

DYD encourages employees and leaders to collaborate on workplace plans that enable employees and workgroups to maximize their productivity and balance personal needs, while continuing to collaborate with colleagues and meet their job expectations.

Parental Leave Policy

Dow's global parental leave policy provides a minimum of **16 weeks** of paid time-off to *all* parents – birthing, non-birthing and adoptive, regardless of gender. This policy provides parents equal time away from work to bond with their child.

Family Caregiver Leave Policy

The family caregiver leave policy provides employees up to **three weeks** of paid time-off to care for family members who are sick or injured.

Volunteer and ERG Time-Off

Dow provides **12 hours** paid time-off annually to ensure every member of Team Dow – whether they work at a manufacturing site, in an office or in the field – is able to make a positive difference by volunteering and getting involved in one of Dow's ERGs.



Dow's parental leave policy gave me the opportunity to be present to see my daughter grow and change during the first four months of her life. My leader was very supportive of me utilizing all of the parental leave available. It benefited me personally, as it gave me time to adjust to this major life change without having to stress about work.

– Cody Ecker, Corporate Facilities Manager, U.S. Gulf Coast

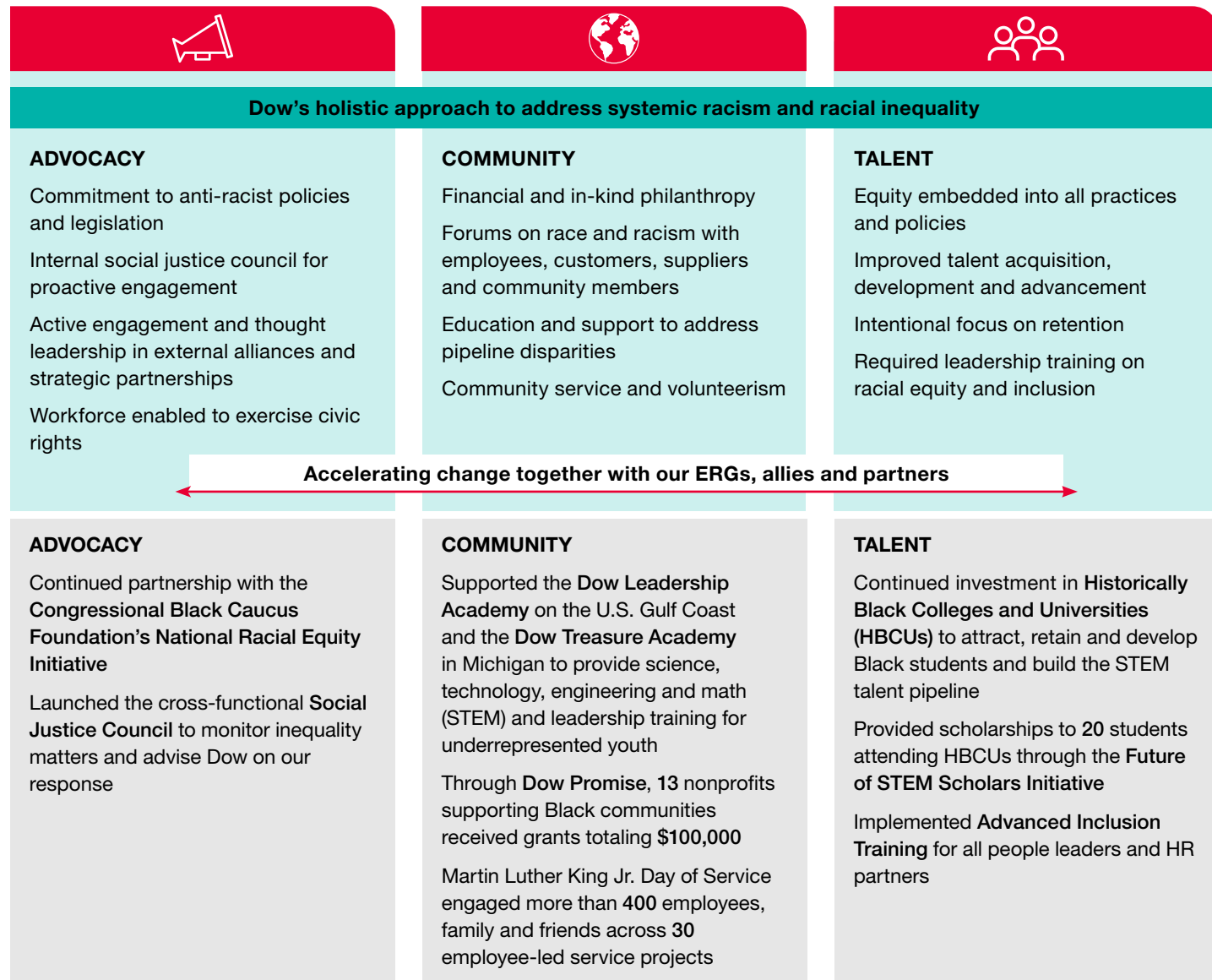


Advancing ID&E in Our Communities

We are championing a more inclusive society in the communities where we live and work and are committed to addressing systemic discrimination and inequities in our society.

TAKING ACTION TO ADVANCE RACIAL EQUITY AND JUSTICE THROUGH DOW ACTS

Launched in 2020, Dow ACTs is our strategic framework designed to address systemic racism and inequality, backed by a \$13 million pledge over five years to help accelerate change. ACT is an acronym for three areas of focus: Advocacy, Community engagement and our own Talent pipeline.



DOW COMMITS TO RACIAL EQUITY ASSESSMENT

In 2022, Dow announced the commissioning of a racial equity assessment (REA) that is being conducted by Covington & Burling LLP, a law firm with experience working with other leading companies on civil rights and equity assessments. The REA, which is in collaboration with Investor Advocates for Social Justice, will assess how Dow's U.S. operations, policies and services support racial equity and the company's ID&E strategy. The REA is underway and is expected to be completed by year-end. Results will be published upon completion.

DOW ACTS BRAZIL

In Brazil, we leveraged the Dow ACTs framework to advance our racial inclusion plans. In 2022, we made important advances:

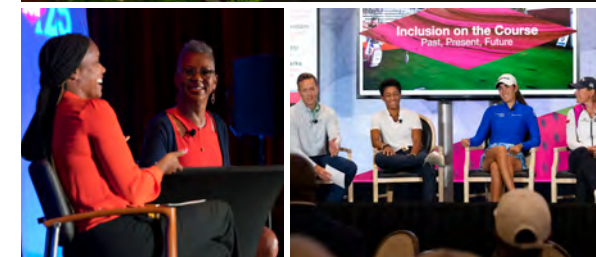
- 90% of local leadership completed the “Inclusion Has All Colors” workshop, which addresses perspectives of slavery in Brazil and systemic racism
- Launched **Seek to the Future** to build skill development for manufacturing employees; 44% of participants were promoted in the program's first cohort
- Built the capabilities of potential future leaders of color through our coaching program, **Afro Journey**
- Issued **Dow Promise** grants to nonprofits Alvorecer Bahia and Santos Dumont, which promote economic growth and sustainable social development among youth and women

IMPROVING REPRESENTATION AND CLOSING THE ECONOMIC OPPORTUNITY GAP

Dow continued its partnership with **OneTen**, a coalition of businesses committed to upskill, hire and advance 1 million Black individuals in America into family-sustaining jobs with opportunities for advancement. Together, we aim to remove systemic barriers while shifting the focus toward developing skills to improve job quality and economic mobility for Black talent and ultimately, all talent. Through our partnership, by year-end 2022, Dow hired 250 people and promoted 60 individuals into OneTen-qualifying jobs. We also collaborated across the OneTen ecosystem to leverage best practices and open new pathways to recruit, promote and retain diverse talent.

SOAR: Accelerating ID&E Through an Immersive Inclusion and Leadership Experience

Dow hosted the third annual SOAR Inclusion Summit – an immersive inclusive leadership event – at the Ladies Professional Golf Association's Dow Great Lakes Bay Invitational in Midland, Michigan. SOAR brings together Dow leaders, customers, suppliers, community members and guests to develop concrete actions to advance ID&E in their own organizations and communities.



Supplier Diversity: Delivering Impact to Communities and Our Bottom Line

Dow is committed to promoting diversity and inclusion within its supply chain. We believe that a diverse and inclusive supplier base not only benefits our business, but also the communities where we operate. We offer supplier training and development programs, mentorship opportunities, and events and networking opportunities for diverse suppliers. Dow's goal is to exceed \$500 million in global diverse supplier spend by 2025. In 2022, we set a year-end target of \$245 million and surpassed this target and achieved approximately \$275 million.

LAUNCH OF DOW ACCELERATOR PROGRAM FOR DIVERSE BUSINESSES

The first-ever Dow Accelerator Program was developed to support and empower diverse suppliers globally. In 2022, the program was launched in the U.S. & Canada, Latin America and Asia Pacific, with a planned expansion to the EMEA region in 2023.

WBENC CHEMICALS INDUSTRY GROUP ACCELERATOR PROGRAM

In 2022, Dow co-created and led the Women's Business Enterprise National Council (WBENC) Accelerator program alongside BASF and Ecolab. The purpose of this mentorship program is to help fill the gap in diverse suppliers in the chemicals industry. More than 80 businesses applied to the program and 12 were selected for the first cohort.

DOW AND CITIBANK SUPPLY CHAIN FINANCING PROGRAM

In 2022, Dow and Citibank joined forces to launch a supply chain financing program that provides incentivized rates for loans to diverse suppliers. The overall mission is to aid our certified diverse suppliers in cash flow and reduce their financial risk.

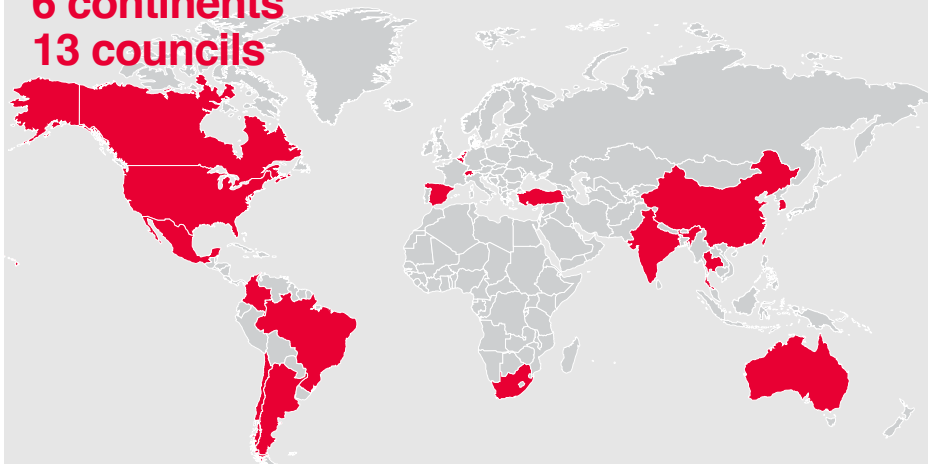
Strategic Partnerships and Accomplishments



- Dow Supplier Tier 2 Outreach Program expansion
- Corporate partnership with Capacity Zurich
- Founding member of the European LGBTIQ Chamber of Commerce in EMEA
- National Minority Supplier Development Council (NMSDC) expansion to nine countries
- MSD China and WEConnect International partnerships in APAC
- Economic Inclusion Symposium and Supplier Engagement Event in partnership with Baton Rouge Area Chamber
- Canadian Council for Aboriginal Business and Banff Sponsorship for Education for Indigenous Leadership and Business Operations
- NMSDC partnership to sponsor diverse business owner training at top business schools

International Presence

19 countries
6 continents
13 councils



2,200+

small and diverse suppliers (certified and self-identified) in Dow's network

Exceeded target of \$245MM global diverse spend in 2022, delivering **~\$275MM**

Goal to exceed **\$500MM** in global diverse spend by 2025



DOW 125



COMMUNITY

Investing in Our Communities

OUR APPROACH

The communities where we do business are also the places our people call home. We are a stronger, more competitive company when our communities are strong and resilient. Across the globe, we are leveraging our people and partnerships to advance community-driven solutions through five strategic priority areas:

Global Citizenship Priority Areas: How We Make an Impact



Advancing Sustainable Solutions

Collaborating to address circularity, climate protection and resiliency



Building Inclusive Communities

Inspiring employee resource groups (ERGs) to tackle inclusion, diversity and equity (ID&E) needs and partnering to address systemic discrimination



Developing Tomorrow's Innovators

Equipping a future and diverse science, technology, engineering and math (STEM) pipeline for the jobs of tomorrow



Collaborating with Communities

Taking action to help our communities in need



Engaging Employees for Impact

Promoting a positive employee experience and creating meaningful impact through service and volunteerism

PROGRESS TOWARD COMMUNITY GOALS

Together, Dow and the Dow Company Foundation strive to promote positive social change and address global challenges through strategic investments aligned with our global citizenship priorities, engaging our employees for impact, and partnering with global and local community organizations.

We measure our impact through reporting done by our grantees to True Impact, Dow's third-party vendor, which calculates project outcomes using standardized models and indicators. True Impact uses a claim calculation to determine the portion of those impacts attributed to Dow.

2022 Nonprofit Organization Outcomes



75,892 people benefited from increased access to community resources



20,917 people improved their health and well-being



40,722 students achieved academic success



136,880 people gained access to safe, affirming and inclusive environments

2016-2021 Social Impacts¹

- Dow supported the academic achievement of **1,219,650 students**
- Dow's investments created, saved or strengthened **2,253 businesses**

¹ Measured impacts are based on 36% of Dow's total philanthropic investments since 2016 and include the best available data. As measurement coverage increases, accuracy and comprehensiveness will increase.

2022 Social Impact Highlights

\$37.3MM

Corporate + Foundation + in-kind invested

52%

of Dow employees volunteered

899

grants delivered to **685** partner organizations



Advancing Sustainable Solutions

We seek to connect our science and innovation to advance sustainable solutions in the communities where we operate and do business. Investments support Dow’s sustainability goals and include funding for collaborations that address circularity, climate protection and resiliency. One of the ways we do this is through Dow’s Business Impact Fund, which aims to create shared value – unlocking business opportunities to make a social impact.

BUSINESS IMPACT FUND

Our Business Impact Fund is a competitive grant program that uses designated corporate contributions toward new, business-aligned initiatives that address critical social challenges and advance sustainability solutions. In 2022, Boston College recognized the fund with a Corporate Citizenship Innovation Award as the [Social-Impact Changemaker](#) ↗.

Funding proposals come from our employees worldwide, and projects utilize Dow products, technology and expertise, often in partnership with our customers. Selected 2022 projects addressed circularity and waste transformation initiatives, as well as climate protection, water conservation and biodiversity.

Since its launch in 2016, the Business Impact Fund has supported **51** projects totaling **\$9.87 million** in investments and spanning **21** countries, resulting in:



1,644
jobs

13,182
metric tons of
recycled materials

9,240
metric tons of plastic
diverted from a landfill
or environment

45,061
acres of land
protected or
improved

256,138
people
experiencing
improved health



Project REFLEX Addresses Barriers to Flexible Packaging Recycling in Africa

In 2022, Project REFLEX expanded into Egypt and Guinea after a successful pilot phase in Nigeria. Supported by Dow’s Business Impact Fund, the initiative aims to divert flexible plastic waste from the environment by establishing a market for recycled content in Africa. In addition to providing technology, expertise and funding, Dow and project partner Wecyclers also seek to demonstrate the value of the recycled materials and provide income

opportunities through collection, sorting and recycling. The project specifically targets flexible packaging, such as plastic water sachets, to show how they can be collected and recycled into new packaging applications. The project has reached **103,424** people and created **50** jobs, with a **50%** increase in additional income for at least **25,000** waste collectors. A total of **599 metric tons** of materials were recycled or diverted from landfills.



Building Inclusive Communities

We are building inclusive communities by engaging our ERGs, empowering more inclusive learning environments and collaborating with strategic partners to help address systemic discrimination and inequity to accelerate change. One of the ways we do this is through the ALL *IN* ERG Fund.

ALL *IN* ERG FUND

The ALL *IN* ERG Fund aims to help Dow become the world’s most inclusive materials science company by harnessing the passion and perspective of our 10 ERGs to collaborate with community organizations tackling the greatest inclusion, diversity and equity needs.

Since the fund launched in 2019, we have committed **\$1.1 million** to support **53** ALL *IN* ERG projects in **25** countries worldwide, resulting in:



3,042

people gaining social networks and support

481

people achieving safety and inclusion

1,387

people improving social/emotional well-being

505

people obtaining/sustaining a job

1,563

people succeeding in school

4,831

hours volunteered by Dow employees



Promoting Gender Equity and Inclusion in Thailand

To help promote health, well-being and equal learning opportunities, Dow collaborated with our customer Kao Industrial (Thailand) Co. Ltd. and the World Vision Foundation of Thailand on reproductive health workshops for more than 500 adolescents in Rayong and Chanthaburi provinces. The workshops educated all genders aged 11-16 on reproductive health and adolescent growth and development. Volunteer-led activities helped students understand more about menstrual hygiene and the risks of sexually transmitted diseases. To help students have equal access to quality menstruation products and alleviate period poverty, a portion of project funds also served as seed money to set up sanitary pad banks at two schools in Chanthaburi.

The activity is part of the Freedom Project, initiated by our Women’s Inclusion Network. The workshop aimed to promote more understanding and reshape attitudes about gender differences, with a key focus on ending menstrual period stigma.

“One of the project’s key achievements is that male students got the opportunity to learn about menstruation products for the first time,” said Nuch Benjarpornbanyat of the Freedom Project. “One student even said that he could now understand the challenges that the girls faced every month to wear the sanitary pads.”



Developing Tomorrow's Innovators

Dow embraces the importance and value of investing in STEM education to help prepare and energize a diverse and robust future workforce. We do this by:

Preparing and inspiring the next diverse generation of innovators, manufacturers, engineers and chemists.

Reaching under-represented students to explore STEM fields and gain interest in real-world STEM careers.

Cultivating the curiosity and innovative mindsets in our next-generation workforce to gainfully fill the jobs of tomorrow.

The partnership with Creators Wanted helped contribute to:

Creators Wanted

1MM

students and career mentors signing up to learn more about modern manufacturing careers

6,900+

students impacted through the immersive experience

75%

of participants reporting leaving the immersive experience with a significantly improved view of modern manufacturing careers

\$5MM

in earned media generated about modern manufacturing career opportunities

140MM

people reached online



Partnering to Build a Strong Manufacturing Workforce

Since 2019, Dow has partnered with the National Association of Manufacturers and The Manufacturing Institute to address the skills gap in manufacturing and misperceptions about the modern manufacturing industry. In 2022, we doubled our commitment to the Creators Wanted campaign to a total of **\$2 million** to help fund a first-of-its kind traveling immersive experience and jobs tour that educated students, parents and other career mentors about modern manufacturing careers.



Collaborating with Communities

Dow is committed to building resilient communities to address unmet needs while keeping our employees and our communities safe.

UNDERSTANDING COMMUNITY STAKEHOLDERS' NEEDS

We provide resources to listen to community needs and collaborate with community organizations to create social impact and achieve shared goals.

Among our 2022 actions, we:

- **Continued to assess the data from the Community Opinion and Needs Assessments survey** and completed additional surveys to inform our community investment and engagement strategy.
- **Continued Community Advisory Panels at key sites** to understand community perceptions, share product and technology information, and understand how Dow can improve collaboration with partners to address community needs.
- **Initiated a new partnership with Teach For All** to support STEM teacher recruitment, professional development and placement in underserved schools in Lagos, Nigeria; Bahía Blanca, Argentina; and Tarragona, Spain.
- **Partnered with The Nature Conservancy Australia** on the organization's Shuck Don't Chuck project, which recycles oyster, mussel and scallop shells used for reef restoration.
- **Launched a campaign with DonorsChoose** to provide teachers in Dow communities across the United States with materials for **257 classroom projects** that inspire inclusion, diversity, equity and belonging.

DISASTER RELIEF

In 2022, Dow and the Dow Company Foundation responded to the Russian government's invasion of Ukraine and the escalating refugee crisis by contributing **\$275,000** to support immediate humanitarian needs for the people of Ukraine. Dow employees contributed an additional **\$116,000** through our Workplace Giving campaign. In addition, colleagues came together across Europe to support those displaced by the conflict. For example, the Women's Academy of Power program in Poland, funded by the ALL IN ERG Fund, pivoted its project goals to support women and children fleeing the conflict.

Dow also partnered with Good360, the global leader in product philanthropy and purposeful giving, to repurpose and distribute **33 RV trailers** to disaster-impacted regions throughout the United States. Utilizing their nonprofit network, Good360 placed the donated trailers, which were used for Dow employee housing following past disasters, with five different disaster-related organizations. Because of this donation, **21 families and individuals** now have a roof over their heads, and **12 disaster-related rebuild projects** were supported through temporary housing and workspaces.

Together, Dow, the Dow Company Foundation and Dow employees contributed nearly \$400,000 for Ukraine relief and recovery.



PREPARED FOR EMERGENCIES

Dow's Emergency Preparedness Standard applies to all sites, facilities and buildings and improves emergency response readiness to prevent harm to the community, environment and workers, minimize loss, and preserve critical business continuity.

Dow's comprehensive standard includes:

- Applying process safety risk management studies to develop emergency response pre-plans for training.
- Using on-site and off-site air monitoring to recommend protective actions.
- Establishing on-site incident management teams, along with primary and backup Emergency Operations Centers with trained personnel.
- Conducting emergency communications on and off site, including to those with disabilities.
- Providing medical emergency support, including trained emergency responders fit for task with appropriate personal protective equipment.
- Conducting drills, scenario planning, self-assessments, audits and security risk assessments that are reviewed and updated annually – for all shifts and with local emergency response agencies aligned to community standards.

COMMUNITY AWARENESS AND OUTREACH

Dow is committed to engaging communities to effect real change. We share information on environmental performance, safety and emergency preparedness, and collaborate on a range of topics impacting communities, such as economic development, health and wellness, infrastructure, poverty, housing and food security. See the Community/Society Engagement section under [GRI 2-29 Approach to stakeholder engagement](#).

In 2022, Dow partnered with nearly 700 nonprofits, educational institutions and other community organizations to accelerate social change and create a more sustainable and equitable future.



Engaging Employees for Impact

Whether through the dedication of time, talent or expertise, volunteering promotes a positive employee experience, further supports Dow’s global citizenship priorities and investments, and ultimately advances our ambition. Our global volunteer and ERG time-off policy grants **12** hours per year to participate in volunteer and ERG programs during normal working hours. In 2022, **52%** of employees reported volunteering.

ADDRESSING GLOBAL CHALLENGES THROUGH EMPLOYEE ENGAGEMENT

Through purpose-driven employee engagement programs, Team Dow continues to give their time and talents to address societal challenges and contribute to our communities.

Our **#PullingOurWeight** program continues to be a catalyst for engaging Team Dow to take action against waste in the environment. Through the program, **280,000** pounds of waste was removed from the environment in 2022 with the help of **9,000** volunteers, including Dow employees, family, friends and external stakeholders.

In the United States and Canada, our colleagues rallied together for United Way in uniquely designed campaigns to engage employees, embrace partnerships and address systemic issues in our communities. In total, employees across **24** site campaigns pledged **\$3.29** million to United Way, benefiting **585** organizations.

FIRST-EVER DOW SERVE-A-THON

In May 2022, Dow employees came together to celebrate Dow’s 125th anniversary with the company’s first-ever global volunteer [serve-a-thon](#)⁷. In total, more than **3,500** Team Dow volunteers committed nearly **9,000** hours to support community partners across more than **150** projects in **24** countries worldwide to address community needs.





Accountability in Action

Our values of Respect for People, Integrity and Protecting Our Planet are fundamental to how we work and all that we do. Adhering to these values helps us create and maintain a culture that supports sustainable business growth and serves as the foundation of our corporate governance.

We believe that strong corporate governance creates long-term value for shareholders by strengthening accountability and transparency, building trust in our company and promoting good decision-making.

CORPORATE GOVERNANCE: OUR APPROACH



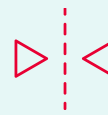
Independent Board with strong governance practices and balanced leadership structure; independent **Lead Director** with clear role and substantive responsibilities



Maintaining a diverse Board with balanced backgrounds, relevant skills and experiences



Engaging regularly and receiving feedback from a wide variety of stakeholders, including stockholders, customers, suppliers, communities and employees



Aligning strategy and goals to the company's largest areas of enterprise risk and opportunity, with clear Board oversight and responsibility

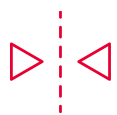


Designing compensation programs to support our business and environmental, social and governance priorities



Ensuring a culture of integrity through an effective code of conduct and ethics program

2022 ACTIONS



Further **enhanced structural oversight** and responsibility of the Board for environmental, social and governance (ESG) progress and enterprise risk management



Reinforced climate accountability by adding a quantifiable greenhouse gas (GHG) emissions reduction metric to our long-term compensation metrics



33% of our Board of Directors are women and **33%** are U.S. ethnic minorities, outpacing the S&P 500 for board diversity

Learn more about our corporate governance principles, best practices and framework.

[2023 Proxy Statement](#)

[Corporate Governance Guidelines](#)

[Board of Directors](#)

[Board Committees](#)



Accelerating Performance Through an Independent Board and Balanced Leadership

Dow's leadership starts with a diverse and highly skilled Board of Directors and well-defined committee structure. Actively engaging with Dow executives and various stakeholders, our Board oversees and stewards our company's strategy, risk management and overall performance to help the company thrive both in the long term and through its everyday practices.



Jim Fitterling

Chair and Chief Executive Officer, Dow Inc.

White/Man/LGBTQ+



Richard K. Davis

Lead Director, Dow
Former Executive Chairman and Chief Executive Officer, U.S. Bancorp

White/Man ● ●



Samuel R. Allen

Former Chairman and Chief Executive Officer, Deere & Company

White/Man ● ●



Gaurdie Banister Jr.

Former President and Chief Executive Officer, Aera Energy LLC

Black/Man ● ●



Wesley G. Bush

Former Chairman and Chief Executive Officer, Northrop Grumman Corporation

White/Man ● ● ●



Jerri DeVard

Former Executive Vice President and Chief Customer Officer, Office Depot, Inc.

Black/Woman ● ●



Debra L. Dial

Former Senior Vice President, Chief Accounting Officer and Controller, AT&T Inc.

White/Woman ● ●



Jeff M. Fettig

Former Chairman and Chief Executive Officer, Whirlpool Corporation

White/Man ● ●



Jacqueline C. Hinman

Former Chairman, President and Chief Executive Officer, CH2M HILL Companies

White/Woman ● ● ●



Luis Alberto Moreno

Former President, Inter-American Development Bank

Latino/Man ● ●



Jill S. Wyant

President and Chief Executive Officer, Madison Indoor Air Quality

White/Woman ● ●



Daniel W. Yohannes

Former U.S. Ambassador to the Organisation for Economic Co-operation and Development

Black/Man ● ●

Board Committees

- Audit
- Compensation and Leadership Development
- Environment, Health, Safety & Technology
- Corporate Governance

SPOTLIGHT

Newest Director Jerri DeVard

As part of our ongoing refreshment process, Jerri DeVard was elected to our Board in 2022. DeVard brings to our Board more than 30 years of marketing and leadership experience at large global brands, along with significant leadership expertise in the strategic, operational and financial aspects of integrated and online marketing, including brand management, customer engagement and e-commerce. DeVard also brings extensive governance experience in consumer products, e-commerce, social impact, change management and digital transformation across national and global enterprises. She has demonstrated strong advocacy for ID&E objectives, including as founder of the Black Executive CMO Alliance. Below is a snapshot of the expertise she brings to the Board:

- Public company executive/CEO
- Global/international
- Strategic planning and enterprise risk management
- Human capital management
- Financial and accounting
- Technology and/or cybersecurity
- Corporate governance
- Social purpose
- Marketing and brand management
- Independent 1 Number of other public company boards



Strong and Clear Oversight Responsibilities

BOARD COMMITTEES

Board committees composed of independent Directors assist the Board in overseeing a wide range of interrelated risks and opportunities to grow shareholder value. Each committee reports to the Board on the topics discussed and actions taken. Our committees include the Audit Committee; Compensation and Leadership Development Committee; Corporate Governance Committee; and Environment, Health, Safety & Technology Committee.

OVERSEEING OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE AGENDA

In 2022, we further enhanced the Board’s oversight by outlining clear responsibilities for our environmental, social and governance priorities in the Board committee charters, including strategies relating to climate protection, ID&E initiatives, and accountability and transparency around sustainability targets. Management is also accountable for specific environmental, social and governance areas, which are summarized below.

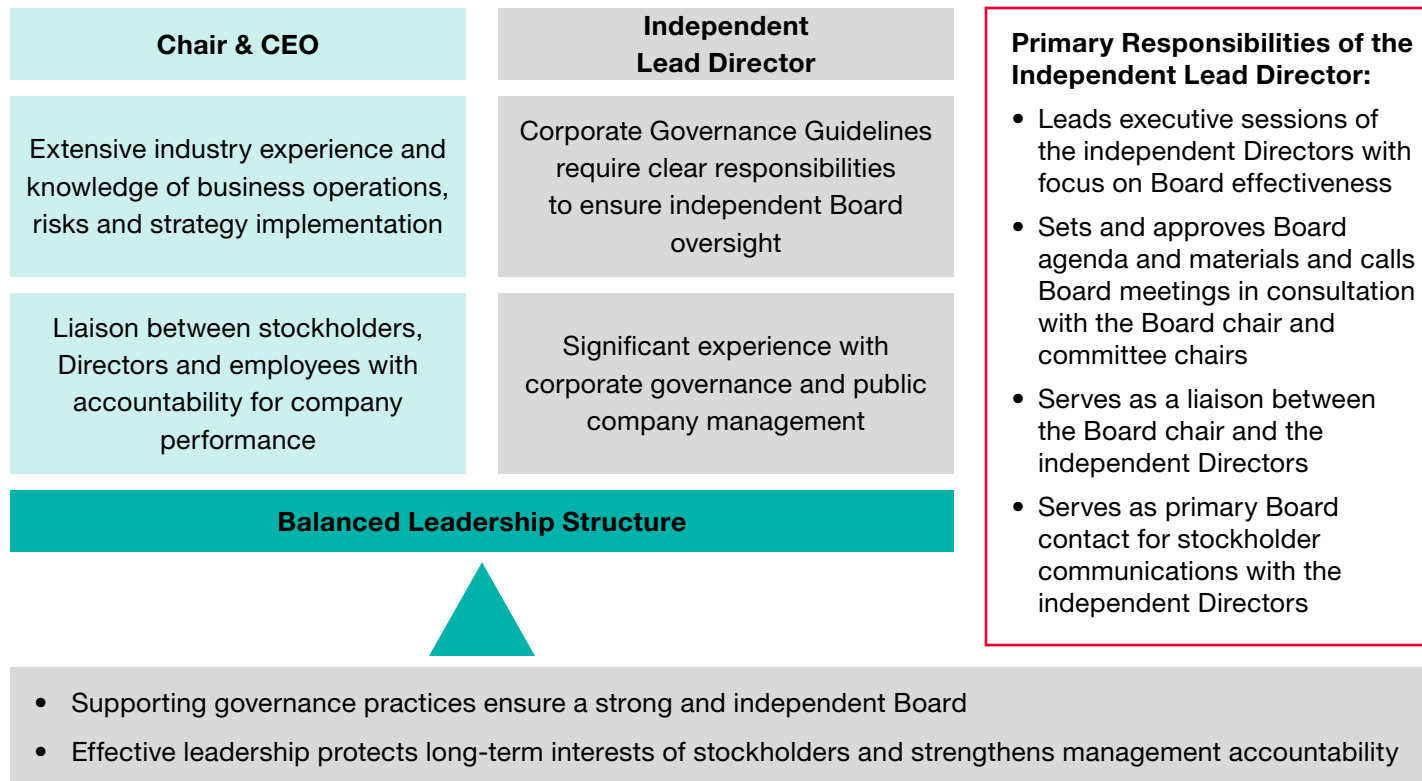
BOARD OVERSIGHT	Environment, Health, Safety & Technology Committee		Compensation and Leadership Development Committee	Corporate Governance Committee	Audit Committee
<p>The Board actively oversees and engages with management in stewardship of the company’s strategy, risk management and overall performance</p>	<p>Environmental performance, health, safety, community, corporate citizenship, social responsibility, public policy, sustainability, climate, science and technology</p>		<p>ID&E, work environment and culture, remuneration and incentives to drive accountability and progress on the company’s financial and environmental, social and governance performance</p>	<p>Corporate governance framework, board composition and performance, governance best practices, compliance with legal and regulatory requirements and reporting frameworks</p>	<p>External reporting, risk management, internal controls, compliance with legal and regulatory requirements and reporting frameworks</p>
MANAGEMENT & ACCOUNTABILITY	Environmental Performance	Community	Inclusion, Diversity & Equity	Corporate Governance	
<p>Company executive management actively lead cross-functional efforts to set strategy, oversee the activities related to assessing and managing relevant risks/opportunities, and engage key stakeholders across our priorities</p>	<ul style="list-style-type: none"> • ESG Steering Team • Climate Steering Team • Circularity Program Management Office • Science & Technology Advisory Council • Sustainability External Advisory Council 	<ul style="list-style-type: none"> • Global Citizenship Office • Community Action Panels • Dow Company Foundation Board 	<ul style="list-style-type: none"> • Office of Inclusion • President’s Inclusion Council • Senior Leaders’ Inclusion Council • Joint Inclusion Council • Executive Compensation 	<ul style="list-style-type: none"> • Office of the Corporate Secretary • Office of Ethics and Compliance 	<ul style="list-style-type: none"> • Annual INTERsections report, including limited assurance by our external auditing firm



Balanced, Effective Board Leadership

Dow’s chair and CEO, along with our strong, independent Lead Director, provide effective leadership and management accountability, while ensuring board independence and alignment with long-term interests of shareholders. Currently, Jim Fitterling serves as chair and CEO, and Richard K. Davis serves as the independent Lead Director.

This leadership structure enables Dow to have a board leader who has extensive knowledge of the business and its respective risks, has accountability for company performance and acts as the liaison between shareholders, Directors and employees. This is balanced with an independent Lead Director, who has significant corporate governance experience and public company management, along with clearly identified responsibilities to protect the integrity of board oversight. Below is an overview of their respective roles and responsibilities:



SPOTLIGHT

Lead Director Richard K. Davis

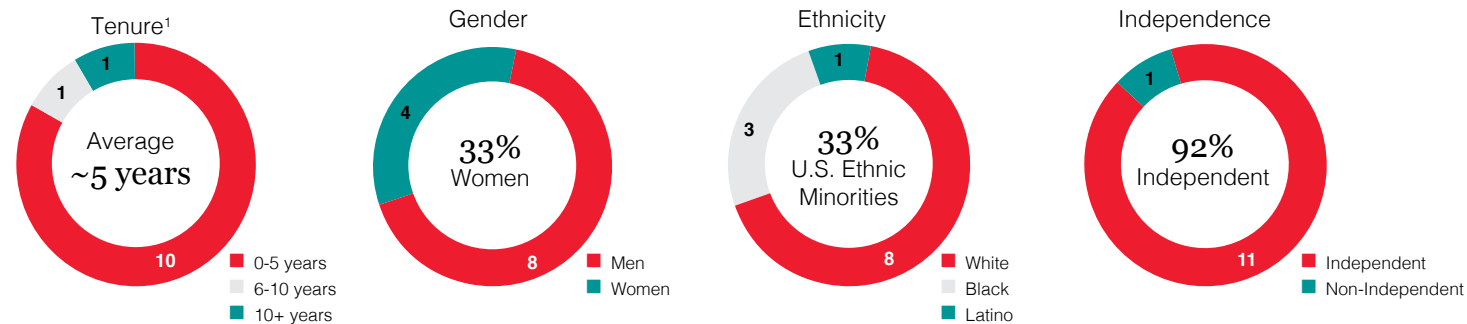
Richard K. Davis joined Dow’s Board in 2015 and has served as Lead Director since 2021. He brings a deep familiarity of Dow, its Board and its committee structure to the role. He also brings global business, corporate governance and leadership experience as a former chairman and chief executive officer of a public company, U.S. Bancorp, one of the largest U.S. commercial banks. He has extensive experience and knowledge of international business operations, financial services and capital allocation, which are particularly important given the global presence and financial aspects of Dow. He also is particularly knowledgeable about industries subject to extensive regulation, including risk management. Below is a snapshot of the expertise he brings to the Board:

- Public company executive/CEO
- Global/international
- Strategic planning and enterprise risk management
- Human capital management
- Financial and accounting
- Technology and/or cybersecurity
- Corporate governance
- Environmental/climate-related
- Public policy
- Social purpose
- Independent 2 Number of other public company boards



Maintaining a Qualified, Diverse and Engaged Board

Collectively, our Board of Directors brings the relevant skills, professional experience and diversity of backgrounds that provide a balance of perspectives and contribute to the Board’s effectiveness in overseeing Dow’s business and strategy.



¹ Reflects cumulative years served as a Dow Director, a TDCC-designated Director serving as a DowDuPont Inc. Director, a member of the DowDuPont Inc. Materials Advisory Committee, or a TDCC Director as applicable as of June 2023.



Public company executive/CEO experience

9/12 Directors who hold or have held executive leadership positions possess an understanding of public company considerations and capital structure.



Corporate governance

12/12 Directors with experience on a public company board enhance the Board’s corporate governance practices and increase effectiveness.



Human capital management

12/12 Directors who have experience in human capital management offer valuable perspective for employee health and safety, work environment and culture, talent development, and compensation and benefits.



Strategic planning and enterprise risk management

12/12 Directors who have experience at large/complex organizations (including other board memberships) provide strong oversight of the company’s strategic priorities, corporate and business plans, and enterprise risk management.



Environmental/climate-related

9/12 Directors with environmental, sustainability or climate-related experience provide strong oversight of the company’s commitments to protect the climate, reduce carbon emissions, eliminate plastic waste and deliver circular economy solutions.



Manufacturing and industry

7/12 Directors who have experience in the industries and markets served by the company offer valuable perspective for business operations and global supply chain.



Financial and accounting

10/12 Directors with an advanced understanding of finance and accounting provide strong oversight of the company’s financial reporting and internal controls.



Marketing and brand management

9/12 Directors with experience in consumer dynamics, corporate brands and end-user markets offer valuable perspective given the company’s customer-centric mindset.



Science and/or academia

4/12 Directors who have expertise in the science or academic fields are particularly important given the company’s focus on research and innovation.



Technology and/or cybersecurity

6/12 Directors who have experience and/or expertise in technology or cybersecurity, including information security and e-commerce, are particularly important given the company’s focus on digitalization and innovation.



Global/international

12/12 Directors with global or international work or management experience offer valuable perspective given the global operations of the company.



Public policy

7/12 Directors with public policy and/or legal experience have key insight into the role of regulatory compliance and government affairs affecting the company.



Social Purpose

10/12 Directors with social purpose strengthen the company’s commitment to inclusion, diversity and equity, corporate citizenship and social responsibility.



Engaging with Stakeholders

Dow's Board members and leaders work together to inform and listen to our stakeholders, including shareholders, governments, customers, suppliers and employees. Engaging our global stakeholders regularly and establishing collaborative partnerships allow us to build a clear understanding of complex global challenges and risks where we operate and do business. We do this through:

- Information sharing and disclosure
- Participating in active dialogue
- Collaborating on issues of mutual interest
- Acting on input provided from stakeholders

Learn more: [GRI 2-29 Approach to stakeholder engagement](#).

SHAREHOLDER OUTREACH

In 2022, Dow leaders and select Board members regularly engaged with investors to learn from their perspectives and to share the company's approach on a range of topics, including enhancements to our corporate governance; environmental, social and governance strategy; and compensation practices. The management team and Board carefully considered the feedback from these interactions when reviewing the business, corporate governance and executive compensation profiles.

Aligned with stakeholder feedback and our commitments to driving progress, we have taken the following recent actions:

- Reinforced our focus on near-term investments in higher-return, lower-risk and faster-payback investments, while remaining committed long term to our transformational Decarbonize and Grow strategy.
- Expanded our Stop the Waste sustainability target to Transform the Waste, with a new commitment to commercialize 3 million metric tons of circular and renewable solutions annually by 2030.
- Further increased accountability and enhanced approach to pay for performance by adding a quantifiable GHG emissions reduction metric to our long-term incentive compensation program. Notably, this also included:
 - Successfully establishing detailed GHG emissions reduction plans for Scopes 1 and 2 for Dow's top 25 manufacturing sites.
 - A commitment to define our Scope 3 carbon emissions exposures for purchased goods and services, fuel and energy-related activities, and transportation/distribution all by year-end 2023.
- Continued to focus on Board succession planning and refreshment, electing one new Director in 2022 and continuing to outpace the S&P 500 for board diversity.





Balancing Risks, Impacts and Opportunities

Risk management is a strategic priority at Dow. Corporate-level identification and management of risk is systematically accomplished using an integrated enterprise risk management approach. Responsibility for managing risks rests with executive management. The Board and its committees provide oversight.

IDENTIFYING RISKS

Risks are assessed on an annual basis using a broad range of inputs, both internal and external to Dow, such as: strategic alignment; interrelation of risks; macroeconomic, industry, sustainability, geopolitical and regulatory trends; operations and safety; financial performance, including investor and rating agency perspectives; and regulatory and compliance actions. The results are reviewed by a diverse, cross-functional leadership team representing each of Dow's businesses, functions and geographic regions.

MANAGING RISKS

Each key risk is assigned to a member of the leadership team and, if needed, to internal subject matter experts who are accountable for a mitigation plan. Key risks, including short- and intermediate-term risks, and emerging risks, are also regularly evaluated at meetings of the Board and its committees, including risks with economic, environmental and social impacts.

See our [TCFD disclosure for Risk and Strategy](#).

Read our [2023 Proxy Statement](#)⁷ for more on risk management, including Board committee responsibilities for the oversight of risk management.

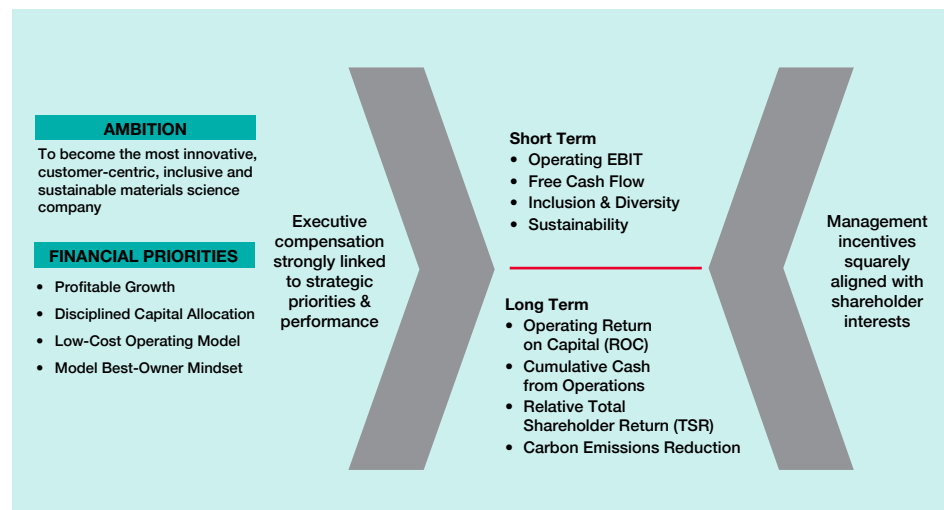


Supporting Our Company Priorities Through Our Compensation Practices

Our pay-for-performance offering – including base pay, the annual Performance Award and long-term incentives – is designed to reward employees for achieving Dow’s most critical financial and operational goals as well as those aligned to our company ambition. Encouraged by investors and responsive to industry trends and best practices, these metrics support our aim to foster economic, environmental and social well-being throughout our operations.

Our annual Performance Award includes quantifiable customer, sustainability and inclusion, diversity and equity (ID&E) metrics, as well as financial measures.

COMPENSATION METRICS LINKED TO PERFORMANCE



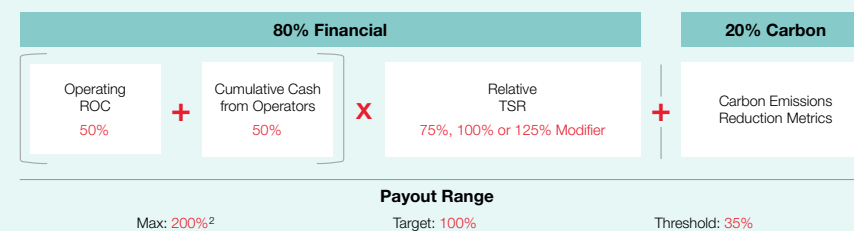
QUANTIFIABLE PERFORMANCE AWARD METRICS

Ambition Metrics	Description
Customer Experience	<ul style="list-style-type: none"> • Rationale: Customers are critical to Dow, and every employee has an impact on customer loyalty • Measurement: Customer Experience Index (CXi) – a quarterly measurement of direct and prospective customer sentiment across every touchpoint with Dow, rated out of 100
Sustainability	<ul style="list-style-type: none"> • Rationale: Sustainability is essential to Dow’s long-term value proposition, as it drives responsible behaviors, bottom-line financial results and benefits the communities in which Dow operates • Measurement: World Leading Operations (WLO) Index – a composite index measuring safety (unplanned events), Total Worker Health®, environmental stewardship and transportation stewardship
Inclusion & Diversity¹	<ul style="list-style-type: none"> • Rationale: An inclusive culture with a diverse workforce is an important catalyst for innovation and business success • Measurement: Global ERG Participation, Global Representation of Women, and U.S. Ethnic Minority Representation – measured as a percentage of Dow’s workforce

¹ The inclusion and diversity metric is included in the Performance Award targets for approximately 3,000 people leaders and senior leaders, which includes the named executive officers.

INTEGRATING CLIMATE METRICS WITH OUR LONG-TERM INCENTIVE PROGRAMS

Our long-term incentive (LTI) programs are designed to motivate and reward leaders and key employees to deliver against the company’s performance goals, support retention and create ownership alignment with shareholders. To align our LTI programs to our Decarbonize and Grow strategy, we added carbon emissions metrics in 2022. The goal is to influence leadership behaviors, create organizational alignment and drive performance on our sustainability targets, including our climate goal of achieving carbon neutrality by 2050. Additional details on Dow’s compensation program can be found in the company’s [2023 Proxy Statement](#)⁷.



² Capped at 200% for the combined total of Operating ROC plus Cumulative Cash from Operations, even when considering modification based on Relative TSR, plus Carbon Emissions Reduction metrics.





Ensuring a Culture of Integrity

We believe that ethics and compliance are essential components of sustainable business success and growth. That's why we strive to maintain a culture of integrity and ground our decision making in our values.

CODE OF CONDUCT

Our Code of Conduct guides our behavior and sets expectations for ethical conduct on matters ranging from health and safety in the workplace, to conflicts of interest, bribery, corruption, sustainability and citizenship.

We also have a Code of Financial Ethics, which applies to the principal executive officers, principal financial officers, principal accounting officers and controllers. The full text of these codes, as well as our position on human rights and our commitment to responsible sourcing, can be found [here](#). In addition, we continue to engage suppliers through our Code of

Business Conduct, which communicates our mandatory requirements and expectations that all suppliers are compliant with applicable regulations and Dow's values.

Learn more: [GRI 2-24 Embedding policy commitments](#)



INTEGRITY IS PART OF EVERY ROLE

We believe that maintaining a culture of integrity is each employee's role. We design our ethics and compliance programs around actions that help promote lawful activity everywhere we do business, manage risk and maintain a positive reputation.

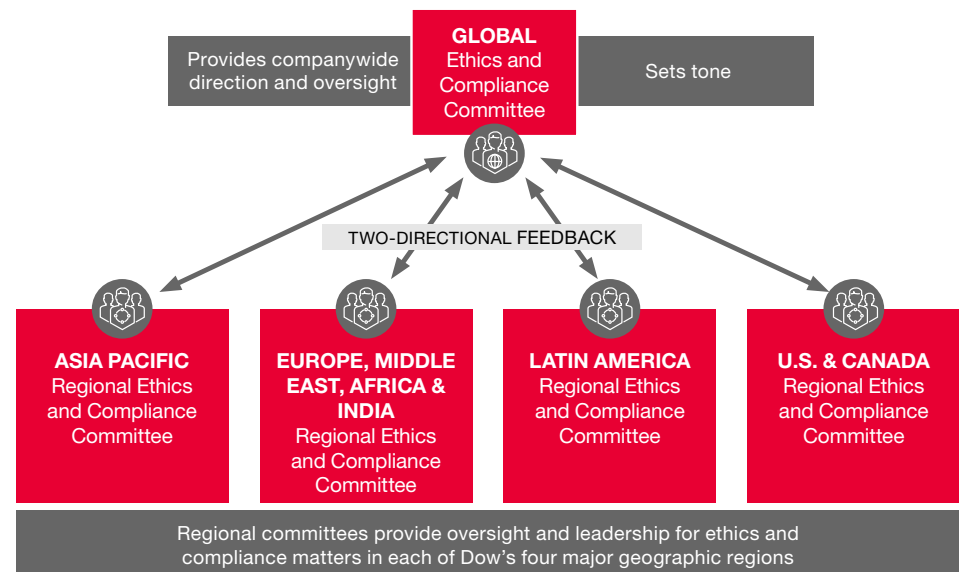
Our actions include:

- **Global oversight and governance.** Our governance structure for ethics and compliance is designed to advance accountability, consistency, transparency and integrity throughout our enterprise.
 - The **Dow Office of Ethics and Compliance (OEC)**, led by a Director who serves in the capacity of Dow's chief compliance officer and reports to the company's general counsel, is responsible for the Code of Conduct and Dow's ethics and compliance programs, with oversight by the Board's Audit Committee and the Corporate Governance Committee. The OEC communicates the company's standards, provides guidance on issues related to ethical conduct and has oversight over mechanisms for action. This includes promoting lawful activity everywhere we do business, as well as helping the company manage risk and maintain a positive reputation.
 - **Dow's Global Ethics and Compliance Committee** provides companywide direction and oversight to ensure that all Dow employees exhibit behavior consistent with our core values and Code of Conduct.
 - **Four Regional Ethics and Compliance Committees** provide oversight and leadership for ethics and compliance matters in each of Dow's major geographic regions.

Learn more about our governance oversight strategy and 2022 actions [here](#).

Training and awareness. The Code of Conduct applies to all Directors, officers, and full- and part-time employees of Dow. All employees and officers are required to complete training annually to ensure they understand how the code applies to their jobs, where to obtain guidance for questions and concerns and how to report violations. All Directors, officers and employees must certify each year that they will comply with the code.

- **Encouraging reporting of violations.** The OEC maintains a confidential help line and website for those who wish to ask questions about Dow policy, seek guidance on specific situations, report violations of Dow's Code of Conduct or its Code of Business Conduct for Suppliers, or other unethical business practices. The [Dow EthicsLine](#) is a safe, reliable and convenient method to report ethical concerns. It is available globally, with multilingual capabilities, 24 hours a day, seven days a week.
- **Monitoring ethics and compliance issues.** Throughout the year and at least annually, the Board receives information and updates from management and actively engages with senior leaders with respect to the effectiveness of the company's ethics and compliance programs and policies relating to ethical handling of conflicts of interest and reported concerns about potential misconduct. We incorporate lessons learned from independent investigations of possible violations, and we address gaps if we find them.





REPORTING & DISCLOSURES

GRI Disclosure Report – GRI Content Index

Universal Standards

GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Transparency & Reporting

3-3 Management approach

Key Impacts

- Following the purpose of the Global Reporting Initiative (GRI), Dow's sustainability reporting objective is to provide transparency on how it contributes to, or aims to contribute to, sustainable development. (positive)
- Dow delivers comprehensive, high-quality and consistent environmental, social and governance reporting, providing clarity and details about Dow's material sustainability topics for its customers, stockholders, employees and community members as a tool for communication and engagement and to drive progress. (positive)

Dow has led the industry in sustainability reporting and transparency since its first sustainability report in 2003. It aims to provide transparent disclosures as a tool for engagement with its customers, shareholders, employees and community members.

Building on the foundation of reporting in accordance with the GRI Standards and the Greenhouse Gas (GHG) Protocol, Dow has also included disclosures on its climate-related performance and strategies in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Dow continues to reference its disclosures to the Sustainability Accounting Standards Board (SASB) Standards metrics for the Chemical Sector and the World Economic Forum's (WEF) Stakeholder Capitalism Metrics.

The disclosures included in Dow's 2022 Intersections Progress Report represent the period of January 1, 2022, through December 31, 2022. The GHG information is presented in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition) published by the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) and for the Scope 3 disclosures. Dow also referenced the GHG Protocol: Corporate Value Chain Accounting and Reporting Standard.

Dow engaged Deloitte & Touche LLP to perform a review engagement on management's assertion related to the disclosures included in the GRI Content Index as of, and for the year ending, December 31, 2022, and the greenhouse gas disclosures in the GHG Protocol Disclosure Report for the year ending December 31, 2022.

Information outside of the disclosures referenced or included in the GRI Content Index and the GHG Protocol Disclosure Report, including linked information, was not subject to Deloitte & Touche LLP's review and, accordingly, Deloitte & Touche LLP does not express a conclusion or any form of assurance on such information. See [Deloitte's GRI](#) and [GHG Protocol](#) assurance statements as linked.

Management of Dow is responsible for the completeness, accuracy and validity of the disclosures referenced or included in the GRI Content Index as of, and for the year ending, December 31, 2022. Management is also responsible for the collection, quantification and presentation of the information included in the Intersections Report on Advancing Our Ambition and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the disclosures.

Management of Dow asserts that the ESG disclosures referenced or included in the GRI Content Index as of, and for the year ended December 31, 2022, are presented in accordance with the Global Reporting Initiative Sustainability Reporting Standards. Additionally, Management of Dow asserts that the ESG disclosures referenced or included in the GHG Protocol Disclosure Report for the year ended December 31, 2022, are presented in accordance with GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), published by the World Resources Institute/World Business Council for Sustainable Development.

The overarching report includes all policies, commitments, actions and their effectiveness and stakeholders. Accordingly, please see associated details under each relative disclosure.



GRI Disclosure Report – GRI Content Index

2-1 Organizational details

The information in this report is presented on behalf of Dow Inc. and The Dow Chemical Company and its consolidated subsidiaries, (collectively, “Dow”). Dow Inc. was incorporated on August 30, 2018, under Delaware law, to serve as a holding company for The Dow Chemical Company and its consolidated subsidiaries (“TDCC” and together with Dow Inc., “Dow” or the “Company”). Dow Inc. operates all its businesses through TDCC, a wholly owned subsidiary, which was incorporated in 1947 under Delaware law and is the successor to a Michigan corporation, of the same name, organized in 1897. Dow Inc. is an independent, publicly traded company and Dow Inc. common stock is listed on the New York Stock Exchange (NYSE) under the symbol “DOW.” Dow Inc. common stock began regular-way trading on April 2, 2019.

The Company’s corporate headquarters are located in Midland, Michigan, USA. Collectively, the Company operates 104 manufacturing sites in 31 countries. Major manufacturing operations are in Argentina, Brazil, Canada, China, Germany, the Netherlands, Spain, Thailand, the United Kingdom and the United States.

For more information, see Properties, Item 2, on page 25 of the Dow Inc. Annual Report on Form [10-K](#).

2-2 Entities included in the organization’s sustainability reporting

The Company’s sustainability reporting generally reflects the results of entities where Dow is the majority owner and exercises control. Joint ventures, or entities where Dow has a 20-50% ownership interest, are excluded from sustainability reporting unless the Company has operational control of the entity.

- More specifically, GHG emissions data included in the sustainability report is accounted for in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) using the operational control approach. In cases where asset ownership is shared, a company has operational control over the asset if they have the full authority to introduce and implement operating policies at the facility.
- All financial; environmental, health and safety; inclusion, diversity and equity; and other social/community metrics generally follow the financial consolidation model (i.e., if Dow is the majority owner and exercises control, results for the entity are included in the reporting), with the following exceptions:
 - In certain cases, an entity is consolidated into Dow’s financial reporting due to Dow’s controlling financial interest or where Dow is deemed the primary beneficiary of the operation. However, if Dow does not have operational control of the entity, the sustainability results for these entities are excluded from reporting and metrics.
 - In some cases, Dow acts as a service provider for an asset it does not own and does not exercise operational control. In these cases, health and safety data related to these assets is included in Dow’s sustainability reporting due to Dow’s status as a service provider.
 - There are cases where Dow owns an asset but outsources the operation of the asset to a third party. In these cases, environmental data and certain non-employee-related health and safety data is included in the Company’s sustainability reporting due to the Company’s ownership of the asset. However, employee data is not reported as employees/operators are captured in reporting for the service provider.
 - Most charitable donations are made by the Dow Company Foundation, a separate, nonconsolidated entity and those donations are included in the Company’s community metrics.

For more information on the Company’s subsidiaries that form the basis for the majority of the sustainability metrics in this report, see Exhibit 21 on pages 149-153 of the Dow Inc. Annual Report on Form [10-K](#).

GRI Disclosure Report – GRI Content Index

2-3 Reporting period, frequency and contact point

Dow conducts annual sustainability reporting. This current report covers the period of January 1, 2022, through December 31, 2022, which aligns to its annual financial reporting period. Dow's 2022 Sustainability Report was submitted to GRI on June 19, 2023.

You may contact any of the following senior leaders with your comments or questions at FESGRPT@dow.com:

- Andre Argenton, chief sustainability officer and vice president, Environment, Health, Safety & Sustainability
- Rebecca Bentley, vice president, Public Affairs
- Alveda Williams, chief inclusion officer
- Amy Wilson, general counsel and corporate secretary

2-4 Restatements of information

Restatements of data previously reported, both due to data corrections as well as methodology changes, are made to ensure consistency and enable comparability between reporting periods. Management determined that each of the revised amounts are immaterial to the INtersections Report as a whole, as well as the disclosure in which they are associated.

In the 2022 report, we have restatements documented within GRI 303 Water and Effluents, GRI 305 Emissions, GRI 306 Waste and 403-9 Work-related injuries sections.

2-5 External assurance

Limited assurance has been provided by Deloitte & Touche LLP. The Company's highest governance body and senior executives are responsible for its assertion. See [Independent Assurance Statement](#) for additional information.

Governance & Accountability

3-3 Management approach

Key Impacts

- Dow’s governance practices reflect its commitment to serve all stakeholders, cultivate a culture of trust and accountability, and create a business environment that ensures the long-term viability and vitality of its business. (positive)

For a full explanation of Dow’s governance and accountability material topics, see Corporate Governance (pages 23-38) in the [2023 Proxy Statement](#)⁷. Also see the [Corporate Governance](#) chapter in this report.

Policies

- Dow Code: [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ see 2-16 Communications of critical concerns for more information about this policy.
- Dow Corporate Governance Guidelines: [Corporate Governance | Dow Investor Relations](#)⁷. The Board re-adopted corporate governance guidelines designed to assist Dow and the Board in implementing effective corporate governance practices.

2022 Actions Taken

Board Responsibilities

Enhanced structural oversight and responsibility of the Board for environmental, social and governance performance and enterprise risk management.

- Outlined clear oversight responsibilities for our environmental, social and governance priorities and enterprise risk management directly in the Board Committee charters.
- Improved transparency and accountability with management reporting lines for engagement.

Stakeholders Engaged

- Board
- Executive leadership
- People leaders
- Stockholders

Long-Term Incentives

Reinforced accountability and strategic alignment by adding quantifiable carbon emission reduction metrics to financial performance as part of our long-term incentive program.

Maintained a clear link to pay for performance with long-term incentives aligned to Dow’s financial performance and its stated goal to achieve carbon neutrality by 2050.

Stakeholders Engaged

- Board
- Executive leadership
- People leaders
- Employees
- Stockholders
- Community members

Board Management

Continued focus on Board succession planning and refreshment, including the election of a new director, Jerri DeVard.

Continued to outpace Standard & Poor’s (S&P) 500 for board diversity, as 33% of our Board are women and 33% are U.S. ethnic minorities.

Stakeholders Engaged

- Board
- Executive leadership
- Stockholders

For additional 2022 actions to manage governance and accountability, see A Message from Our Independent Lead Director (page xii) in the [2023 Proxy Statement](#)⁷.



GRI Disclosure Report – GRI Content Index

2-6 Activities, value chain and other business relationships

Dow is a global company that operates within the chemical sector and conducts its worldwide operations through six global businesses organized into the following operating segments: Packaging & Specialty Plastics, Industrial Intermediates & Infrastructure and Performance Materials & Coatings.

Dow’s portfolio of plastics, industrial intermediates, coatings and silicones businesses delivers a broad range of differentiated, science-based products and solutions for its customers in high-growth market segments, such as packaging, infrastructure, mobility and consumer applications. The activities, products, services and markets include:

- Packaging & Specialty Plastics operating segment consists of two highly integrated global businesses: Hydrocarbons & Energy and Packaging and Specialty Plastics. The segment delivers reliable, durable, higher-performing solutions designed for recyclability and enhanced plastics circularity and sustainability. The segment key markets include food and specialty packaging; industrial and consumer packaging; health and hygiene; caps, closures and pipe applications; consumer durables; mobility and transportation; and infrastructure.
- The Industrial Intermediates & Infrastructure operating segment consists of two customer-centric global businesses – Industrial Solutions and Polyurethanes & Construction Chemicals – that develop important intermediate chemicals that are essential to manufacturing processes, as well as downstream, customized materials and formulations that use advanced development technologies. These businesses are aligned to market segments as diverse as appliances, coatings, furniture and bedding, construction, mobility and automotive, electronics, surfactants for cleaning and sanitization, infrastructure and oil and gas.
- The Performance Materials & Coatings operating segment includes industry-leading franchises that deliver a wide array of solutions into consumer, infrastructure and mobility end markets. The segment consists of two global businesses: Coatings & Performance Monomers and Consumer Solutions. These businesses serve the needs of customers in the areas of architectural and industrial coatings; home care and personal care; consumer and electronics; mobility and transportation; industrial and chemical processing; and building and infrastructure end markets.

For more information on Dow’s business segments or downstream entities, see Item 1. Business, on pages 5-13 of the Dow Inc. Annual Report on Form [10-K](#).

Dow’s supply chain extends to 155+ countries with a base of more than 32,000 vendors. Because of its global reach, Dow sees supply chain sustainability as a key enabler of its overall corporate sustainability strategy. For additional details, see [GRI 3-3 Management approach – Sustainable Procurement](#).

Suppliers by commercial area:

Commercial area	2022		2021	
	# of Suppliers	% Total Spend	# of Suppliers	% Total Spend
Corporate services	10,379	11.53%	10,374	11.69%
External manufacturing	216	1.77%	222	1.89%
Hydrocarbons & energy	887	38.48%	884	38.14%
Logistics	1,761	13.84%	1,821	13.65%
Maintenance, repair & operations (MRO) & capital	16,118	14.52%	15,364	14.13%
Packaging	888	1.43%	910	1.67%
Raw materials	2,226	18.43%	2,204	18.83%
Total	32,475	100%	31,779	100%



GRI Disclosure Report – GRI Content Index

Additional Approximated Supply Chain Metrics	Unit of Measure	2022	2021
Transportation service providers globally	Number	1,300	1,300
Warehouses & terminals	Number	340	300
Shipments per day	Number	4,300	4,500
Shipped volume per year	Million of Metric Tons	>50	>45
Delivery sites	Number	>39,500	>40,000
Countries (origins & destinations)	Number	155	150

Total vendor spend in 2022 was ~\$54 billion, which includes capital spending, raw materials and supplies, with spend by geographic area being: Asia Pacific (6%), Europe, Middle East, Africa (39%), Latin America (7%) and the United States & Canada (48%).

2-7 Employees

Employee Contract Type Definitions

- Permanent employee: A permanent employment contract is a contract with an employee, for full-time or part-time work, for an indeterminate period.
- Temporary employee: A temporary employee has an employment contract (can be written, verbal or implicit) that ends when a specific time period expires or when a specific task that has a time estimate attached is completed. A temporary employment contract is of limited duration and is terminated by a specific event, including the end of a project or work phase or return of replaced employees.

Total number of employees by employment contract (permanent and temporary), by gender.

Employee Type	2022				2021			2020		
	Men	Women	Not Disclosed	Total	Men	Women	Total	Men	Women	Total
Permanent	26,638	11,163	20	37,821	25,392	10,299	35,691	25,691	10,057	35,748
Temporary	748	387	0	1,135	710	352	1,062	696	323	1,019
Full-time	26,405	10,673	20	37,098	25,187	9,825	35,012	25,507	9,568	35,075
Part-time	233	490	0	723	208	474	682	184	489	673

Total number of employees by employment contract (permanent and temporary), by region.

Employee Type	Europe, Middle East, Africa, India	Latin America	United States & Canada	Asia Pacific	Total
Permanent	11,139	3,114	18,439	5,129	37,821
Temporary	596	197	339	3	1,135
Full-time	10,474	3,111	18,391	5,122	37,098
Part-time	665	3	48	7	723

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Dow’s workforce data is gathered through a centralized Human Resources management system database containing all employee information. The employee data is updated by employees, managers and Human Resources when employee information changes occur. The data represents the active global employee population as of December 31, 2022, and includes all permanent, full-time and part-time employees. Temporary employees and non-employee populations are excluded unless otherwise stated. Employees voluntarily self-identify their diversity demographics (e.g., gender and race/ethnicity data) and have the option to not disclose their data to Dow. These responses are listed as “Not Disclosed” in our reporting and are included for the first time in 2022. Throughout this report, disclosures exclude employees whose gender or race is unknown and percentages may not add up to 100% due to rounding.

Dow does not employ on-call workers/non-guaranteed-hours workers.

2-8 Workers who are not employees

Dow utilizes non-employee contractors in select roles to (1) enable flexibility with scaling resources to meet short term project staffing needs, (2) meet resource demands where fluctuations may occur more frequently, and/or (3) for work that is not core to Dow’s areas of expertise.

Most non-employee contractors are in manufacturing, research and development (R&D), supply chain, customer service and information technology. Many contractors in manufacturing are hired to meet short-term project staffing needs, such as planned maintenance turnarounds (e.g., project engineers, maintenance technicians, electricians, millwrights, etc.). Additionally, there are areas in manufacturing and supply chain that Dow does not consider to be core to the Company where work is outsourced. This work typically includes maintenance technicians (boilermakers, scaffold builders, welding, etc.), packagers and loaders and railcar maintenance. Contractors in R&D primarily work in project-based lab technician roles. Commodity Information Technology (IT) services are outsourced when introducing new technology, either through short-term project resources or augmenting our current staff size for the increase in workload. Dow also outsources work globally that is not core to Dow’s mission, such as janitorial, cafeteria services, facilities management and building maintenance. Lastly, Dow outsources for expertise in key areas, such as project consultation and during the implementation of new technologies.

The use of non-employee contractors at Dow is consistently applied for the reasons described above (flexibility for projects, demand fluctuations and outsourcing for expertise). Dow is also defining a Total Workforce Strategy to ensure a consistent approach to using non-employees is clear, well-understood and easy to implement and understand in the future.

There are no significant variations in contractor employment; however, based on economic fluctuations, employment may decline or increase.

OMISSION 2-8 a-b Reporting of non-employee workers

Information unavailable. Dow does not have complete information regarding the number of non-employee contractors. Dow will assess its ability to include this detail in future reporting.



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2-9 Governance structure and composition

The Board is responsible for broad corporate policy and overall performance of the Company, including the economic, environment and people strategic objectives and performance goals of the Company, through oversight of management and stewardship of the Company. The Board has four standing Committees (individually a “Committee” and collectively the “Committees”) with well-defined responsibilities for the Company’s impacts on economy, environment and people as stated in the bylaws and in their respective Committee charters. For additional information, see the Board Committees section starting on page 25 of the [2023 Proxy Statement](#) and the Committee charters posted on the Company’s website at [Corporate Governance | Dow Investor Relations](#).

In 2022, the Board and its Committees continued to improve transparency and accountability by outlining clear oversight responsibilities for Dow’s environmental, social and governance priorities directly in the Board Committee charters and aligned with management reporting lines as summarized in the table below.

BOARD OVERSIGHT	Environment, Health, Safety & Technology Committee		Compensation and Leadership Development Committee	Corporate Governance Committee	Audit Committee
The Board actively oversees and engages with management in stewardship of the Company’s strategy, risk management and overall performance	Environmental performance, health, safety, community, corporate citizenship, social responsibility, public policy, sustainability, climate, science and technology		ID&E, work environment and culture, remuneration and incentives to drive accountability and progress on the Company’s financial and environmental, social and governance performance	Corporate governance framework, board composition and performance, governance best practices, compliance with legal and regulatory requirements and reporting frameworks	External reporting, risk management, internal controls, compliance with legal and regulatory requirements and reporting frameworks
MANAGEMENT & ACCOUNTABILITY	Environmental Performance	Community	Inclusion, Diversity & Equity	Corporate Governance	
Company executive management actively lead cross-functional efforts to set strategy , oversee the activities related to assessing and managing relevant risks/opportunities , and engage key stakeholders across our priorities	<ul style="list-style-type: none"> • ESG Steering Team • Climate Steering Team • Circularity PMO • Science & Technology Advisory Council • Sustainability External Advisory Council 	<ul style="list-style-type: none"> • Global Citizenship Office • Community Action Panels • Dow Company Foundation Board 	<ul style="list-style-type: none"> • Office of Inclusion • President’s Inclusion Council • Senior Leaders’ Inclusion Council • Joint Inclusion Council • Executive Compensation 	<ul style="list-style-type: none"> • Office of the Corporate Secretary • Office of Ethics and Compliance • Annual Intersections Report, including limited assurance by the Company’s external auditing firm 	

The composition of the Board, including independence, tenure, Committee assignments, service on other public company boards, gender, ethnicity and qualifications, is summarized on page 40 of the [2023 Proxy Statement](#).

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2-10 Nomination and selection of the highest governance body

The Corporate Governance Committee has responsibility for reviewing and recommending director nominees for membership on the Board. This Committee also recommends to the Board guidelines to evaluate candidates for Board membership to provide for a diverse and highly qualified Board that reflects a broad range of viewpoints, experiences and expertise.

The Corporate Governance Committee requires the inclusion of diverse candidates in its initial director search list based on self-identified factors such as age, race, gender or sexual identity, ethnicity, culture and nationality. Minimum qualifications for any director candidates include strong values and discipline, high ethical standards, a commitment to full participation on the Board and its Committees, relevant career experience and a commitment to inclusion and diversity. Candidates should possess individual skills, experience and demonstrated abilities that help meet the current needs of the Board, such as experience or expertise in some of the following areas: the specific industries in which the Company operates; issues affecting global businesses, science and technology; finance and/or economics; corporate governance; public policy; government affairs and prior government service; environmental and/or social impact experience; and experience as chief executive officer (CEO), chief operating officer, chief financial officer (CFO) or other senior leader of a major company. Other factors that are considered are: independence of thought; willingness to comply with director stock ownership guidelines; meeting applicable director independence standards (where independence is desired); and absence of conflicts of interest. The slate of director nominees to be submitted for stockholder vote at the Annual Meeting of Stockholders and to fill any vacancies on the Board is to be determined in accordance with the Company's bylaws.

The Corporate Governance Committee reviews the annual Board and Committee self-evaluations to identify additional qualifications, skills, experience, attributes and diversity that would enhance overall Board effectiveness. Age-based retirement practices also help the Board prepare for turnover and engage in succession planning.

2-11 Chair of the highest governance body

Currently, the roles of the Board chair and CEO are combined, with Jim Fitterling serving as chair and CEO and Richard K. Davis serving as the independent Lead Director. Mr. Fitterling's 39-year tenure and multiple roles with the Company and in the industry make him uniquely suited to facilitate the Board's governance oversight of strategy and safe and effective business operations. Mr. Fitterling's familiarity with and knowledge of Dow's business are unmatched. Furthermore, he has a long history of leadership in reporting transparency and sustainability disclosures. Mr. Fitterling has also led the Company's extensive sustainability strategy, which includes robust public policy development on a national and international level, such as launching the Company's aggressive and ambitious targets to become carbon neutral by 2050 and to help eliminate plastic waste. Mr. Davis, the Company's independent Lead Director, has significant experience in corporate governance and public company management as a current and former director on other public company boards and a former CEO of a large public company.

The Board recognizes that the leadership structure and combination or separation of the CEO and Board chair roles are driven by the needs of the Company. As a result, no policy exists requiring combination or separation of leadership roles. This determination is made on an annual basis by the Board, which allows the Board the flexibility to make changes to Board leadership that are in the best interests of the Company and its stockholders. As a part of that process, the Board reviews whether the existing leadership structure provides strong independent oversight while balancing the need for extensive knowledge of business operations, risks and strategy implementation and accountability for Company performance. Regardless of the specific board leadership structure, the Company has always incorporated a strong, defined leadership role for an independent director.

The Board believes that its independence and effective oversight of management is enabled through the Company's strong corporate governance practices and safeguards currently in place, including the election of a separate independent Lead Director with significant responsibilities, the use of executive sessions, the Board's robust Committee structure with each Committee composed of independent directors and chaired by an independent director and annual review of the leadership structure.

For more information, see the Board Leadership Structure section starting on page 24 of the [2023 Proxy Statement](#)⁷. Also see the [Corporate Governance chapter within this report](#).



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2-12 Role of the highest governance body in overseeing the management of impacts

The Board is responsible for overseeing the Company’s impacts to the economy, environment and people, including the Company’s mission and values, operational and financial performance, sustainability targets and path to net zero, inclusion and diversity initiatives, and ensuring transparency and accountability. Each Committee is responsible for oversight of specific areas relevant to their respective Committee charters. Throughout the year and at every Board meeting, the Board and its Committees receive information and updates from management and actively engage with senior leaders with respect to management’s execution of the corporate and business plans. The Board and management review the Company’s short-term and long-term strategic priorities throughout the year and dedicate time at each Board meeting for appropriate discussion.

The Company regularly engages stakeholders and establishes collaborative partnerships to continue progress on Dow’s environmental, social and governance priorities and build a clearer understanding of the complex global challenges and local conditions in the countries where the Company does business. Stakeholders include customers, suppliers, current and prospective employees, community advisory panels, societal organizations, regulators, shareholders and investors. The Company also brings in diverse perspectives and guidance through the Sustainability External Advisory Council (SEAC) and Science and Technology Advisory Council. This feedback, as well as stockholder support at the last annual meeting, is carefully considered when reviewing business, financial, operational, governance and compensation profiles and practices.

2-13 Delegation of responsibility for managing impacts

The Board is responsible for broad corporate policy and overall performance of the Company through oversight of management and stewardship of the Company. The Board delegates the day-to-day management of the Company, including execution of the Company’s economic, environment and people strategic objectives and performance goals of the Company, to Dow’s CEO and other senior leaders through adoption of an authorization policy and delegation of authority framework. Throughout the year and at every Board meeting, the Board receives information and updates from management and actively engages with senior leaders with respect to management’s execution of the corporate and business plans, progress on environmental, social and governance priorities and enterprise risk management.

2-14 Role of the highest governance body in sustainability reporting

The Board and each of its Committees reviewed this report and approved, as applicable, topics in their respective areas of responsibility as set forth in the Committee charters ([Board Committees](#) | [Dow Investor Relations](#)). The Audit Committee, with management, reviewed the assurances provided on the assertion that the disclosures in this report are presented in accordance with the applicable reporting frameworks.

For additional information, see [GRI 3-3 Management approach – Transparency & Reporting](#)

2-15 Conflicts of interest

The Board adopted the [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#), which guides behavior and sets expectations for ethical conduct by directors, officers and employees on matters ranging from health and safety in the workplace, to conflicts of interest, bribery, corruption, sustainability and citizenship (the “Code”). The Board also has adopted a Code of Financial Ethics for the principal executive officer, principal financial officer, principal accounting officer and controller.

All Dow directors, officers and employees are required to complete an annual ethics and compliance certification, which includes training on ethical standards and questions concerning potential conflicts of interest. All responses are reviewed by the Office of Ethics and Compliance (OEC). When an actual or apparent conflict is disclosed, action is taken to appropriately mitigate risk. Conflicts of interest are reviewed on a case-by-case basis and investigations are conducted into any alleged conflicts of interest that potentially violate the Code.

At least quarterly and more frequently as needed, the Audit Committee and the full Board receive updates from the OEC and actively engages with the chief compliance officer and other senior leaders regarding the effectiveness of the Company’s ethics and compliance programs, the ethical handling of conflicts of interest and reported concerns about potential misconduct. The Corporate Governance Committee reviews the relationships between the Company, directors and management at least annually and recommends to the Board whether each director qualifies as “independent” under the applicable rules of the NYSE and the Company’s Corporate Governance Guidelines.



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The Company discloses director independence, other public company board memberships, material supplier/purchaser relationships and related person transactions in relevant SEC filings, including the [2023 Proxy Statement](#)⁷ and the Forms [10-K](#)~ and [10-Q](#)~, as appropriate.

For additional information, see [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

2-16 Communication of critical concerns

Throughout the year and at every Board meeting, the Board receives information and updates from management and actively engages with senior leaders with respect to management’s execution of the corporate and business plans, progress on environmental, social and governance priorities and enterprise risk management.

At least quarterly and more frequently as needed, the Audit Committee and the full Board receive updates regarding critical concerns including but not limited to principal risks that may negatively impact the future results of the Company (a detailed discussion of which is included in the section titled “Risk Factors” in the Company’s Annual Report on Form [10-K](#)~ and subsequent Quarterly Reports on Form [10-Q](#)~), the effectiveness of the Company’s ethics and compliance programs, the ethical handling of conflicts of interest and reported concerns about potential misconduct, the effectiveness of the Company’s cybersecurity and information security framework and material incidents relating to information systems security, if any.

For information regarding concerns raised and followed up on, see [GRI 2-25 Processes to remediate negative impacts](#) and [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

OMISSION 2-16 Total number and nature of critical concerns communicated to the Board

Confidentiality Constraints. The Company does not publicly report the total number and nature of critical concerns that were communicated to the Board.

2-17 Collective knowledge of the highest governance body

All new directors participate in a robust orientation to familiarize with the Company’s strategic priorities, corporate and business plans, significant financial, accounting and risk management issues and governance policies and compliance processes, including the [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ and sustainability initiatives. On an ongoing basis, directors receive materials or briefing sessions regarding the operations of the Company, strategic priorities, and environmental, social and governance matters and risks including sustainability development.

For additional information, see the Director Orientation and Education section on page 35 of the [2023 Proxy Statement](#)⁷.

2-18 Evaluation of the performance of the highest governance body

As provided in the Corporate Governance Guidelines, Board Committee charters and the NYSE listing standards, the Board and each of its Committees are required to conduct an annual self-evaluation of its performance with a particular focus on overall effectiveness and oversight of the economic, environment and people strategic objectives and performance goals of the Company.

For additional information on the evaluation process and an example of action taken in response to the evaluations, see the Board and Committee Evaluation Process section on page 37 of the [2023 Proxy Statement](#)⁷.



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2-19 Remuneration policies

A detailed review of Dow’s independent Director remuneration policies can be found in the Director Compensation section starting on page 49 of the [2023 Proxy Statement](#)⁷. The Board determines Director compensation that is competitive and appropriate to attract and retain diverse and highly qualified Directors to oversee the economic, environment and people strategic objectives and performance goals of the Company.

A detailed review of Dow’s executive remuneration policies can be found in the Compensation Discussion and Analysis section starting on page 54 of the [2023 Proxy Statement](#)⁷. The executive remuneration policies are designed to meet the economic, environment and people strategic objectives and performance goals of the Company with various components, including:

- **Base salary:** A competitive fixed rate of pay recognizing different levels of responsibility and performance within the Company.
- **Performance Award:** Annual cash incentive program to reward employees for achieving the Company’s most critical financial and operational goals including certain customer, sustainability and inclusion and diversity metrics.
- **Long-term Incentives (LTI) awards:** Motivate and reward employees to deliver against the Company’s specified financial and sustainability performance goals, support the retention of top talent and create ownership alignment with stockholders.

2-20 Process to determine remuneration

The Compensation and Leadership Development Committee of the Board of Directors of Dow, with the advice and support of an independent compensation consultant and management, oversees the process for determining remuneration and determines the objectives of the Company’s short-term and long-term compensation programs. The compensation program is applied broadly across the Company’s employee population and executive officers are generally subject to the same compensation programs as other employees receiving short-term and long-term incentives.

The Committee is responsible for recommending compensation for the CEO for approval by the independent Directors and it is responsible for approving the compensation of all the other executive officers. As part of the evaluation of executive officer compensation, the Committee reviews median levels of compensation for similar jobs and job levels in the market, experience, knowledge, skills and personal contributions compared with the Compensation Peer Group, while considering advice provided and analysis performed by the independent compensation consultant. Director compensation is determined by the Board with assistance of the Compensation and Leadership Development Committee and the Corporate Governance Committee and is regularly benchmarked utilizing the Compensation Peer Group.

The Compensation and Leadership Development Committee annually reviews and evaluates the compensation program metrics. The Committee reviews the following factors, among others:

- **Company performance:** Measured against financial metrics and operational targets approved by the Committee, along with relative Total Shareholder Return (TSR) against the Relative TSR Peer Group.
- **Market landscape:** Business climate, economic conditions and other factors.

Annually, the Company asks stockholders for an advisory vote on executive compensation. At the 2023 Annual Meeting of Stockholders, approximately 91 percent of the votes cast by stockholders supported Dow’s advisory vote on executive compensation reported in the [2023 Proxy Statement](#)⁷. The Board and management carefully consider stockholder support for the advisory vote on executive compensation, as well as engagement with stakeholders throughout the year, when reviewing the business, corporate governance and executive compensation profiles and practices. For example, as a result of stakeholder engagement, the Board made the decision to continue to include quantifiable metrics regarding the Company’s ambition in its short-term and long-term incentive awards.

For additional information, see The Compensation Process section (Page 75) in the [2023 Proxy Statement](#)⁷.

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2-21 Annual total compensation ratio

Based upon the calculation of compensation for both the CEO and the median employee, the ratio of CEO pay to median employee pay for 2022 was approximately 220:1. The median employee was selected from the Dow population worldwide, excluding the CEO, as of November 30, 2022, using base salary and Performance Award at target. The Company calculated annual base salary based on a reasonable estimate of hours worked during 2022 for hourly workers and upon salary level for the remaining employees. The Company used a statistical sampling methodology to identify all employees whom the Company expected to be paid within a 0.1 percent range of the median. The Company selected the representative employee from that group to calculate the ratio of CEO pay to median employee pay. The ratio of the percentage increase in CEO pay to the percentage increase in median employee pay was -21.7% : -7.5%.

The target total direct compensation of Mr. Fitterling increased 5.2% over 2021. Relative to 2021, Mr. Fitterling received a 0.0% increase to his target short-term incentive (STI) percent and an increase of 5.5% to his LTI target, based upon the Compensation and Leadership Development Committee’s review of comparable positions within the Compensation Peer Group.

See Base Salary Year Over Year Change (Page 64) in the [2023 Proxy Statement](#).

2-22 Statement of sustainable development strategy

See the [Message from the Chair and CEO](#).





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Sustainable Chemistry & Innovative Products

3-3 Management approach

Key Impacts

- Dow’s products and services are a key component of Dow’s climate strategy, as they provide an opportunity to enable the transition to a low-carbon economy. In order to reduce Dow’s carbon footprint while simultaneously increasing production volume, it must develop more innovative products and feedstock material production, which necessitates continuous enhancement of Dow’s high-performance research capabilities. (positive/negative)
- The emissions and carbon-footprint reductions from innovative improvements to both Dow’s feedstock production and delivery of better-performing, more sustainable products help drive less carbon across the entire value chain. (positive)

It is important to consider the entire value chain when evaluating Dow’s potential innovations and solutions. In some cases, Dow’s solution may have a negative impact when considered in isolation. For example, recycling of products requires additional energy input (a negative if viewed in isolation) but enables circularity and reuse of materials across a value chain (a positive when viewed at a value chain level). In other cases, transparency across the value chain is lacking and thus decisions are made based on the experience of experts and available data. Using life-cycle assessments (LCAs) is a way for Dow to ensure it considers the full value chain when evaluating product sustainability.

Commitments

- Dow is committed to using LCA analysis to guide innovation. LCAs are critical in preventing and addressing potential negative impacts.
- [Dow’s 2025 Sustainability Goal, Delivering Breakthrough Innovations](#)⁷: Dow will deliver breakthrough sustainable chemistry innovations that advance the well-being of humanity.

- [Dow’s Blueprint for Product Safety](#)⁷ was created to demonstrate its approach to developing safe and sustainable chemistry.

2022 Actions Taken

Conduct Life Cycle Assessments

The LCA allows an objective, scientifically based comparison between two options to inform decision-making.

A stage-gate process is used as projects mature. This includes checklists to assess sustainability attributes, with increasing rigor as the project matures. Projects do not graduate to the next stage if they do not pass the checklist criteria.

Stakeholders Engaged

- LCA Group
- Sustainability focal points
- Dow Marketing

R&D Assessments

Annually assess the alignment of Dow’s R&D portfolio to its sustainability goals.

Results are compared from year to year to show changes in the portfolio and accuracy of the process. A roll-up at the corporate level has provided incentives for individual business units to continuously improve the tracking of their projects.

Stakeholders Engaged

- LCA Group
- Sustainability focal points
- Dow R&D project leaders
- Dow R&D management



Government Relations

3-3 Management approach

Key Impacts

- The political process significantly impacts Dow through government policies, legislation and judicial and regulatory decisions. (positive/negative)
- Dow actively participates in the political process through legally authorized advocacy, grassroots efforts and financial contributions which can inform environmental, social and governance topics. (positive)
- New/changing laws can fundamentally impact Dow’s operations or markets in which it does business; therefore, advocacy efforts and policymaking are critical to long-term company success. (positive/negative)

Dow is committed to the highest standard of ethical conduct in its involvement in the political process. All financial contributions strictly adhere to federal and state laws regarding contribution limits on amount, source, criteria and reporting requirements. Contribution information is a matter of public record in the United States and is readily available to interested parties through the Federal Election Commission, Internal Revenue Service (IRS) and Secretaries of State.

Dow receives information from trade and business associations as well as civic leagues and social welfare organizations in the United States regarding the portion of its dues or contributions that are used for lobbying expenses and political expenditures. Dow includes this information in the aggregate in its quarterly lobbying activity reports filed with the U.S. Congress, as required by the Lobbying Disclosure Act (LDA), which can be viewed under the link named “Dow’s LDA filings” within the Trade Associations policy linked below.

Policies

- Dow provides lists of candidates who receive corporate political contributions for the previous five years online at: [Corporate Political Contributions | U.S. Public Policy | Dow Corporate](#).
- Dow provides a list of trade association memberships and discloses expenses above \$25,000 per year, for the previous five years, at: [Trade Associations | U.S. Public Policy | Dow Corporate](#).

Ethics & Compliance

3-3 Management approach

Key Impacts

- Dow has the reputation of operating with the highest ethical standards and lawful conduct, using it as a competitive advantage for doing business as well as attracting and retaining employees. (positive)
- Dow can be subject to anti-competitive activities, fraud and requests for bribery, kickbacks and facilitation of payments. Any misconduct can cause financial and reputational damage and consequently negatively impact Dow's financial results. (negative)
- Dow can be impacted by the business practices of its business partners (e.g., suppliers, distributors) where ethical and sustainable practices can positively impact Dow, while violations of the law and misconduct can cause Dow reputational harm. (positive/negative)

Dow complies with all applicable laws and has in place robust procedures to ensure compliance with applicable regulations. Certain countries where Dow operates may have higher levels of corruption risk¹, which can result in Dow's employees being exposed to practices not supported by Dow. Dow has over 35,000 employees from different cultures and backgrounds. Individual employees may decide to act in violation of Dow's policies. Dow's constant training and communication aims to prepare employees for those situations.

As part of Dow's operations, Dow may retain third parties to act on behalf of Dow. These third parties may not have robust ethics and compliance programs in place and may also be subject only to the laws and standards of a specific country, some of which may be less stringent than the laws and standards that apply to Dow.

Commitments

- Dow trains all full- and part-time employees on the content of [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ every year and provides supplemental training for targeted full- and part-time employees on Dow's policies, according to their job profiles and responsibilities.
- Dow investigates all reported potential misconduct and violations of applicable statutes or regulations, the Dow Code or any internal Dow policy.
- Dow strictly forbids and does not tolerate retaliatory treatment of any kind against a whistleblower who, in good faith, exercises his/her/their right to report potential misconduct, or who makes a complaint or cooperates in an investigation, even if the allegation cannot be substantiated. If a retaliation complaint is substantiated, disciplinary measures will be taken.
- Dow conducts due diligence on third parties based on risk profile.

¹ Based on Corruption Perception Index (CPI), published by Transparency International.

Ethics & Compliance

Policies

- The [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ sets expectations for ethical conduct on matters ranging from health and safety in the workplace, to conflicts of interest, bribery, corruption, sustainability and citizenship. The Code applies to all directors, officers, and full- and part-time employees of Dow and its wholly owned subsidiaries, as well as joint ventures that adopt the Code. The Code is public and has been made available in 16 languages. The OEC reviews the Code periodically and all suggested changes are submitted to the Board of Directors for approval.
- In 2022, Dow released the renewed version of its [Code of Business Conduct for Suppliers](#)⁷ which contains Dow's mandatory requirements and expectations that all suppliers (including independent contractors and suppliers providing contract labor) globally are compliant with applicable regulations and Dow's values. The Code of Business Conduct for Suppliers is reviewed periodically.
- Dow's [Code of Financial Ethics](#)⁷ applies to the principal executive officer, principal financial officer, principal accounting officer and controller, or people performing similar functions. The Code of Financial Ethics is reviewed periodically and the suggested changes are approved by the Board of Directors.
- Dow has detailed policies in many areas covered by the Code, such as anti-bribery and anti-corruption, antitrust, gifts and entertainment, respect and responsibility, insider trading, substance-free workplace, data protection, information handling and social media, among others.

2022 Actions Taken

Training

Dow provides supplemental training on Dow's policies to all full-time and part-time employees and officers in different formats (including video-conferencing, on-site and on-demand virtual platforms). For more information see [GRI 2-24 Embedding policy commitments](#).

Annually, the OEC reviews its training curriculum and makes changes that reflect changes in business risk to ensure that appropriate and timely training is provided to all audiences. Factors considered include input from stakeholders, changes in regulatory environment, noted gaps in compliance and cases reported to the OEC.

The OEC monitors the number of training sessions, audiences and how many online training modules and live training sessions have been completed within a year.

For additional information on the Code see [GRI 2-24 Embedding policy commitments](#).

Dow tracks completion of all required Code training and supplemental training activities to ensure both breadth and depth of training activities. Follow-up actions are taken for any employee who is assigned mandatory supplemental training and fails to complete it. Training completion rates are reported quarterly and annually to governing committees who may take additional actions as needed to ensure all training is completed in a timely manner.

Stakeholders Engaged

- Audit Committee
- Global Ethics and Compliance Committee (GECC)
- Regional Ethics and Compliance Committee (RECC)
- People leaders

Anti-Corruption Due Diligence

Dow has a robust global risk-based Anti-Corruption Due Diligence (ACDD) process established to identify potential risks associated with engaging with third parties to act on behalf of Dow. Comprehensive due diligence is mandatory for any third party acting on behalf of Dow who is assessed to be high risk based on Dow's risk-based program. For more information on the due diligence process, please see [GRI 205-1 Operations assessed for risks related to corruption](#).

Periodic audits are conducted by Dow Corporate Audit to identify ACDD in-scope third parties that require ACDD screening to ensure compliance with Dow's ACDD program.

Additionally, verification of adherence to the ACDD process is conducted every quarter and follow-up actions, including reminders, escalation to ethics and compliance governing bodies and remedial training, are provided to any Dow relationship manager who has demonstrated failure to complete the ACDD process.

Stakeholders Engaged

- Audit Committee
- GECC
- RECC
- People leaders

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2-23 Policy commitments

See policies section in [GRI 3-3 Management approach – Ethics & Compliance](#)

2-24 Embedding policy commitments

[Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ (the “Code”) summarizes Dow’s ethical principles and policies intended to deter and prevent corrupt activity such as bribery and ensures that it holds itself to the highest ethical standards. It also provides Dow’s position on a wide array of topics, including equal employment opportunity, respect in the workplace and environment, health and safety. All Dow employees are expected to understand and comply with all company policies and applicable laws. As part of this expectation, Dow has a program to train all employees (including part-time employees) annually on the Code to ensure that they understand and abide by its requirements. The Code training is mandatory and presents content and expectations including but not limited to diversity, inclusion, discrimination, and harassment. In addition, in-depth training is provided to employees based on job profile, to provide more comprehensive knowledge of potential risks related to their individual job responsibilities. The Dow OEC also provides targeted anti-bribery training to employees who are gatekeepers of third party risk to increase awareness and compliance with the ACDD process. Dow also expects each contract labor supplier to ensure its employees understand Dow’s policies and applicable laws.

See [GRI 205-2 Communication and training about anti-corruption policies and procedures](#) to understand training on the Code of Conduct.

In addition to the commitments regarding bribery and corruption contained in the Code, Dow also maintains a stand-alone Anti-Bribery & Anti-Corruption (AB&AC) policy intended to provide further detail and guidance regarding Dow’s anti-bribery positions, policies and procedures. The AB&AC policy supports the ACDD process and provides guidelines related to Dow’s position on bribery as well as specific processes that must be followed when interacting with third parties and government officials.

Dow has an unwavering commitment to ethical behavior and stands in opposition to any form of sexism, racism, discrimination and harassment (sexual and non-sexual). Dow’s Respect and Responsibility policy sets expectations on how individuals interact with each other in the workplace to achieve Dow’s goals and maintain its high ethical standards. Dow commits to providing a work environment where everyone feels valued and can achieve their full potential.

Dow also maintains a Global Gifts & Entertainment policy that provides guidelines as to acceptable gifts given and received, as well as specific processes that must be followed when employees consider providing to, or are offered anything of value from, a government official.

Dow believes that respect for the dignity, rights and aspirations of all people is a cornerstone of business excellence. This position extends to every Dow employee and to all people who work at any of Dow’s facilities around the world. Dow also expects its business partners to commit to similar values and standards. This position ([Human Rights | Public Policy | Dow Corporate](#)⁷) is integral to Dow’s Values of Integrity, Respect for People and Protecting Our Planet and the Code, which guides behavior and sets expectations for ethical conduct.

2-25 Processes to remediate negative impacts

Dow investigates all reported misconduct and violations of the Code. In the event an investigation involves a third party conducting business with Dow and misconduct is substantiated, measures are implemented in accordance with existing contracts and applicable laws. Dow strictly forbids and does not tolerate retaliatory treatment of any kind against anyone, including a whistleblower who, in good faith, exercises his/her/their rights under this policy, makes a complaint or cooperates in an investigation, even if the allegation cannot be substantiated. If a retaliation complaint is substantiated, disciplinary measures will be taken.

Dow has five different Ethics and Compliance committees, one with global oversight and four with responsibility for each of Dow’s major geographic regions where Dow operates. Meetings occur at least quarterly and supplemental meetings are convened as needed. The Ethics and Compliance Committee structure improves awareness of global and local misconduct trends, changes in risk profile, regulatory changes and enhancements to Dow’s policies and internal controls. Each RECC also shares local challenges pertaining to the operation of each respective region.

Dow implements proactive and reactive actions (e.g., improvement of internal controls) based on global or local needs. Each RECC supports the OEC in implementing local actions to address specific needs or respond to region-specific risk and is involved in remediation of substantiated cases related to its respective region.

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2-26 Mechanisms for seeking advice and raising concerns

Dow’s employees are expected to behave in a way that protects Dow’s business interests, reputation and each other. This includes promptly reporting any conduct inconsistent with its [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷, including discrimination or harassment, values or the law. The OEC is responsible for communicating to all stakeholders the mechanisms in place to seek advice and report potential misconduct. Employees and other interested parties who have a question or desire to make a report regarding any ethics and compliance matters can use the following confidential options:

- EthicsLine (third party managed service) – a safe, reliable and convenient method to report ethical concerns (by calling or via online form). It is available globally, with multilingual capabilities, 24 hours a day, seven days a week.
- Make a report via telephone.
- Make a report via online submission.
- Make a report of a concern to their supervisors or other leaders, Dow attorneys, HR personnel, GECC or RECC members, or directly to the OEC.

Dow respects and protects any reporter and/or whistleblower who escalates a concern about potential misconduct and it does not tolerate retaliation against anyone who reports a potential violation in good faith. Reports about alleged violations of the Code or the law are provided at least quarterly to the Audit Committee of the Dow Board. Types of issues: Conflicts of interest, Environmental Health & Safety, Human Resources, Misuse of Assets and Others. All issues that require corrective action are appropriately addressed. To summarize:

Matters by Year	2022	2021	2020 ⁷
# of matters reported that warranted investigation	338	316	314
# Substantiated	110	107	108

The three most common issue types for substantiated matters in 2022 were discrimination, privacy, and respect and responsibility. The four most common corrective or disciplinary actions for substantiated matters in 2022 were coaching, loss of remuneration, termination and written or verbal warning.

Environmental Compliance

3-3 Management approach

Key Impacts

- Environmental compliance grants the privilege to operate. Dow earns this privilege by complying with rules and regulations. Compliance and transparency allow us to build trust, which is foundational to being recognized as a company with integrity. (positive)
- With large, global operations even rare failures of environmental compliance may result in negative impacts to a company's reputation, the environment and society. As a chemical industry leader, cases of environmental non-compliance may negatively impact the industry as a whole and its economic performance. (negative)

Dow is working to deliver a sustainable future through its partnership with communities, regulatory agencies, industry and business associations, non-governmental organizations, etc. Upon discovery of potential negative impacts, Dow takes appropriate corrective actions that are consistent with its values and external standards, including regulatory and legal.

Dow subscribes to the American Chemistry Council's Responsible Care[®] program. This provides third party verification and transparent public reporting as cornerstones of world-class EH&S performance and building public trust. Numerous Dow sites in Europe, Latin America, Asia Pacific, and the United States and Canada have received third party verification of Dow's compliance with Responsible Care[®] and with outside specifications such as ISO-14001. Dow continues to be a global champion of Responsible Care[®] and has worked to broaden the application and impact of Responsible Care[®] around the world through engagement with suppliers, customers and joint venture partners.

Commitments

- Dow strives to comply with all laws and regulations in all regions where it operates.
- Its commitment to world-leading operations performance is key to the Company's success, history and privilege to operate in communities around the world.
- Dow is committed to world-class Environmental, Health & Safety (EH&S) performance, as demonstrated by industry-leading results, a long-standing commitment to Responsible Care[®] and the Company's commitment to achieving its 2025 Sustainability Goals and its new targets around advancing a circular economy and climate protection.

Policies

- [Environment, Health and Safety Policy | Dow Corporate](#)[↗]
- [Responsible Care[®] Initiative | Public Policy | Dow Corporate](#)[↗]

Environmental Compliance

2022 Actions Taken

Internal Reporting Systems and Management

Dow manages environmental data for reporting with a waste, water and emissions inventory system. All emitting manufacturing sites globally record their emissions and water use in the system annually. The data are reviewed at the facility level and then by global coordinators before being aggregated for corporate reporting.

Dow's EH&S Management System (EMS) defines the "who, what, when and how" needed for the businesses to implement the Company's policies and requirements, and meet performance objectives, leadership expectations and public commitments. To ensure effective utilization, the EMS is integrated into a companywide management system for EH&S, Operations, Quality and Human Resources.

Dow measures its annual progress through its Environmental Stewardship indices.

Dow conducts assessments of the effectiveness of its systems on a routine frequency.

Stakeholders Engaged

- Communities
- Regulators
- Executives
- Environment
- Economy

For additional information regarding environmental compliance actions, see Environmental Compliance on page 22 and Environmental Proceedings on page 26, of the Dow Inc. Annual Report on Form [10-K](#) for the year ending December 31, 2022, filed with the SEC on February 1, 2023.

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2-27 Compliance with laws and regulations

Dow is committed to complying with regulatory requirements including local laws. Dow defines significant non-compliance violations as any anticipated or known compliance violations that are likely to be greater than \$300,000. During 2022, Dow received no significant non-compliance violations.

Description	2022
Total number of significant instances for which fines were incurred	0
Total number of significant instances for which non-monetary sanctions were incurred	0

OMISSION 2-27 Fines paid for non-compliance instances

Information incomplete. Dow will continue to refine our processes and drive increased trackability of this data on an annual basis.

For additional information regarding significant environmental compliance proceedings and known violations, see Environmental Compliance on page 22 and Environmental Proceedings on page 26 of the Dow Inc. Annual Report on Form [10-K](#).

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2-28 Membership associations

Membership of associations include:

American Institute for Packaging and the Environment	Flexible Packaging Association	Texas Chemical Council
American Chemistry Council (ACC)	Green Chemistry & Commerce Council	U.S. Chamber of Commerce
American Coatings Association	International Council on Chemical Associations (ICCA)	WBCSD
American Fuel & Petrochemical Manufacturers	Louisiana Chemical Association	World Environment Center
American Petroleum Institute	National Association of Manufacturers	WEF
Business Roundtable	National Safety Council	
European Chemistry Industry Council (CEFIC)	Plastics Europe	

2-29 Approach to stakeholder engagement

The fundamental principles of Dow’s ongoing engagement strategy are:

- Information sharing; participating in active dialogue.
- Collaborating on issues of mutual interest.
- Acting on input provided by the stakeholders.

Stakeholder engagement is a regular component of Dow’s strategic business and ESG activities and, as such, is not typically undertaken specifically as part of the report preparation process. The categories of stakeholders, the identification, purpose and methods are described below.

Customer Engagement

Engaging with customers is a key element of how Dow conducts business. Dow appreciates that customer expectations and preferences are changing and that different customers may prefer to engage in different ways. For this reason, it uses a variety of channels and approaches that span across digital, in-person, one-on-one and one-to-many interactions. Particularly important to Dow is maintaining an open channel with all customers for collecting feedback about their experience with Dow at the many touchpoints they have along their journey. Dow uses that feedback to identify and implement improvements in its processes, products and services and to make every customer experience as easy, enjoyable and effective as possible.

Dow’s commitment is to ask for feedback from every customer contact at least once per year regarding all end-to-end interactions they have with Dow, including but not limited to product quality, performance of its account teams, supply reliability, digital experiences, development of new products and resolution of customer complaints. The responses Dow receives are used to generate a Customer Experience Index (CXi), which measures how easy, enjoyable and effective it is for customers to do business with Dow. CXi is one of the measures that determines the variable pay for all Dow employees.

Dow’s CXi performance in 2022 improved by 3 points compared with 2021, reflecting improvements in product supply reliability and to very positive customer feedback regarding Dow’s enhanced digitally enabled experiences.

GRI Disclosure Report – GRI Content Index

Supplier Engagement

Supplier outreach on sustainability commitment and improvements is important to ensure they are aligned with Dow's ambitions and following its [Code of Business Conduct for Suppliers | Public Policy | Dow Corporate](#)⁷. Supplier outreach is supported by CDP and EcoVadis, who help Dow understand its suppliers' sustainability strategies. In addition, Dow made a concerted effort to engage with diverse suppliers by attending conferences focused on supplier diversity; hosting events to encourage interaction; sharing tips on how to do business with Dow; and creating relationships for future activity. Finally, Dow expanded its influence by encouraging 200 additional suppliers to disclose their expenditures with diverse companies in the United States., increasing Dow's understanding of supplier diversity in its supply chain and encouraging suppliers to expand their efforts. For additional information on Dow's supplier engagement, see [GRI 3-3 Management approach – Sustainable Procurement](#).

Employee Engagement

Employee engagement is ingrained in the cultural fabric of Dow. Throughout the year, employees have opportunities to participate in surveys, internal online social platforms, intranet postings, town hall meetings, webinars and other mechanisms. Disciplined annual and quarterly Voice surveys are conducted to collect the “voice of the employees.” This feedback is used to launch initiatives that improve the employee experience. Dow's 10 employee resource groups (ERGs) have over 57% of employees engaged, helping instill a sense of belonging in daily interactions. These ERGs offer programming that is meaningful and relevant to employees. See [Maximizing Engagement Through Our Employee Resource Groups \(ERGs\)](#).

In the recent past, some topics that have been influenced by direct employee feedback include the Company's work flexibility approach (Design Your Day), updates to leave policies (parental, ERG and volunteerism time-off) and wellness offerings. Dow also utilizes an inclusive hiring process that requires posting of open roles, diverse candidate slates, diverse interview panels and a structured interview format to help ensure fair and equitable hiring practices.

All leaders with direct reports, as well as influential leaders, are engaged on a regular basis through Dow's annual LEAD programming (an internal leadership conference). This program covers company strategy and priorities, and in-depth discussions with internal and external experts on key topics such as reliability, people and culture, and sustainability. Leaders attending this conference have the accountability to take the messaging to their respective work groups for engagement at all levels in the Company.

Employee Representation (including Trade Unions and Works Councils)

Dow strives to work cooperatively with duly chosen employee representatives in the common pursuit of the interests of its employees and the Company's objectives. Dow implements and adheres to its collective agreements with employee representation. Where Dow's employees are represented, it builds those relationships to drive positive business results, employee experience and customer experience. Dow has partnered with employee representation on critical priorities such as environmental, health and safety for many years. Common topics of discussion and/or negotiation between the Company and employee representation include wages, benefits and working conditions.

Dow drives its employee representation relationships locally, meaning these relationships are generally fostered at a site or country level. Communications between the Company and employee representation generally occur through meetings as well as phone calls and email exchanges. Negotiations and general discussion are driven locally with Company representatives and employee representation.



GRI Disclosure Report – GRI Content Index

Community/Society Engagement

Dow knows that by listening and collaborating, it can discover the solutions for what’s needed next. Whether partnering with Dow, working at Dow or experiencing Dow materials in your favorite brands, it is endlessly working to make the world and its communities a better place to live and work.

- Communities are engaged regularly through individual and group meetings, committees and other forms of communication. Wider communication with communities is through social media. Dow is committed to building resilient communities to address unmet needs while keeping its employees and communities safe. Across the Dow world, most Dow sites implement local community engagement programs.
- Dow employees work closely with anchor organizations and nonprofit partners to understand critical needs within the community. This information is used to guide Dow’s philanthropic giving and employee engagement opportunities.
- Data collected from the Community Opinion and Needs Assessments survey conducted in 2021 at 12 strategic Dow locations (defined as cities near large Dow manufacturing facilities) was used to develop 2022 community investment and engagement strategies.
- Community Advisory Committees (CACs) are active at key Dow sites to obtain community perceptions about Dow, share Dow product and technology information and understand how Dow can improve collaboration with community partners to address community needs.

Regulator Engagement

Dow engages with regulators as part of normal operations. These engagements range from standard sharing of information, public comments and reporting to more detailed conversations about specific regulatory issues of interest. Engagement with regulators globally throughout 2022 was primarily done via face-to-face meetings, virtual meetings and email communications. Where there is a topic of broader interest across companies, Dow also engages through trade associations or other coalitions. During 2022, many topics were covered in regulator interactions, including but not limited to: operating permits; environmental remediation projects; trade and customs regulations; product registrations; safe shipment, labeling, handling and use of its products; tax; data privacy; and labor and workforce matters.

Shareholder/Investor Engagement

See Stockholder Engagement (page 22) in the [2023 Proxy Statement](#).

2-30 Collective bargaining agreements

Approximately 15% of Dow’s workforce was covered by collective bargaining agreements in 2022. For the 85% of employees not covered under collective agreement, working conditions and terms of employment are based on local requirements and market-competitive practice in alignment with Dow’s core values. See GRI 2-23 Policy commitments for additional information on [Dow Code of Conduct Policy](#) | [Public Policy](#) | [Dow Corporate](#).

Within the Code, Dow puts measures in place to facilitate desired behavior regarding freedom of association and collective bargaining. Dow recognizes and respects all applicable labor and employment laws – including those addressing freedom of association, privacy and equal employment opportunity – wherever it operates.

Global labor relations principles include the following items:

- Dow implements and adheres to its agreements with employee representation.
- Labor Relations must communicate and manage stakeholders as outlined in regional governance.
- Dow treats employees and employee representation with respect aligned with its core values within the Code.

Processes for management of employee grievances are outlined in site or local handbook/policy documents. Site or local handbook/policies are available to employees either in print, electronically or via both channels. Any violation of the Code can be reported and addressed through the company EthicsLine (see [2-26 Mechanisms for seeking advice and raising concerns](#) for more information).



GRI Disclosure Report – GRI Content Index

GRI 3: Material topics 2021

3-1 Process to determine material topics

In 2022, Dow engaged a large public accounting firm to assist with a complete refresh of its Sustainability/ESG materiality assessment. This assessment helped validate the sustainability priorities for Dow and its stakeholders to inform its sustainability disclosures and strategies.

The process was holistic, starting by assessing the overall landscape using benchmarking across the industry to identify the most relevant topics, which were then assessed by approximately 70 stakeholders representing both internal and external viewpoints. Through meaningful stakeholder engagement, Dow prioritized the impacts that it has or can have from two perspectives: 1) The impact the material topic has on Dow’s business objectives, goals and strategies and 2) The external impact of Dow through the topic on people, planet, economy and human rights (double materiality view).





See 3-3 Management of Material Topics for specific impacts by topic.

Stakeholders

- Communities
- Functional leaders
- Executives
- Investors
- Customers
- Employees
- Finance
- Legal
- Business leaders
- ESG experts
- Governmental Affairs
- Suppliers

3-2 List of material topics

As captured in Dow’s purpose, to deliver a sustainable future for the world through materials science expertise and collaboration with partners, sustainability is at the core of what Dow does. Dow’s material topics align to its four strategic areas of action and highlight how Dow is working as a team to deliver solutions to global challenges and creating lasting value for its customers, communities, employees and businesses.

			
Environmental Performance	Inclusion, Diversity & Equity	Community	Corporate Governance
Biodiversity	Human Rights*	Citizenship	Climate & Operational Resilience
Circular Economy	Inclusion, Diversity & Equity	Health & Wellness	Cybersecurity & Privacy*
Emissions	Talent & Future Workforce	Safe & Reliable Operations	Ethics & Compliance*
Energy Management			Governance & Accountability
Environmental Compliance			Government Relations*
Safer Materials			Sustainable Procurement
Sustainable Chemistry & Innovative Products			Transparency & Reporting*
Waste Management			
Water Stewardship			

*New from 2019 Materiality Assessment



GRI Disclosure Report – GRI Content Index

Economic Performance was removed as a material topic during Dow’s 2022 assessment, as it aligns more directly with its financial material topics and financial reporting. Additionally, Dow has renamed or regrouped some topics for external alignment and comparability.

See also the [United Nations Sustainable Development Goals \(SDGs\)](#) to understand how each of the material topics align.

GRI 200 Economic standards 2021

GRI 204: Procurement Practices 2016

204-1 Proportion of spending on local suppliers

Dow recognizes the importance of supporting local suppliers and communities and strives to integrate this consideration into its procurement practices wherever feasible. While Dow does not have a specific policy for local procurement, it aims to balance the need for global supply chain efficiency with its commitment to supporting local economies and reducing Dow’s environmental footprint.

To achieve this balance, Dow actively seeks out local suppliers in significant locations of operation and evaluates their capacity to meet its quality, sustainability and cost requirements. Where feasible and mutually beneficial, Dow prioritizes procurement that supports local businesses and reduces transportation emissions.

The following summarizes *local supplier spend* in *significant location of operation*:

Procurement Spend	2022	2021 [↗]	2020 [↗]
% spend with local suppliers	96.5%	97.1%	96.6%

“Local supplier” is defined as a supplier located in the same region as the procuring company, evidenced by no transregional payments made to the supplier. Dow’s “significant location of operation” includes major manufacturing operations in Argentina, Brazil, Canada, China, Germany, the Netherlands, Spain, Thailand, the United Kingdom and the United States.

GRI 205: Anti-corruption 2016

205-1 Operations assessed for risks related to corruption

As previously mentioned in [3-3 Management approach – Ethics & Compliance](#), Dow has a commitment to ensure its operations, including employees, have access to robust ethics and compliance trainings, which also encompass anti-corruption and anti-bribery expectations. Dow also recognizes the potential compliance risks associated with the use of third party intermediaries. To mitigate risk to Dow, the Company has robust due diligence and risk mitigation programs in place. All third party intermediaries providing services on Dow’s behalf are assessed for compliance risk through Dow’s ACDD process. Higher-risk third parties are subject to periodic due diligence reviews to ensure compliance with applicable laws and Dow’s ethical standards. These due diligence reviews inform risk mitigation strategies, including providing training and oversight, to ensure that all Dow intermediaries are acting in a manner that is consistent with all applicable laws and Dow’s core values. This due diligence is mandatory for all high-risk third parties and must be completed both prior to establishing a business relationship and throughout Dow’s relationship to the third party. The results of the ACDD process are used to determine risk-mitigation strategies and may include termination of the business relationship.

Dow employees managing relationships with third parties that are determined to be higher risk pursuant to the ACDD process are required to submit information regarding the third party to the OEC to facilitate an in-depth due diligence review. Periodic audits of the ACDD process are conducted by Dow Corporate Audit to identify in-scope third parties that require ACDD screening and to ensure compliance with Dow’s ACDD process. Identified gaps, including non-compliance, and required follow-up actions and deadlines are documented and completed.

The GECC and RECC have been established at the direction of the CEO of Dow Inc. The OEC meets with the GECC and RECCs quarterly to discuss local and global misconduct trends, substantiated reports of misconduct, risks in region, regulatory changes, enhancements to Dow’s policies and internal controls, and third parties pending completion of due diligence. The GECC and RECCs support the OEC with the implementation of actions required to address each need.



GRI Disclosure Report – GRI Content Index

Dow maintains multiple reporting channels, including anonymous reporting, that may be used by Dow employees or third parties to report allegations of misconduct by Dow’s employees or third parties that have business relationships with Dow. Dow investigates every complaint received. Dow strictly forbids and does not tolerate retaliatory treatment of any kind against a whistleblower who, in good faith, exercises his/her/their rights under this policy, makes a complaint or cooperates in an investigation, even if the allegation cannot be substantiated. If a retaliation complaint is substantiated, disciplinary measures will be taken.

205-2 Communication and training about anti-corruption policies and procedures

See [GRI 2-24 Embedding policy commitments](#), which describes Dow’s Code that includes anti-corruption. All Dow directors, officers and employees are required to complete an annual ethics and compliance certification, which includes questions concerning the Code, anti-trust, bribery, gifts and entertainment and potential conflicts of interest. In 2022, the certification process was rolled out to global employees during the second quarter. Instances of non-compliance were escalated to leaders and considered in the employee’s annual performance evaluation. For information on the communication of the anti-corruption policies to business partners, see [GRI 308: Supplier Environmental Assessment](#).

In addition to prohibitions on bribery and corrupt actions contained in the Code, Dow also has a stand-alone AB&AC policy. The AB&AC policy supports the ACDD process and provides guidelines related to Dow’s position on bribery as well as specific processes that must be followed when interacting with third parties and government officials.

Dow also maintains a Global Gifts & Entertainment Policy that provides guidelines as to acceptable gifts given and received, as well as specific processes that must be followed when employees consider providing to, or are offered anything of value from, a government official.

205-3 Confirmed incidents of corruption and actions taken

There were zero confirmed incidents or cases of corruption in 2022.

GRI 206: Anti-competitive Behavior 2016

206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

In 2022, there were two pending cases in which Dow is alleged as being involved in anti-competitive behavior. The first case is in the discovery stage, but the U.S. Department of Justice, along with other state and international agencies, have found there to be no anti-competitive behavior to support the allegations. The second remains open but has not been actively pursued since January 2022, and is expected to close without further developments.

GRI 207: Tax 2019

207-1 Approach to tax

Dow’s tax strategy is to be lawful, ethical and socially responsible in all business practices. Dow’s global tax policy reflects those same principles and can be found here: [Corporate Taxation Policy | Dow](#)⁷. To understand more about its tax governance, see [GRI 207-2 Tax governance, control, and risk management](#).



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Dow’s obligations to stockholders, employees and the communities in which it operates are critical to its success and therefore Dow is guided by the following principles:

- **Economic Substance:** Dow’s customers and market demands determine where it operates and consequently where it pays taxes. Dow undertakes transactions for commercial and business purposes only. Dow does not use so-called tax havens, nor does it transfer value to low-tax jurisdictions for tax avoidance purposes. Dow transfer pricing policies reflect the economic substance of its global footprint and the activities being performed in each jurisdiction. Dow engages outside consultants to assist with benchmarking to determine appropriate intercompany rates. Dow regularly reviews local requirements to ensure ongoing compliance and analyzes the tax laws and regulations as part of its robust compliance process.
- **Compliance and Reporting:** Dow, together with its subsidiaries, files thousands of tax returns, multiple statutory financial statements and supplemental disclosures in the countries around the world in which it operates. Dow tax compliance efforts focus on ensuring payment of required amount of tax, to the right tax authority, at the right time and involves disclosing relevant facts and circumstances to the tax authorities and claiming relief and incentives when appropriate. Tax filings are examined by tax authorities and, as such, could inherently result in a different interpretation of applicable laws and regulations resulting in uncertainties on the amounts of taxes owed. In certain cases, the ultimate resolution of any such uncertainties can take several years. In such situations the Company evaluates the uncertainty according to the relevant accounting standards and adjusts its financial statements to properly reflect the risk. See Dow’s consolidated financial statements for discourse around its accounting policies and relevant financial reporting ([Financial Reporting | Dow Investor Relations](#)).
- **Approach Toward Tax Planning:** Tax planning is an important element of Dow’s overall business strategy. Dow’s tax planning team works closely with the businesses and functions to support reasoned and compliant structures that complement Dow’s global operations. Dow’s global tax organization provides critical jurisdictional perspective into all planning decisions, giving Dow a strategic advantage compared with a more centralized tax organization. To support Dow in complying with its tax policy, advice from external service providers and experts may be sought in relation to tax planning or complex circumstances. In cases where the tax guidance is unclear or Dow does not feel it has the necessary internal expert knowledge to assess the tax consequences adequately, external advice may be sought to support Dow’s decision-making process. Dow acts in accordance with the international guidelines (such as Organization for Economic Co-operation and Development (OECD) guidelines) in its application of transfer pricing and aligns with the arm’s-length principle on intercompany transactions.

207-2 Tax governance, control, and risk management

Dow’s tax policy, emerging risks and controversy items are reviewed at least annually by the Board of Directors with oversight of the Audit Committee.

Through the [Corporate Taxation Policy](#), [Code](#) and [Code of Financial Ethics](#), Dow’s control framework establishes high ethical standards for all its employees. Employees can raise concerns about Dow business conduct through the ethics reporting processes described in [GRI 2-26 Mechanisms for seeking advice and raising concerns](#). For additional information of Dow’s control framework, see [GRI 3-3 Management approach – Ethics & Compliance](#).

Dow has strong internal controls and procedures that govern its tax processes and lower its risk profile. Dow’s approach to managing tax risk is formalized in a Global Risk Management Framework, reviewed and approved by the chief tax officer and the tax leadership team. The framework is the guide to consistent review and documentation of the following areas:

- Acquisitions, dispositions, joint ventures, restructurings and other transactions resulting in a gain or loss.
- Significant changes in transfer pricing practices or operating profile.
- Changes in tax accounting methods or policies.
- Audit adjustments or unfavorable decisions in tax administrative appeals or litigation.
- Other significant events that could negatively affect the reputation of Dow or its Board.



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Given the size and complexity of its business and the volume of tax obligations, tax risk arises relative to the interpretation of tax laws. Dow analyzes the tax consequences of transactions and events before they are undertaken and determines proper reporting required in tax filings. When necessary, Dow seeks the advice and counsel of tax experts around the world.

For a description of the assurance process, including the external assurance report, see Report of Independent Registered Public Accounting Firm beginning on page 60 of the Dow Inc. Annual Report on Form [10-K](#).

207-3 Stakeholder engagement and management of concerns related to tax

Dow engages tax authorities with honesty, integrity, respect and fairness, and in a spirit of cooperative compliance. Dow seeks to resolve disputed matters through proactive and transparent discussion and negotiation, but is prepared to litigate or exercise alternative rights to defend its position. Where Dow disagrees with a ruling or decision of a tax authority, its aim is to be professional, constructive and maintain transparent disclosure in its relationships with tax authorities, recognizing that early resolution of risks is in the best interests of Dow and the tax authorities. Dow makes its tax returns as clear as possible and it tries to raise important issues proactively so that tax authorities can focus its resources effectively. If it is unclear how a tax law should be applied, Dow may engage with tax authorities in advance of undertaking transactions to confirm the correct application of such tax law. Tax laws are highly complex and, if Dow’s interpretation of the law differs from that of the tax authority, it seeks to resolve the differences in a professional, timely manner or pursue dispute resolution, if appropriate.

Dow believes that good tax policy fosters economic stability and better lives for people around the world. Dow advocates for pro-growth tax policies that establish and maintain competitive tax rates with a focus toward simplifying and harmonizing tax laws around the world. Dow’s engagement with trade organizations and policymakers is based on the drive to implement sustainable tax policies that avoid disadvantaging certain taxpayers to the benefit of others. Dow’s overriding goal is a level playing field for all taxpayers, no matter the jurisdiction or taxpayer size.

For more information on how Dow engages stakeholders, see [2-29 Approach to stakeholder engagement](#).

207-4 Country-by-country reporting

Beginning in 2022, Dow has included customs and duties, excise taxes and payroll taxes paid by the Company, in the payments-to-governments data.

For comparability, the following table includes taxes paid by region, excluding custom and duties, excise taxes and payroll taxes for all years reported.

Area	2022 (\$MM)
Europe, Middle East, Africa and India	\$771
Asia Pacific	\$373
United States and Canada	\$513
Latin America	\$555
Total	\$2,212

Area	2022 (\$MM)	2021 (\$MM)	2020 (\$MM)
Europe, Middle East, Africa and India	\$467	\$493	\$380
Asia Pacific	\$252	\$278	\$216
United States and Canada	\$217	\$271	\$376
Latin America	\$410	\$165	\$39
Total	\$1,346	\$1,207	\$1,011

OMISSION 207-4 Country-by-country reporting
 Confidentiality constraints. Dow will continue to assess if additional disclosures are warranted on an annual basis.

Climate & Operational Resilience

3-3 Management approach

Key Impacts

- Climate change-related risks and uncertainties, legal or regulatory responses to climate change, and failure to meet the Company's climate change commitments could negatively impact the Company's results of operations, financial condition and/or reputation. (negative)
- Public and political attention continues to be placed on the protection of critical infrastructure, including the chemical industry, from security threats. Sabotage, terrorism, war, natural disasters and cyber incidents have increased global concerns about the security and safety of chemical production and distribution. (negative)

Dow is driving governance practices to create long-term value for shareholders, strengthen accountability and build an agile company that can adapt and respond to changing conditions. Resilience crosses many areas of management within Dow, with primary operational oversight handled by Dow's **Executive Sustainability Team**. The Executive Sustainability Team provides both sponsorship as well as acts as a point of escalation for Dow's operational and climate resilience activities. There are several key teams involved in Dow's risk management to effectively remediate or mitigate climate, operational events and security risks. These teams work both proactively and reactively across the globe to manage operational and climate challenges.

- The **Climate Steering Team (CST)** includes executives from our businesses and functions. They oversee the Climate Program Management Office, which is responsible for assessing and managing climate-related risks and opportunities, including reducing Scopes 1+2+3 emissions; improving metric tracking and reporting; developing products, technologies and business models to address customers' climate-related needs; and developing and executing actions to deliver committed targets.
- The **Sustainability Governance Process Team for Operations (SGPTO)** is responsible for driving accountability throughout Operations with a focus on EH&S performance, work process, standard and policy direction and oversight, environmental permit and regulatory compliance and reviews of corporate EH&S audit results. The team's scope includes all operational facilities and contract manufacturing arrangements. They also manage the Priority Facility process, which uses a data-based

analysis to identify facilities with higher levels of risk within the Company and then formally review and validate that strong risk mitigation plans are in place.

- **Supply Chain Sustainability Governance Team** is responsible for protecting and evolving Dow's supply chain through distribution risk management (both safety and security), functional and business management system reviews (MSRs), supply chain risk reviews and significant event reviews, along with other critical compliance risk management. Their scope is primarily outside the gate, but they partner very closely with the SGPTO and the Product Governance team in support of end-to-end resilience risk management.
- The **Product Governance Team (PSGT)** is responsible for reviewing product regulatory and sustainability risks and associated risk management plans. This team reviews proposed product stewardship initiatives, provides oversight to Dow's Corporate EH&S policies, standards and requirements, reviews business risk reviews, reviews results of internal product stewardship audits and conducts an annual Management System Review to determine the effectiveness of the processes and team. The team also helps drive collaboration and alignment between businesses and functions to effectively manage EH&S risks related to Dow products.
- The **Global Security Operations Center (GSOC)** plays an important role in enterprise risk management by monitoring and responding to potential threats and risks that may impact Dow's operations, assets and reputation. The GSOC is responsible for collecting, analyzing and disseminating intelligence about potential threats to Dow's employees and physical assets, such as acts of violence, insider threats, natural disasters and other emergencies. It uses advanced technology and monitoring tools to identify and respond to potential threats in real time. The above teams use the information provided by this team as an input to their risk management activities.

For specifics on policies and commitments, see the following Management approaches: [Energy & Emissions Management](#); [Safe & Reliable Operations](#); [Cybersecurity & Privacy](#); [Safer Materials](#); and [Sustainable Procurement](#). Also see the detailed description of Dow's Enterprise Risk Management within the TCFD Governance named [Describe the board's oversight of climate-related risks and opportunities section](#).



Climate & Operational Resilience

2022 Actions Taken

Risk Reviews and Assessments

Stakeholders Engaged

<p>Completed distribution risk reviews (DRRs) for products most hazardous while in transport with a goal to continue to improve transportation safety and decrease supply chain risks.</p>	<ul style="list-style-type: none"> • Supply chain governance team • Business supply chain director • Product stewardship leaders • Business functional leaders (as warranted) • Supply chain modal focal points
<p>Completed MSRs with a goal to improve safety, product and environmental compliance.</p>	<ul style="list-style-type: none"> • SGPTO • Business functional leaders • External contract manufacturing
<p>Completed site risk assessments (SRAs) including reviews of process safety, physical security and cybersecurity to ensure risks are maintained at acceptable levels.</p>	<ul style="list-style-type: none"> • Chief security officer • Chief information security officer • Site leadership teams • Process safety director and technology leaders • Dow's internal IT and functional teams including its cybersecurity teams
<p>Completed business risk reviews (BRRs), which are used to review risks associated with the introduction of new products, applications, markets, regulations, or changes in Dow's supply chain to identify, minimize or eliminate product risks.</p>	<ul style="list-style-type: none"> • Product stewardship leaders • Business leaders • Other functional leaders (as warranted)
<p>Used the Priority Facility assessment process to review the activities to manage down the risk profile of the facilities across Dow deemed as having higher levels of risk.</p>	<ul style="list-style-type: none"> • SGPTO • Business leaders • Facility leadership • Process safety director and technology leaders • Site leadership teams

The BRR, DRR, MSR, SRA and Priority Facility review processes are operational control mechanisms to validate policies, standards and procedures are being followed.

Any deficiencies identified are managed and tracked to completion.

These risk reviews drive continuous improvement, continued education and compliance.

Additionally, in 4Q22 an internal audit of the DRR and functional and business MSR processes were completed, with strong controls being observed.

Event Management

Additionally, Dow managed several events in 2022 (e.g., events tied to COVID-19 response, the Russian/Ukraine situation and chemical releases by an industrial park tenant). Some key responsibilities of the crisis management team include the monitoring of events, management of internal and external communications, and ensuring employee safety by providing tracking and evacuation support.

Large-scale drills are conducted that allow for continual learning and process improvements. Due to Dow's success in managing crisis events, Dow is often asked by peers or external agencies to share its processes, practices and technologies that improve industry crisis capabilities and support communities.

Stakeholders Engaged

- GSOC
- Executive leadership team – CEO, CFO, VP of Mfg & M&E, corporate secretary
- Regional and country leaders
- Site leaders
- Business and functional leaders
- Community leaders
- Local safety and security teams

Circular Economy

3-3 Management approach

Key Impacts

- As one of the world's largest plastics producers, Dow's products provide societal benefits; however, there is often a lack of waste management infrastructure to bring back end-of-life plastics into a circular economy. This can contribute to environmental pollution and leakage into the environment. (negative)
- Moving toward a more circular world for the products Dow consumes every day is important not only to stop increasing environmental pollution but also to address climate change. Plastics are an essential part of the world's journey toward a lower-carbon future. (positive)
- Developing circular economy solutions creates new jobs, new businesses and new business models. (positive)

Dow is one of the world's largest plastics producers and sells products that enable increasing quality and standards of living. For instance, Dow's products that are intended for food packaging applications are designed to be high-performing, lightweight and are essential to extend the shelf life of food. These applications are projected to have strong demand patterns, as the food ecosystem and infrastructure expands to support a growing world population and the increasing need to deliver food to areas suffering from climate impacts, such as floods and droughts without food going to waste. Certain single-use plastics are also essential in many critical applications, such as healthcare, that are without viable alternatives for the foreseeable future.

Given these trends, global polyethylene demand growth is expected to continue given the sustainability benefits of polyethylene packaging compared with other alternatives. On a lifecycle basis, plastics designed to be used once in applications such as medical and food often offer significant GHG reductions compared with alternatives and are thus critical to ensure the world's journey toward a lower-carbon future.

In order to maintain the benefits of plastics and end plastic pollution, growing ecosystems to collect, sort and recycle these plastics is critical to capture these materials back into the circular

economy and diversify the industrial feedstock base to include alternatives to fossil-based sources. Dow will partner to build industrial ecosystems to collect, reuse or recycle waste and expand its portfolio to meet rapidly growing demand for circular solutions.

Even though the volume base is fairly small today, circular polyethylene is seeing increasing promise with commercially attractive growth rates, and Dow expects this market to gain an increasingly larger market share over the coming decades, as supporting policies, technology and economics improve.

Commitments

Dow continues to advance efforts to create a circular economy by designing packaging solutions that enable the final packaging to be recyclable. However, to truly enable a circular future, Dow set a new target in 2022 to transform the waste, where Dow's collective efforts with partners must expand to drive higher recycling rates for plastic materials through the development of associated ecosystems to increase collection, sorting and recycling. As part of Dow's sustainability targets, Dow intends to transform the waste and other feedstocks to deliver 3 million metric tons per year of circular and renewable solutions by 2030. Also, see [2022 Close the Loop progress](#).

Policies

Dow, as a polyethylene producer, is only one part of the circular ecosystem. Thus, Dow is also advocating for the adoption of policies to accelerate the broader pathway to circularity.

- Circularity-enabling policies such as national targets for recyclability; recycling mandates for plastics; mandates for recycled content in products; Extended Producer Responsibility schemes to finance state-of-the-art local access to collection, sorting and recycling; and policies to incentivize investments in innovative circular technologies are all critical to ensure that post-use plastics are diverted away from landfilling, incineration, open dumps and open burning and instead enter the circular economy.

Circular Economy

2022 Actions Taken

Technology Investments

Dow is investing in technologies in order to use circular feedstocks such as plastic waste and renewables, thereby reducing the reliance on virgin-fossil feedstocks.

Dow tracks circular feedstock use, and sales of circular and renewable solutions that count toward the 2030 Transform the Waste target.

Stakeholders Engaged

- Technology providers

Reducing Waste

Dow is continuously optimizing its operations to minimize waste and use byproducts as alternative input feed. Dow tracks and discloses waste intensity see [GRI 306 Management approach – Waste Management](#). The overall aim is reducing waste from operations to a minimum.

Stakeholders Engaged

- Operations

Recycling

Through innovative developments, combined with partnerships and value chain collaboration, Dow is enabling more plastics packaging applications to be recyclable.

Dow tracks year-on-year increases in the applications that are enabled for recycling.

Stakeholders Engaged

- R&D
- Universities
- Value chain

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301-1 Materials used by weight or volume

In addition to fossil-based resources, Dow employs renewable raw materials, among others based on wood, sugar cane, corn, grains and vegetable oils, preferentially as byproducts from other industrial processes. In 2022, Dow purchased approximately 420 KT of renewable materials. Renewable materials are used by all Dow businesses across a large portfolio of products. Beyond using the renewable raw materials for their specific properties, they are also used to directly substitute fossil-based resources using the International Sustainability and Carbon Certification PLUS certified mass balance approach, allowing Dow to allocate renewables into a wide variety of products. Dow works closely with its suppliers to ensure that its renewable raw materials are ethically sourced and do not come with negative effects such as deforestation, displacing local communities or harm to biodiversity, while expanding the positive gains such as reduction in greenhouse gas emissions.

The use of renewable materials aligns with Dow's Transform the Waste target, which is to transform waste and alternative feedstock to deliver 3 million metric tons per year of circular and renewable solutions by 2030.

OMISSION 301-1 Non-renewable volume

Confidentiality Constraints: Information on total non-renewable volume not disclosed due to competitive reasons.

301-2 Recycled input materials used

In 2022, Dow purchased approximately 13 KT of recycled input materials in the form of, among others, used mattresses, used oils and mechanically recycled plastics. It is Dow's strategy to increase the number of recycled inputs significantly in the coming years. To achieve this, Dow is expanding its recycling efforts through internal innovation, partnerships and scaling of production. Dow works on new technologies, new value chain ecosystems and innovating solutions to improve the recyclability of packaging applications that Dow's products go into so that these products are not lost to the circular economy.

OMISSION 301-2 Percentage of total input materials used

Confidentiality Constraints: Information not reported due to its confidentiality.

301-3 Reclaimed products and their packaging materials

OMISSION 301-3 Reclaimed products and their packaging materials

Information unavailable. Dow will continue to annually assess mechanisms to be able to report the quantity of products and packaging materials reclaimed and if any additional disclosure data is available in the future.

Energy & Emissions Management

3-3 Management approach

Key Impacts

- Dow is a major user and producer of energy. Dow operates energy-intensive assets that today are powered by cost-effective but emissions-intensive fuels. (positive/negative)
- Dow is a large GHG emitter. Chemical processes are energy intensive and hard to decarbonize. (negative)
- Dow has a multi-generational plan to replace end-of-life emissions-intensive assets with higher-efficiency, lower-emissions assets. Dow's size enables it to develop and scale low-carbon technologies that will have a positive impact on the environment, society and the economy. (positive)
- As a large and diverse global company, Dow can drive emissions reductions across the value chain. (positive)
- Dow is a producer of technologies that are essential to a lower-emission future, including lightweight materials used in transportation, materials to improve the energy efficiency of buildings and amines for carbon capture. (positive)

Dow has three operating segments: Packaging & Specialty Plastics, Industrial Intermediates & Infrastructure, and Performance Materials & Coatings. While all segments are responsible for emissions and energy management, most of Dow's direct emissions and energy consumption is associated with the Packaging & Specialty Plastics segment, which consists of two highly integrated global businesses: Hydrocarbons & Energy, which oversees the largest share of Dow's emissions and energy footprint, and Packaging and Specialty Plastics. Hydrocarbons & Energy is a leading global producer of ethylene, a key chemical building block that is energy-intensive in its production and delivered to downstream derivative businesses. The business also produces and procures the power, steam and feedstocks used by the Company's manufacturing sites. As most of Dow's GHG emissions today are associated with the consumption

of energy, the management of energy and emissions are inherently linked.

Commitments

- By 2030, Dow will reduce its net annual carbon emissions by 5 million metric tons compared with its 2020 baseline (15% reduction). By 2050, Dow aspires to be carbon neutral (Scopes 1+2+3 plus product benefits).
- In addition to the above targets, Dow has a 2025 Sustainability Goal to obtain 750 MW of its power demand from renewable sources.

Policies

- Each business, location and facility is directed by Dow's Pollution Prevention Policy to follow the waste management hierarchy, which contributes to the Company's efforts to minimize emissions and reduce energy consumption. This includes (a) source reduction/elimination, (b) recycling, (c) recovery, (d) conversion, (e) treatment and (f) containment. Facilities must support the Company goals and initiatives for climate change, energy conservation and emissions reduction.
- To manage longer-term tactical efforts related to climate and emissions management, Dow has a climate Program Management Office (PMO) overseen by the Executive Leadership Team through its climate steering team. The PMO is designed to ensure that the management of energy and emissions is integrated into Dow's long-term strategy to decarbonize its assets and grow Dow's business ("Decarbonize and Grow").
- As part of Dow's Hydrocarbons & Energy business, Dow's Energy & Climate organization is responsible for the management of a value-driven clean energy portfolio to support Dow's manufacturing sites, and to optimize, innovate and advocate for lower-carbon solutions.



Energy & Emissions Management

2022 Actions Taken

Emissions Monitoring

Scopes 1 and 2 GHG emissions are tracked internally on a monthly basis for Dow's top 25 largest sites. Scope 1, 2 and 3 GHG emissions are reported externally on an annual basis for the Company overall. Each facility monitors energy consumption on an ongoing basis and reports consumption internally on a monthly basis. Energy consumption information is reported externally on an annual basis, including which portion of energy consumption comes from renewable sources. When used with production quantities, emissions and energy intensities can be tracked.

Dow is currently on track to achieve its targets related to GHG emissions reduction.

Stakeholders Engaged

- Executive Leadership Team
- Climate Steering Team
- Climate PMO
- Business Leaders
- Environmental Reporting Team

Renewable Energy Activities

Increase energy consumption from clean energy sources, both renewable and zero-carbon emissions. In 2022, Dow increased access to renewable power to support its sites. In 2022, Dow announced the signing of a letter of intent with X-energy, a nuclear energy innovation company, to develop and deploy X-energy's advanced small modular nuclear technology at a Dow location in the U.S. Gulf Coast.

In 2022, Dow achieved a significant reduction in Scope 2 emissions. See [GRI 305-2 Energy indirect \(Scope 2\) GHG emissions](#). Dow has met and exceeded its 2025 Sustainability Goal to obtain 750 MW of power demand from renewable sources. See also [GRI 302-1 Energy consumption within the organization](#).

Stakeholders Engaged

- Executive Leadership Team
- Climate Steering Team
- Climate PMO
- Hydrocarbons & Energy

Path to Zero Projects

Deliver Fort Saskatchewan Path to Zero project in line with Dow's "Decarbonize and Grow" strategy. The Fort Saskatchewan Path to Zero project will triple Dow's ethylene and polyethylene capacity from the site, while retrofitting the site's existing assets to net-zero carbon emissions (approximately 1 million metric ton Scopes 1 and 2 reduction).

The Fort Saskatchewan project will decarbonize Dow's global ethylene footprint by 20%.

Stakeholders Engaged

- Executive Leadership Team
- Climate Steering Team
- Climate PMO
- Business Leaders across Hydrocarbons & Energy; Plastics and Specialty Plastics

Scope 3 Advancements

Significant progress has been made to advance Dow's Scope 3 program in 2022. Dow continues to refine its approach to Scope 3 data and to improve its methodologies to align with evolving industry standards. While Dow doubled the number of suppliers responding to its requests for climate data in 2022, Dow will continue to engage and support suppliers on climate data sharing, target-setting and decarbonization planning through direct engagement as well as through groups like CDP, WBCSD and Together for Sustainability (TfS). Lastly, Dow has embedded Scope 3 goals into its 2022-2024 Performance Share Unit program.

See more about Dow's methodology/data collection improvements and progress within [GRI 305-3 Other indirect \(Scope 3\) GHG emissions](#).

Dow doubled the number of suppliers who reported climate data in 2022.

Stakeholders Engaged

- Executive Leadership Team
- Climate Steering Team
- Climate PMO
- Business Leaders
- Purchasing and Integrated Supply Chain Leaders
- Environmental Reporting Team

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302-1 Energy consumption within the organization

See disclosures [GRI 302-4 Reduction of energy consumption](#) and [GRI 305-2 Energy indirect \(Scope 2\) GHG emissions](#) for actions to reduce energy consumption. Total energy consumption in 2022 was reduced compared with 2021, primarily due to reduced production rates as a result of macro-economic conditions, particularly in Europe, as well as planned maintenance outages.

Description	2022 (million GJ)	2021 (million GJ)	2020 (million GJ)
Purchased Fuels ¹	312.59	317.07	394.42
Offgas from Feedstock ²	257.32	262.67	241.35
Purchased Electricity	36.74	38.51	37.49
Purchased Steam ³	4.52	5.14	5.23
Power & Steam Sold ³	-46.68	-48.62	-48.25
Total Energy Consumption	564.49	574.77	630.24

1 Purchased fuels data excludes purchased fuels resold or used internally as feedstock.

2 Off-gas from feedstock data includes non-cracker sources.

3 To calculate steam energy, Dow utilizes the work potential method.

Purchased electricity from renewable sources

Source	Capacity 2022 (MW)	Consumption 2022 (million GJ)	Capacity 2021 (MW)	Consumption 2021 (million GJ)	Capacity 2020 (MW)	Consumption 2020 (million GJ)
Wind	603	6.03	535	4.48	375	4.40
Hydro	144	6.06	168	5.05	147	4.69
Biomass	42	0.71	2	0.07	0	0.00
Landfill Gas	3	0.04	3	0.05	3	0.05
Solar	244	2.11	193	1.02	319	0.32
Total	1036	14.95	901	10.67	844	9.46

Purchased steam includes renewable sources

Source	Consumption 2022 (million GJ)	Consumption 2021 (million GJ)	Consumption 2020 (million GJ)
Biomass Total	0.47	0.52	0.51

Also see [305-2 Energy indirect \(Scope 2\) GHG emissions](#) for information on renewable energy improvements in 2022.

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302-2 Energy consumption outside of the organization

OMISSION- 302-2 Energy consumption outside of the organization

Information not available. Dow will continue to evaluate standards, data sources, methodologies and/or calculation tools for their ability to facilitate future reporting.

302-3 Energy intensity

Energy intensity is calculated using total energy consumption divided by total valued production volume, which includes byproducts and co-products. Overall, energy intensity for 2022 increased compared with 2021. As economic conditions deteriorated in the second half of 2022, particularly in Europe, Dow took disciplined actions to adjust production rates and reduce costs. As production units are designed to operate most efficiently at higher asset utilization rates, energy intensity increased in 2022 compared with 2021.

Description (GJ/metric ton of production)	2022	2021	2020
Energy Intensity (Scopes 1 and 2)	11.43	10.85	11.86

302-4 Reduction of energy consumption

Dow tracks overall energy intensity and consumption year over year as key metrics. The following table outlines some examples of conservation and efficiency initiatives completed in 2022. Energy savings were determined by comparing plant operating conditions before projects were implemented to conditions after implementation.

Project Summary	Location	Type of energy reduced	Approximate amount of energy saved (millions KJ/year)
Installed new high-efficiency steam turbine for cracked gas compressor at the ethylene plant. In parallel, installed new acetylene preheater to minimize back-end pressure loss.	Tarragona, Spain	Fuel	1,012,800
Flare gas recovery project at a Texas Light Hydrocarbons plant (TX7).	Freeport, Texas	Fuel	262,000

302-5 Reductions in energy requirements of products and services

OMISSION 302-5 Reduction in energy requirements of products and services

Not applicable. This indicator is not applicable since virtually all Dow products do not require energy in use.



Water Stewardship

3-3 Management approach

Key Impacts

- Dow uses water in its manufacturing processes and in its products mainly tied to its steam and cooling activities. Dow's main consumptive use of water is from evaporative losses from cooling. Effective water stewardship is required for long-term company viability. (negative)
- As a large global company, Dow has the responsibility to minimize its environmental footprint associated with its operations and across the value chain. (positive/negative)
- Dow is committed to technology development, advocacy, partnerships and collaborative action to improve and protect its watershed health and viability. (positive)

Water is a critical raw material in Dow's manufacturing processes. Effective water stewardship is required for long-term company viability and Dow's senior executive leadership team oversees the water strategy. Based on the S&P Global Trucost physical risk assessment, water scarcity is recognized and addressed as the biggest climate-related threat to corporate assets with potential substantive financial or strategic impact on business. Water-related risk includes water availability (too much, too little), water quality, access to safe drinking water and health of ecosystems, reputational and regulatory challenges.

Dow's water risk management approach recognizes that every site and every business is accountable for water while certain watersheds require additional measures to address specific water stress challenges. Dow locations have specific water action plans to address risk to operations given their dependence on a stressed watershed. These action plans include mitigations for local water scarcity or quality issues and consider the needs of other local users for freshwater. Additionally, Dow has identified six locations where its operations are located in a water-stressed watershed, have local water quality issues, have competition among local users for water, or have some local knowledge of watershed challenges:

- Brazos River, Freeport, Texas
- Guadalupe River, Seadrift, Texas
- Purchased fresh water, Bahia Blanca, Argentina
- Rivers Rhine and Meuse, Terneuzen, the Netherlands
- River Weisse Elster and Lake Witznitz (Böhlen site), Dow Central Germany
- Purchased freshwater supply source from Ebro River diversion, Tarragona, Spain

Accountability of water management begins at the site level where the operating permits exist and elevates to the board level through its risk management oversight responsibilities and through the board's EHS&T Committee, providing oversight of environmental and climate related matters, among others. Additionally, each employee also has a vested interest in continued progress, linking sustainability performance to each individual Dow employee's annual Performance Award.

Commitments

- Dow is committed to technology development, advocacy, partnerships and collaborative action to improve and protect its watershed health and viability. Collaboration with nonprofits such as The Nature Conservancy, with universities and municipalities, and with other businesses and industry coalitions such as the CEO Water Mandate are opportunities to gain and share learnings, raise awareness of where the impacts are in the value chain, and catalyze action.
- By 2025, Dow is poised to deliver \$1 billion in value through projects that are good for business and better for ecosystems, including water.
- By 2025, Dow will reduce the freshwater intake intensity at key water-stressed sites by 20% (World-Leading Operations ([WLO Goal](#))).
- By 2025, Terneuzen will eliminate the intake from the Biesbosch, the largest freshwater tidal area in Europe, which provides vital potable water to the communities.
- Building on its commitment to U.N. SDG 6, Dow endorses the [CEO Water Mandate](#), mobilizing businesses to advance water stewardship within its own operations and by collaboratively working to enhance water management at the watershed level.
- As co-founder and signatory of the [Water Resilience Pledge](#), Dow is committed to advancing water stewardship within its own operations and to working collaboratively to enhance water management at the watershed level.

2022 Actions Taken

Water Conservation

Reduce freshwater intake intensity by implementing water conservation projects.

- The list of projects to achieve Dow's 2025 WLO freshwater intake intensity goal is reviewed quarterly by the WLO leadership team.
- These projects improve water efficiency along with other benefits. For example, in Seadrift, Texas, Dow upgraded to the state-of-the-art Steamizer[®] XP™ flare tip to maximize smokeless performance efficiencies and reduce the impact of flaring. The upgrade has demonstrated 50% less steam use.

Stakeholders Engaged

- WLO Leadership Team
- Project teams
- Communities

Screening for Impacts

Screen across the R&D portfolio for product benefits and impacts to water.

- Dow's R&D portfolio assessment process prioritizes sustainability elements such as benefits and impacts to water and driving innovation in water consumption and effluents.
- LCA is used to evaluate the water footprint of a product.

Stakeholders Engaged

- Customers
- Communities
- Business functional leaders (as warranted)

Circularity

Deliver nature-based solutions to improve water quantity, quality and health of the watershed and to increase water circularity.

- All high-capital investments (greater than \$10 million) are required to account for any impacts on water as part of the capital approval process.
- Dow's Valuing Nature Team tracks projects that enhance nature, including net-positive water impact.
- Dow is involved in several pilots of technology to increase the ability of water reuse and recycling.
- As of 2022, Dow's Kankakee, Illinois, site is reusing effluent from a reverse osmosis unit, reducing 30% in annual wastewater generation and a 14% reduction in water consumption.

Stakeholders Engaged

- SEAC
- Valuing Nature Team
- Project teams
- Customers
- Communities

Risk Assessment

Continued evaluation of water stress.

- Global water risk screening using the most up-to-date World Resource Institute Aqueduct tool is completed every two years.
- Water stress evaluations are performed if a site has experienced water quality and/or quantity stress or anticipates growth that could impact freshwater quantity or quality needs.
- In 2022, Dow's water body risk assessment led to the funding of long-term affordable access to safe water to families in Querétaro, Mexico, in partnership with [Water.org](#).

Stakeholders Engaged

- Water Resource Institute
- World Wildlife Fund
- S&P Global Trucost
- WBCSD
- Water Resilience Coalition
- Customers
- Communities
- Regulatory bodies
- Employees

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303-1 Interactions with water as a shared resource

Recognizing that water is a resource requiring shared action, Dow is working to advance water stewardship across the enterprise – from supply chains to operations to product offerings. It is important to continue advancements in restoring watersheds and protecting ecosystems by exploring new opportunities with existing partnerships and collaborating across customers, suppliers, communities and other companies.

Some additional details of Dow’s water stakeholder engagement include:

- Partnering with communities to drive watershed-level improvements using nature-based solutions, sharing technical advice and financial support.
- Holding joint reviews with Dow’s customers to assess its performance with respect to water management.
- Collaborating to advance world-class water stewardship in Dow’s operations and supply chain and the chemical industry. Engagement with external groups such as ACC, WBCSD, The Nature Conservancy (TNC) and Water.org advances Dow’s technical expertise and positive impact outside its fence line. Additionally, the Water Resilience Coalition, which is an initiative of the CEO Water Mandate, of which Dow was a co-founder, is committed to achieving positive water impact through collaborations in more than 100 water-stressed basins that support over 3 billion people by 2030.

Dow’s actual **water consumption** within its operations is limited, with only 4% of withdrawals being estimated as lost to evaporation, consumed by other processes or incorporated into products. The remaining 96% of its water withdrawals are returned to the water body.

The various sources of **water withdrawal** to each Dow facility depend on local water availability, quality and an understanding of how other users interact with the watershed. Most of Dow’s facilities withdraw from surface water bodies. Certain facilities also use brackish water/seawater as an alternative source to fresh water. Rainwater is recovered in multiple sites and used as firewater and for other purposes. Efforts to avoid water demand increase, reuse and recycle water from both internal and external sources are put in place whenever economically and technically feasible. Several Dow sites purchase water from third party sources in two forms – raw or treated surface water and as treated effluent wastewater. Dow also sells and treats water for tenants within its industrial parks.

Water is discharged to surface water or seawater based on the location of the manufacturing facility. At a few sites, Dow sends wastewater to be treated by a third party before discharge (typically to surface water). Dow works to eliminate or minimize the generation of emissions to water at the source through research, process improvements, plant operations and maintenance. Dow treats and monitors to ensure quality of water before discharging back to the environment. Rainwater and non-contact cooling waters are typically not treated but monitored for quality parameters as defined by local authorities.

Increasing frequency of severe weather events and climate change continues to challenge Dow’s water availability and quality. In 2022, there was a severe drought in the state of Texas, reducing reservoir levels along all bodies of water in the Brazos River Basin. Dow’s largest production facility, Texas Operations, heavily relies on seawater, surface water and groundwater for its operations. During droughts, water availability and quality are heavily impacted. Reduced water quality associated with low water availability requires cooling towers to consume higher amounts of water with more frequent blow-downs to maintain equipment operating with diminished water quality.

Some other key challenges associated with improving Dow’s performance in water stewardship include:

- Complexity of water systems across its facilities, cost/benefit of new and existing infrastructure and water accounting.
- Large variability associated with shared reservoirs and conveyance systems.
- Solving trade-offs that exist between current lower-carbon technology and associated higher water consumption.

To learn more about how Dow is managing water including its goals and management of risks, see [GRI 3-3 Management approach – Water Stewardship](#) and sections [TCFD Category Strategy](#) and [TCFD Category Risk Management](#).

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303-2 Management of water discharge related impacts

The quality of effluent discharge for each facility is managed by local regulations and respective environmental agencies for each watershed, which typically includes the profile of the receiving waterbody. The management of water discharge-related impacts includes discharge directly to surface water bodies, subsurface water and third party treatment entities. The responsible local authorities also regularly audit Dow’s facilities and management program. All Dow locations are required to develop a program that is consistent with the principles of Responsible Care®, company goals, required external management systems, ISO-14001 as applicable and comply with local applicable environmental licenses and permits. Employees must reduce the impacts to the environment by using appropriate work practices to prevent, report and mitigate releases to the environment.

Additionally, the management of wastewater includes handling, storage, containment, treatment (e.g., destruction), disposal and on-site transportation. Each external contractor or outside service provider used for treatment operations to recycle, recover, convert, treat or contain wastewater must be approved and meet Dow’s ODMS surface water protection standard. As a Responsible Care® company and member of the ICCA, Dow is continually engaged in waste reduction and pollution prevention efforts in its operations, including those linked to water. Water discharge quality is strictly governed by local regulations and each operating site is accountable for meeting the established permit discharge limits and has monitoring capability in place to meet these limits.

303-3 Water withdrawal

Water withdrawal accounting methodologies and associated assumptions are managed at the site level and are based on metered data, calculations, engineering estimates and/or invoices provided by third party suppliers.

Dow worked in collaboration with TNC to complete a robust water stress analysis to support identification of its key water-stressed sites. Sites were identified as “water stressed” if they met all of the following criteria:

- Site or territory withdraws 25% or more renewable freshwater (based on the UN Integrated Water Resources Management (IWRM) framework);
- Site or territory identified as high or medium stress when input into the World Resource Institute Aqueduct tool;
- Review and analysis with local water experts on water stress level; and
- Site identified as globally relevant for Dow in both production output and freshwater withdrawal and is discretionary based on business continuity relevance.

Refer to the [GRI 3-3 Management approach – Water Stewardship](#) for a list of key water-stressed sites and more information on Dow’s water risk management.

Total water withdrawal from all areas

Source (megaliters)	2022	2021	2020
Surface	1,630,494	1,699,905	1,831,697
Groundwater	33,759	34,440	35,672
Seawater	1,041,610	1,092,075	1,101,371
Produced Water	143	174	174
Third-Party Water	170,416	133,655 ¹	123,164 ¹
Total Water Withdrawal – All Areas	2,876,422	2,960,249	3,092,078

¹ Prior year values updated to include recycled water sourced from a third-party

Overall, Dow’s total water withdrawal was reduced in 2022 compared with 2021 primarily due to reduced production rates as a result of macro-economic conditions.

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Total water withdrawal from key water-stressed sites (KWSS)

Source (megaliters)	2022	2021	2020
Surface	135,402	119,968	187,160
Groundwater	336	614	358
Seawater	1,035,824	1,086,112	1,095,556
Produced Water	0	0	0
Third-Party Water	99,276	62,600	55,443
Third-Party Groundwater	0	0	0
Third-Party Surface Water	65,889	28,778	27,713
Third-Party – Produced Water	0	0	0
Third-Party – Seawater Fresh Water	0	0	0
Third-Party – Seawater Non-Fresh Water	25,070	25,359	23,098
Third-Party – Recycled Water	8,317	8,463	4,632
Total Water Withdrawal – KWSS	1,270,838	1,269,294	1,338,517

Total water withdrawal at Dow’s KWSS increased slightly in 2022. Third-party surface water increased due to extreme drought conditions that caused sites to purchase additional water from alternative sources.

Total water withdrawal from each of the sources is listed below for all areas

Source (megaliters)	2022	2021	2020
i. Fresh Water (<=1,000 mg/L Total Dissolved Solids)	1,801,282	1,834,178 ¹	1,962,804
ii. Other Water (>1,000 mg/L Total Dissolved Solids)	1,075,140	1,126,071	1,129,275 ¹

¹ Prior year values updated to include recycled water sourced from a third party

Total water withdrawal from each of the sources is listed below for all areas with water stress

Source (megaliters)	2022	2021	2020
i. Fresh Water (<=1,000 mg/L Total Dissolved Solids)	201,627	149,360	215,231
ii. Other Water (>1,000 mg/L Total Dissolved Solids)	1,069,211	1,119,934 ¹	1,123,286 ¹

¹ Prior year values updated to include recycled water sourced from a third party

To see progress on Dow’s freshwater intensity intake target, please see [TCFD Metric: Freshwater intake intensity at key water-stressed sites](#).



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303-4 Water discharge

Water discharge accounting methodologies are managed at the site level and comply with applicable water discharge reporting requirements. Historically, discharge calculations only accounted for sources of water that had been treated by Dow or a third party. Numbers using the historical methodology representing only treated water discharge are shared below.

Total treated water discharge from all areas

Source (megaliters)	2022	2021	2020
Total Treated Water Discharge – All Areas	117,526	132,510	125,601

Total treated water discharge from KWSS

Source (megaliters)	2022	2021	2020
Total Treated Water Discharge – KWSS	40,528	46,936	43,229

When comparing 2022 to 2021, Dow’s Total Treated Water Discharge is slightly lower due to lower production and improvements in waste minimization and water reuse initiatives. For example, Dow’s Kankakee site has implemented a project allowing reverse osmosis reject water to be reused, which achieved a 30% reduction in the annual wastewater generated by the plant and 14% annual reduction in water consumption.

In 2022, Dow’s methodology for collecting water discharges was improved to account for all effluents. This includes hydraulic flow of treated water by Dow or third parties, water that is transferred to a third party for use and the sources of the effluents that are not treated, such as one-pass cooling, cooling tower blowdowns and rainwater.

Total water discharge values using the new methodology are shared below. Given the new methodology, numbers are not shown for 2020 or 2021 due to lack of data. The data is representative of greater than 99.5% of 2022 global water withdrawal. For certain sites, the methodology is based on an engineering study that was completed in 2021 and adjusted to represent 2022’s interaction with water.

Total water discharge breakdown by destination

Source (megaliters)	2022
Surface	1,405,690
Groundwater	0
Seawater	1,444,600
Produced Water	0
Third-Party Water	142,930
Total Water Discharge – All Areas	2,993,220

Total water discharge breakdown by destination for sites with water stress

Source (megaliters)	2022
Surface	3,900
Groundwater	0
Seawater	1,257,457
Produced Water	0
Third-Party Water	60,893
Total Water Discharge – KWSS	1,322,250

The following tables show a breakdown of total water discharge by Total Dissolved Solids level. Dow does not track the quality of discharge of water transferred to third party for use or treatment by this parameter, as this is under the responsibility of the third party.

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Total water discharge – all sites

Source (megaliters)	2022
i. Fresh Water (<=1,000 mg/L Total dissolved Solids)	892,887
ii. Other Water (>1,000 mg/L Total Dissolved Solids)	1,957,403
iii. Water Transferred to Third Party for Use or Treatment	142,930
Total Water Discharge – All Areas	2,993,220

Total water discharge to areas with water stress

Source (megaliters)	2022
i. Fresh Water (<=1,000 mg/L Total Dissolved Solids)	21,865
ii. Other Water (>1,000 mg/L Total Dissolved Solids)	1,239,492
iii. Water Transferred to Third Party for Use or Treatment	60,893
Total Water Discharge – KWSS	1,322,250

Discharges are treated for priority substances of concern. Dow has defined priority substances of concern through the development of a priority compound list that is composed of chemicals with persistent, bioaccumulative and toxic hazards, and chemicals with carcinogenic, mutagenic and reproductive hazards. This list is global in nature and comprises chemicals identified by multiple agencies including the U.S. Environmental Protection Agency (EPA), the International Agency for Research on Cancer, through the World Health Organization and the European Commission. Discharge limits are set using regulatory requirements. Dow had zero incidents of non-compliance with discharge limits in 2022.

303-5 Water consumption

In 2022, Dow conducted a study that analyzed metered, calculated and estimated water consumption associated with both evaporative losses and process activities at representative and critical water sites. The results of the study indicated that on average, Dow consumes 4% of total water withdrawn. Dow uses this 4% as a generally accepted estimate to calculate total water consumption for all sites. This approach is preferred as the simple equation of water consumption = water withdrawal – water discharge is not representative due to the aggregation of measurement uncertainties of water withdrawals and water discharges and unallocated water inflows/outflows in open conveyance systems.

Description (megaliters)	2022	2021 ¹	2020 ¹
Total water consumption from all areas	116,978	118,410	123,683
Total water consumption from all areas with water stress	50,834	50,772	53,541

¹ Calculation base representing Dow's water product and process consumption improved as a result of a 2022 study of Dow critical water sites.



Biodiversity

3-3 Management approach

Key Impacts

- Safe and sustainable operation of Dow’s assets and certain activities tied to the supply chain relies on, and may contribute to, biodiversity impact from land, freshwater and seawater use, resource use, climate change and pollution. There is an inextricable link between carbon management, water and biodiversity. Dow’s current most material biodiversity impacts are tied to carbon emissions, freshwater intake, waste generation and emissions of priority compounds. (negative)
- Dow’s land-use policies include land-use transactions that are focused on habitat restoration and management, an increasingly important contribution to the ecosystems surrounding current and former sites, such as the sustainable forest stewardship management approach tied to wood and charcoal supply. (positive)
- The transition to bio-based raw materials as a replacement of non-renewable sources is done responsibly with the understanding of potential trade-offs pertaining to land-use change, resource scarcity and habitat loss. (positive/negative)

Key focus areas of biodiversity are evaluated across Dow’s sites and businesses. Dow’s Consumer Solutions business has had particular focus on this topic due to the significance of the biome and resource extraction processes. Timber products, such as charcoal and woodchips, are used by Dow’s Consumer Solutions business. Dow procures these inputs from the market and produces them in its Natural Resources Operation in Brazil. The Natural Resources Operation includes Dow-owned land located in Minas Gerais and Pará states. Dow’s farm in Pará, where charcoal is sourced, is located on the Amazon Biome. Minas Gerais, its smaller eucalyptus plantation used for resourcing woodchips, is located on the Cerrado and Mata Atlantica biomes. Dow’s consumption of timber products as a raw material could cause resource scarcity and have potential to impact habitat loss. To address that risk, Dow has been auditing all the raw material suppliers to avoid any illegal deforestation and to have Forest Stewardship Council (FSC) certification in its own lands.

Commitments

- Dow is a member of the Taskforce on Nature-related Financial Disclosures (TNFD) forum providing support and feedback of final recommendations. Dow has agreed to lead the development of the Chemical Sector specific guidance.
- Dow is committed to no deforestation or conversion of natural ecosystems on its direct operations.
- Dow is committed to increase FSC certification for wood-based products to 70% by 2025 and 100% by 2030.
- Dow commits to conducting biodiversity risk assessments, engaging with stakeholders on biodiversity and applying a mitigation hierarchy to manage impacts.
- Dow applies business decision processes to complete projects that increase business value and are better for ecosystems as part of its [Valuing Nature Goal](#) which includes clean air, clean water, healthy soil and healthy ecosystems:
 - By 2025, Dow will deliver \$1 billion in value through business-driven projects that enhance nature.
 - By 2020, Dow will screen all capital and real estate projects, business development and new products for potential benefit and impacts to nature.

Policies

- Dow follows forest management practices to ensure that timber commodities are compliant with local regulations and have source traceability. External suppliers are tracked to ensure they do not participate in illegal deforestation practices.
- Dow is committed to comply with national regulations on the protection of biodiversity as countries develop and implement their regulatory frameworks in fulfillment of their commitment to the Convention on Biological Diversity and to the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization.



Biodiversity

2022 Actions Taken

Project Screening

Screen capital projects for manufacturing impacts on the ecosystem and evaluate positive contributions that can be made with nature-based solutions.

Projects must demonstrate a significant improvement in one or more of the following areas, without any significant trade-offs:

- Climate change mitigation/adaptation
- Air quality
- Sustainable use and protection of water quantity and quality
- Sustainable use and protection of land
- Biodiversity

Projects are also screened to identify opportunities to utilize engineered natural technology such as wetlands.

Stakeholders Engaged

- Engineering
- Business leadership
- Site leadership

Collaborations

Engage in external collaborations to quantify nature-positive dependencies and impacts using science-based tools.

Collaborating with TNC, EcoMetrix Solutions Group (EMX) discussing tools to allow incorporation of biodiversity as a key metric in Dow's land management and ecosystem services strategy.

Stakeholders Engaged

- EMX
- TNC
- Community
- Workers

Product Screening

Screen across the R&D portfolio for product benefits and impacts to nature.

- A product screen was developed in 2022 to track progress.
- Products have been identified that have a net positive impact on nature.

Stakeholders Engaged

- Customers
- Community

Supplier Screening

Screen suppliers globally for the use of biologically sourced materials by conducting a raw material origin assessment.

- Several checkpoints have been implemented throughout the product creation cycle to identify bio-based raw materials as early as possible.
- Using this assessment, Dow will be scoping opportunities to achieve positive outcomes on biodiversity.

Stakeholders Engaged

- Suppliers
- Dow Supply Chain
- Community
- Customers
- Workers

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304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Within the last two years, Dow has initiated the complex process of developing an understanding of nature-related dependencies and nature impacts, recognizing the potential risk to business continuity as the basis for establishing a robust biodiversity strategy. Biodiversity is the subject of ongoing research and efforts by other companies alongside the scientific community and organizations. Dow's process for identifying and assessing dependency- and impact-related biodiversity risks is part of the integrated risk management process across multiple disciplines.

Dow is tackling this effort with its long-time partner TNC and as a member of the TNFD forum. Dow is piloting the LEAP process ([LEAP – the risk and opportunity assessment approach » TNFD](#)) across all identified phases as developed by TNFD and will adjust when additional decisions by Dow leadership and external guidance are made available. Dow is defining the methodology to locate, evaluate priorities and use the nature methodology and tools ([From ash pond to Riverside Wetlands: Making the business case for engineered natural technologies – ScienceDirect](#)) to ensure business decisions consider nature. Building on the work of Dow's Valuing Nature Goal, there are many examples of taking action on projects that drive healthy ecosystems. Using purposefully constructed wetlands that serve as a low-carbon approach to water-treatment filtration in Böhlen is just one example.

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Locate the Interface with Nature

Dow has completed an assessment and screening of locations that are most likely to present critical dependencies, substantial impact and material risks and opportunities. Dow established a priority site list focusing on directly owned and operated assets that represents two key areas of impacts – GHG emissions and water withdrawal at key water-stressed sites. The list of high-priority sites defined is tied to Dow’s TCFD disclosures and represents 95% of GHG Scope 1 and Scope 2 emissions and the six key water-stressed sites. The materiality of indirect impacts (i.e., supply chain and product use phase) and the importance of including additional key biodiversity metrics, are currently being assessed. Such efforts include defining priority suppliers with which to engage as part of the sustainable purchasing program with a specific focus on bio-based raw materials. For reference, site sizes vary from approximately 160 acres to 20 square miles.

Evaluate Priority Dependencies and Impacts

To define the potential for impacts on nature, a screening process was completed by mapping the location of manufacturing assets and importance of the area from a biodiversity perspective. The Integrated Biodiversity Assessment Tool (IBAT) was used to establish the importance of the area. The IBAT provides location-based global biodiversity datasets, which include the World Database on Protected Areas, International Union for Conservation of Nature (IUCN) Red List of Threatened Species and the World Database of Key Biodiversity Areas, using the GIS coordinates of each site. Dow also screened all its sites against the UNESCO World Heritage dataset to identify any site within a 5 km buffer area. Note, per the UNESCO World Heritage dataset, Dow identified Moscow and Vladimir in Russia; however, Dow has not retained these sites for further assessment since dependencies and impacts are not significant from a Dow global perspective.

The IUCN categories referenced below are defined as IV - habitat or species management area, V - protected landscape or seascape and VI - protected area with sustainable use of natural resources.

Name	Latitude	Longitude	IUCN Categories (5 km)	National Protected Area (5 km)	Ramsar Protected Area (5 km)
Alberta, Canada	53.733936	-113.172617	–	No	No
Aratu, Brazil	-12.7765	-38.4981	V	Yes	No
Bahia Blanca, Argentina	-38.719444	-62.27222	–	No	No
Barry, United Kingdom	51.411442	-3.240745	IV	Yes	Yes
Böhlen	51.18847	12.354563	V, IV	Yes	No
Breu Branco, Brazil	-3.7712	-49.5656	V	Yes	No
Cabangu, Brazil	-21.445591	-43.608456	–	No	No
Carrollton, Kentucky	38.70912	-85.104670	V	Yes	No
Deer Park, Texas	29.7052	-95.1238	–	No	No
Freeport, Texas	28.987400	-95.38	V, VI	Yes	No
Leuna, Germany	51.29141	11.98593	IV, V	Yes	No
Louisville, Kentucky	38.21129	-85.841600	V	Yes	No
Map Ta Phut, Thailand	12.7132	101.1686	–	No	No
Midland, Michigan	43.61396	-84.197600	–	Yes	No
Orange, Texas	30.093	-93.7366	V, VI	Yes	No



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Name	Latitude	Longitude	IUCN Categories (5km)	National Protected Area (50km)	Ramsar Protected Area (5km)
Palmyra Aqua Azul, Brazil	-21.464002	-43.554788	–	No	No
Plaquemine, Louisiana	30.314207	-91.240608	–	No	No
Schkopau Manufacturing Ops, Germany	51.39441	11.97442	IV, V	Yes	No
Seadrift, Texas	28.508180	-96.77611	V	Yes	No
South Charleston, West Virginia	38.368090	-81.68547	–	No	No
Stade, Germany	53.652090	9.50786	IV, V	Yes	Yes
St. Charles Operations, Louisiana	29.984457	-90.4442	–	No	No
Tarragona, Spain	41.10182735	1.187549157	V	Yes	No
Tarragona Water Intake	40.797222	0.506667	N/A	N/A	No
Terneuzen, the Netherlands	51.3323	3.8324	IV	Yes	Yes
Terneuzen Water Intake	51.7750092	4.8817876	N/A	N/A	Yes
Texas City, Texas	29.379120	-94.944780	V	Yes	No
Victoria, Texas	28.67551	-96.95453	–	No	No
Wiesbaden, Germany	50.0782	8.2398	IV, V	Yes	No
Zhangjijang, China	31.8756	120.556	–	No	No

Protected area, key biodiversity area and species data reproduced and incorporated under license from the IBAT (<https://www.ibat-alliance.org/>). IBAT is provided by BirdLife International, Conservation International, IUCN and UNEP-WCMC. Contact ibat@ibat-alliance.org for further information.

304-2 Significant impacts of activities, products and services on biodiversity

Dow could have direct and indirect impacts on biodiversity and the health of ecosystems. It works diligently to manage these potential impacts. Examples include:

- Emissions (air and water) from manufacturing sites is one of the key drivers of global biodiversity loss (unep.org). See also [GRI 303: Water and Effluents](#) and [GRI 305: Emissions](#).
- A reduction of species can be caused by habitat conversion from the land occupied by Dow’s manufacturing assets, solid waste sent to landfills and raw material sourcing.
- For water withdrawals from (and discharge to) fresh water and ocean, see [GRI 303-3 Water withdrawal](#) and [GRI 303-4 Water discharge](#).
- Through Dow’s Valuing Nature Goal, it has developed a framework and tool that allows it to quantify key ecosystem services. Using that framework to prioritize Dow’s top impacts and dependencies, it identified the Breu Branco – Pará – Brazil location as a site for further assessment. Dow’s Feedstocks operation in Pará-Brazil is in one of the most threatened regions in the Amazon biome. Approximately 70% of its Amazon forests have already been cleared to make way for cities and low-productivity agriculture. Dow owns a total of 100,000 acres of land here, with 20% used for eucalyptus farming and 80% maintained as native Amazon Forest. Dow’s presence in this region and ownership of this land is a major enabler for forest and local biodiversity preservation. Dependency and impact analysis included both the farm and conservation area. The intent of the study was to understand the percent performance of the nature forest when compared to the farming activities to assess Dow’s current sustainable land management practices. The study noted the high degree of scientific practices used to protect the soil and encourage biodiversity. The results from the study found that the current Dow rainforest stewardship program delivers and sustains 34 key ecosystems services, such as temperature regulation, soil health, water filtration, soil erosion control and biodiversity through overall health of habitat.



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OMISSION – 304.2b Significant direct and indirect positive and negative impacts

Information not available. Dow does not keep detailed records by species affected, extent of areas impacted, duration of impacts or reversibility/irreversibility of the impacts.

304-3 Habitats protected or restored

Restoration or protection activities completed in 2022 include:

Location of Habitat	Habitat Type & Size	Restoration Measure	Third-Party Approvals	Partnerships with Third Party to Protect/Restore Other Areas	Status of Area	Standard/ Methodologies Used
Dow Riverside Wetlands, Midland, Michigan	Wetlands; 23 acres	Wetland restoration completed in 2016, including assessment of ecosystem services; ongoing annual maintenance and invasive species management	N/A	TNC; EMX; AECOM; City of Midland	Maintenance	ESII Tool
Breu Branco, Brazil	Amazon forest; 94,000 acres	Assessment of ecosystem services including biodiversity via habitat health	N/A	EMX; Peabiru; TNC	Complete	ESII Tool
Knoxville, Tennessee	Urban grassland; 7 acres	Assessment of ecosystem services with plan to develop urban grassland	N/A	University of Tennessee Forestry, Wildlife and Fisheries Department	Design phase	ESII Tool
Ludington, Michigan	Mature forest, rolling hills, wetlands, dune habitat; ~300 acres	Property sold at discount to township for creation of Pere Marquette Conservation Park	The Natural Resources Trust Fund (NRTF) administered by the Michigan Department of Natural Resources funded the acquisition of the property from Dow. By accepting those funds provided through the NRTF, Pere Marquette Township is committed to long-term grant obligations, one of which directly states, “The land included in the boundary of the project site must remain open to public outdoor recreation use in perpetuity.”	Jacobs; Pere Marquette Township; MCS Group, Inc.	Complete	Natural Resource Inventory
South Charleston, West Virginia	Grassland, wetlands, open water pond, streams, talus slopes, meadows, deciduous forest; 150 acres	At Ward Hollow Wildlife Habitat, Dow maintains open water impoundments, pollinator gardens and protective habitat for native species by controlling invasive species and diversifying native plants and animals. The Wildlife Habitat Council (WHC)-certified program includes eight conservation projects related to reptiles and amphibians, bat boxes, eastern bluebird nest boxes, education and outreach, invasive species management, pollinators, and waterfowl.	WHC gold certified; 2019 WHC Awareness and Community Engagement Project Award Details on the work being conducted in West Virginia is available at: Dow Community Members Interact with Native Plants and Animals at Ward Hollow Wildlife Habitat (wildlifehc.org)	Wildlife Habitat Council; area schools and community volunteers	Ongoing	N/A



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304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations

Dow completes a plant species inventory and ecological appraisals to understand and appropriately manage animal and plant life at its sites. Specific practices include flagging and avoiding critical breeding seasons and supporting species conservation across Dow’s sites through projects such as its multiple bee hotels and a bird island. This information is considered in Dow’s planning for protection and restoration activities. Refer to [304-3 Habitats protected or restored](#) for specific activities in West Virginia.

OMISSION – 304-4 Red List species and national conservation list species with habitats in areas affected by operations

Information not available. Refer to [304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas](#) for the potential list of Red List species and national conservation with habitats in areas within 5 km of Dow’s operations. Dow has not confirmed where its activities pose an actual threat to endangered plant and animal species and will continue to annually assess available reporting mechanisms for future disclosures.

GRI 305: Emissions 2016

3-3 Management approach – emissions

See combined [GRI 3-3 Management approach – Energy and Emissions Management](#)

305-1 Direct (Scope 1) GHG emissions

GHG emissions are accounted for in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, applying the operational control approach and using emissions factors from the United Nations Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). Additionally, for sites working under the European Union Emissions Trading System, and under the Alberta Technology Innovation and Emissions Reduction Regulation, Dow’s Scope 1 GHG emissions are externally validated to a reasonable level of assurance. Overall, Scope 1 emissions decreased in 2022 relative to 2021, primarily due to reductions supported by our emissions reduction projects, planned maintenance outages, and impacts of macro-economic conditions, particularly in Europe. For more information on our emissions and energy reduction projects, see [GRI 302-4 Reduction of energy consumption](#) and [GRI 305-5 Reduction of GHG emissions](#).

GHG Emissions (Scope 1) millions of metric tons CO₂e	2022	2021¹	2020¹
Scope 1 GHG Emissions	27.29	28.39	28.79
Scope 1 GHG Emissions excluding power and steam not consumed by the Company	21.84	22.55	23.05

¹ For comparability, historical values updated to reflect identified data correction (which are immaterial to the INtersections report as a whole) and to account for corrections in calculation methodologies.

Scope 1 includes Kyoto Protocol GHGs material to Dow [carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs)]. Dow does not have emissions of perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), or nitrogen trifluoride (NF₃).

Biogenic CO₂ emissions in millions of metric tons of carbon dioxide equivalent (CO₂e) were 0.46 million metric tons. Global Warming Potential Factors used for the conversion to CO₂e are sourced from the U.N. IPCC Sixth Assessment Report (AR6), 100-year global warming potential (GWP-100) values.¹ Dow uses the GHG Protocol Corporate Accounting Standard operational control approach for emissions. Additionally, Dow uses a hierarchy approach for calculation methods (e.g., Regulatory, Analyzer, Emission Factors, etc.).

¹ Assuming all methane is fossil using GWP 29.8 results in conservative estimate as not yet implementing use of methane non-fossil (GWP 27.2) for some sources (e.g., landfill, wastewater treatment plant, etc.).



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305-2 Energy indirect (Scope 2) GHG emissions

Scope 2 emissions, baselined in 2020, reflect power and steam purchases to supply manufacturing operations around the world. These are calculated according to the GHG Protocol Scope 2 Guidance, including both location-based and market-based methods. The Scope 2 emissions included in the corporate total used for tracking progress against Dow’s carbon emissions reduction targets are calculated using the market-based method. For Scope 2 emissions, Dow requests, but does not verify, emission factors in CO₂e per unit energy from its suppliers. Dow assumes the most recent IPCC assessment report (AR6) 100-year GWP values for all data if not provided. Dow will continue to improve its understanding of the factors used by its suppliers to represent the information as accurately as possible in the future. The data below includes three of the seven GHG emissions covered by the United Nations Framework Convention on Climate Change (UNFCCC)/Kyoto Protocol: CO₂, CH₄ and N₂O. Emissions of HFCs, PFCs, SF₆ or NF₃ are not material to Scope 2 emissions.

GHG Emissions (Scope 2) millions of metric tons CO ₂ e	2022	2021	2020
Scope 2 – market	4.19	5.80 ¹	6.22 ¹
Scope 2 – location	3.45	3.94	3.95

¹ Historical revisions have been made to reflect the GHG Protocol’s hierarchy of using utility/supplier or residual mix factors when available.

In 2022, Dow’s Scope 2 market-based emissions were reduced by approximately 1.6 million metric tons CO₂e (28% reduction). Approximately 1.1 million metric tons of this reduction can be attributed to Dow’s efforts to procure cleaner sources of energy to support its sites. In 2022, Dow implemented cleaner power agreements, which consisted of renewable power sources to support its operations in Europe, resulting in a material decrease in its Scope 2 emissions from 2021 to 2022¹. The remaining reduction is largely attributed to reduced production due to macro-economic conditions, primarily in Europe, which resulted in decreased power and steam consumption. See [305-5 Reduction of GHG emissions](#) for more information.

305-3 Other indirect (Scope 3) GHG emissions

Tracking and reducing Scope 3 emissions are critical to Dow’s climate strategy. Dow has achieved notable advancements in its Scope 3 strategy in 2022 through three pillars: enhancing carbon accounting data and methods, promoting transparency along the value chain and expanding decarbonization partnerships. Notably, Dow significantly expanded its use of value chain data, including supplier product carbon footprints in upstream scope categories for the first time and achieved 100% primary data from principle nonconsolidated affiliates (or equity method investments). Dow is on a mission to not only establish a Scope 3 target, but also to revolutionize collaborations with stakeholders to ensure accurate reporting and the identification of opportunities to cut emissions.

With an increased focus on enhancing carbon data and improving accounting methods, Dow reported 80.55 million metric tons of Scope 3 emissions in 2022, down by 2% compared with 2021. Approximately 60% of Dow’s Scope 3 emissions come from upstream emissions, which mainly result from purchased raw materials and transportation. Downstream emissions come primarily from the use and end-of-life of sold products. Dow has made significant improvements in carbon accounting, resulting in a more accurate and comprehensive view of Scope 3 emissions. These improvements required recalculation of some previous-year categories.

Notably, Dow improved upon its 2020 and 2021 3.1 Purchased Goods & Services data completeness by including flaring, venting and fugitive emissions through the application of ecoinvent v3.9 factors for propane, ethane, butane and naphtha. This meticulous approach allows Dow to accurately reflect the emissions from those specific years while accounting for the significant correction made by ecoinvent based on new scientific data.

Dow is committed to providing clear, current and transparent data for our emissions reporting following industry-standard methods and data. We align our methods to industry-standard [ecoinvent emissions factors](#), which are updated yearly with expanded sectorial and geographic coverage. As a result, Dow has restated certain data to ensure transparent interpretation of year-over-year changes as we applied the most current version of ecoinvent emissions factors and continue to evolve our approach by leveraging more specific supplier and product data.

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Looking downstream, Dow refined its assessment of the quantity, product type and region of sales of sold products based on internal records. The largest change in a Scope 3 category was from 3.12 End-of-Life of Sold Products due to a refined accounting approach. Dow transitioned from a high-level estimate based on a revenue-based sold product weight and a global estimate of end-of-life treatment to a more granular estimate. Dow adopted actual sold product quantities, forecasted the end-of-life treatment according to the type of product and the region to which the product was sold, and improved the estimate of GHGs associated with the end-of-life treatment using regional ecoinvent factors. While 3.12 remains the most challenging of Dow’s significant Scope 3 categories to estimate, the new approach utilizes actual data and more specific ecoinvent factors. The changes resulted in a significant increase in 2.13 emissions for 2020 and 2021. For 3.15 Investments, Dow achieved 100% primary data from nonconsolidated affiliates. Overall, the actions Dow took in each category demonstrate a commitment to continuous improvement and progress toward a net-zero future.

Category	2022	2021	2020
Category 1: Purchased Goods & Services	40.65	41.65 ¹	45.17 ¹
Category 2: Capital Goods	0.29	0.23 ²	0.24 ²
Category 3: Fuel & Energy Related Activities	4.42	5.22	4.75
Category 4: Upstream Transportation & Distribution	2.63	2.68 ³	2.59 ³
Category 5: Waste Generated in Operations	0.41	0.38 ⁴	0.41 ⁴
Category 6: Business Travel	0.02	0.0045 ⁵	0.0071 ⁵
Category 7: Employee Commuting	0.06	0.051	0.046
Category 8: Upstream Leased Assets	0.008	0.014	0.017
Category 9: Downstream Transportation & Distribution ⁶			
Category 10: Processing of Sold Products ⁶			
Category 11: Use of Sold Products	10.43	10.00 ⁷	9.52 ⁷
Category 12: End-Of-Life Treatment of Sold Products	17.46	18.15 ⁸	19.12 ⁸
Category 13: Downstream Leased Assets ⁹	0	0	0
Category 14: Franchises ⁹	0	0	0
Category 15: Investments	4.17	3.70 ¹⁰	4.03 ¹⁰
Total	80.55	82.08¹¹	85.90¹¹

1 Historical numbers updated to reflect improved understanding of the GHG Protocol and TFS Product Carbon footprint guidelines and to align to the ecoinvent V3.9 emissions factors that impacted Dow’s propane, ethane, butane and naphtha emissions.
 2 Historical numbers updated with new methodology of using actual purchasing data rather than an assumption approach.
 3 Historical numbers updated due to changes in the data collection tool and methodology improving data accuracy and completeness.
 4 For comparability, historical values updated to reflect identified data corrections (which are immaterial to the Intersections report as a whole) and to apply regional emission factors.
 5 For comparability, historical values updated to reflect identified data corrections which are immaterial to the Intersections report as a whole.
 6 Dow is currently developing a methodology to report this category in the future.

7 Historical numbers updated due to change in methodology with use of chemistry-based emissions factors compared with lifecycle factors. In addition the methodology was changed to improve product capture for those products with a high potential to be combusted in fuels.
 8 Historical numbers updated due to change in the calculation methodology, moving from a revenue-based product estimate quantity to actual sold product weights and updated Dow’s ecoinvent emissions factor based on product type and location of sale.
 9 Dow does not currently have any downstream leased assets or franchises; therefore, these categories are not relevant for Scope 3 accounting.
 10 Historical numbers updated to reflect the inclusion of primary Dow investment data in the data collection process.
 11 Totals updated to reflect above changes.



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305-4 GHG emissions intensity

GHG Emission Intensities (metric tons CO ₂ e/metric tons of production)	2022	2021 ¹	2020 ¹
GHG Intensity	0.53	0.54	0.55

¹ Scope 1 and Scope 2 emissions used within this GHG intensity calculation had changes applied to prior periods as documented above in [305-1 Direct \(Scope 1\) GHG emissions](#) and [305-2 Energy indirect \(Scope 2\) GHG emissions](#).

GHG emissions intensity is calculated by taking the sum of the Scope 1 and 2 emissions data, excluding emissions associated with the generation of steam and power sold externally, and dividing it by production volume. The Scope 2 value uses the market-based value. The production value used in this calculation is the total valued production volume. Dow observed an overall decrease in GHG emissions intensity relative to 2021 due to a decrease in Scope 1 and 2 emissions.

305-5 Reduction of GHG emissions

Dow tracks overall GHG emissions and intensity as key metrics. The following table outlines a sampling of reduction initiatives completed in 2022 that will have an impact on Dow's reported Scope 1 and Scope 2 emissions. The baseline year for all projects is 2020. Emissions savings were determined by comparing plant operating conditions before projects were implemented to conditions after implementation.

Project Summary	Location	Scope of Emissions Reduced	Approximate Amount (Metric Tons CO ₂ e/yr)	Gases Included
Sourcing cleaner power to support Dow operations	Multiple locations in Germany	Scope 2	1,052,000	CO ₂ , N ₂ O, CH ₄
Improved catalyst efficiency in ethylene oxide production	Seadrift, Texas	Scope 1	76,000	CO ₂
Installed new high-efficiency steam turbine for cracked gas compressor at the TA-1 ethylene plant. In parallel, installed new acetylene preheater to minimize back-end pressure loss	Tarragona, Spain	Scope 1	59,000	CO ₂
Implementation of mechanized operation and afterburner technology for charcoal production	Palmyra, Brazil	Scope 1	40,000	Biogenic CH ₄
Increase in hydrogen firing limits	St. Charles Operations, Louisiana	Scope 1	20,000	CO ₂ , N ₂ O, CH ₄
Flare gas recovery project at TX7	Freeport, Texas	Scope 1	20,000	CO ₂ , N ₂ O, CH ₄
Impact from Sampled Projects			1,267,000	

305-6 Emissions of ozone-depleting substances (ODS)

Ozone-depleting emissions include substances with ozone depletion potential greater than zero. Emissions are reported in CFC-11 equivalents using ozone depletion factors based on the Montreal Protocol.

2022 (metric tons)	2021 (metric tons)	2020 (metric tons)
0.86	1.63 ¹	2.99 ¹

¹ For comparability, historical values updated to reflect identified data corrections which are immaterial to the Intersections report as a whole.

Dow does not manufacture ozone-depleting substances. Since 2005, Dow has eliminated 99% of ozone-depleting emissions because of a purposeful phase-out and replacement of use in line with the Montreal Protocol. The remaining emissions are primarily fugitive loss from refrigerants used in our processes. Emissions were greatly reduced in 2022 compared with 2021 due to fewer unplanned events related to ODS.



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While Dow does not produce ODS as raw materials directly, ODS are sometimes used as blowing agents in the manufacturing of polyurethane foam. Dow produces polyurethane systems that are used by its customers to manufacture foam, where the ODS can be added to Dow products as part of their process. When these blowing agents are used by Dow's customers, they are generally fully consumed during the foaming process and are not expected to have emissions or loss associated with their use. Dow's Polyurethanes business is following, and in some cases has been in advance of, the Montreal Protocol's regional phase-out schedule for hydrochlorofluorocarbons (HFCs). During this phase-out, Dow is committed to finding the most sustainable solutions for blowing agents to offer to its customers.

305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions

This table shows Dow's significant air emissions. Calculation methodologies for these compounds may vary site to site, or vary by equipment type, as each location may utilize regional calculation methodologies dictated by local regulatory reporting frameworks. For some sites and installations, emissions may be monitored directly via a continuous emissions monitoring system (CEMS) – for example, for some of Dow's cogeneration assets Dow directly monitors NOx emissions. Where emissions are not directly monitored, emissions factors are used, such as those outlined in EPA AP-42. In general, for combustion products such as NOx and particulate matter, emissions factors are a function of the pollutant, the piece of equipment and the fuel being combusted. In general, SOx emissions are calculated using information about the sulfur content of the fuel being combusted and destruction efficiency of the equipment in operation. Emissions from noncombustible fuels, such as VOCs, are calculated using the substance and equipment specific destruction efficiency, as well as the mole fraction of the substance.

Area	2022 (metric tons)	2021 (metric tons)	2020 (metric tons)	Comments
NOx	18,719	18,068	18,133	NOx emissions are largely driven by the Hydrocarbons & Energy business followed by the Packaging and Specialty Plastics business. NOx emissions increased in 2022 due to a reduction in planned maintenance activities over 2021.
SOx	1,975	2,048	2,242	Dow's Performance Monomer business comprised the largest contribution to the SOx emissions, followed by the Hydrocarbons & Energy business. SOx emission decreased in 2022 compared with 2021 due to the use of fuels with lower sulfur concentration and a decrease in planned maintenance activities compared with 2021.
Volatile Organic Compounds (VOCs)	8,640	8,521 ¹	7,585 ¹	VOC are organic materials that have a high vapor pressure and low boiling point at room temperature. The emissions are largely driven by Dow's Packaging and Specialty Plastics business and are mainly light hydrocarbons. VOC emissions remained essentially flat for 2022 compared with 2021.
Chemicals to Air and Water	14,422	15,256	13,910	Chemical emissions are any release or discharge to the air or water of any pollutant from a facility. The chemical emissions category is largely driven by emissions from Dow's wastewater treatment operations at its large integrated sites. This data excludes NOx, SOx, carbon monoxide, CO ₂ , particulates, methane, hydrogen, nitrogen, oxygen, water, aluminum and certain salts. These emissions include the post-treatment chemical emissions from Dow's industrial park tenant companies. Emissions decreased in 2022 due to lower process issues caused by severe weather events such as those that occurred in 2021. Other factors driving reductions include increased plant reliability, a decrease in planned maintenance activities compared with 2021 and reduced production.
Priority Compounds to Air and Water	197	227 ²	204 ²	Priority compounds are a subset of VOCs that contain carcinogenic, mutagenic and reproductive hazards and/or are persistent and bioaccumulative in the environment. Emissions of Priority Compounds to Air and Water decreased in 2022 compared with 2021 due to a reduction in unplanned events, a decrease in planned maintenance activities compared with 2021 and production changes.

¹ For comparability, historical values updated to account for identified VOC emissions not previously reported, which are immaterial to the INtersections report as a whole.

² For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.





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GRI 306: Waste 2016

Waste Management

3-3 Management approach

Key Impacts

- Production of chemical products results in associated waste being generated. (negative)
- The management of waste is recognized as having the potential for significant impacts to the environment and to communities. A complex regulatory environment for waste has been built to ensure that waste is managed properly. (positive)
- Minimizing the waste intensity (waste mass/production mass) reduces the impact of chemical production on the environment. (positive)

Dow has three operating segments, Packaging & Specialties Plastics, Industrial Intermediaries & Infrastructure and Performance Materials & Coatings. Each one of these has businesses that produce unique chemicals and waste. The type of production chemistry and refining ultimately determine the makeup and intensity of the waste produced.

Commitments

- Dow will meet or exceed all governmental regulations for the generation and disposal of waste.
- Dow's commitment to adherence to a waste management hierarchy (described below) is applied in all waste decisions. Waste is characterized then reviewed to identify recycle/reuse opportunities and if necessary, treated as waste.

Policies

It is Dow's policy to adhere to a waste management hierarchy that minimizes the impact of waste and emissions on the environment. First, Dow works to eliminate or minimize the generation of waste and emissions at the source through research, process design, plant operations and maintenance. Second, Dow also finds ways to reuse and recycle materials. Next, unusable, or non-recyclable hazardous waste is treated before disposal to eliminate or reduce the hazardous nature and volume of waste. Treatment may include destruction by chemical, physical, biological or thermal means. Disposal of waste materials in landfills is considered only after all other options have been thoroughly evaluated.

Waste Management

2022 Actions Taken

Waste Intensity

Waste reporting provides the quantity and type of waste produced, and when used with production quantities across each business portfolio, it yields waste intensities. This provides measurable data to drive improvements, recycling and projects to improve environmental performance.

Waste intensity is measured year over year as a WLO Metric.

Stakeholders Engaged

- Environmental Reporting Team
- Business Leaders
- WLO Team

Waste Disposal

Waste will only be sent for destruction in approved waste disposal facilities.

Audits and approval of disposal facilities used internal and external.

Stakeholders Engaged

- Environmental Technology Center
- External Waste compliance

Reducing Waste

Waste Minimization Value Improvement Practice – reducing waste produced through improved project design.

All projects with value of >2MM have mandatory VIP review.

Stakeholders Engaged

- Global project management
- Project managers

Value Recovery Team

Value Recovery Team – directing material from disposal to external sales.

Sale of off-grade, surplus, distressed and former waste materials into secondary applications.

Stakeholders Engaged

- Supply Chain
- Secondary chemical market

Environmental Stewardship Projects

Environmental Stewardship Projects – support and promote projects supporting 2025 and beyond sustainability goals.

Implementing projects to reduce environmental impact.

Stakeholders Engaged

- Global project management
- Environmental Reporting Team
- Corporate Sustainability Office

See also [GRI 306-2 Management of significant waste-related impacts](#).

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GRI 306 Waste 2020

306-1 Waste generation and significant waste-related impacts



Dow uses raw materials, purchased feedstocks, and additives and catalysts to produce chemical products. The high level of product integration and internal byproduct recycling allows Dow to minimize the amount of waste produced. In addition to produced chemicals, by-products are also sold to secondary customers. These byproducts are used as downstream raw materials, blended into solvents and fuels, etc. Waste produced can be treated internally at Dow for energy recovery, incinerated or sent to a Dow-owned landfill. Waste can also be sent to external disposal facilities as a final option.

The amount of waste generated by Dow is directly impacted by the quality of raw material, internal production efficiency, internal quality measurement and, finally, product specifications. The quantity of impurities either entering or produced during chemical manufacture ultimately determines the amount of product, byproduct and waste produced from a chemical process.

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306-2 Management of significant waste-related impacts

Prevention of waste generation is impacted by several factors at Dow, including strict raw material specification, testing and certification. High levels of integration allow by-product streams that would be waste to be recycled or used as raw materials inside Dow. Waste downstream at customers is minimized by strict quality control of all Dow products. Purer chemical feeds result in less waste.

Actions:

- All suppliers are qualified and must meet global material specifications when working with raw materials, additives and/or purchased chemicals. Materials have certificates of analysis and are, in many cases, tested prior to receiving.
- During the chemical production process, internal quality measurements are maintained to minimize waste. By-product streams quality are monitored before transfer to integrated production facilities.
- Product and by-product streams sold outside of Dow must be approved by product stewards that ensure the final use meets governmental, health and regulatory requirements.
- Quality of products is controlled by testing and ensuring that products sold meet the global product specifications. Material that does not meet the quality standard is recycled internally, sold to an approved secondary application, or sent for disposal.
- Dow products that may not meet the final quality measures due to shelf-life limitations, slight quality issues, damaged packaging, surplus, etc. may be sold into approved secondary markets. These materials are thereby diverted from disposal but are subject to product steward final approval.
- As an active member of Operation Clean Sweep® (OCS), a program designed to prevent pellet, flake and powder loss to the marine environment, Dow’s plastics manufacturing and logistics facilities around the world are engaged in this important initiative to help achieve zero pellet loss.

Waste sent outside of Dow is characterized and then transported to a certified waste disposal facility for destruction or landfill. All disposal facilities are certified by Dow using third-party auditing to ensure compliance with all appropriate governmental regulations. Only approved disposal methods and facilities can receive Dow waste.

306-3 Waste generated

The table shows Dow’s total weight of waste generated (in millions of metric tons) and a breakdown of this total by composition of the waste. Total waste generated in 2022 has decreased compared with 2021 due to fewer planned maintenance events, combustion activities due to unplanned events and reduced production. Another contributor to the reduction is reflected by Dow’s effort to increase recycling and reuse of waste materials during the production process.

In millions of metric tons Waste Composition	Hazardous Waste			Non-Hazardous Waste		
	2022	2021 ¹	2020 ¹	2022	2021 ¹	2020 ¹
Total Waste Generated	0.58	0.61	0.64	0.53	0.65	0.59
Energy Recovery	0.23	0.26	0.36	0.04	0.04	0.03
Landfill	0.02	0.01	0.01	0.13	0.15	0.17
Combustion	0.18	0.20	0.17	0.28	0.37	0.31
Flare	0.02	0.02	0.02			
Waste to Wastewater	0.06	0.05	0.02	0.06	0.05	0.06
Underground Injection	0.00	0.00	0.00	0.00	0.01	0.00
Other Treatment	0.07	0.07	0.06	0.02	0.03	0.03

¹ Waste calculation for 2020 and 2021 was revised to remove the impact of materials from Dow internal waste treatment facilities sent to final disposal as it was previously double counted. For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.



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306-3 (2016) Significant Spills

OMISSION 306-3 Significant Spills
 Information not available. Dow will continue to annually assess mechanisms to be able to report this information in the future.

306-4 Waste diverted from disposal

OMISSION 306-4 Waste diverted from disposal
 Information not available. Dow will continue to annually assess mechanisms to be able to report this information in the future.

306-5 Waste directed to disposal

Total weight of hazardous waste directed to disposal.

Disposal Operation (millions of metric tons)	2022	2021 ¹	2020 ¹
Incineration (With Energy Recovery)	0.230	0.262	0.355
Incineration (Without Energy Recovery)	0.206	0.221	0.192
Landfilling	0.022	0.011	0.010
Other disposal operations	0.127	0.117	0.087

¹ Waste calculation for 2020 and 2021 was revised to remove the impact of materials from Dow internal waste treatment facilities sent to final disposal as it was previously double counted. For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

For more information on year-over-year changes, see [306-3 Waste generated](#).

Total weight of non-hazardous waste directed to disposal.

Disposal Operation (millions of metric tons)	2022	2021 ¹	2020 ¹
Incineration (With Energy Recovery)	0.040	0.038	0.029
Incineration (Without Energy Recovery)	0.283	0.367	0.307
Landfilling	0.134	0.148	0.165
Other disposal operations	0.084	0.094	0.084

¹ Waste calculation for 2020 and 2021 was revised to remove the impact of materials from Dow internal waste treatment facilities sent to final disposal as it was previously double counted. For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

Disposal Operation (millions of metric tons)	Hazardous Waste						Non-Hazardous Waste					
	Directed Onsite			Directed Offsite			Directed Onsite			Directed Offsite		
	2022	2021 ¹	2020 ¹	2022	2021 ¹	2020 ¹	2022	2021 ¹	2020 ¹	2022	2021 ¹	2020 ¹
Incineration (With Energy Recovery)	0.198	0.235	0.318	0.032	0.027	0.037	0.034	0.031	0.020	0.006	0.007	0.009
Incineration (Without Energy Recovery)	0.164	0.178	0.148	0.042	0.043	0.044	0.274	0.355	0.296	0.009	0.011	0.011
Landfilling	0.001	0.001	0.003	0.021	0.011	0.007	0.058	0.063	0.057	0.076	0.085	0.109
Other disposal operations	0.051	0.033	0.019	0.077	0.084	0.068	0.061	0.066	0.060	0.024	0.027	0.024

¹ Waste calculation for 2020 and 2021 was revised to remove the impact of materials from Dow internal waste treatment facilities sent to final disposal as it was previously double counted. For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.



GRI Disclosure Report – GRI Content Index

GRI 308: Supplier Environmental Assessment 2016

Sustainable Procurement

3-3 Management approach

Key Impacts

- Dow has the ability to reach a large number of suppliers globally and see the need for shared responsibility, partnership, collaboration and transparency along that journey. Dow’s ability to influence supplier sustainability and drive continuous improvements in performance impacts both Dow’s business objectives as well as the planet. (positive/negative)
- Dow is committed to setting the standard for sustainability, driving supply chain decarbonization and demonstrating highly responsible, ethical business practices, including sustainable labor practices and supplier diversity. (positive)

Dow maintains global relationships with over 30,000 suppliers who provide a wide variety of raw materials, products and services that allow Dow to operate its manufacturing facilities, laboratories and offices. Recognizing that chemical supply chain management is a collaborative topic, Dow will use the TfS and EcoVadis partnership to expand its audit program for suppliers associated with potential sustainability risks.

Policies

[Code of Business Conduct for Suppliers | Public Policy | Dow Corporate](#)⁷ stipulates requirements related to social responsibility including Respect Freedom of Association and Collective Bargaining; No Forced and Compulsory Labor; No Harassment and Abuse of Labor; No Child Labor; No Discrimination; Supplier Diversity; Appropriate Work Hours and Wages; and No Conflict Minerals Sourcing. The Code was expanded in 2022 with additional sustainability requirements for suppliers. The Code is integrated into requests for proposals, tenders, contracts, purchase orders and supplier relationship management strategies, putting sustainability at the forefront of all purchasing activities.

2022 Actions Taken

Risk Assessments

Conducting risk assessments on Dow’s supplier base to identify sustainability impacts.

For additional details, see [GRI 308-2 Negative environmental impacts in the supply chain and actions taken](#).

- Assessments enhance Dow’s operational procedures by considering risk and sustainability assessment data in its procurement decision-making processes and supplier relationship management discussions.
- Based on the suppliers’ responses, Dow can prioritize how to support suppliers to reduce impacts. For example, under climate, providing a near-term focus on emissions calculation and climate goal setting.

Stakeholders Engaged

- Suppliers
- EcoVadis
- CDP
- Dow Purchasing
- TfS

Sustainable Procurement



Supplier Audits

Auditing suppliers in collaboration with TfS.

Audits ensure compliance with key sustainability areas upon which Dow can take action via supplier relationship management conversations.

Stakeholders Engaged

- TfS and their members
- Suppliers

Collaborations

Collaborating with standard agencies, policy setters, industry groups and non-governmental organizations to advance the development and implementation of improved sustainability accounting methods.

- Dow is contributing to the improvement of supplier data.
- Dow offers webinars for suppliers on sustainability topics and provides access to the TfS supplier education platform.

Stakeholders Engaged

- WBCSD
- Partnership for Climate Transparency
- TfS
- Smart Freight Centre

For additional details on supplier engagements, see [GRI 308-2](#).

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308-1 New suppliers that were screened using environmental criteria

Dow's suppliers are selected and managed based not only on criteria around cost, quality and reliability, but also their alignment with Dow's core values of Respect for People, Integrity and Protecting the Planet. All new first-tier suppliers must adhere to the principles set out in the [Code of Business Conduct for Suppliers | Public Policy | Dow Corporate](#), which requires suppliers to track and improve their environmental performance, identify key issues and develop strategies for continuous improvement. Suppliers must proactively manage environmental risks and ensure their products and operations meet applicable standards. Dow also expects suppliers to adopt environmentally friendly technologies and systems and participate in collaborations to develop innovative technology. Dow favors suppliers that set targets to achieve carbon neutrality and circularity and publicly disclose their sustainability metrics and goals. Suppliers with additional environmental risks, such as suppliers of bio-based materials, may need to submit additional documentation to Dow.

308-2 Negative environmental impacts in the supply chain and actions taken

Through the expansion of its purchasing sustainability program, along with its memberships in the WBCSD, TfS, Smart Freight Centre, the CDP Supply Chain program and others, Dow has significantly improved its capacity to assess its suppliers for sustainability risks and impacts. In 2022, Dow assessed its supply chain using a comprehensive supplier sustainability risk mapping of over 20,000 suppliers, as well as via direct data collection from suppliers using EcoVadis, CDP, on-site audits and other forms of outreach.

Outcome from supplier sustainability data collection	Response
Number of suppliers assessed for environmental and social impacts	3,339
Number of suppliers identified as having significant actual and potential negative environmental or social impacts	0
Significant actual and potential negative environmental or social impacts identified in the supply chain	None
Percentage of suppliers identified as having significant actual and potential negative environmental or social impacts with which improvements were agreed upon as a result of assessment	0%
Percentage of suppliers identified as having significant actual and potential negative environmental or social impacts with which relationships were terminated as a result of assessment and why	0%

While no suppliers showed a significant negative environmental impact, 127 suppliers received insufficient environment scores in EcoVadis; these suppliers are being targeted for improvement. No issues were identified in 2022 that necessitated the termination of a supplier. If a significant negative environmental impact were found, it could lead to not contracting with a supplier or the termination of existing contracts.





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GRI 400 Social standards

Talent & Future Workforce

3-3 Management approach

Key Impacts

- Investing in a culture of continuous learning is critical to Dow employees' career paths and is a key enabler for the Company's global competitiveness. (positive)
- Dow is committed to a skills-based development culture, which will better prepare the Company to be a digital organization, unlocking potential and productivity across talent. (positive)
- Dow's investments in educational programs and consultant partnerships with universities and schools provide opportunities for local communities and help develop the next generation of talent. (positive)

Since 2021, Dow has been sponsoring a global enterprise-wide initiative with the vision of building a culture of continuous learning and skill development, along with an improved learning experience that will result in a more engaged and future-ready workforce. Deliverables include access to learning and development opportunities for all employees and, streamlined and connected learning across functions and geographies, with a strong focus toward becoming a skills-valued organization, all while improving the learner experience.

Commitments

As part of Dow's 2022 People and Culture priorities, the Company committed to improve the foundation of the employee learning and development experience – see actions below.

As part of Dow's dedication to the diversity of its workforce and fostering an inclusive culture, Dow is committed to equal opportunities in employment. Dow's benefits offerings reflect its commitment to employees and their future. Dow has a pay-for-performance

compensation philosophy that includes programs such as:

- Competitive base salary
- Annual bonus and/or other short-term incentives
- Long-term incentives

Dow recognizes the many demands on its people's time – in the workplace, at home and in the community. Dow is committed to a workplace strategy that enables and empowers flexibility, grounded in role requirements and individual needs. Design Your Day is one new approach to workplace flexibility.

Dow recognizes that there are potential social impacts associated with its climate strategy and transition. Consistent with the Paris Agreement on climate change, Dow is committed to ensuring a Just Transition of the workforce and the creation of decent work and quality jobs as part of this transition. Dow believes that its technology transition and innovations will create quality jobs consistent with the recent announcement of Dow's net-zero carbon emissions integrated ethylene cracker and derivatives site in Alberta, Canada, that will triple the site's capacity. The project is expected to create 400 to 500 permanent jobs at Dow.

Policies

Dow has multiple policies and programs that enable a continuous life-long learning and development culture through providing guidance, key tools and resources for employees. These include Dow's Employee Development Planning, Circular Career Model and Late-Stage Career Development, ExecOnline Accelerated Skills Development, Learning Opportunities for All Employees, Delivering a High-Performance Culture, formal mentorship and sponsorship and Your Dow Total Rewards programs.

2022 Actions Taken

Established Governance

Established global governance framework to ensure alignment and prioritization of learning and development efforts and priorities globally.

Implemented work process improvements on learning content governance, tools and capabilities.

- Dow launched a Global Learning Council (GLC) in March 2022 to ensure alignment and prioritization of learning and development opportunities, establishing more equitable access to learning opportunities for all employees.
- A Global Power BI Dashboard was implemented in 2022, providing integrated visibility of learning and development efforts, budget spend and training hours.
- In 2022, because of global rationalization efforts and new learning governance processes, Dow removed 187,400 hours of redundant training and implemented a new digital gatekeeping tool: Cognota.

Stakeholders Engaged

- Modernizing Workforce Capabilities (MWC) Program Team
- GLC
- Global/functional learning teams
- Learning administrators
- HR directors
- Talent & Learning Community

Education Programs

Designed a Global Skills Framework (first two levels needed for current and future business-critical roles).

Cultivated a skills-based culture through learning and development offerings for all employees.

- 220 Dow employees graduated from 12 different ExecOnline continuous education programs in 2022. Participants reported 97% overall satisfaction and \$1.8B USD projected financial impact from project work. Key areas of impact were leading and managing globally, building and leading effective teams and leading strategic growth.
- Delivered a global Inclusive Leadership Program in partnership with Mursion that integrated experiential learning, real-time feedback and hands-on practice in a psychologically safe environment. The program used a blended learning approach to build awareness supplemented with hands-on practice for leaders through virtual reality simulations. 90% of participants said they felt more engaged and better equipped to support teams. 82% said the program elevated their commitment toward a more inclusive leadership approach.

Stakeholders Engaged

- MWC Program Team
- HR directors
- Leadership teams
- AON
- GLC

Continuous Development

Dow's investments in educational programs and consultant partnerships with universities and schools provide opportunities for local communities and help develop the next generation of talent.

- In 2022, Dow doubled the global investment on learning and development efforts to upskill its current talent workforce with a total of \$19MM USD compared with the previous year. The main areas of focus were leadership, digital and technical skills upgrade.
- In 2022, Dow sponsored further education for more than 6,000 employees through the Global Education Assistance Program. Employees are sponsored to build skills and competencies via undergraduate, graduate degree and language programs as part of their continuous development plans.

Stakeholders Engaged

- Functional and regional leadership teams
- Functional learning leadership teams
- GLC
- Talent & Learning Community
- Leaders
- Employees
- HR partners

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401-1 New employee hires and employee turnover

Total number and annual rate of new employee hires during the reporting period, by gender, age group and race/ethnicity:

Title	Number			Rate		
	2022	2021	2020	2022	2021	2020
New Employee Hires by Gender						
Men	2,990	1,736	865	66.7%	65.4%	65.8%
Women	1,488	917	449	33.2%	34.6%	34.2%
Not Disclosed	4			0.1%		
New Employee Hires by Age						
<30	1,676	1,102	613	37.4%	41.5%	46.7%
30-50	2,482	1,373	635	55.4%	51.8%	48.3%
50+	324	178	66	7.2%	6.7%	5.0%
New Hires by U.S. Ethnic Minority						
U.S. Non-Minority	1,431	373	374	59.6%	68.7%	57.6%
U.S. Ethnic Minority Total	937	170	275	39.0%	31.3%	42.4%
American Indian or Alaska Native	9	1	3	0.4%	0.2%	0.5%
Asian	201	29	56	8.4%	5.3%	8.6%
Black or African American	332	58	105	13.7%	10.7%	16.2%
Hispanic or Latino	319	67	96	13.3%	12.3%	14.8%
Native Hawaiian or Other Pacific Islander	4	0	0	0.2%	0.0%	0.0%
Two or More	72	15	15	3.0%	2.8%	2.3%
Not Disclosed	34			1.4%		
New Hires by Region						
Europe, Middle East, Africa and India	1,194	619	400	26.6%	23.3%	30.4%
Latin America	306	154	88	6.8%	5.8%	6.7%
United States and Canada	2,509	1,493	687	56.0%	56.3%	52.3%
Asia Pacific	473	387	139	10.6%	14.6%	10.6%
Global Dow	4,482	2,653	1,314	100.0%	100.0%	100.0%

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Total number and annual rate of employee turnover during the reporting period, by gender, age group and U.S. ethnic minority:

Title	Number		Rate	
	2022	2021	2022	2021
Voluntary Turnover by Gender				
Men	1,034	860	4.0%	3.4%
Women	454	399	4.2%	4.0%
Not Disclosed	0		0.0%	
Voluntary Turnover by Age				
<30	355	320	6.1%	7.5%
30-50	688	604	2.9%	2.9%
50+	447	335	4.6%	3.2%
Voluntary Turnover by U.S. Ethnic Minority				
U.S. Non-Minority	630	506	5.1%	4.2%
U.S. Ethnic Minority Total	276	184	6.0%	4.5%
American Indian or Alaska Native	1	2	1.5%	3.4%
Asian	70	42	6.8%	4.5%
Black or African American	108	70	7.1%	5.1%
Hispanic or Latino	76	57	4.5%	3.7%
Native Hawaiian or Other Pacific Islander	3	0	21.1%	0.0%
Two or More	18	13	7.3%	6.6%
Not Disclosed	7		6.0%	
Voluntary Turnover by Region				
Europe, Middle East, Africa and India	301	230	2.8%	2.2%
Latin America	63	81	2.1%	2.7%
United States and Canada	954	734	5.3%	4.2%
Asia Pacific	170	214	3.4%	4.4%
Global Dow	1,488	1,259	4.0%	3.5%

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Title	Number		Rate	
	2022	2021	2022	2021
Involuntary Turnover by Gender				
Men	669	1,183	2.6%	4.7%
Women	180	310	1.7%	3.1%
Not Disclosed	0		0.0%	
Involuntary Turnover by Age				
<30	48	64	0.8%	1.5%
30-50	226	477	1.0%	2.3%
50+	575	952	6.0%	9.1%
Involuntary Turnover by U.S. Ethnic Minority				
U.S. Non-Minority	315	602	2.6%	5.0%
U.S. Ethnic Minority Total	110	194	2.4%	4.7%
American Indian or Alaska Native	2	3	3.0%	5.2%
Asian	10	18	1.0%	1.9%
Black or African American	57	127	3.7%	9.2%
Hispanic or Latino	34	42	2.0%	2.7%
Native Hawaiian or Other Pacific Islander	1	0	7.1%	0.0%
Two or More	6	4	2.4%	2.0%
Not Disclosed	2		1.7%	
Involuntary Turnover by Region				
Europe, Middle East, Africa and India	240	374	2.2%	3.6%
Latin America	111	155	3.6%	5.2%
United States and Canada	443	833	2.5%	4.8%
Asia Pacific	55	131	1.1%	2.7%
Global Dow	849	1,493	2.3%	4.2%

Dow Disclosures – GRI Content Index

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Permanent full-time and less-than-full-time employees are provided a wide variety of benefits. Dow's benefit plans are designed to meet the needs of its employees, while remaining competitive with the market and aligned with the Company strategy. They are also designed to build on the social security benefits provided in each country and, as a result, vary by country. Dow offers the following benefits to both full-time and part-time employees at all significant locations of operation. These locations include but are not limited to all countries with more than 50 employees, covering greater than 99% of Dow's global workforce.

- Pension plans – either defined benefit or defined contribution plans
- Medical plans – often including prescription drugs coverage, dental and vision
- Life insurance
- Disability protection
- Accident insurances
- Paid vacation, holiday and leave programs

401-3 Parental leave

Dow's global parental leave is intended to provide flexibility, work-life balance and an equitable offering for all new parents, birthing and non-birthing, including adoptive and foster parents, regardless of gender. Dow's global parental leave policy provides 16 weeks of paid time-off, which can be taken during the 12 months following the birth of a child. The policy applies to all full- and part-time employees, subject to collective bargaining negotiations where applicable.

OMISSION 401-3b through 401-3e Parental leave

Information not available. Dow will continue to annually assess its system capabilities to be able to report this information in the future.

GRI 402: Labor/Management Relations 2016

402-1 Minimum notice periods regarding operational changes

Anchored in Dow's core values of Respect for People and Integrity, Dow regularly provides direct employee notice of significant operational changes. Notice timing on significant operational changes would vary based on the nature and scope of the change. However, Dow will always comply with legislative requirements for notice timing.

Collective agreements could include specific notice periods, consultation processes and/or negotiation requirements. As collective agreements are negotiated locally, they can have different notice terms specified. Direct Partnership is Dow's preferred Labor Relations model. The Direct Partnership philosophy is focused on collaboration, by all parties, which translates to a greater employee experience. Direct Partnership is aligned with building a culture of trust, transparency, accountability and empowerment.



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GRI 403: Occupational Health & Safety 2018

Health & Wellness

3-3 Management approach

Key Impacts

- Dow's people are its greatest asset, so promoting and protecting their health and well-being enables their meaningful contribution to Dow's success. (positive)
- With health care costs being one of the largest employee-related expenses, identifying ways to control these costs is important. Health and wellness programs promote healthy behaviors, which may also support health care cost management. (positive/negative)

In alignment with Dow's comprehensive operating discipline management system (ODMS), Dow's programs also include a robust occupational health system that supports company sites, functions/businesses and people around the world with health information, resources and consultation on health-related opportunities and issues, as well as responding to public health emergencies. Dow advises on global health engagement and well-being opportunities to foster a culture of health at Dow. Dow provides employees with access to clinical occupational health services; refer to [GRI 403-3 Occupational health services](#) for additional details.

Commitments

- WLO Goal: Dow will have a Total Worker Health[®] implementation that comprehensively controls workplace health risks, protects workers and improves the health of Dow people (Healthy Culture, Healthy Workplace, Healthy People).

In the table on the following page, you will find management actions, but also refer to [GRI 3-3 Management approach – Safe and Reliable Operations](#) for actions related to audits and self-assessments and narrative on [Health & Wellness Through Total Worker Health[®]](#).

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2022 Actions Taken

Healthy Culture

As part of the Total Worker Health® Assessment, Dow performs periodic healthy culture site self-assessments, with a target to have 80% of Dow's employee population work at a site within the Gold and Platinum categories of the Healthy Culture Index by 2025.

In 2022, 105 Dow sites received Gold/Platinum award status and the target population metric reached 83.8%.

Stakeholders Engaged

- Site leadership
- Functional experts

Healthy Workplace

As part of the Total Worker Health® Program, Dow has a comprehensive High-Priority Health Risk Reduction program for controlling and reducing workplace health risks.

Dow established annual targets for reducing high-priority health risks due to noise, ergonomic and chemical stressors. Dow tracks progress using monitoring data to confirm risk reduction.

In 2022, Dow met its internal target to eliminate 29 high-priority health risks. This achievement positively impacted 297 workers.

Stakeholders Engaged

- Functional experts
- Aligned business leadership

Healthy People

Improving employee well-being through healthy behaviors, personal health risk factors and workplace health.

- Promoted Reclaim Your Health campaign to engage leaders and employees in ways to manage energy throughout the day.
- Launched the Dow Well-Being Portal in 2022 with tools and resources for employees for supporting health and well-being.
- Engaged Dow people to reduce health risks and maintain good health by using the American Heart Association's most important lifestyle predictors of heart health.

American Heart Association data is confidentially and voluntarily collected as part of an annual visit with the internal occupational health clinics. Data shows a continued improvement in health risks.

By end of 2022, 68% of employees have enrolled with the Dow Well-Being Portal, with a 74% average monthly engagement and 87% of users reporting satisfaction with the Well-Being Portal experience.

Stakeholders Engaged

- Leadership
- Functional experts
- Employees



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GRI 403: Occupational Health & Safety 2018

Safe & Reliable Operations

3-3 Management approach

Key Impacts

- Safe and reliable operations are core to Dow’s culture. Dow puts worker safety first and focuses on reliable, efficient and compliant global manufacturing operations. (positive)
- Excellent unplanned event response and management minimizes the number, length and overall impact. (positive/negative)
- Safe and reliable operations are a requirement to maintain Dow’s license to operate. (positive)
- All Dow employees and contractors have a shared responsibility to make safety and health a daily priority. (positive)

To ensure worker safety, Dow uses a comprehensive, integrated ODMS that includes policies, requirements, processes, best practices and procedures related to its Environment, Health & Safety (EH&S) and Quality and Operations standards, as well as related external standards. Through this system, Dow lays the foundational expectations of hazard assessment and risk mitigation, aligned and certified to Responsible Care® with full operations coverage and in compliance with OSHA 18001 or ISO 45001 standards.

Commitments

- Dow will strive to eliminate fatalities, significantly reduce severe injury and illness incidents and maintain the total recordable injury and illness rate at industry-leading levels.
- Dow will strive to eliminate all process safety events that impact its people, communities and the environment.
- Dow will strive to eliminate all preventable motor vehicle accident fatalities.

- Dow is committed to the inclusion of labor service provider personnel working on Dow sites or on Dow’s behalf in safety and health programs, metrics and goals. As appropriate and allowed by local regulations, contractors are included in Dow’s safety programs, metrics and goals.
- Dow is committed to compliance with legal requirements, Dow standards and requirements and contractual agreements. In cases where local or national laws, codes or regulations impose additional requirements beyond Dow standards for safe operations, affected Dow facilities comply with those requirements or Dow requirements, whichever is more stringent.

Policies

Dow’s [Environment, Health and Safety Policy | Dow Corporate](#) applies to all facilities and operations. Dow requires each organization within Dow to implement and use health and safety programs to:

- Identify, assess and eliminate or mitigate hazards
- Prevent unsafe acts and conditions
- Maintain and improve the health of personnel
- Foster communication on health and safety issues

2022 Actions Taken

Handheld Portable Tools Standard

A new standard to address incidents associated with handheld portable tools was rolled out in 2022.

Lessons learned from an average of about 70 incidents per year prompted development of the standard. The 16 requirements in the standard address both tool design and worker behavior. Implementation of the new requirements is ongoing with a target for full implementation by August 2023.

Stakeholders Engaged

- Operations
- EH&S Operations
- Technical Expertise and Support (TES)

Self-Assessments

Dow requires safety, industrial hygiene, occupational health and environmental management system self-assessments, regular inspections and independent internal audits to monitor compliance and identify gaps and best practices.

Over 100 EHS&S Integrated audits were performed globally in 2022. All deficiencies to internal Dow standards or government requirements that were identified are communicated to leadership, managed and tracked to completion.

Stakeholders Engaged

- EHS&S functional leadership
- Expertise
- Business and executive management
- EHS&T Committee of the Board of Directors

Contractor Safety Standards

Dow's Global Contractor, Delivery Service Provider and Visitor Safety Standard includes mandatory requirements for all sites and locations at Dow for the pre-qualification, induction and monitoring of labor service providers.

Dow fully integrates contractors working on Dow sites in the Company's injury performance targets and goals. Dow's contractor injury rate has continued a performance improvement trend for its labor service providers.

Stakeholders Engaged

- Operations
- TES
- EH&S Operations
- Supply Chain
- Labor services providers (contractors)

Dow Disclosures – GRI Content Index

403-1 Occupational health and safety management system

Dow's occupational health and safety management system includes policies, requirements, processes and best practices. Dow's system is grounded in U.S. Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA) and other relevant non-U.S. region-specific regulatory requirements when more stringent. For information on the ODMS and Responsible Care[®], refer to [GRI 3-3 Management approach – Safe & Reliable Operations](#).

All workers are covered by Dow's management system regardless of whether they are working on or off Dow premises, including all contracted workers performing work on Dow premises. Contractors are included in Dow's calculated OSHA injury rate performance. Workers who deliver materials (e.g., package delivery services) are not included but receive an orientation upon entering a Dow site.

The management system is designed and implemented by professionals working for Dow (e.g., Occupational Health, Industrial Hygiene, EH&S Delivery). They apply expertise and knowledge of scientific and medical literature and work processes to monitor trends and regulations in worker health assessment and make changes to ODMS.

The management system is externally assessed and meets ISO-14001, ISO-9001 and Responsible Care[®] code requirements. Compliance with ODMS and regulations is tracked through self-assessments, independent internal audits and corporate audit governance process, safety-related behavior-based observations, incident investigations, inspections (mechanical integrity) and management system reviews.

Dow Disclosures – GRI Content Index

403-2 Hazard identification, risk assessment and incident investigation

Processes to assess work-related hazards and assess risks include:

- Initial and routine hazard analyses are completed by a team of toxicologists, industrial hygienists and physicians who apply their expertise and knowledge of the scientific and medical literature and work processes to monitor trends and regulations in worker health assessment.
- Results of medical surveillance exams are reviewed as a source of feedback and continuous improvement.
- Risk reviews for new or modified Dow products, including qualitative exposure assessments for chemical, physical, ergonomic and biological hazards to inform control measures and mitigate worker safety and health risks.
- Process safety hazards are evaluated initially and on a recurring basis via Dow's process risk management methodology.
- Personal safety risk analysis using safe work permits, pre-task hazard analysis and pre-startup safety reviews.
- Comprehensive permit-to-work system facilitates a robust dialogue around hazards and mitigations for each task.

Workers are expected and encouraged to identify, report and intervene without fear of reprisal when unsafe or unhealthy work conditions are observed. See [GRI 2-26 Mechanisms for seeking advice and raising concerns](#) to understand the process for workers to report work-related hazards or hazardous situations. Positive recognition is used to celebrate and reinforce coworkers making safe choices. Additionally, worker input on hazards and solutions is part of local near-miss programs.

Dow leverages root cause investigation methodology to understand incident causes and take corrective actions to prevent repeat incidents.

403-3 Occupational health services

There are several services provided by qualified and accredited health professionals that contribute to the identification and elimination of hazards and to minimize risks. Some of those services include:

- On-site emergency medical response.
- Baseline and periodic medical surveillance exams and testing to identify possible adverse health effects from potential exposure to occupational hazards. Exam content and frequency are defined in ODMS and are applied equitably around the globe. Health results are documented in Dow's health record system and addressed.
- Travel health services (e.g., counseling, infectious disease risk communication, vaccinations and access to care) to reduce risk for endemic or acute health problems while on business.
- Fitness for duty evaluations to define accommodations or restrictions to ensure employees can work safely.
- Medical case management (work-related counseling) for employees with health issues to return to work in the safest and most timely manner.
- Encouragement of employees and leaders to utilize and promote the Dow employee assistance programs. For more information, see [Healthy People: Destigmatizing Mental Health](#).

Dow employees, during paid work time, have access to occupational health services at no cost through an on-site company-managed clinic at its major sites, or an off-site provider with oversight by Dow Occupational Health. Clinical treatment is available to all employees for work-related injury or illness.

Additionally, workers' personal health information adheres to [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#) for data protection and is not shared without the informed consent of the individual and on a need-to-know basis with respect to work-related injury/illness cases for classification purposes. Dow uses only aggregated data (personal identifiers removed) in reporting health risk data. Confidentiality training is assigned to every health worker who has a need prior to access to medical records.

Dow Disclosures – GRI Content Index

403-4 Worker participation, consultation and communication on occupational health and safety

Safety and health are part of Dow’s conversations with workers at all levels of the organization. Workers’ input on health and safety is achieved through participation in root cause investigations, “fresh eyes” assessments, internal audits and other continuous improvement activities. Dow also collects and responds to feedback as part of the safety meeting and training processes.

Dow’s workforce is either represented by joint-management worker safety committees or participates directly in periodic safety meetings that review and act upon worker safety data and concerns. They also develop plans for new or improved government or company health and safety requirements. Decision-making authorities vary by site and include EH&S professionals and leadership with input from affected workers.

403-5 Worker training on occupational health and safety

All employees and contractors receive training on occupational health and safety in their local language and free of charge during working hours. Some roles in operations receive overtime pay to attend training sessions. Training content and delivery are designed by subject matter and learning experts and integrates feedback from employees. Topics and frequency are aligned with ODMS and based on job role, job location, knowledge/skill performance and regulatory requirements. Training completion is monitored.

Training effectiveness is assessed dependent on role and risk. Knowledge and ability to perform their role within the management system is validated through knowledge checks, in-field performance assessments or training review boards.

403-6 Promotion of worker health

Dow facilitates worker access to non-occupational medical and health care services. Examples include:

- Access to preventive care (on-site Dow clinics, Dow Family Health Centers (United States) or through external community health care facilities) free of charge or at reduced cost (not available to non-Dow employees, such as contractors, unless required by regulations). Emergency care, however, is provided to all employees, contractors or visitors.
- Voluntary participation in personal health risk determination (as part of Total Worker Health[®]). See actions under [GRI 3-3 Management approach – Health & Wellness](#).
- Availability of the Well-Being Portal to provide Dow employees and their spouses/domestic partners access to tools for managing physical, mental and financial health and well-being. Employees receive incentives to stay engaged with the portal offerings and many other health activities. Current availability of this benefit may vary for employees who are represented by a labor organization. Dow fully intends to expand eligibility for this program to all employees in accordance with applicable federal and local laws.

No voluntary programs or services are associated with decisions regarding employment or engagement of workers.

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403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

Dow has a multipronged approach toward preventing and mitigating occupational health and safety impacts linked by business relationships, which includes:

- Dow’s transportation safety and security is a supply chain security program that meets or exceeds applicable governmental and transportation regulation requirements. It has stated requirements that minimize the risk of harm posed by chemicals to the supply chain, public, workers and environment.
- Responsible Care® Security Code of Management Practice, Distribution and Business Risk Reviews and management; safe handling guidelines for products in transport; packaging and container requirements qualification; monitoring and periodic assessment of logistics service providers per Responsible Care® principles or approved equivalent; safe handling of chemicals at loading and unloading facilities; and transportation incident reporting and investigation.
- The External Manufacturing work process and standard set minimum performance expectations for external manufacturers to demonstrate adherence to sound health, safety, security and environmental principles and operating philosophy such as Responsible Care®. External manufacturers agree to submit to an initial on-site Environmental, Health, Safety and Quality (EH&S-Q) Assessment and subsequent EH&S-Q Audits at a frequency determined by Dow based on risk.
- Product Stewardship programs align to the businesses to ensure that health, safety and environmental protection is an integral part of designing, manufacturing, marketing, distributing, using, recycling and disposing of Dow products.
- Dow production meets applicable internal and external Good Manufacturing and Distribution Practice requirements for active pharmaceutical and cosmetic ingredients, as well as food contact and food additives and pharmaceutical excipients.
- When Dow employees operate the assets of a third party, such as part of the Dow Services Business, it ensures that, at a minimum, the Dow EH&S standards will be met to ensure the same level of protection of the workforce and the environment.
- The Global Remediation group manages Dow’s global portfolio of remediation liabilities and focuses on mitigation of risk to human health and the environment. Selected solutions for remediation opportunities are based on risk assessment results, land-use opportunities, sustainability, full compliance with legal requirements and ensuring alignment with Dow’s core values around protecting the people and the planet.
- Supplier selection is based on a robust set of criteria ranging from performance and economics to sustainability factors. See [GRI 3-3 Management approach – Sustainable Procurement](#) for more information.

403-8 Workers covered by an occupational health and safety management system

100% of workers whose work and/or workplace is controlled by Dow are required to comply with Dow’s health and safety management system requirements.

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403-9 Work-related injuries

In the table below you will find Dow’s 3-year total work-related injuries. Recordable work-related injuries are inclusive of all workers performing work at Dow locations. Dow stands out in the industry by integrating contractor recordable work-related injuries into its overall tracking. Where the term “injuries” is used, it refers to both injuries and illnesses unless specified otherwise. Rates are calculated based on 200,000 hours worked.

Work-related injuries		2022	2021	2020
Fatality Count (injuries) Total	All Workers	0	0	1
Fatality Count (injuries) – Employees	Employees	0	0	0
Fatality Count (injuries) – Contractors	Contractors	0	0	1
Fatality Rate Total	All Workers	0	0	0.0014
Fatality Rate – Employees	Employees	0	0	0
Fatality Rate – Contractors	Contractors	0	0	0.0033
High-Consequences Work-Related Injuries Incident Count Total	All Workers	0	1	1
High-Consequences Work-Related Injuries Incident Count – Employees	Employees	0	1	0
High-Consequences Work-Related Injuries Incident Count – Contractors	Contractors	0	0	1
High-Consequences Work-Related Injuries Incident Rate Total	All Workers	0	0.0014	0.0014
High-Consequences Work-Related Injuries Incident Rate – Employees	Employees	0	0.0026	0
High-Consequences Work-Related Injuries Incident Rate – Contractors	Contractors	0	0	0.0033
Lost-Time Injuries Incident Count Total	All Workers	39	26	32
Lost-Time Injuries Incident Count – Employees	Employees	20	15	16
Lost-Time Injuries Incident Count – Contractors	Contractors	19	11	16
Lost-Time Injuries Incident Rate Total	All Workers	0.053	0.037	0.046
Lost-Time Injuries Incident Rate – Employees	Employees	0.050	0.039	0.040
Lost-Time Injuries Incident Rate – Contractors	Contractors	0.057	0.035	0.053
Recordable Work-Related injuries Incident Count Total	All Workers	124	99	86
Recordable Work-Related Injuries Incident Count – Employees	Employees	70	49	45
Recordable Work-Related Injuries Incident Count – Contractors	Contractors	54	50	41

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Work-related injuries		2022	2021	2020
Recordable Work-Related Injuries Incident Rate Total	All Workers	0.17	0.14	0.12
Recordable Work-Related Injuries Incident Rate – Employees	Employees	0.18	0.13 ¹	0.11
Recordable Work-Related Injuries Incident Rate – Contractors	Contractors	0.16	0.16	0.14
Worker hours Total	All Workers	146,024,347	139,726,491	140,053,502
Worker hours – Employees	Employees	79,840,884	76,067,581	79,598,857
Worker hours – Contractors	Contractors	66,183,463	63,658,910	60,454,645

¹ Recordable work-related injury employee incident rate re-calculated due to an identified data correction (which are immaterial to the Intersections report as a whole).

The most common work-related injuries for Dow employees and contractors in 2022 were related to slips, trips and falls.

Dow has implemented Life Critical Standards (LCS) to minimize the likelihood of high-consequence work-related injuries. These include elevated work, electrical work, line and equipment opening, isolation of energy sources, safe work permit, hot work, confined space entry, hydro blasting pressure washing, heavy equipment and moving vehicles.

403-10 Work-related ill health

In the table below you will find Dow’s 3-year total work-related ill health. Recordable work-related illnesses includes all workers performing work at Dow locations.

Work-related ill health		2022	2021	2020
Fatality Count (illness) Total	All Workers	0	0	0
Fatality Count (illness) – Employees	Employees	0	0	0
Fatality Count (illness) – Contractors	Contractors	0	0	0
Total Recordables (Illness)	All Workers	17	7	2
Recordables (illness) – Employees	Employees	17	7	1
Recordables (illness) – Contractors	Contractors	0	0	1

As most illness counts relate to hearing, Dow is taking the following actions:

- Noise hazards have been identified, based on industrial hygiene assessments and noise monitoring.
- Noise hazards are prioritized and then projects are put in place to reduce or eliminate noise hazards. These projects include elimination, engineering controls, administrative controls and improved personal protective equipment.

For more details on the high-priority health risk reduction program, see [GRI 3-3 Management approach – Health & Wellness](#).

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GRI 404: Training and Education 2016

404-1 Average hours of training per year per employee

Aligned to Dow’s continuous learning and development approach, in 2022 the average Dow employee invested 56.9 hours in training and development via learning platforms such as Diamond Learning, Ethics & Compliance and LinkedIn Learning, among other functional and regional-based initiatives. For the same cycle, the average Dow leader invested an average of 23.1 hours toward required leadership curriculums.

As follows, detailed average hours per gender and type of employee for 2022 were:

Average Training Hours	2022	2021	2020
Employee average training	56.9	40.7	62.0
People leader average training	23.1	30.7	

Average Training Hours	2022	Average Training Hours	2022
Female	32.6	Executive	9.2
Male	63.9	Director	29.7
Not Disclosed	64.1	Manager	30.5
		Non-Management	56.9

404-2 Programs for upgrading employee skills and transition assistance programs

Dow is committed to providing continuous career and skill development opportunities to all employees, subject to global offering and career stage. As a global commitment, current offerings are designed by corporate and functional portfolios and complemented by the Office of Inclusion, employee resource groups (ERGs) and the Employee Experience Network initiatives.

Today, Dow has a robust digital experience through the My HR Portal platform, where employees keep their talent profiles updated based on job, career and personal interests – updating their development plans and achievements including educational and skills certifications, mentorship, coaching and sponsorship program participation.

Through the multi-year Manage Workforce Capabilities program, Dow has initiated the path to transition into a skills-based organization with a global governance framework supported by the Global Learning Council, with ongoing learning experience efforts creating a more innovative approach to development enabled by a global skills framework.

In 2022, Dow delivered LEAD – a three-day summit covering all people leaders and influential leaders (~3,500) – with purpose, performance and people-focused topics, including key priorities and leader expectations. People Leader Essentials and People Leader Foundations programs were provided to upskill more than 480 new leaders at Dow. More than 150 High Potential individuals participated in the McKinsey Accelerate Development Program, and 220 leaders graduated from executive educational courses at Columbia, MIT, Wharton, Stanford and Yale through the global ExecOnline Program.

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Through Dow’s Development for All framework, annual training curriculums are delivered with a focus on onboarding, employee development planning, career paths, performance culture and interview preparation. In addition, more than 15 global, regional and functional mentorship, coaching and sponsorship programs are offered to advance Dow’s inclusion, diversity and equity commitments for underrepresented talent.

Dow is also committed to providing transitional assistance to eligible employees impacted by workforce restructuring programs. In 2022, the Company continued to offer outplacement services at no cost to employees separated from Dow. These outplacement services include career and life coaching, curriculum vitae preparation and optimization, networking and interview preparation to guarantee a meaningful employee experience throughout this transitional career stage.

404-3 Percentage of employees receiving regular performance and career development reviews

Dow leaders partner with their team members to identify strengths and opportunities for continuous development through the performance culture cycle that concludes each year with an annual review. In preparation, leaders gather multi-rater feedback throughout the year in the online My HR Portal platform, considering goal achievements and key contributions, assessing main areas of further upskilling and, finally, reflecting on annual compensation results.

For the 2022 performance cycle, 97% of Dow’s active employees were eligible to receive an annual performance review. The remaining 3% were ineligible due to employment status and local contractual agreements or were hired after the launch of the year-end performance cycle. Of the eligible employees at the end of 2022, 95.6% received a documented performance summary. Compared to the overall eligible populations, there were no meaningful differences between employees who did or did not receive a performance summary across gender or employee category.

Annual Performance Review Received (by Gender)	2022	2021	2020
Men	95.2%	95.3%	94.5%
Woman	96.5%	96.9%	96.6%
Not Disclosed	100.0%	100.0%	100.0%

Annual Performance Review Received (by Role)	2022	2021	2020
Executives	100.0%	100.0%	96.3%
Directors	95.7%	99.5%	96.8%
Managers	98.3%	97.0%	96.8%
Non-Management	95.4%	95.7%	95.0%





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Inclusion, Diversity & Equity (ID&E) Management

3-3 Management approach

Key Impacts

- Dow is committed to equal opportunities in employment as part of its dedication to the diversity of its workforce and fostering an inclusive culture. (positive)
- As a large, multi-national company, Dow’s commitment to ID&E is visible and impacts society by example. (positive/negative)
- Dow’s reputation as a leader in ID&E improves its ability to attract and retain a diverse group of talent. (positive)
- Dow’s inclusive culture is a competitive advantage that enables its people to develop, advance, be heard and contribute their best as the Company tackles global challenges and innovates for its customers. (positive)

Dow succeeds when its employees thrive. The Company’s commitment to ID&E has allowed it to navigate through challenging times with increased employee engagement and enhanced innovation. Team Dow continues to deliver successful company performance, fueled by the commitment to advance ID&E for all.

Commitments

Dow’s ALL *IN* 2025 strategy focuses on leading with inclusion, elevating its focus on diversity and embedding equity into its practices, policies and processes. It includes:

- Institutionalizing an inclusive culture and equitable practices.
- Positively impacting the customer experience and driving business value through commitments to ID&E.

- Improving the diversity, including representation of women and U.S. ethnic minorities, and capability of Dow’s workforce and ensure all employees, irrespective of gender, race or ethnicity have an equal opportunity to thrive.
- Cultivating an all-inclusive culture through its people leaders.
- Achieving top benchmark performance in supplier diversity.
- Strengthening ID&E into the communities where Dow employees live, work and do business.
- Establish a leadership position and be recognized as a great place to work for all.

Policies

- Dow has an unwavering commitment to ethical behavior and stands in opposition to any form of sexism, racism, discrimination or harassment. Dow expects its leaders, employees and representatives to actively oppose inequities and injustices in the workplace.
- Dow commits to providing a work environment where everyone feels valued and can accomplish their full potential.
- Dow’s Respect and Responsibility Policy sets expectations for how employees should respect each other in the workplace to achieve Dow’s goals and maintain its high ethical standards.

Inclusion, Diversity & Equity (ID&E) Management



2022 Actions Taken

Leadership and Progress

Dow's global ID&E strategy is led by Chief Inclusion Officer Alveda J. Williams, Ph.D., who reports directly to Chair and CEO Jim Fitterling. This strategy has been endorsed by Dow's Board of Directors, and progress is reviewed by the Compensation and Leadership Development Committee of the Board.

Three Inclusion Councils drive the ID&E strategy from the top of the Company and across the enterprise.

Over the past five years, Dow has made significant progress against its key performance indicators:

- Improved representation for U.S. ethnic minorities and women globally
- Increased ERG participation
- Improved overall employee satisfaction
- Increased spend with diverse suppliers
- Established reputation as a leader in ID&E via external awards and recognition

Stakeholders Engaged

- Dow Board of Directors
- Dow leadership
- ERGs

Metrics

Linked inclusion and diversity metrics to the annual performance award for all people leaders and senior directors and above, where legally permissible.

While performance on individual metrics has varied, Dow has met or exceeded the objectives for the overall ID&E index each year.

Stakeholders Engaged

- People leaders
- Senior directors
- Dow Board of Directors

Hiring

In 2020, institutionalized global inclusive hiring standards that require hiring managers to post open roles, implement a diverse candidate slate, ensure a diverse interview panel and follow a structured interview process to mitigate bias and ensure a consistent candidate experience.

In 2022, 39.0% of external hires in the United States were ethnic minorities and 33.2% of the global hires were women.

Stakeholders Engaged

- Dow leadership
- People leaders
- Employees
- HR talent acquisition



Dow Disclosures – GRI Content Index

GRI 405: Diversity and Equal Opportunity 2016

405-1 Diversity of governance bodies and employees^

Percentage of individuals within the organization’s governance bodies by gender, age group and race/ethnicity – Dow’s Board of Directors

Percent of Directors by Gender	As of June 2023	As of June 2022	As of June 2021
Men	66.7%	66.7%	73.0%
Women	33.3%	33.3%	27.0%
Percent of Directors by Age			
<30	0.0%	0.0%	0.0%
30-50	0.0%	8.3%	9.0%
50+	100.0%	91.7%	91.0%
Percent of Directors by U.S Ethnic			
U.S. Non-Minority	66.7%	66.7%	73.0%
U.S. Ethnic Minority Total	33.3%	33.3%	27.0%
Black or African American	25.0%	25.0%	18.0%↗
Hispanic or Latino	8.3%	8.3%	9.0%↗

Number and percentage of employees per employee category by gender, age group and race/ethnicity

Total Number of Employees by Gender	Non-Management	Manager	Director	Executive	Total
Men	24,770	1,710	137	21	26,638
Women	10,095	990	70	8	11,163
Not Disclosed	20	0	0	0	20
Total Number of Employees by Age	Non-Management	Manager	Director	Executive	Total
<30	4,809	14	0	0	4,823
30-50	21,335	1,918	112	7	23,372
50+	8,741	768	95	22	9,626

Dow Disclosures – GRI Content Index

Total Number of Employees by U.S. Ethnic Minority	Non-Management	Manager	Director	Executive	Total
U.S. Non-Minority	11,382	1,008	106	17	12,513
U.S. Ethnic Minority Total	4,465	302	35	9	4,811
American Indian or Alaska Native	69	3	0	0	72
Asian	953	106	12	2	1,073
Black or African American	1,492	86	5	4	1,587
Hispanic or Latino	1,682	95	17	3	1,797
Native Hawaiian or Other Pacific Islander	12	1	0	0	13
Two or More	257	11	1	0	269
Not Disclosed	115	9	1	0	125
Percent of Employees by Gender[^]	Non-Management	Manager	Director	Executive	Total
Men	71.0%	63.3%	66.2%	72.4%	70.4%
Women	28.9%	36.7%	33.8%	27.6%	29.5%
Not Disclosed	0.1%	0.0%	0.0%	0.0%	0.1%
Percent of Employees by Age[^]	Non-Management	Manager	Director	Executive	Total
<30	13.8%	0.5%	0.0%	0.0%	12.8%
30-50	61.1%	71.1%	54.1%	24.1%	61.8%
50+	25.1%	28.4%	45.9%	75.9%	25.5%
Percent of Employees by U.S. Ethnic Minority[^]	Non-Management	Manager	Director	Executive	Total
U.S. Non-Minority	71.3%	76.4%	74.6%	65.4%	71.7%
U.S. Ethnic Minority Total	28.0%	22.9%	24.7%	34.6%	27.5%
American Indian or Alaska Native	0.4%	0.2%	0.0%	0.0%	0.4%
Asian	6.0%	8.1%	8.5%	7.7%	6.1%
Black or African American	9.4%	6.5%	3.5%	15.4%	9.1%
Hispanic or Latino	10.5%	7.2%	12.0%	11.5%	10.3%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%	0.0%	0.0%	0.1%
Two or More	1.6%	0.8%	0.7%	0.0%	1.5%
Not Disclosed	0.7%	0.7%	0.7%	0.0%	0.7%

For more information, see Dow's Equal Employment Opportunity – Employer Information Report: [EEO-1 Report | Dow Corporate](#)

Dow Disclosures – GRI Content Index

405-2 Ratio of basic salary and remuneration of women to men

Dow’s pay-for-performance programs and offerings – including base pay, short-term incentive (STI) and long-term incentive (LTI) programs are designed to be market competitive, equitable and fair. The Company has conducted global pay equity studies for over 20 years to ensure it delivers equal pay for equal work. Dow’s pay equity studies compare the pay gap across all compensation components between genders and U.S. ethnic minorities and non-minorities.

In 2021, Dow transitioned to an expert third party as a partner to ensure that it is applying best-in-class methodology to the pay equity analysis and to validate its findings. This required an interim exclusion of Germany from the analyses in 2021 and 2022.

Pay ratio measures average base pay¹, STI² and LTI³ for all⁴ majority and minority groups regardless of work performed.

Minority to Majority Pay Ratio	2022 ⁴	2021 ⁴	2020
Global Female to Male Pay Ratio	0.98:1.00	0.97:1.00	0.98:1.00
U.S. Ethnic Minority Pay Ratio	0.97:1.00	0.97:1.00	0.98:1.00

¹ Base pay is calculated as the average base pay salary.

² STI is calculated based on the actual STI award paid.

³ LTI is calculated based on the actual LTI granted to eligible roles.

⁴ Gender is evaluated globally, excluding Germany.

Dow’s strategic objective is to sustainably eliminate any pay disparities and ensure its programs, policies and practices promote both equitable pay and equitable opportunities. Dow will continue to conduct annual pay equity analyses to identify and initiate any necessary gap closure actions. In addition, Dow has prioritized specific actions including full evaluation and enhanced guidance and governance of its programs, policies and practices with a deliberate focus on ensuring:

- Pay is market competitive.
- Employee pay decisions are based on a robust and objective framework.
- Pay framework and processes are globally consistent.
- Leaders can clearly communicate the pay equity approach.
- Employees have clarity on how pay decisions are made.

OMISSION 405-2 Reporting by employee category/significant locations of operation

Information not available. Dow has engaged a third party to explore and enhance its reporting capabilities on a more granular level. Dow will assess its ability to include this detail in future reporting.



GRI Disclosure Report – GRI Content Index

Human Rights Management

3-3 Management approach

Key Impacts

- **ENVIRONMENTAL:** Pending and future environmental permits are facing increased scrutiny and being challenged outside of the traditional license to operate by noting environmental justice and other equity concerns. (negative)
- **SOCIAL:** Dow’s objective is to protect, build and maintain its social license by following industry standard practices, operating responsibility, taking care of its workers and being a good corporate citizen. (positive)
- **GOVERNANCE:** An emerging and growing number of human rights expectations will require enhanced internal coordination across the various businesses, functions and geographies. (negative)

Emerging human rights frameworks seek ways to prevent or mitigate adverse human rights impacts that are directly linked to business operations, products or services. As new issues emerge, governments are continuing to update specific requirements including expectations of business to comply with human rights requirements and legislation. As a result, each of Dow’s businesses, functions and geographies is impacted by human rights. Human rights are embedded in Dow’s long-term commitment to the United Nations (U.N.) Sustainability Development Goals (SDGs) via its multi-generational sustainability goals, as well as its ID&E strategy. Dow’s ambition around the role of business in society is reflected in its ongoing commitments and actions related to environmental, social and governance (ESG).

The Environmental Justice (EJ) Steering Team acts as the governance structure for issues and opportunities related to EJ. The Social Justice Council monitors inequality matters and advises Dow on its response. Most recently, Dow established an ESG Supply Chain Due Diligence Team to implement a comprehensive response aligned with supply chain management (including purchasing), business strategy, communications and sustainability reporting to address emerging regulatory requirements.

Commitments

- Living the values of Integrity and Respect for People is core to the way Dow conducts business and its commitment to the protection of human rights. Dow’s Values and the [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#) are influenced by and reflect the fundamental principles described in the [U.N. Universal Declaration of Human Rights](#).
- In May 2007, Dow committed to the [U.N. Global Compact](#) and its Ten Principles, noting that businesses should support and respect the protection of internationally proclaimed human rights and avoid complicity in human rights abuses.
- Dow operates in full accordance with the [U.N. Guiding Principles on Businesses and Human Rights](#). These Guiding Principles provide a framework for governments and companies that are committed to protecting human rights around the world. Dow respects the sovereignty of governments around the world and the responsibility of governments to protect the human rights of its citizens.

Policies

- [Human Rights Policy | Dow Corporate](#) Dow believes that respect for the dignity, rights and aspirations of all people is a cornerstone of business excellence.
- [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#) Dow's Code is a guide to the behaviors and sets expectations for ethical conduct on matters ranging from health and safety in the workplace, to conflicts of interest, bribery, corruption, sustainability, inclusion and diversity, equal opportunity and respect in the workplace, and citizenship.

2022 Actions Taken

Site Assessments

Initiated environmental justice site assessments to prioritize sites and identify equity-based vulnerabilities or opportunities for those sites.

- Sites utilize existing government screening tools (EPA EJ screening tool and the Climate and Economic Justice screening tool).
- Site dashboards were developed to highlight opportunities and vulnerabilities.
- Site education and awareness workshops were hosted to align screening tool metrics and community surveys with site community engagement plans.

Stakeholders Engaged

- Local schools
- Local economic development organizations
- Fenceline community members

Established Steering Team

Established a corporate, multi-functional Environmental Justice Steering Team to provide oversight and strategic direction.

- Team meets bi-monthly and provides quarterly updates to ESG Executive Team.
- The steering team routinely provides advice on political and regulatory vulnerabilities (i.e., permit objections, inspections, enforcement trends) and opportunities.

Stakeholders Engaged

- Site/facility leaders
- Functional leaders from Government Affairs, Legal, Public Affairs and Sustainability

External Collaborations

Announced collaboration with Investor Advocates for Social Justice (IASJ) to commission a racial equity assessment to address industry standards and responsible operations.

- Internal IASJ team established to assess Dow's U.S. operations, policies and the Company's ID&E strategy.

Stakeholders Engaged

- Functional leaders from Government Affairs, Legal, Public Affairs and Sustainability

Governance Structure

Introduced a new human rights (social equity-ESG) governance structure including organization, systems, network and communications to address the growing number of compliance requirements.

- New global social equity role established to facilitate the emerging and growing number of human rights expectations; role requires facilitative leadership to enhance internal coordination across the various businesses, functions and geographies.
- New European human rights officer identified to ensure compliance from a regulatory and legal perspective due to German Due Diligence requirements, and other expected legislation at the European Union level. New global, cross-functional ESG Supply Chain Due Diligence Team formed to develop risk management processes aligned with existing supply chain mapping work.
- New global, cross-functional ESG Supply Chain Due Diligence Team formed to develop risk management processes aligned with existing supply chain mapping work.
- Collaboration with external partners as needed to implement risk assessment and complaints process.

Stakeholders Engaged

- Functional leaders from Supply Chain, Inclusion, Diversity & Equity, Government Affairs, Legal, Public Affairs, EHS&S and Sustainability, leaders across businesses
- EcoVadis, Mayer Brown, NAVEX

Dow Disclosures – GRI Content Index

GRI 406: Non-discrimination 2016

406-1 Incidents of discrimination and corrective actions taken

Dow’s employees are expected to behave in a way that protects its business interests, reputation and each other. For information regarding concerns raised and followed up on, see [GRI 2-25 Processes to remediate negative impacts](#) and [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

Dow closely tracks reports of discrimination on an ongoing basis and uses this information to craft remediation and intervention plans. Dow views reports of concerns as a positive indicator of employee engagement since reports indicate that employees feel safe in the reporting process and feel confident in Dow’s desire and ability to remediate concerns. Dow expects employees to report concerns and provides training to encourage reporting in areas where reporting rates are less than expected to ensure that employees are aware of the availability of safe reporting channels and resources available to help address their needs. Each Regional Ethics and Compliance Committee is involved in remediation of substantiated cases related to its respective region. In the event an investigation corroborates a trend within a specific region, the OEC will contact the Ethics and Compliance Committee responsible for such region to address the trend.

OMISSION 406-1 Discrimination by specific demographics

Information incomplete. Dow does not currently capture all demographic types listed in the disclosure. Dow will continue to assess if additional disclosure data is available on an annual basis.

GRI 407: Freedom of Association and Collective Bargaining 2016

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

At all Dow locations, risks to workers’ rights to exercise freedom of association or collective bargaining are embedded in the [Code of Conduct Policy | Public Policy | Dow Corporate](#). To date, no risks to freedom of association or collective bargaining have resulted from Code of Conduct evaluations. To understand categories of cases brought through Dow’s Code reporting and follow-up processes, see [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

No specific measures related to freedom of association or collective bargaining have been taken for this reporting period, but the processes described in the [GRI 3-3 Management approach – Sustainable Procurement](#) explains the general actions taken for social criteria gaps. The Sustainable Procurement approach identifies the social criteria gaps as well as the process for monitoring current suppliers and screening new suppliers in the event a gap is found.

For an understanding on Dow’s approach to managing human rights, see [GRI 3-3 Management approach – Human Rights Management](#).



Dow Disclosures – GRI Content Index

GRI 408: Child Labor 2016

408-1 Operations and suppliers at significant risk for incidents of child labor

At all Dow manufacturing and lab locations, risks of incidents involving child labor or young workers exposed to hazardous work are embedded in the [Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷. To date, no risk incidents involving child labor or young workers have resulted from Code of Conduct evaluations. To understand categories of cases brought through Dow’s Code reporting and follow-up processes, see [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

No specific measures related to incidents involving child labor have been taken for this reporting period, but the processes described in the [GRI 3-3 Management approach – Sustainable Procurement](#) explains the general actions taken for social criteria gaps. The Sustainable Procurement approach identifies the social criteria gaps as well as the process for monitoring current suppliers and screening new suppliers in the event a gap is found.

For an understanding on Dow’s approach to managing human rights, see [GRI 3-3 Management approach – Human Rights Management](#).

GRI 409: Forced or Compulsory Labor 2016

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

At all Dow locations, risks of incidents involving forced or compulsory labor are embedded in the [Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷. To date, no risks or incidents involving forced or compulsory labor have resulted from Code of Conduct evaluations. To understand categories of cases brought through Dow’s Code reporting and follow-up processes, see [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

No specific measures related to incidents involving forced or compulsory labor have been taken for this reporting period, but the processes described in the [GRI 3-3 Management approach – Sustainable Procurement](#) explains the general actions taken for social criteria gaps. The Sustainable Procurement approach identifies the social criteria gaps as well as the process for monitoring current suppliers and screening new suppliers in the event a gap is found.

For a more complete understanding on Dow’s approach to managing supply chain and human rights topics, see [GRI 3-3 Management approach – Human Rights Management](#) and [GRI 3-3 Management approach – Sustainable Procurement](#).

GRI 410: Security Practices 2016

410-1 Security personnel trained in human rights policies or procedures

The Emergency Services & Security (ESS) organization has responsibility for providing global security services for Dow’s sites, off-site events and external engagement activities. ESS recognizes that security personnel can have both negative and positive impacts on local populations and on the upholding of human rights and the rule of law. For example, ESS has provided guidance on the use of force to local law enforcement and contract security providers during local events. ESS routinely discusses best practices for engaging citizens during protests or other events where heightened security is warranted.

For an understanding of Dow’s approach to managing security, see [GRI 3-3 Management approach – Climate & Operational Resilience](#). To understand more about Dow’s Ethics and behavioral training and its approach to managing ethical compliance, see [GRI 3-3 Management approach – Ethics & Compliance](#).

OMISSION 410-1 Security personnel trained in human rights policies or procedures

Information unavailable. Human rights training is not formally incorporated into the [Code of Conduct Policy | Public Policy | Dow Corporate](#)⁷ training for security personnel, which provides an opportunity to evaluate training that ensures the appropriate conduct toward third parties, particularly regarding the use of force. Dow will continue to annually assess mechanisms to be able to report this information in the future.

Dow Disclosures – GRI Content Index

GRI 411: Rights of Indigenous People 2016

411-1 Incidents of violations involving rights of Indigenous peoples

Dow aims to protect the rights of all Indigenous people. Dow employees collaborate across communities, including Indigenous people, to develop and implement local community programs to address unmet needs. Specifically, Canadian employees have developed an Indigenous employee network to discuss community needs.

Dow believes in sustainable business that creates positive social change. The global citizenship strategy for community engagement is a roadmap for how the Company connects its core strengths – its science and technology expertise and global reach and resources – to enhance the lives of people in its communities and help make the planet more sustainable. For additional information about global citizenship, review [GRI 3-3 Management approach – Citizenship](#). For additional information about local communities, review [GRI 413 local communities](#).

OMISSION 411-1 Incidents of violations involving rights of Indigenous peoples

Information unavailable. Actions to track incidents of violations involving the rights of Indigenous people are not collected. Dow will continue to annually assess mechanisms to be able to report this information in the future.



GRI Disclosure Report – GRI Content Index

GRI 413: Local Communities 2016

Citizenship

3-3 Management approach

Key Impacts

- Dow’s global citizenship strategy directs its investments to accelerate social change and create a more sustainable and equitable future. (positive)
- Dow has the ability to positively influence and impact local communities in which it operates through community outreach such as volunteerism, talent or expertise to local initiatives and financial contributions. (positive)
- Local community leaders are key stakeholders in Dow’s community advisory panels (CAPs), permitting discussions, remediation activities and other investments that Dow makes in communities. (positive)

At Dow, innovative, responsible and sustainable business plays an essential role in building healthy, thriving, resilient communities.

Commitments

- Charitable contributions support the following commitment areas: Advancing Sustainable Solutions, Building Inclusive Communities, Developing Tomorrow’s Innovators, Engaging Employees for Impact and Collaborating with Communities.
- Specific targets within Dow’s Engaging for Impact 2025 Sustainability Goal include:
 - 70% of Dow employees will contribute time and expertise through volunteer engagement.
 - Positively contribute to Dow’s enterprise goals on overall employee satisfaction and the employee experience metric – through significantly higher-than-average favorable scores for employees who volunteer.

Policies

- At Dow’s manufacturing sites, community awareness and outreach policies are integrated into Dow’s operating management discipline system and sites are audited on this policy on a regular basis. The policy requires stakeholder lists, stakeholder education activities, a community outreach program, communications process and community dialogue process. In particular, at Dow’s large manufacturing sites, community stakeholder engagement is a key priority, with resources aligned to ensure strong community involvement along with active listening by both Dow and its community partners.
- Dow Company Foundation and company contribution rules govern eligibility requirements for grant-giving across the global organization. An external third party, Charities Aid Foundation America, reviews, vets and validates organization eligibility prior to distributing Foundation grant money outside of the United States.
- Multiple policies, including the [Global Volunteer & ERG Participation Policy](#), Civic Engagement Policy (United States), and Team Rubicon Deployment Policy for veterans (Canada and United States), support volunteer and civic engagement.



Citizenship



2022 Actions Taken

Philanthropy

Dow's philanthropic work is governed by two teams – the Dow Company Foundation's Board of Directors and the Corporate Contributions Committee. The Foundation is a separately governed, private foundation designed to carry out the charitable efforts of Dow. Local and inclusive committees exist within each region to review grant requests. Additionally, Dow employees collaborate across communities to develop and implement local community programs to address unmet needs. Dow works closely with nonprofit partners to understand the needs of the communities and prioritize resources. Included among the needs addressed in communities around the world where Dow operates in 2022: food insecurity, education infrastructure, waste in the environment, health infrastructure, opportunity for students with disabilities, disaster relief, and long-term career and entrepreneurial skills.

In 2022, charitable contributions totaled \$37.3 million. Dow provided 899 grants in 2022 to 685 partner organizations. The charitable organizations that received Dow funding last year reported on priority impacts. Aligned to Dow's measurement framework, priority grantees report on their program's full outcomes using standardized logic models and indicators. [True Impact](#)⁷, Dow's third-party vendor, completes the evaluation process by working directly with nonprofit organizations to collect and interpret data.

Stakeholders Engaged

- Dow Company Foundation
- Dow Corporate Contributions Committee
- Dow sites
- Nonprofit organizations
- Dow ERGs
- Customers

Volunteerism

Whether through the dedication of time, talent or expertise, Dow believes that volunteering promotes a positive employee experience, further supports Dow's global citizenship priorities and investments and, ultimately, advances the Company's ambition. Core engagement programs include MLK Day of Service, #PullingOurWeight, the Business Impact Fund, the ALL /N Employee Resource Group (ERG) Fund and FIRST[®] Robotics.

Employee perceptions about employee engagement and experience are obtained from the Voice annual employee survey. Progress is also evaluated through external benchmarking and awards including DiversityInc, Points of Light, Boston College Center for Corporate Citizenship and Chief Executives for Corporate Purpose.

Stakeholders Engaged

- Dow ERGs
- Dow employee volunteers
- Nonprofit organizations

Community Outreach

Dow sites have a documented Community Outreach Program, which details site operations, products, applications and distribution, corporate social responsibility and projects to protect the community's safety, health and the environment. Dow maintains a dialogue with stakeholders about emergency response plans, reduction of waste and emissions and it creates opportunities to educate and improve community confidence and address community needs.

Feedback received from CAPs, community surveys, local government organizations, industry partnerships, directly from community members, etc. is addressed to maintain the highest standards of safety, security and emergency preparedness in every Dow community. Community members have access to Dow and Dow-related information 24/7, whether it is through social media, local community hotlines, Dow websites and/or email.

Stakeholders Engaged

- Local community leaders
- Local government
- CAPs
- Dow sites
- Community members



Dow Disclosures – GRI Content Index

413-1 Operations with local community engagement, impact assessments and development programs

Last year, 90% of Dow operating sites implemented local community engagement programs including employee volunteerism, donations, serving on community boards, participation in community or municipality committees and hosting CAPs.

Dow uses stakeholder mapping to identify key audiences for community awareness programs: employees, residents and community representatives, government representatives, law enforcement agencies, local emergency planning organizations, CAPs, educational institutions, media, customers, suppliers and industrial-park tenants. Dow continued Community Opinion and Needs Assessments surveys at strategic Dow locations and used the data to inform 2022 community investment and engagement.

Dow sites have documented Community Outreach Programs that describe site operations; products; applications; corporate social responsibility; and projects to protect the community's safety, health and the environment. Dow maintains dialogues with stakeholders about emergency response plans, reduction of waste and emissions and it creates opportunities to educate and improve community confidence and address community needs. Dow addresses feedback from community sources (community surveys, CAP meetings, local government organizations, industry partnerships, directly from community members, etc.) to maintain the highest safety, security and emergency preparedness standards in every Dow community. Investing in Dow's local communities is also an avenue to hear issues or concerns and facilitate the necessary discussions to gain understanding. In addition to these conversations, communities can raise concerns directly through local channels, through Dow's Responsible Care® contact process or through social media. Dow is committed to responding to community input and communicating transparently to support resilient, thriving communities where its employees live and work. One of the ways Dow assesses the impact of its community investment is through its measurement framework, which [True Impact](#)⁷ implements in collaboration with Dow.

413-2 Operations with significant actual and potential negative impacts on local communities

For the list of Risk Factors for Dow, see pages 20-24 of the Dow Inc. Annual Report on Form [10-K](#)~.

GRI 414: Supplier Social Assessment 2016

414-1 New suppliers that were screened using social criteria

Respect for People is a core Dow value. To ensure Dow's supply chain aligns with the highest standards, all Dow suppliers must align with the [Code of Business Conduct for Suppliers | Public Policy | Dow Corporate](#)⁷ during the onboarding process, as well as with every purchase order. Refer to [GRI 3-3 Management approach – Sustainable Procurement](#) for details on the social topics required for suppliers. For the number of suppliers screened for social impacts, see [GRI 308-2 Negative environmental impacts in the supply chain and actions taken](#).

414-2 Negative social impacts in the supply chain and actions taken

The well-being of Dow's suppliers and the communities in which they work is a primary concern for Dow's purchasing and supply chain teams. Dow is continually improving its supplier assessment approach. For additional information on assessments, see [GRI 308-2 Negative environmental impacts in the supply chain and actions taken](#). While no supplier showed a significant negative social impact, 54 suppliers received an insufficient labor and human resources rating in EcoVadis and are being targeted for improvement. No issues were identified in 2022 that necessitated the termination of a supplier. If a significant social impact were found, it could lead to not contracting with a supplier or the termination of existing contracts.

Through Dow's Supply Chain sustainability risk assessment, over 950 assessed suppliers were identified as having a potential risk for negative social impacts. Of the EcoVadis-assessed suppliers, 36 were assessed as having a potential social impact. Of the TFS audits, two suppliers showed critical issues that are being addressed with improvement plans.

Dow Disclosures – GRI Content Index

GRI 415: Public Policy 2016

415-1 Political contributions

Direct Political Contributions

The political process significantly impacts Dow through government policies, legislation and judicial and regulatory decisions. Dow actively participates in the political process through legally authorized advocacy, grassroots efforts and financial contributions.

Dow is committed to the highest standard of ethical conduct in its involvement in the political process. All financial contributions strictly adhere to federal and state laws regarding contribution limits on amount and source, criteria and reporting requirements. Contribution information is a matter of public record in the United States and is readily available to interested parties through the Federal Election Commission, Internal Revenue Service (IRS) and Secretaries of State.

- More information on Dow’s direct political contribution policy can be found here: [Contributions | U.S. Public Policy | Dow Corporate](#)↗
- Dow’s authorization process for political contributions is available at: [Authorization for Political Contributions | U.S. Public Policy | Dow Corporate](#)↗
- Dow provides lists of candidates who receive corporate political contributions for the previous five years online at: [Corporate Political Contributions | U.S. Public Policy | Dow Corporate](#)↗
- A link to Dow’s Lobbying Disclosure Act (LDA) (U.S. Congressional Lobbying Disclosure Filings) can be found here: [Trade Associations | U.S. Public Policy | Dow Corporate](#)↗

Indirect Political Contributions

Dow participates in many trade and business associations. Engagement with trade and business associations, whose purpose is to promote common business interests, assists the Company in managing priorities relevant to Dow and the chemical industry and disclosures. Contributions related to trade association expenditures represent Dow’s indirect political contributions.

- More information on Dow’s trade association policy can be found here: [Trade Associations | U.S. Public Policy | Dow Corporate](#)↗

Dow receives information from trade and business associations as well as civic leagues and social welfare organizations in the United States regarding the portion of its dues or contributions that are used for lobbying expenses and political expenditures. Dow includes this information in the aggregate in its quarterly lobbying activity reports filed with the U.S. Congress, as required by the LDA, which can be viewed under the link named “Dow’s LDA filings” within the Trade Associations link above.

In addition, Dow provides a list of trade association membership and discloses expenses above \$25,000 per year, for the previous five years, at: [Trade Associations | U.S. Public Policy | Dow Corporate](#)↗



Safer Materials

3-3 Management approach

Key Impacts

- Dow is a developer and user of hazardous substances and therefore its products have the potential to negatively impact the planet. (negative)
- Dow works to ensure that its materials are designed, produced, used and disposed of or reused in a way that is measurably better for people and the environment. (positive)

Dow is working to deliver a sustainable future through its materials science expertise and collaboration with its customers. By constantly innovating how it sources, manufactures and delivers material solutions, Dow helps customers achieve their goals and create a better tomorrow. Dow has an impact on safer materials directly through the manufacture and delivery of solutions and indirectly through the chemicals that are sourced.

Commitments

- Dow is committed to demonstrating the value of chemistry and materials science to society and improving the way the world understands and considers science in decision-making to maximize benefits to businesses, society and the planet. Through Dow's [2025 Safe Materials for a Sustainable Planet](#) goal the Company has made progress toward this vision by innovating sustainable materials of tomorrow, leading candid conversations about product safety and committing to the advancement of open and transparent chemistry with the value chain partners, customers and the public.
- In Dow's 2021 Intersections Report, it published the definition of safer materials and committed to evolving its approach to safer materials to enable innovations to meet the needs of the customers and society.

- In an effort to develop safer and more sustainable products for use in consumer, professional and industrial applications, Dow has committed to removing methyl ethyl ketoxime (MEKO, also known as 2-butanone oxime, CAS Registry Number 96-29-7) from its current product portfolio. While there are no regulatory requirements that prohibit the use of MEKO, Dow has made the decision to proactively retire products with MEKO because it has been identified as a Category 1B carcinogen. Dow's commitment is to remove MEKO from consumer and professional products by 2028 and industrial products by 2030.

Policies

Dow has a comprehensive management approach to ensuring the health and environmental safety of its products. Dow adheres to the [Responsible Care](#) Product Safety Code and has based its internal program on this code. The four main pillars of the [Chemicals Management Policy](#) are:

- Responsible Product Management
- Compliance with Product Regulations
- Transition to a More Sustainable Planet and Society
- Industry Leadership in Responsible Care

Please also see the Business Risk Reviews as described in [GRI 3-3 Management approach – Climate and Operational Resilience](#) as another action taken for managing safer materials.



2022 Actions Taken

Safer Materials Strategy

In 2022, Dow enhanced its safer materials strategy by creating three tracks to focus on various aspects of safer materials.

- The first track is focused on the assessment and categorization of the current Dow product portfolio. Dow will put forward a vision for safe chemistry that goes beyond saying it wants a “risk-based approach” and will lend credibility to what it means by controlling risk. This will also set the baseline for the product portfolio and identify priority areas for improvement as part of the safer materials strategy.
- The second track is focused on management of currently identified priority chemicals. Management plans include substituting with safer alternatives, reducing the level of priority substances in products, tightening emissions control at facilities or phasing out products containing the substances.
- The third track is developing predictive tools that R&D and the toxicology team will use early in innovation to discover safer alternatives and the next generation of sustainable products.
- Dow has set a target for the first track to publish high-level criteria for product categorization in 2023.
- As part of the second track, recommendations were made on all of the identified priority substances at the end of 2022.
- The third track has built a team of toxicologists and R&D developers to connect the [predictive toxicology models](#) with the [R&D digital capabilities](#) to align an efficient work process to develop safer alternatives. In 2023, this team will focus on awareness-building.

Stakeholders Engaged

- Employees
- Customers
- Suppliers
- Non-governmental organizations
- Investors
- Regulatory agencies

Risk Characterization Tool

The human and environmental risks of all products are characterized using Dow’s risk characterization process/tool. The tool requires the assessment of hazard and exposure information to identify the appropriate risk tier. In all, Dow’s internal classification has four risk tiers: Tier 1 being lowest risk, Tier 4 being highest risk. The risk tier then determines the required actions and reviews for the Product Stewardship program, including EH&S information development and publication, business risk review requirements and distributor/customer support. Mammalian end points/methods and environmental fate/effects testing recommendations are based on use exposure levels. The use values include intermediate, industrial not intermediate, professional and consumer.

Note: This Dow process aligns with Responsible Care® Risk Prioritization requirements.

Dow has a documented standard defining the requirements for risk characterization. The businesses are internally audited against this standard and any findings are tracked through the enterprise Event and Action Tool.

In 2022, the risk characterization process/tool was enhanced to streamline and automate the assessment process. In 2023, impacted users will receive training on the enhanced process/tool and begin the global implementation. The enhanced process/tool will enable subsequent risk reviews to be completed based on data changes or annually, versus a 5-year cycle.

Stakeholders Engaged

- Employees
- Dow Product Stewardship
- Dow Toxicological, Environmental, Research Consulting

Life Cycle Assessments

Dow focuses product EH&S management on the full product life cycle, from product innovation and raw material selection to production, customer and consumer use, and end of life or reuse. Dow continuously looks for improvement opportunities as part of its management approach at each stage of the product life cycle.

Life cycle assessments (LCAs) are conducted on the life cycle of Dow’s products in accordance with ISO 14040/14044 standards. The company provides results of these assessments upon request when data is available.

To assist with decision-making, Dow continuously conducts internal environmental and safety impact assessments, with increasing rigor throughout the development process, culminating with formal, third party-validated LCAs when appropriate.

Upon the completion of an LCA, the businesses receive feedback on the product, which can assist in driving product improvements. As part of Dow’s policy and in accordance with ISO standards, a critical review is conducted by an external third party before the report is made public. Dow set the goal of conducting LCA trainings for Dow employees and these were rolled out at the end of the year.

Stakeholders Engaged

- Employees
- Customers
- Suppliers
- Industry trade associations

Dow Disclosures – GRI Content Index

416-1 Assessment of the health and safety impacts of product and service categories

100% of Dow products are assessed in an appropriate manner depending upon EH&S profile, product application or use and exposure potential.

416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

Dow tracks product safety incidents and non-conformance with its internal standards and any regulatory non-compliances through its innovative Product Stewardship Metric. Dow had no health and safety related recalls of its commercially sold products in 2022. The metric, which fosters a culture of issue identification and resolution, has led to improvements in raw material and product composition data, distributor training and new distributor requirements, and better internal work process documentation and training for new and experienced employees.



Cybersecurity & Privacy

3-3 Management approach

Key Impacts

- Dow, as part of the chemical industry, faces enterprise security threats that can significantly impact the safe and reliable operations of facilities, manufacturing and work processes, product transportation, proprietary technology, and information and data privacy. (negative)

Dow maintains an Information Security Services program under the authority of its chief information security officer to manage cybersecurity risk to minimize negative impacts from data loss or cyber events. The program includes robust technical controls for cyber threat prevention, detection, response and recovery operations, as well as policy, procedure, technical standards and training requirements. In addition, the Information Security Services program includes the Data Privacy Office, which oversees data privacy and protection practices and compliance with global and regional regulations.

Dow is committed to protecting its intellectual property and other sensitive data from unauthorized access or disclosure, and to protecting its systems from cyber events that could impact safe and reliable operations.

- Dow is committed to adhering to all legal requirements for cybersecurity and privacy for all jurisdictions in which it operates.
- Dow is committed to working collaboratively with partners in industry and in government to share information on cyber threats and cyber defense best practices to help increase its overall collective cyber defense posture.

Policies

- Dow follows the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF), which is a controls framework originally designed for critical infrastructure providers but widely adopted internationally as one of the predominant enterprise security frameworks. Link to NIST: [Cybersecurity Framework | NIST](#)
- Dow's Data Protection & Privacy Policy governs the treatment of personal information for employees, customers, suppliers, contractors and any other person interacting with Dow. This policy mandates appropriate principles for the collection, processing and storage of personal data. It also identifies several key elements of the appropriate protection of personal data, including limitation of purpose, transparency, rights of access, security, confidentiality and restrictions on transfers to third parties. This policy reflects principles from the EU General Data Protection Regulation 2016/679 as well as the Canadian Personal Information Protection and Electronic Documents Act.
- Dow's Information Technology (IT) Security Policy identifies the roles of users, data owners and information systems and further mandates a high level of due care from users of Dow systems. Information protection and data privacy policies have been established to govern the generation, storage, processing and use of data, including the [Dow Code of Conduct Policy | Public Policy | Dow Corporate](#), Information Handling Policy, Data Protection/Privacy Policy and Dow Record Management Policy. Annual training for these policies and their procedures is required for all employees.



2022 Actions Taken

Policies and Procedures

Dow prepares for cyber events and has an established and mature information and cybersecurity process and training program, consisting of security policies and procedures, immediate notification system, simulation drills and formal training programs for all with access to the Company's network. Protocols and training exist to recognize, communicate and escalate suspicious activities including phishing, viruses, insider threats, suspect human behaviors or safety issues. Dow's cybersecurity practices contribute to Dow's overall emergency response readiness objectives – to prevent harm to the community, environment and workers; to minimize loss; and to preserve critical business continuity.

Internal and external audits, vulnerability testing, governance processes over outsourced service providers, active risk management and benchmarking against peers in the industry were undertaken. This includes regular assessments by external auditors to measure Dow's NIST CSF maturity level. Dow leverages multiple external cybersecurity performance rating agencies (e.g., Security Scorecard, BitSight) to validate Dow's security posture and continually ranks in a leadership position compared with industry peers.

Stakeholders Engaged

- Regulatory agencies
- Auditors
- Rating agencies

Security Operations Center

Dow maintains an enterprise-class Security Operations Center, providing end-to-end operations for purposes of monitoring, detecting, alerting and responding to cyber incidents. Dow has also established formal Crisis and Incident Management Programs, which respond to critical events at a geographic, business and functional level. Full disaster recovery exercises are conducted on a regular basis and business continuity programs are in place.

These programs are periodically tested to ensure their effectiveness in the event of a real crisis or significant incident. This includes regular penetration testing by external experts, tabletop exercises with internal stakeholders and yearly full disaster recovery exercises.

Stakeholders Engaged

- External assessors
- Internal business stakeholders

Partnerships

Dow manages data privacy through a strong partnership between Dow Legal, Human Resources (HR) and the Dow Data Privacy Office (DDPO). The DDPO leverages a global data privacy network, which utilizes an industry-leading platform, OneTrust, to track changes to privacy law, conduct privacy impact assessments, manage Data Subject Access Request (DSAR) activity and conduct incident investigations as needed. The DDPO manages mandatory data privacy training and has implemented a strong Privacy by Design program to ensure privacy is considered up front as new products or services are being designed.

The DDPO is subject to internal audits and is part of Dow's bi-yearly external cyber assessment program. The DDPO is governed by an executive steering team that meets quarterly to review any relative key performance indicators and review any changes to existing or future laws. The DDPO participates in yearly tabletop exercises to ensure Dow's incident response and communications processes stay current

Stakeholders Engaged

- Internal auditors
- External auditors
- Executive steering team
- Dow Legal
- Dow HR

GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

Dow is not aware of any material incidents relating to information systems security affecting the safety of Dow's operations or ability to serve customers or significant breaches of personal information. As part of Dow's Data Privacy Incident process, notice would be provided to users if an incident meets breach criteria or if it believes the situation poses a risk to the rights and freedoms of the data subject as it relates to their personal privacy. Additional cybersecurity and information security information can be found on pages 31-32 in the [2023 Proxy Statement](#).

Independent Assurance Statement



INDEPENDENT ACCOUNTANT'S REVIEW REPORT

**Management of
Dow Inc. and The Dow Chemical Company
Midland, MI**

We have reviewed management of Dow Inc.'s and its consolidated subsidiaries, including The Dow Chemical Company (collectively, "Dow" or the "Company") assertion that the disclosures referenced or included in the Global Reporting Initiative (GRI) Disclosure Report – GRI Content Index (the "GRI Content Index") included within the accompanying Dow 2022 INTERsections Report (the "2022 INTERsections Report") as of and for the year ended December 31, 2022, are presented in accordance with the 2021 Global Reporting Initiative Sustainability Reporting Standards (the "2021 GRI Standards"). The Company's management is responsible for its assertion. Our responsibility is to express a conclusion on the GRI Content Index based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the GRI Content Index in order for it to be presented in accordance with the 2021 GRI Standards. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the GRI Content Index is presented in accordance with 2021 GRI Standards, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with the *Code of Professional Conduct* issued by the AICPA. We applied the *Statements on Quality Control Standards* established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we conducted inquiries and performed analytical procedures. For a selection of disclosures within the GRI Content Index, we performed tests of mathematical accuracy of computations, compared the disclosures to underlying records, or observed the data collection process in regard to the accuracy of the data in the GRI Content Index.

The preparation of GRI Content Index included within the 2022 INTERsections Report requires management to interpret the 2021 GRI Standards, make determinations as to the relevancy of

Deloitte & Touche LLP
Suite 400
3320 Ridgecrest Drive
Midland, MI 48642-2370
USA

Tel: +1 989 631 2370
www.deloitte.com

information to be included, and make estimates and assumptions that affect reported information. Measurement of certain amounts and disclosures referenced or included in the GRI Content Index includes estimates and assumptions that are subject to substantial inherent measurement uncertainty resulting, for example, from the accuracy and precision of greenhouse gas emission conversion factors and the process to measure energy consumption. Obtaining sufficient appropriate review evidence to support our conclusion does not reduce the inherent uncertainty in the amounts and disclosures referenced or included in the GRI Content Index. The selection by management of different but acceptable measurement methods, input data, or assumptions may have resulted in materially different amounts or ESG Disclosures being reported.

Information outside of the GRI Content Index included in the 2022 INTERsections Report, including linked information, was not subject to our review, including the TCFD Disclosure Report, SASB Disclosures Report, WEF Disclosure Report, and Non-GAAP Financial Measures and, accordingly, we do not express a conclusion or any form of assurance on such information. Further, any information relating to forward looking statements, targets, goals and progress against goals, as well as comparative period disclosures newly included in the 2022 INTERsections Report, was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information.

As disclosed in the GRI Content Index related to GRI 303 and 305, the Company changed the methodology used to calculate water consumption and certain categories of Scope 3 emissions, respectively, for the year ended December 31, 2022. The methodology for these calculations was revised in the prior periods presented. Additionally, as disclosed in the GRI Content Index related to GRI 303, the Company changed the methodology used to calculate water discharge as of December 31, 2022. The methodology for this calculation is not revised in the prior periods presented. Our conclusion is not modified with respect to these matters.

Based on our review, we are not aware of any material modifications that should be made to the GRI Content Index as of and for the year ended December 31, 2022, in order for it to be presented in accordance with the 2021 GRI Standards.

Deloitte & Touche LLP

Midland, Michigan

June 19, 2023

Greenhouse Gas (GHG) Protocol Disclosure Report

Dow Disclosures – GHG Protocol Disclosure Report

Reporting Policy and Scope for Greenhouse Gas Emissions

Scope 1, 2, and 3 GHG emissions are collected and accounted for in accordance with the WRI/WBCSD GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Management of Dow asserts that the ESG disclosures referenced or included in the GHG Protocol Disclosure Report for the year ended December 31, 2022, are presented in accordance with GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), published by the World Resources Institute/World Business Council for Sustainable Development.

The GHG emissions covered by this inventory are based on the calendar year January 1, 2022, to December 31, 2022. Dow reports GHG emissions under the operational control approach criteria described in this standard. In cases where asset ownership is shared, a company has operational control over an asset if they have the full authority to introduce and implement its operating policies at the facility. For operations where Dow is a 50-50 partner or less and does not have full authority to implement its policies, emissions are excluded from this inventory. The company reports GHG emissions at approximately 100 sites globally, with approximately 25 of those sites accounting for over 95% of its total GHG emissions.

Current Global Emissions in CO₂e

The following accounting includes four of the seven GHG emissions covered by the UNFCCC/Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). Dow does not have emissions of perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), or nitrogen trifluoride (NF₃). GHG emissions are reported in millions of metric tons of carbon dioxide equivalents (CO₂e).

(millions of metric tons CO ₂ e)	2022	2021	2020 (base year) ¹	Amount Change 2022/2020	% Change 2022/2020
Scope 1	27.29	28.39 ²	28.79 ²	-1.5	-5.21%
Scope 1 Emissions from Power Sold to Third Party/Grid	5.45	5.84 ²	5.74 ²	-0.29	-5.05%
Scope 2 (Market)	4.19	5.8 ³	6.22 ³	-2.03	-32.64%
Scope 2 (Location)	3.45	3.94	3.95	-0.5	-12.66%
Gross Scope 1 & 2 (Market)	31.48	34.19 ^{2,3}	35.01 ^{2,3}	-3.53	-10.08%
Scope 3	80.55	82.08 ⁴	85.90 ⁴	-5.35	-6.23%

¹ Base year applicable for Scope 1 and 2 only. Dow is working to identify an appropriate base year for Scope 3 emissions.

² Updates to the 2020 and 2021 Scope 1 GHG emissions were completed to account for corrections in calculation methodologies and identified data errors.

³ Historical revisions have been made to reflect the GHG Protocol's hierarchy of using utility/supplier or residual mix factors when available.

⁴ Restated based on significant advancements in Dow's Scope 3 accounting techniques and data management. See [GRI 305-3 Other \(Scope 3\)](#) for more information.

Other GHG Emissions

(millions of metric tons CO ₂ e)	2022	2021	2020 (base year)	Amount Change 2022/2020	% Change 2022/2020
Biomass CO₂	0.46	0.54	0.45	0.01	2.22%
“Other” GHG Emissions¹	0.03	0.06	0.09	-0.06	-66.67%

¹ Other GHG emissions include bromomethane, carbon monoxide, carbon tetrachloride, dimethyl ether and methylene bromide.

Dow Disclosures – GHG Protocol Disclosure Report

Calculation Methodologies

When calculating Scope 1 GHG emissions, source data is collected within multiple systems following internal processes. Calculation methodologies vary based on a hierarchical approach. Permit-specific or regulatory required emissions factors are prioritized and, where these do not exist, other published emissions factors and calculation methodologies are used. Some sources for these factors include [Intergovernmental Panel on Climate Control \(IPCC\)](#)⁷ Guidelines for National Greenhouse Gas Inventories; [U.S. Resources \(U.S. EPA State Inventory and Projection Tools\)](#)⁷; [U.S. Emission Factor Resources](#)⁷; or [AP-42](#)⁷; and German Environmental Authority (12/2016).

For tracking against its targets to reduce GHG emissions, Dow utilizes the market-based methodology for Scope 2 accounting. Emissions are calculated by multiplying the amount of company-purchased steam and electricity consumed by supplier or utility-specific emissions factors or factors denoted through energy attribute certificates, when available. For U.S. sites, where supplier or utility factors are not available, Green-e[®] Residual Mix factors are used, as these are readily available. In all other cases, Dow utilizes location-based emissions factors. The impacted portion of electricity purchases is insignificant to overall Scope 2 emissions. Dow also reports Scope 2 emissions using the location-based method in which quantities of company-purchased steam and electricity are multiplied by the appropriate emissions factors for that geographic area, rather than supplier-specific factors. For U.S.-based locations, Dow used the location based emissions factors from the EPA EGrid (2020) and for non-U.S. locations Dow used the International Energy Agency (IEA) (2020, released in 2022).

GHG emissions calculations for Scope 3 are collected and accounted for according to Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard as the foundation, referencing the WBCSD's Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain and Global Logistics Emissions Council (GLEC) Framework when needed. Dow relies on internal records as a basis for Scope 3 activity data, such as purchasing and sales data. To convert activity data to carbon emissions, Dow embedded supplier carbon intensity data wherever possible, which was validated using the GHG Protocol, WBCSD Pathfinder Framework and TfS Product Carbon Footprint Guidelines. Dow modeled emissions factors for a subset of raw materials and logistics activities based on knowledge of supply chain conditions, using Ecoinvent emissions factors to represent average conditions. In all other cases, Dow employed industry average emissions factors from Ecoinvent v3.9, Carbon Minds, economic input-output life cycle assessment (EIO-LCA), CDP and the GLEC to estimate Scope 3 emissions. One category, 3.15, contains entirely primary data reported by nonconsolidated affiliates.

Base Year

Dow measures its progress for Scope 1 and Scope 2 emissions toward its current reduction target by its baseline year, 2020. Dow is actively working to identify a Scope 3 base year. If changes occur in the configuration of Dow assets or if significant emissions changes are found that make a material impact to its global footprint, the baseline year will be recalculated to include the new configuration. Dow's internally recognized threshold for significant changes is 0.5% of the previous year's global total. These changes include, but are not limited to, transfer of ownership, improvement of calculation methodologies or the accuracy of emissions factors, and discovery of significant errors, single or collectively.

Dow continues to improve its calculation methodologies for GHG emission accounting globally as part of an effort to align with the GHG protocol standard. Scope 1 and Scope 2 changes, which in aggregate were higher than our 0.5% threshold, resulted in baseline year changes. Specifically, Scope 1 revisions have been made to reflect identified data corrections and methodology improvements at low emitting facilities aligning with the GHG protocol standard. Scope 2 improvements have been made to reflect the GHG Protocol's hierarchy of using utility/supplier-specific emissions factors or residual mix factors when available. All changes are immaterial to the Intersections report as a whole.

Targets

By 2030, Dow will reduce its net annual carbon emissions by 5 million metric tons. This represents a 15% reduction from Dow's 2020 baseline and a 30% reduction from the 2005 baseline. By 2050, Dow intends to be carbon neutral (Scopes 1+2+3 plus product benefits).

Dow Disclosures – GHG Protocol Disclosure Report

Global Warming Potential (GWP)

To compare the global warming impacts of different greenhouse gases, a universal unit of measurement is needed. GWP factors were developed to measure the amount of energy the emissions of one ton of gas will absorb relative to one ton of carbon dioxide. For Scope 1 emissions, in accordance with the GHG Protocol, Dow uses the most recent IPCC assessment report (AR6) 100-year GWP values for all data, including the baseline, to maintain consistency across time. For Scope 2 emissions, Dow requests, but does not verify, the factors used when data is received from its suppliers. Dow will continue to improve its understanding of the factors used by its suppliers to represent the information as accurately as possible in the future.

Scope 1 Emissions by GHG

GHG Emissions (MT)	2022 Scope 1 (MT)	2022 Scope 1 Total (MT CO ₂ e)	2021 Scope 1 Total (MT CO ₂ e)	2020 Scope 1 Total (Base Year/MT CO ₂ e)
Carbon Dioxide	26,540,000	26,540,000	27,590,000	28,015,000
Methane ¹	18,000	530,000	580,000	520,000
Nitrous Oxide	580	158,000	159,000	145,000
HFCs	50	62,000	60,000	74,000

¹ Assumes all methane emissions are "fossil" and uses associated emissions factors provided in the IPCC AR6 report. Conservative method as non-fossil methane emissions have a lower GWP factor.

Dow does not have emissions of PFCs, SF₆ or NF₃.

Scope 2 Emissions by GHG

Speciated emissions data is not available for Scope 2 accounting as suppliers provide the data to Dow in carbon dioxide equivalents. To include a complete and comparable emissions disclosure relevant to users of this information, Dow will continue to work with suppliers to improve the information provided so that speciated emissions data can be reported for both market-based and location-based Scope 2 accounting in future reports.

Scope 3 GHG Emissions by Activity

Scope 3 GHG emissions data is reported for 13 of the 15 categories. 60% of Dow’s emissions fall into upstream categories, primarily related to the carbon footprint of raw materials, fuels and transportation services purchased by Dow. Downstream emissions from the use and end-of-life of Dow’s sold products are also a driver of Dow’s Scope 3 emissions, largely caused by products being combusted in the use phase or incinerated at end of life. Dow’s principal non-consolidated affiliates also contributed to Dow’s Scope 3 emissions.

Changes in emissions are due to changes in the types and amounts of purchased and sold products as well as improvements in underlying activity data, emissions factors and Scope 3 models. Where indicated below, these improvements necessitated a recalculation of 2020 and 2021 emissions. These changes have served to improve the accuracy of Dow’s emissions estimates, with 3.12 End-of-Life of Sold Products remaining the category most challenging to estimate. Additional downstream emissions from transportation (3.9) and processing of sold products (3.10) are likely also material; however, emissions are largely unknown due to the complexity of Dow’s downstream value chain and the lack of data and estimation approaches. Dow intends to calculate and report these categories in the future as new data sources and methodologies become available.



Dow Disclosures – GHG Protocol Disclosure Report

Category ¹	2022	2021	2020	Amt Change 2022/2020	% Change 2022/2020
Category 1: Purchased Goods & Services	40.65	41.65	45.17	-4.52	89.99%
Category 2: Capital Goods	0.29	0.23	0.24	0.05	20.83%
Category 3: Fuel- & Energy-Related Activities	4.42	5.22	4.75	-0.33	-6.95%
Category 4: Upstream Transportation & Distribution	2.63	2.68	2.59	0.04	1.54%
Category 5: Waste Generated in Operations	0.41	0.38	0.41	0	0.00%
Category 6: Business Travel	0.02	0.0045	0.0071	0.013	181.69%
Category 7: Employee Commuting	0.06	0.051	0.046	0.014	30.43%
Category 8: Upstream Leased Assets	0.008	0.014	0.017	-0.009	-52.94%
Category 9: Downstream Transportation & Distribution ²					
Category 10: Processing of Sold Products ²					
Category 11: Use of Sold Products	10.43	10.00	9.52	0.91	9.56%
Category 12: End-Of-Life Treatment of Sold Products	17.46	18.15	19.12	-1.66	-8.68%
Category 13: Downstream Leased Assets ³	0	0	0	0	0.00%
Category 14: Franchises ³	0	0	0	0	0.00%
Category 15: Investments	4.17	3.70	4.03	0.14	3.47%
Total	80.55	82.08⁴	85.90⁴	-5.35	-6.23%

¹ Historical numbers restated based on significant advancements in Dow's Scope 3 accounting techniques and data management. See [GRI 305-3 Other indirect \(Scope 3\)](#) for more information.

² Dow is currently developing a methodology to report this category in the future.

³ Dow does not currently have any downstream leased assets or franchises therefore these categories are not relevant for Scope 3 accounting.

⁴ Restated based on significant advancements in Dow's Scope 3 accounting techniques and data management. See [GRI 305-3 Other indirect \(Scope 3\)](#) for more information.

Dow Disclosures – GHG Protocol Disclosure Report

Category	Status	Method	Activity Data	Emissions Factor Source(s) for Average Data	Emissions Factor Source(s) for Supplier Data	Description of Any Excluded Activities	% GHGs Covered by Supplier Data	Data Quality Rating
3.1	Relevant, calculated	Hybrid	Dow internal invoice records for all goods and services purchased in 2022	Raw materials: Ecoinvent 3.9, Carbon Minds Packaging & Services: EIO LCA spend-based factors, CDP supplier-reported revenue intensity factors	Supplier data via CDP or directly to Dow	Excluded are benefit payments, customs services, tax authority and non-invoiced spend.	1.0%	Good
3.2	Relevant, calculated	Hybrid	Dow internal invoice records for all goods and services purchased in 2022	Raw materials: Ecoinvent 3.9 Services: EIO LCA adjusted for inflation; CDP supplier-reported revenue intensity factors	Supplier data via CDP or directly to Dow		<1%	Good
3.3	Relevant, calculated	Hybrid	Dow internal records for fuel and energy purchased for Dow's operations in 2022	Ecoinvent 3.9, World Bank T&D losses	n/a	Fuel purchased for use in Dow's on-site vehicles is not included here; these are relatively minor emissions.	0	Good
3.4	Relevant, calculated	Hybrid	All transportation services purchased in 2022 according to Dow shipment and invoice records	GLEC Framework	Supplier data via CDP, Sea Cargo Charter, or directly to Dow	Site logistics emissions, reverse logistics such as returns (0.1% of total Dow shipped weight), transport of feedstock purchases outside of Europe.	57%	Very good
3.5	Relevant, calculated	Hybrid	Dow's internal records on the weight and type of waste generated in Dow's operations	Ecoinvent 3.9	n/a		0%	Good
3.6	Relevant, calculated	Average data	Travel agency records; AAA Foundation	Ecoinvent 3.9	Defra greenhouse gas reporting: conversion factors 2021	Travel booked outside Dow's travel agency.	83%	Good
3.7	Relevant, calculated	Average data	Dow employee records, AAA Foundation	Ecoinvent 3.9	n/a	Only personal car travel is included; employee commutes by other means are not included.	n/a	Fair

Dow Disclosures – GHG Protocol Disclosure Report

3.8	Relevant, calculated	Hybrid	Dow records on leased assets and building energy use	Ecoinvent 3.9	n/a	Leased assets not managed by Corporate Facilities	0%	Good
3.9	Relevant, not calculated							
3.10	Relevant, not calculated							
3.11	Relevant, calculated	Direct use phase emissions	Weight, type and sold-to industry of sold products with use phase emissions	Dow chemists	n/a	n/a	n/a	Good
3.12	Relevant, calculated	Average data	Weight, type and sold-to industry and region for all Dow sold products that are not included in 3.11; OECD Fate of Plastic Waste	Ecoinvent 3.9	n/a		n/a	Fair
3.13	Not relevant, not calculated							
3.14	Not relevant, not calculated							
3.15	Relevant, calculated	Investment-specific approach	Scope 1 and 2 of the nonconsolidated affiliates; Dow's 10-K ~	n/a	n/a	Joint ventures not listed on Dow's 10-K ~	100%	Very good

GHG Protocol Assurance Statement



INDEPENDENT ACCOUNTANT'S REVIEW REPORT

**Management of
Dow Inc. and The Dow Chemical Company
Midland, MI**

We have reviewed management of Dow Inc.'s and its consolidated subsidiaries, including The Dow Chemical Company (collectively, "Dow" or the "Company") assertion that the GHG Protocol Disclosure Report (the "GHG Disclosures") referenced or included within the accompanying Dow 2022 Intersections Report (the "2022 Intersections Report") as of and for the year ended December 31, 2022, is presented in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), published by the World Resources Institute/World Business Council for Sustainable Development (the "GHG Protocol"). The Company's management is responsible for its assertion. Our responsibility is to express a conclusion on the GHG Protocol Disclosure Report referenced or included within the accompanying Dow 2022 Intersections Report based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA). Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the GHG Disclosures in order for it to be presented in accordance with GHG Protocol. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the GHG Disclosures are presented in accordance with GHG Protocol, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with the Code of Professional Conduct issued by the AICPA. We applied the *Statements on Quality Control Standards* established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we conducted inquiries and performed analytical procedures. For a selection of amounts, we performed tests of mathematical accuracy of computations, compared the amounts to underlying records, or observed the data collection process in regard to the accuracy of the data in the GHG disclosures.

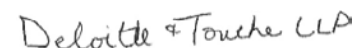
Deloitte & Touche LLP
Suite 400
3320 Ridgecrest Drive
Midland, MI 48642-2370
USA

Tel: +1 989 631 2370
www.deloitte.com

The preparation of the GHG disclosures in the GHG Protocol Disclosure Report included within the 2022 Intersections Report requires management to interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect the reported information. Measurement of Scope 1, 2 and 3 GHG emissions includes estimates and assumptions that are subject to substantial inherent measurement uncertainty resulting, for example, from the accuracy and precision of greenhouse gas emission conversion factors. Obtaining sufficient, appropriate review evidence to support our conclusion does not reduce the inherent uncertainty in the amounts and GHG disclosures. The selection by management of different but acceptable measurement methods, input data, or assumptions may have resulted in materially different amounts or GHG disclosures being reported.

Information outside of the GHG Protocol Disclosure Report, including linked information, was not subject to our review, including the TCFD Disclosure Report, SASB Disclosures Report, WEF Disclosure Report, and Non-GAAP Financial Measures and, accordingly, we do not express a conclusion or any form of assurance on such information. Any information relating to forward looking statements, targets, goals and progress against goals, was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information. Further, any information relating periods prior to the year ended December 31, 2021, or any information relating to scope 3 prior to the year ended December 31, 2022, was not subject to our review; and accordingly, we do not express a conclusion or any form of assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to the GHG Protocol Disclosure Report in order for it be presented in accordance with the GHG Protocol.



Midland, Michigan

June 19, 2023

Task Force on Climate-related Financial Disclosures (TCFD) Report

Dow Disclosures – TCFD Disclosure Report

Category Governance: Disclose the organization’s governance around climate-related risks and opportunities

Describe the board’s oversight of climate-related risks and opportunities.

Enterprise risk management is a strategic priority within the Company and responsibility for managing risk rests with management while the Committees and the Board provide oversight. The Board oversees, reviews and approves at least annually the enterprise risk management process implemented by management to identify, assess, manage and mitigate risk. Each Committee maintains additional responsibility for oversight of specific risk areas relevant to their respective charters.

The Board is also responsible for overseeing the Company’s strategy development and planning process, including annual review of the corporate plan as well as overseeing the environmental, social and governance priorities of the Company, such as climate-related risks and opportunities and its path to net zero, ensuring transparency and accountability. Each Committee is responsible for oversight of specific strategic and environmental, social and governance areas relevant to their respective charters.

Enterprise Risk Management Process

The enterprise risk management process is a companywide, cross-functional assessment that identifies, assesses, manages and mitigates risks on an annual basis utilizing a broad range of data, both internal and external to Dow, including, but not limited to, strategic alignment; interrelation of risks; macroeconomic, industry, sustainability, geopolitical and regulatory trends; operations and safety; financial performance, including investor and rating agency perspectives; regulatory and compliance actions; market dynamics; and, top risks highlighted by external sources such as the WEF. Risks are then reviewed and categorized based on the potential impact and likelihood of a significant event occurring within the next five years. A member of the leadership team is accountable for each identified risk and, if needed, involves internal subject matter experts. Key risks that have specified mitigation actions are reviewed more regularly in leadership team meetings.

Key risks, including short- and intermediate-term risks, and emerging risks are also regularly evaluated at meetings of the Committees and Board, including climate-related risks. Risks may be reassessed from time to time based on factors such as changes in the external and macroeconomic environment, concerns identified by management or the Board, or through detection in Dow’s internal work processes.

Enterprise risks are evaluated quarterly with the controller’s team and disclosure counsel to determine if additional risk factors should be included in the Company’s periodic reports such as the Annual Report on Form [10-K](#) and subsequent Quarterly Reports on Form [10-Q](#) (“Periodic Reports”). Principal risks that may negatively impact the future results of the Company are reviewed at least quarterly with the Audit Committee and full Board if necessary and a detailed discussion is included in the section titled “Risk Factors” in the Periodic Reports. In addition, the Board believes that having an independent Lead Director enhances the Board’s independent oversight of the Company’s risk mitigation efforts by enabling consultation between the Board chair and independent Lead Director on time-sensitive risks.

Dow Disclosures – TCFD Disclosure Report

Committee Responsibilities and Oversight of Risk Management

	AUDIT COMMITTEE	COMPENSATION & LEADERSHIP DEVELOPMENT COMMITTEE	CORPORATE GOVERNANCE COMMITTEE	ENVIRONMENT, HEALTH, SAFETY & TECHNOLOGY COMMITTEE
Areas of Responsibility	<ul style="list-style-type: none"> External reporting, risk management, internal controls, compliance with legal and regulatory requirements, and environmental, social and governance reporting frameworks 	<ul style="list-style-type: none"> ID&E, work environment and culture, remuneration and incentives to drive accountability and progress on the Company’s financial and environmental, social and governance performance 	<ul style="list-style-type: none"> Corporate governance principles, board composition and performance, governance best practices, compliance with legal and regulatory requirements, and environmental, social and governance reporting frameworks 	<ul style="list-style-type: none"> Environmental performance, health, safety, community, corporate citizenship, social responsibility, public policy, sustainability, climate, science and technology
Areas of Risk Management	<ul style="list-style-type: none"> Risk management approach and process; management and effectiveness of accounting, auditing, external reporting, ethics, compliance and internal controls, and cybersecurity 	<ul style="list-style-type: none"> Executive compensation and benefits policies, practices and disclosures, leadership succession planning and talent management, work environment and culture 	<ul style="list-style-type: none"> Director independence, Board refreshment and succession planning, overall Board effectiveness, potential conflicts of interest and other governance, reporting and compliance matters 	<ul style="list-style-type: none"> Environment, health and safety policies and operations, emerging regulatory developments, sustainability, climate, reporting and compliance matters

Although each Committee is responsible for overseeing the management of certain responsibilities and risks as delegated to such Committees by the full Board, the full Board is updated throughout the year and at every Board meeting by the Committees, management and senior leaders. This enables the Board and the Committees to coordinate oversight and the relationships among the various priorities and risks of the Company, including those related to climate.

For additional information, see the Board Committees section starting on page 25 of the [2023 Proxy Statement](#)⁷ and the Committee charters posted on the Company’s website at [Corporate Governance](#) | [Dow Investor Relations](#)⁷.



Dow Disclosures – TCFD Disclosure Report

Describe management's role in assessing and managing climate-related risks and opportunities.

To manage the implementation of Dow's Climate Strategy, Dow has established a Climate Program Management Office (Climate PMO). The team is led by the Climate Steering Team (CST), which sets strategy and oversees the activities related to assessing and managing carbon-related risks and opportunities. The CST consists of executive business and functional leaders who report to either the CEO or CFO. The CST is facilitated by the Global Climate Transition Director, who also facilitates the Climate PMO.

The Climate PMO is composed of business and functional leaders from across the Company. The Climate PMO has a series of sub-teams responsible for assessing and managing carbon-related risks and opportunities, including reducing Scope 1, 2 and 3 emissions; improving metrics tracking and reporting; developing products, technologies and business models to address customers' climate-related needs; and developing and executing actions to deliver committed targets. Each sub-team is sponsored by two or more members of the CST, who are accountable for the team's success.

The Climate PMO is tasked with setting goals and targets, prioritizing actions, monitoring progress of sub-teams and ensuring alignment of cross-team objectives. Both the CST and Climate PMO meet at least every six weeks and report to the Executive Leadership Team (ELT) at a minimum of once per quarter. Climate PMO sub-teams meet more frequently as required to drive actions and progress toward project targets.

See also [GRI 2-13 Delegation of responsibility for managing impacts](#), [TCFD Category Strategy](#) and [TCFD Category Risk Management](#) for additional information on management's role in managing climate-related risks and opportunities.

Category Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning

Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

The table on the next page provides some of Dow's climate-related risks and opportunities, examples of potential impacts, value chain stage, time horizon and magnitude of impact that each risk or opportunity could have on the Company.

Dow Disclosures – TCFD Disclosure Report

		Risk/ Opportunity Type	Description/Driver	Examples of Potential Financial Impacts	Value Chain Stage(s) Covered	Time Horizon (term)	Magnitude of Impact
Risks	Physical	Acute	Increasing frequency of severe weather events	Reduced revenue from production interruptions	<ul style="list-style-type: none"> • Upstream • Direct operations 	• Short term	Medium
		Chronic	Long-term changes in precipitation patterns leading to water scarcity	Increased capital cost to mitigate potential scarcity events (e.g., increased reservoir capacity)	<ul style="list-style-type: none"> • Direct operations 	<ul style="list-style-type: none"> • Medium term • Long term 	Medium
	Transitional	Technology	Affordability of lower-emissions technology	Increased operating costs for emissions reduction technologies, such as carbon capture and sequestration, compared with baseline	<ul style="list-style-type: none"> • Upstream • Direct operations 	<ul style="list-style-type: none"> • Short term • Medium term • Long term 	Medium
	Emerging	Policy	Increased concerns regarding plastic waste in the environment	Reduction in demand for plastics produced from non-renewable feedstocks	<ul style="list-style-type: none"> • Downstream • Direct operations 	<ul style="list-style-type: none"> • Short term • Medium term 	Low
Opportunities	Technology	Ability to access clean tech grants and subsidies	Reduced capital and/or operating cost of new technologies	<ul style="list-style-type: none"> • Direct operations 	<ul style="list-style-type: none"> • Short term • Medium term • Long term 	High	
	Resource Efficiency	Use of more efficient product and distribution processes	Reduced operating cost as a result of efficiency gains	<ul style="list-style-type: none"> • Direct operations 	<ul style="list-style-type: none"> • Short term • Medium term 	Medium	
	Products & Services	Dow products can enable the transition to a low-carbon economy	Increased revenues through access to new and emerging markets	<ul style="list-style-type: none"> • Downstream 	<ul style="list-style-type: none"> • Short term • Medium term • Long term 	High	
		Development of circular materials and technologies	Increased revenue from circular product offerings	<ul style="list-style-type: none"> • Downstream • Direct operations 	<ul style="list-style-type: none"> • Short term • Medium term 	High	
						Short (0-5 years) Medium (5-10 years) Long (>10 years)	Risk of a material financial impact over 10 or more years



Dow Disclosures – TCFD Disclosure Report

Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

Evaluation of climate-related risks and opportunities continues to be a catalyst for the development of Dow’s Decarbonize and Grow strategy (its climate transition plan) and its 2025 water-intensity goal.

Dow’s science-based strategy includes a phased approach to decarbonize while meeting growing demand for Dow’s products and contributing to a low-carbon future through continued investment in new products, technologies and processes. Dow’s Decarbonize and Grow strategy involves specific actions to mitigate identified climate-related physical and transition risks, while also advancing opportunities in several key areas. These include:

- **Effective water management:** In Seadrift, Texas, Dow upgraded to the state-of-the-art Steamizer® XP™ flare tip to maximize smokeless performance efficiencies and reduce the impact of flaring, demonstrating 50% less steam use. Dow’s Kankakee, Illinois, site is reusing effluent from a reverse osmosis unit, resulting in 30% reduction of annual wastewater generation and 14% reduction in water consumption. Dow’s water body risk assessment led to the funding of long-term affordable access to safe water to families in Querétaro, Mexico, in partnership with Water.org.
- **Optimizing manufacturing facilities and processes for sustainability:** Dow is investing approximately \$1 billion in annual capital across the economic cycle to decarbonize assets, in a phased approach, while growing capacity. This investment plan includes large, industry-leading projects, such as the announced net-zero carbon emissions (Scope 1 and Scope 2 emissions) site in Alberta, Canada, as well as emissions-reduction investments in existing facilities and replacement of end-of-life carbon-intensive assets with state-of-the-art, carbon-efficient and sustainable technologies. Also see [Optimizing Our Manufacturing Facilities and Processes for Sustainability](#) for more information.
- **Increasing clean energy in purchased power mix:** Dow continues to invest in cost-efficient clean energy, including wind, solar, biomass and hydropower, across its operations.
- **Developing next-generation, low-carbon manufacturing technologies:** Dow is investing in longer-term, future-focused manufacturing technologies that will be critical in the decarbonization of the Company’s manufacturing. For example, in 2022, Dow announced the signing of a letter of intent with X-energy, a nuclear energy innovation company, to develop and deploy X-energy’s advanced small modular nuclear technology at a Dow location in the U.S. Gulf Coast. This project is receiving additional support under the Department of Energy’s Advanced Reactor Demonstration Program.
- **Collaborating with the supply chain to tackle “upstream” carbon emissions:** Approximately two-thirds of Dow’s emissions footprint fall into the Scope 3 categories and more than half of those come from the raw materials, transportation and other services purchased as a company. Dow has significantly advanced its Scope 3 strategy by improving emissions accounting, advancing transparency along the value chain, and working closely with key suppliers to set and meet emissions reduction targets. In addition, Dow is embedding sustainability performance as a metric in supplier selection, contracting and relationship management, placing topics like carbon emissions as a key element of its supply chain management strategy. Dow recognizes the significant opportunity it has to collaborate with suppliers to reduce those emissions, just as Dow’s customers are looking to the Company to reduce emissions for the Dow products they buy. For more information, see [GRI 3-3 Management approach – Sustainable Procurement](#).
- **Developing low-carbon products, technologies and services:** Dow products are essential to a low-carbon future, and the Company wants the world’s best brands to look to Dow to help them achieve their goals and make their products more sustainable. Dow is helping its customers achieve their climate goals by providing products that facilitate energy efficiency, lightweighting, fuel transition, circularity, increased operational efficiency, resource reductions and reduced emissions. For example, Dow’s MobilityScience™ platform is enabling the growth of electric vehicles today and also developing cutting-edge material innovations that will enable the next generation of electric and autonomous vehicles to achieve longer range, greater comfort and enhanced safety.
- **By 2030, Dow will transform plastic waste and other forms of alternative feedstock to commercialize three million metric tons of circular and renewable solutions annually.** To do this, Dow will expand its efforts to stop the waste by building industrial ecosystems to collect, reuse or recycle waste and expand its portfolio to meet rapidly growing demand. For example, in 2022 Dow expanded its partnership with Mura Technology to construct multiple world-scale advanced recycling facilities in the United States and Europe, which will collectively add as much as 600 kilotons of annual advanced recycling capacity. This has additional carbon benefits, with advanced recycling processes expected to save approximately 1.5 tons of carbon dioxide per ton of plastic recycled, compared to incineration and reducing reliance on fossil-based feedstocks. For additional information, please see [GRI 3-3 Management approach – Circular Economy](#). Additionally, Dow expects final investment decision on its Alberta investment by year-end 2023, which will create the world’s first cracker and polyethylene (PE) complex with three million metric tons of PE capacity with net-zero Scope 1 and Scope 2 CO₂ emissions by ~2027-2030. Together, Dow’s combined circular, renewable, and Scope 1 and Scope 2 zero-CO₂ emissions capacity will comprise >50% of its global PE capacity by 2030. Additionally, see Dow’s Actions and Investments to Achieve a More Circular Economy (page 108) in 2023 [Proxy Statement](#)⁷.



Dow Disclosures – TCFD Disclosure Report

Capital Spending

The Company considers sustainability in all capital project decisions, ensuring projects align with the Company's long-term Sustainability Strategy, which focuses on decarbonization and growth, circularity advancement, safety of products and operations, and improved reliability of operations. Dow has also committed to allocate an average of \$1 billion in annual capital, over the economic cycle, to decarbonize its assets, in a phased approach, while growing capacity.

The Company's capital expenditures include projects that support decarbonization and climate change adaptation and mitigation efforts as part of our climate transition plan. In 2022, Dow's capital expenditures were \$1,823 million, which primarily reflected ongoing investment and/or completion of higher return, lower risk and quick payback incremental growth projects. Approximately \$580 million of the Company's capital expenditures were aligned to projects with direct environmental sustainability drivers, of which approximately \$522 million is climate-aligned capital spending that includes:

- Replacement of the Company's obsolete steam and power assets in Louisiana, resulting in lower Scope 1 GHG emissions.
- Retrofit of one of the Company's Louisiana steam facilities with Dow's proprietary FCDh technology to produce on-purpose propylene, which was completed in 2022 and will reduce energy use and greenhouse gas emissions by up to 20% compared with conventional propane dehydrogenation units.
- Addition of an integrated methylene diphenyl diisocyanate (MDI) distillation and prepolymers facility in Freeport, Texas, which is expected to be completed in 2023 and will generate lower GHG emissions and reduce freshwater intake and wastewater generation.
- Preliminary spending related to the Company's first net-zero carbon emissions manufacturing facility in Alberta, Canada.

The Company expects that projects with environmental sustainability drivers will continue to increase and are anticipated to reach more than 60% of the Company's annual capital spending by 2025, driven primarily by the Company's Decarbonize and Grow projects.

Dow Disclosures – TCFD Disclosure Report

As noted with these examples, the potential impacts of climate-related risks and opportunities are part of Dow’s climate strategy and factored into Dow’s business and financial planning. For complete details on Dow’s energy and emissions strategies, including its plans to transition to low-carbon technology, see [GRI 3-3 Management approach – Energy & Emissions Management](#) and [GRI 305-5 Reduction of Greenhouse Gas \(GHG\) emissions](#).

Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

To ensure its processes and plans are resilient, Dow uses climate-related scenarios to assess physical and transition risks. As Dow is a large consumer of energy, transition scenarios that focus on trends in energy consumption are particularly relevant to Dow. The scenarios selected were intended to span a range of potential energy futures in terms of global primary energy consumption and types. Dow selected these scenarios to cover a range of assumptions with regard to policy development and to build resiliency for a variety of outcomes in its strategy. Most recently, Dow has utilized two boundary scenarios to assess its strategy and exposure to transition risk: one where its global ambition aligns with the IEA Sustainable Development Scenario (SDS) of decarbonizing the economy, and another that aligns with the Regional Rivalry Shared Socioeconomic Pathway 3.0, which explores a more uneven path to decarbonization. The scenarios highlight varying outcomes. For example, in the SDS, Dow’s cost of regulatory compliance is higher than in Regional Rivalry, but its opportunities for the development of low-emissions goods and services and low-carbon technologies are also much greater.

Scenario Descriptions, 2050 Snapshot	Sustainable Development ¹	Regional Rivalry ²
Description	Coordinated path to decarbonization	Uneven path to decarbonization
Market trends	Increased demand for solutions that mitigate climate change	Slower, regionally driven demand for solutions that mitigate climate change; greater market for climate adaptation products
Temperature rise	<2°C	2.1°C
Carbon price (USD/metric ton)	135	30
Renewable energy (% of total primary energy)	47	17

¹ IEA Sustainable Development Scenario

² Regional Rivalry Shared Socioeconomic Pathway 3.0, RCP6.0

Dow’s strategy is resilient to a range of potential outcomes. Dow’s phased approach to decarbonizing its assets while growing its business will enable Dow to reduce Scope 1 and 2 GHG emissions in line with a well-below 2°C world, as is envisioned by the SDS, while mitigating the affordability risk that presents itself should there be a slower global adoption of the regulatory frameworks needed to address climate change, as is the potential under the Regional Rivalry scenario. For Dow’s downstream businesses, all scenarios present opportunities to develop solutions related to climate change – whether these are focused on the mitigation of climate change or the products that address climate adaptation.

For additional information on climate risk resilience, see [GRI 3-3 Management approach – Climate & Operational Resilience](#).



Dow Disclosures – TCFD Disclosure Report

Category Risk Management: Disclose the processes used by the organization to identify, assess and manage climate-related risks

Describe the organization's processes for identifying and assessing climate-related risks.

Climate-related risks, including both physical and transition risks, are assessed with input from internal and external sources including corporate, business, function and geographic leaders; subject matter experts; investors; and other stakeholders. The evaluation of climate-related risks and opportunities is integrated into an annual companywide risk management process, known as enterprise risk management (ERM). ERM identifies significant or major risks to the Company and develops action plans to modify or mitigate risks. For more information, see Enterprise Risk Management within the TCFD Governance [Describe the board's oversight of climate-related risks and opportunities section](#).

Every few years, Dow also utilizes a robust scenario analysis to assess the long-term materiality and impact of climate-related risks and opportunities. Scenario analysis is used to challenge business-as-usual assumptions and strengthen the resiliency of the Company's Decarbonize and Grow strategy. Scenarios are used to evaluate both physical and transition risk and are particularly useful in evaluating the potential and impact of emerging risks.

Under the ERM process, Dow assesses risks based on the potential impact (magnitude of impact) and likelihood of a significant event occurring within the next five years (time horizon). Dow's periodic climate scenario analysis considers a longer time frame (currently to 2050) for magnitude of impact. When assessing whether a climate-related risk or opportunity is substantive, Dow evaluates impacts related to factors such as the cost of raw materials, impact on operating cost (e.g., energy costs, costs of complying with regulation), cost of investment in new technology to reduce emissions or water use, impact to the price at which products can be sold, impact as a result of potential lost sales, or in the case of opportunities, market share gained, etc. In addition, there could be impacts that need to be considered that are not yet able to be quantified in a concrete manner (for example, reputational impact of certain risks is more difficult to quantify) but could still be important for discussion due to a variety of factors. Whether or not a risk or opportunity is determined to be substantive is also dependent on other factors such as where in the value chain the impact may be felt and the duration of impact.

To evaluate physical risks, Dow partnered with S&P Global Trucost (Trucost) to assess the Company's exposure to physical risks based on the geographic location of its manufacturing operations. The risks assessed included water stress, flood, heat waves, cold waves, hurricanes, wildfires and sea level rise. The analysis included an assessment of the physical risks using a baseline year of 2020 with time periods for medium (year 2030) and long term (year 2050) using the Intergovernmental Panel on Climate Change (IPCC) representative concentration pathways (RCP): RCP 2.6, RCP 4.5 and RCP 8.5. These pathways represent varying degrees of global atmospheric GHG concentrations (low, medium and high, respectively), and thus different expectations on global temperature rise. Results will be incorporated into Dow's long-term assessments of Dow's manufacturing sites, which is a key input into Dow's capital approval process.

Water stress is identified to be the largest contributor of the climate-related physical risks. Dow's water-related risk assessment identified six of its manufacturing sites as key water-stressed sites. These sites are designated based on several factors: their location in a water-stressed watershed; water quality; competition among users of the same watershed; local experience at the site; long-term projections; and importance of the site to Dow's production capabilities. Results are incorporated into Dow's long-term assessments of its manufacturing sites, which is a key input into Dow's capital approval process. Also see [GRI 3-3 Management approach – Water Stewardship](#) and [GRI 303: Water and Effluents 2018](#) for identification, assessment and risk management approach for water.

Describe the organization's processes for managing climate-related risks.

Management of climate risk is assigned to Dow's CST, which is accountable for developing and implementing plans to mitigate risk and for tracking actions and progress against those plans. With oversight and accountability by the CST, specific carbon-related risks are managed by Dow's Climate PMO. The PMO partners with subject matter experts to develop and implement strategies to mitigate or eliminate climate-related risks. The team develops specific action plans and ensures owners are assigned to drive forward progress in order to reduce Dow's risk exposure. Risk mitigation status updates are provided to executive leaders on a regular basis and discussions include risk time horizons or magnitude of impact to confirm that the strategy remains solid.

For additional detail of the teams involved in climate risk management, see [TCFD Governance Management's role in climate risk management](#).



Dow Disclosures – TCFD Disclosure Report

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.

Dow’s ERM process is responsible for identifying significant or major risks to the Company and develops action plans to modify or mitigate risks, including climate-related risks. On an annual basis, the ERM process aggregates risks from a broad range of inputs, both internal and external to Dow. Climate-related risks, including both physical and transition risks, are assessed with input from internal and external sources including corporate, business, function and geographic leaders; subject matter experts; investors; and other stakeholders. Climate-related risks considered in the ERM process include, but are not limited to: increase in the severity of weather-related events; potential changes in precipitation patterns; changes in sea level; water scarcity; existing and emerging regulations, taxes, and other requirements related to GHG emissions, carbon management, water availability and water quality; local, country, regional, and global GHG emission reduction mandates and water regulations; changes in public sentiment and political leadership; the effects of carbon pricing and emissions trading systems; adapting products to customer preferences and customer acceptance of these solutions; and, advancement, availability, development and affordability of next-generation technologies necessary to meet the Company’s carbon and water reduction commitments. Climate risk is an enterprise-wide risk and it is reviewed and categorized in a heat map, with all enterprise risks, based on the potential impact and likelihood of a significant event occurring within the next five years. Climate risk is assigned to Dow’s CST, which is accountable for monitoring current and future climate-related risks and developing and implementing mitigation plans.

The results of the annual ERM process are also reviewed with Dow’s Executive Leadership Team – a diverse, cross-functional team representing all of Dow’s businesses, functions and geographic regions. Key risks that have specified mitigation actions are reviewed more regularly in leadership team meetings. In addition, risks can be re-evaluated based on several factors including changes in the external and macroeconomic environment, new regulations or emerging trends, concerns identified by senior leaders or Dow’s Board, or through detection in Dow’s internal work processes. The Audit Committee has oversight of the ERM process and reviews it annually. Specific risks are also reviewed with the Environment, Health, Safety & Technology Committee; Compensation and Leadership Development Committee; Corporate Governance Committee and/or the full Board.

While the annual ERM process categorizes risks based on a short-to-medium term outlook of five years, Dow’s senior management routinely assesses the long-term impact of climate-related risks and develops proactive strategies to respond to climate risks and opportunities. The longer-term aspects of climate risks and opportunities are incorporated into the enterprise strategy and are also reviewed with the full Board on a regular basis.

Category Metrics: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities

Describe the organization’s processes for identifying and assessing climate-related risks.

Dow employs multiple metrics to monitor its performance and progress toward managing climate and sustainability risks and opportunities. These metrics involve disclosing Scope 1, 2 and 3 GHG emissions, along with supplementary metrics related to energy intensity, renewable power and energy, freshwater intake intensity and the alignment of Dow’s innovation and product portfolios to its sustainability objectives. Where appropriate, Dow reports on its progress in meeting established targets for these metrics.

Scope 1, 2 and 3 GHG Emissions

GHG Emissions	Baseline year	Baseline value	2022	2021	2020	Target year
Scope 1	2020	28.79	27.29	28.39	28.79	2030 ¹
Scope 2 - Market ²	2020	6.22	4.19	5.80	6.22	2030 ¹
Scope 3	NA ³	NA ³	80.55	82.08 ⁴	85.90 ⁴	NA ³

1 Reduce net annual carbon emissions by 5 million metric tons versus Dow’s 2020 baseline (Scopes 1 and 2).

2 Emissions factors were updated at applicable sites to reflect the Scope 2 GHG Protocol hierarchy of using utility/supplier or residual mix factors when available under the market-based method, instead of location-based factors that are more generic.

3 Dow is actively working to set a Scope 3 target/baseline while also working to enhance its processes and value chain engagement to ensure transparent reporting and identification of emission reduction opportunities.

4 Restated based on significant advancements in Dow’s Scope 3 accounting techniques and data management. See [GRI 305-3 Other indirect \(Scope 3\)](#) for more information.



Dow Disclosures – TCFD Disclosure Report

Overall, Scope 1 emissions decreased in 2022 compared with 2021 primarily due to reduced operating rates as a result of macro-economic conditions and major facility planned outages. In addition, reductions were also supported by energy reduction projects. Dow’s Scope 2 emissions were also reduced in 2022 as a result of Dow’s efforts to source cleaner sources of energy to support its sites. For more information, see [GRI 302-4 Reduction of energy consumption](#) and [GRI 305-5 Reduction of GHG emissions](#).

Significant changes in Scope 3 emissions in 2022 compared with 2021 are due to increases in quantities of purchased feedstocks as well as changes to underlying activity data, emissions factors and Scope 3 models. Dow expects its Scope 3 emissions methodology and values to continue to evolve as Dow enhances and further standardizes its approach and refines its estimates with more specific and primary data. Dow is actively working to set a Scope 3 target/baseline while also working to enhance its processes and value chain engagement to ensure transparent reporting and identification of emission reduction opportunities. For more information on Dow’s Scope 3 progress, see [305-3 Other indirect \(Scope 3\) GHG emissions](#).

For more information on Dow’s GHG emissions calculation methodologies and use of standards, see [GRI 305-1 Direct \(Scope 1\) GHG emissions](#), [GRI 305-2 Energy indirect \(Scope 2\) GHG emissions](#), [GRI 305-3 Other \(Scope 3\) GHG emissions](#) and the [GHG Protocol Disclosure Report](#).

Energy Intensity

See also [GRI 302-1 Energy consumption within the organization](#) and [GRI 302-3 Energy intensity](#).

Energy intensity is calculated using total energy consumption (GRI 302-1 Energy consumption within the organization) divided by production volume, which includes byproducts and co-products. In 2022, Dow took disciplined action to adjust production rates and reduce cost due to the deterioration of economic conditions in the second half of the year, particularly in Europe. This caused an increase in energy intensity compared with 2021 as production units are designed to operate most efficiently at higher asset utilization rates.

Description (GJ/metric ton of production)	2022	2021	2020
Energy Intensity (Scope 1 & Scope 2)	11.43	10.85	11.86

Water Intensity

The freshwater intake intensity at six key water-stressed sites (KWSS) is aligned with the physical risk of climate change and changing weather patterns. The changing patterns in supply of water, caused by events such as extended droughts, have led to low river levels posing challenges for some manufacturing sites (e.g., ability to ship products). Dow has developed a methodology to evaluate water risk at Dow sites. Dow has also engaged in developing optimization tools to understand the relationship between water and its climate adaptation strategy. This metric was adopted in recognition of the criticality of fresh water as a shared resource and to ensure that water does not become a constraint on community prosperity.

Dow’s six KWSS, which all comply with ISO 14001-2015 standards, include: Freeport, Texas (Brazos River); Seadrift, Texas (Guadalupe River); Bahia Blanca, Argentina (purchased fresh water); Terneuzen, the Netherlands (Rivers Rhine and Meuse); Böhlen, Germany (River Weisse Elster and Lake Witznitz); and Tarragona, Spain (purchased freshwater supply source from Ebro River diversion).

The freshwater intake intensity metric is calculated by taking the sum of KWSS fresh water withdrawn directly from the environment divided by the sum of the production volume. Dow has set a target to reduce freshwater intake intensity at KWSS by 20% from its 2015 baseline before the end of 2025.

Description (lb. of water per lb. of production)	Baseline year	Baseline Value	2022	2021	2020	Target year	Target Value
Water Intensity for KWSSs	2015	6.6	6.1	3.7 ¹	6.2 ¹	2025	5.3

¹ For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

Dow’s freshwater intake intensity increased in 2022 due to two primary factors. First, three of Dow’s KWSS experienced drought conditions in 2022 (Freeport, Texas; Seadrift, Texas; and Terneuzen, the Netherlands). Reduced water quality associated with low water availability requires cooling towers to consume higher amounts of water with more frequent blowdowns to maintain equipment operating with diminished water quality. Additionally, four of Dow’s KWSS operated at lower production rates as a result of macro-economic conditions. Because certain processes such as cooling systems operate at the same rate regardless of reduced production rate, water intensity increases.

Dow Disclosures – TCFD Disclosure Report

Renewable Power and Energy Metrics (%)

A key element of Dow's climate action plan to reduce Scope 2 emissions is to increase access to renewable power to support its sites. Tracking renewable power as a percentage of power purchased is a metric that can indicate progress against this pillar of Dow's plan. In 2015, Dow set a target to contract 750 MW of renewable power capacity by 2025, a target that has been achieved reaching more than 1,000 MW of renewable power in 2022. Though Dow expects variation in this amount year over year, it expects achievement of its target to be maintained.

As Dow also operates combined heat and power plants to support its sites, Dow is providing the percentage of renewable power it purchases as a portion of the total power consumed. Lastly, Dow provides the metric on renewable energy (renewable power and steam it purchases) as a percentage of energy consumed, which includes fuel purchases to run its operations and self-generate power and steam, consumption of process off-gas for energy-related activities, purchased electricity and purchased steam.

Description	2022	2021	2020
% renewable power, of power purchased	41%	27%	25%
% renewable power, of power consumed	17%	15%	14%
% renewable energy, of energy consumed	3%	2%	2%

R&D Portfolio alignment to sustainability

On an annual basis, R&D project leaders, who are the subject matter experts and trained in sustainability fundamentals, assess the alignment of their projects to Dow's sustainability goals. Responses are approved by leadership and, for continuing projects, compared with the previous year's response. More mature projects are expected to have more rigorous assessments, which can include formal LCAs. A multi-generational plan is being executed to increase accuracy and transparency, with 2022 being the third year.

Description	2022 ²	2021 ²	2020 ¹
% R&D portfolio alignment to sustainability	>87%	>85%	>80%

¹ Innovation projects are aligned to Dow's sustainability focus areas and provide a sustainability benefit over incumbent approaches.

² Innovation projects are aligned to Dow's sustainability focus areas: Climate Protection, Circular Economy and Safer Materials.

Revenues from sustainability-aligned markets

Dow enables several sustainability-aligned applications by providing the key building blocks for food preservation, health and well-being, energy efficiency, renewable energy generation, green buildings, recycling and mobility, among others. Significant growth and value of these applications are enabled by sustainability commitments of brand owners, consumers and governments. Participation in some of these markets may also provide access to significant policy incentives. Dow's businesses are required to use an external set of definitions from FTSE Russell Green Revenues Classification System and the United Nations Sustainable Development Goals (U.N. SDGs) to analyze the markets served. Corresponding revenues from sustainability-aligned markets are included in the aggregated ratio, supplied in the table.

Description	2022 ²	2021	2020
Revenue from products that enable sustainability-driven markets ¹	47%	43%	
Revenue from products that address world challenges			48%

¹ Dow moved to reporting of revenue from sustainability-aligned markets in 2021.

² In 2022, Dow introduced more granular mapping of sustainability-aligned markets using the definitions from FTSE Russell Green Revenues Classification System and in alignment to U.N. SDGs.

Sustainability Accounting Standards Board (SASB) Disclosure Report

Dow Disclosures – SASB Disclosure Report

Accounting Metrics

Greenhouse Gas Emissions

RT-CH-110a.1. Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations

Dow does not currently track greenhouse gas emissions specific to areas with emission limiting regulations; however, Dow does comply with all local emission regulations. See disclosure [GRI 305-1 Direct \(Scope 1\) Greenhouse Gas \(GHG\) emissions](#) for additional information.

RT-CH-110a.2. Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets

In 2020, Dow set a target to be carbon neutral by 2050. Dow's Protect the Climate goals include reducing net annual carbon emissions by 5 million metric tons by 2030 compared with 2020 baseline, which represents a 15% reduction. In 2021, Dow outlined a path to decarbonize its production processes (Scope 1 and 2 GHG emissions), utilizing a phased approach in which end-of-life capacity is replaced with higher-efficiency, lower-GHG-emitting assets. In 2022, Dow continued near-term progression in the Decarbonize and Grow strategy with furthering the Alberta Operations program to construct the world's first net-zero emissions ethylene complex and executed agreements with X-energy to commercialize an advanced small modular nuclear reactor that will generate carbon-free processed heat and energy. In the near term, energy reduction and optimization projects will provide continuous progress toward Dow's carbon-neutral ambitions.

For additional information on the management of Scope 1 emissions, see [GRI 3-3 Management approach – Energy & Emissions Management](#).

Air Quality

RT-CH-120a.1. Air emissions of the following pollutants: (1) NO_x (excluding N₂O), (2) SO_x, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)

See disclosure [GRI 305-7 Nitrogen oxides \(NO_x\), sulfur oxides \(SO_x\) and other significant air emissions](#).

Energy Management

RT-CH-130a.1. (1) Total energy consumed, (2) percentage grid-electricity, (3) percentage renewable, (4) total self-generated energy

The percentage of grid electricity is approximately 6% and total self-generated energy is 96.56 million GJ. For energy consumption, see disclosure [GRI 302-1 Energy consumption within the organization](#).

Water Management

RT-CH-140a.1. (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress

See disclosures [GRI 303-1 Interactions with water as a shared resource](#), [GRI 303-3 Water withdrawal](#) and [GRI 303-5 Water consumption](#).

RT-CH-140a.2. Number of incidents of non-compliance associated with water quality permits, standards and regulations

Dow had two incidents of non-compliance associated with water quality permits, standards and regulations in 2022.

RT-CH-140a.3. Description of water management risks and discussion of strategies and practices to mitigate those risks

See disclosures [GRI 303-1 Interactions with water as a shared resource](#) and [GRI 303-3 Water withdrawal](#).



Dow Disclosures – SASB Disclosure Report

Hazardous Waste Management

RT-CH-150a. Amount of hazardous waste generated; percentage recycled

See disclosure [GRI 306-2 Management of significant waste-related impacts.](#)

Community Relations

RT-CH-210a.1. Discussion of engagement processes to manage risks and opportunities associated with community

See disclosure [GRI 2-29 Approach to stakeholder engagement.](#)

Workforce Health & Safety

RT-CH-320a.1. 1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees

See disclosure [GRI 403-9 Work-related injuries.](#)

RT-CH-320a.2. Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks

See disclosure [GRI 403-3 Occupational health services.](#)

Product Design for Use-Phase Efficiency

RT-CH-410a.1. Revenue from products designed for use-phase resource efficiency

Please see the [TCFD metrics – Dow Products and Services Revenue from Sustainable Products disclosure.](#)

Safety & Environmental Stewardship of Chemicals

RT-CH-410b.1. (1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment

Dow tracks sales of products containing hazardous substances and ensures that all products are managed and used in line with their hazard profile. 100% of Dow products in the SASB-identified categories undergo human and environmental toxicological risk assessments. Many of Dow’s products in the noted categories are basic building block chemistries that are used in closed, industrial processes to lower overall risk of exposure before being converted via chemical reaction to non-hazardous products.

RT-CH-410b.2. Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact

See [GRI 3-3 Management approach – Safer Materials.](#)

Genetically Modified Organisms

RT-CH-410c.1. Percentage of products by revenue that contain genetically modified organisms (GMOs)

Dow does not manufacture any materials directly from GMOs. However, Dow may use purchased raw materials derived from plant material and that plant-based material may be genetically modified.

Dow Disclosures – SASB Disclosure Report

Management of the Legal & Regulatory Environment

RT-CH-530a.1. Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry

Dow is actively engaged in public policy areas in pursuit of innovation that changes how an industry works to make a profound impact on global and social challenges, including sustainability. Dow’s global public policy advocacy covers a wide range of specific topics in geographies where it does business. Dow makes available its top public policy priorities globally, and by geographic region, at: [Public Policy | Legal | Dow Corporate](#)↗.

Relevant Risks and Opportunities

Dow views the policy priorities described within its policies linked above as both potential risks to Dow and also opportunities for positive and constructive engagement with key stakeholders.

Managing Risks and Opportunities and Risk Management Strategy

Dow will advocate for positive outcomes in its key policy priorities as part of a holistic risk management strategy and as a way to create opportunities for business success. Dow’s advocacy positions are found contained within the public policies linked above.

See disclosure [GRI 2-12 Role of the highest governance body in overseeing the management of impacts](#) and sections [TCFD Category Strategy](#) and [TCFD Category Risk Management](#).

Operational Safety, Emergency Preparedness & Response

RT-CH-540a.1. Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR) and Process Safety Incident Severity Rate (PSISR)

The Process Safety Containment Event (PSCE) metric is derived from an industry best practice, American Petroleum Institute Recommended Practice 754-Process Safety Performance Indicators for the Refining and Petrochemical Industries. As an industry leader in sustainability performance, Dow has been heavily involved in the development of this metric. Dow believes aligning to this measure will help it achieve an even higher level of performance related to the containment and control of the materials it handles and produces.

Dow’s PSCE metric focuses on incidents that have the greatest potential for significant impact (Tier 1), as well as the less severe incidents (Tier 2). These events can cause process damage, interruption or possible impact on Dow’s surrounding communities.

By 2025, Dow’s goal is to reduce the number of Tier 1 and Tier 2 events by more than 80% from the 2015 baseline.

Title	Unit of Measure	2022
Process Safety Incidents Count	Number	11
Process Safety Total Incident Rate	Rate	0.019
Process Safety Incident Severity Rate	Rate	0.018

In 2022, Dow had 41 PSCEs, which is above the target line for achieving its 2025 goals. As a result, Dow enhanced its focus on PSCE reduction to restore the trend toward the 2025 goal. Refer to [A Focus on Continuous Improvement in Safety](#) for details on actions taken.



Dow Disclosures – SASB Disclosure Report

RT-CH-540a.2. Number of transport incidents

Dow's 2025 Sustainability Goals include the following targets and the table below includes the % progress toward fully achieving these targets by 2025.

- Dow will demonstrate a 50% improvement in a Transportation Stewardship Index through progress in incident-free performance, leading-edge programs to influence logistics and raw material suppliers and risk reduction across the value chain.
- Dow will strive to eliminate severe transportation incidents that impact people, property and the environment in the communities through which its products, raw materials and intermediates flow.

Description	2015 (Baseline)	2022	2021	2020
Transportation Stewardship %	0%	84%	74%	52%

Activity Metrics

Production by Reportable Segment

RT-CH-000.A. Activity Metrics

Not reported.

World Economic Forum (WEF) Stakeholder Capitalism Metrics Disclosure Report

Dow Disclosures – WEF Disclosure Report

Pillar 1 – Governance: Core Metrics & Disclosures

Governing Purpose

Setting purpose

See disclosure [GRI 2-12 Role of the highest governance body in overseeing the management of impacts](#).

Quality of Governing Body

Governance body composition

See disclosures [GRI 2-9 Governance structure and composition](#) and [GRI 405-1 Diversity of governance bodies and employees](#).

Stakeholder Engagement

Material issues impacting stakeholders

See disclosures [GRI 2-19 Remuneration policies](#), [GRI 2-29 Approach to stakeholder engagement](#) and [GRI 3-2 List of material topics](#).

Ethical Behavior

Anti-corruption

See disclosures [GRI 205-2 Communication and training about anti-corruption policies and procedures](#) and [GRI 205-3 Confirmed incidents of corruption and actions taken](#).

Protected ethics advice and reporting mechanisms

See disclosure [GRI 2-26 Mechanisms for seeking advice and raising concerns](#).

Risk and Opportunity Oversight

Integrating risk and opportunity into business process

See [TCFD risk disclosures](#).

Pillar 2 – Planet: Core Metrics & Disclosures

Climate Change

Greenhouse gas emissions

See disclosure [GRI 305-1 Direct \(Scope 1\) GHG emissions](#), [305-2 Energy indirect \(Scope 2\) GHG emissions](#) and [GRI 305-3 Other indirect \(Scope 3\) GHG emissions](#) and the [GHG Protocol Disclosure Report](#).

TCFD implementation

See [TCFD disclosures](#).

Dow Disclosures – WEF Disclosure Report

Nature Loss

Land use and ecological sensitivity

See disclosure [GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.](#)

Freshwater Availability

Water consumption and withdrawal in water-stressed areas

See disclosures [GRI 303-1 Interactions with water as a shared resource](#) and [GRI 303-3 Water withdrawal.](#)

Pillar 3 – People: Core Metrics & Disclosures

Dignity and Equality

Diversity and inclusion (%)

See disclosure [GRI 405-1 Diversity of governance bodies and employees.](#)

Pay equity (%)

See disclosure [GRI 405-2 Ratio of basic salary and remuneration of women to men.](#)

Wage level (%)

See disclosure [GRI 2-21 Annual total compensation ratio.](#)

Risk for incidents of child, forced or compulsory labor

See disclosures [GRI 408 Child Labor](#) and [GRI 409 Forced or compulsory labor.](#)

Health and Well-Being

Health and safety (%)

See disclosure [GRI 403-9 Work-related injuries.](#)

Skills for the Future

Training provided (#,\$)

See disclosure [GRI 404-1 Average hours of training per year per employee.](#)

Pillar 4 – Prosperity: Core Metrics & Disclosures

Employment and Wealth Generation

Absolute number and rate of employment

See disclosure [GRI 405-1 Diversity of governance bodies and employees.](#)



Dow Disclosures – WEF Disclosure Report

Economic contribution

2022 Business Summary – Financial Highlights

Economic Value Generated, Distributed and Retained	2022 (\$MM)	2021 (\$MM)	2020 (\$MM)
Net Sales	\$56,902	\$54,968	\$38,542
Operating EBIT ¹	\$6,590	\$9,533	\$2,715
Operating Costs	\$43,092	\$38,480	\$27,856
Wages/Benefits	\$5,814	\$6,150	\$5,637
Payments to Providers of Capital	\$2,732	\$2,863	\$2,962
Payments to Governments ²	\$2,212	\$1,207	\$1,009
Philanthropic/Community Investments ³	\$37	\$32	\$34
Economic Value Retained	\$3,015	\$6,236	\$1,044
Total Debt	\$15,422	\$14,672	\$17,107
Total Equity	\$21,247	\$18,739	\$13,005
Total Capitalization	\$36,669	\$33,411	\$30,112

¹ For definitions and reconciliation to the most directly comparable U.S. GAAP measure, see the supplemental information in the Non-GAAP measure.

² 2022 figures were refined to include customs and duties, excise taxes and payroll taxes paid by the Company. Prior year figures have not been updated to include these items.

³ Includes charitable cash and in-kind donations and represents only a portion of the total value of Dow community contributions, which also includes volunteer time as well as other forms of financial support.

Financial investment contribution

In 2022, Capital Expenses (CapEx) was \$1.8 billion and Dow's Operating ROC¹ was 15.1%. Dow returned over \$4 billion to shareholders in the form of dividends and share repurchases. For additional information, see Dividends and Share Repurchase Program (pages 44-45) in the Dow Inc. Annual Report on Form [10-K](#).

Innovation of Better Products and Services

Total R&D expenses

The total cost related to research and development was \$851 million for the year ending December 31, 2022.

Community and social vitality

Total tax paid

The total payments to government was \$2,212 million. See disclosure [GRI 207-4 Country-by-country reporting](#) for regional breakdown of this spend.

¹ Non-GAAP measure. See [Non-GAAP Financial measures](#), for definitions and a reconciliation to the most directly comparable U.S. GAAP measure.

Analyst Data Summary

Environmental				
GHG Emissions	Unit	2022	2021	2020
Scope 1 GHG Emissions	millions of metric tons CO ₂ e	27.29	28.39 ¹	28.79 ¹
Scope 1 GHG Emissions – Excluding Emissions Associated with the Production of Power and Steam Not Consumed by the Company	millions of metric tons CO ₂ e	21.84	22.55 ¹	23.05 ¹
Scope 2 GHG Emissions – Market Based	millions of metric tons CO ₂ e	4.19	5.80 ²	6.22 ²
Scope 2 GHG Emissions – Location Based	millions of metric tons CO ₂ e	3.45	3.94	3.95
Scope 1 + Scope 2 GHG Emissions Total	millions of metric tons CO ₂ e	31.48	34.19^{1,2}	35.01^{1,2}
Scope 1 + Scope 2 GHG Emissions – Excluding Emissions Associated with the Production of Power and Steam Not Consumed by the Company	millions of metric tons CO ₂ e	26.03	28.35	29.27
Scope 1 + Scope 2 GHG Intensity (Emissions/Revenue)	millions of metric tons CO ₂ e	0.00046	0.00062	0.00090
Scope 1 + Scope 2 GHG Intensity (Emissions/Production – Excluding Emissions Associated with the Production of Power and Steam Not Consumed by the Company)	metric tons CO ₂ e/metric tons of production	0.53	0.54	0.55
Scope 3 GHG Emissions Total³	millions of metric tons CO ₂ e	80.55	82.08	85.90
Category 1: Purchased Goods & Services	millions of metric tons CO ₂ e	40.65	41.65	45.17
Category 2: Capital Goods	millions of metric tons CO ₂ e	0.29	0.23	0.24
Category 3: Fuel- & Energy-Related Activities	millions of metric tons CO ₂ e	4.42	5.22	4.75
Category 4: Upstream Transportation & Distribution	millions of metric tons CO ₂ e	2.63	2.68	2.59
Category 5: Waste Generated in Operations	millions of metric tons CO ₂ e	0.41	0.38	0.41
Category 6: Business Travel	millions of metric tons CO ₂ e	0.02	0.0045	0.0071
Category 7: Employee Commuting	millions of metric tons CO ₂ e	0.06	0.051	0.046
Category 8: Upstream Leased Assets	millions of metric tons CO ₂ e	0.008	0.014	0.017
Category 9: Downstream Transportation & Distribution ⁴	millions of metric tons CO ₂ e			
Category 10: Processing of Sold Products ⁴	millions of metric tons CO ₂ e			
Category 11: Use of Sold Products	millions of metric tons CO ₂ e	10.43	10.00	9.52
Category 12: End-of-Life Treatment of Sold Products	millions of metric tons CO ₂ e	17.46	18.15	19.12
Category 13: Downstream Leased Assets ⁵	millions of metric tons CO ₂ e	0	0	0
Category 14: Franchises ⁵	millions of metric tons CO ₂ e	0	0	0
Category 15: Investments	millions of metric tons CO ₂ e	4.17	3.70	4.03

1 Updates to the 2020 and 2021 Scope 1 GHG emissions were completed to account for corrections in calculation methodologies and identified data errors.

2 Historical revisions have been made to reflect the GHG Protocol's hierarchy of using utility/supplier or residual mix factors when available.

3 Historical numbers restated based on significant advancements in Dow's Scope 3 accounting techniques and data management. See [305-3 Other indirect \(Scope 3\) GHG emissions](#) for more information.

4 Dow is currently developing a methodology to report this category in the future.

5 Dow does not currently have any downstream leased assets or franchises therefore these categories are not relevant for Scope 3 accounting.



Environmental				
Other Emissions	Unit	2022	2021	2020
Ozone-Depleting Substances	metric tons as CFC-11e	0.86	1.63 ¹	2.99 ¹
NOx	metric tons	18,719	18,068	18,133
SOx	metric tons	1,975	2,048	2,242
VOC	metric tons	8,640	8,251 ²	7,585 ²
Chemicals to Air and Water	metric tons	14,422	15,256	13,910
Priority Compounds to Air and Water	metric tons	197	227 ¹	204 ¹
Energy				
Energy Intensity (Scope 1 and 2)	GJ/metric ton of production	11.43	10.85	11.86
Total Energy Consumption – Total	million gigajoules (GJ)	564.49	574.77	630.24
Purchased Fuels ³	million GJ	312.59	317.07	394.42
Offgas from Feedstock ⁴	million GJ	257.32	262.67	241.35
Purchased Electricity	million GJ	36.74	38.51	37.49
Purchased Steam ⁵	million GJ	4.52	5.14	5.23
Power and Steam Sold ⁵	million GJ	-46.68	-48.62	-48.25
Purchased Electricity from Renewable Sources – Total	megawatts (MW)	1,036	901	844
Wind	MW	603	535	375
Hydro	MW	144	168	147
Biomass	MW	42	2	0
Landfill Gas	MW	3	3	3
Solar	MW	244	193	319

1 For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

2 For comparability, historical values updated to account for identified VOC emissions not previously reported, which are immaterial to the INtersections report as a whole.

3 Purchased fuels data excludes purchased fuels resold or used internally as feedstock.

4 Off-gas from feedstock data includes non-cracker sources.

5 To calculate steam energy, Dow utilizes the work potential method.

Environmental				
	Unit	2022	2021	2020
Purchased Renewable Power – Consumption – Total	million gigajoules (GJ)	15.42	10.67	9.46
Wind	million GJ	6.03	4.48	4.40
Hydro	million GJ	6.06	5.05	4.69
Biomass	million GJ	0.71	0.07	0.00
Landfill Gas	million GJ	0.04	0.05	0.05
Solar	million GJ	2.11	1.02	0.32
Purchased Steam Includes Renewable Sources – Consumption – Biomass Total	million GJ	0.47	0.52	0.51
Waste				
Waste Total	millions of metric tons	1.11	1.26¹	1.23¹
Hazardous Waste	millions of metric tons	0.58	0.61 ¹	0.64 ¹
Waste Intensity	lb. of waste/lb. of production	0.023	0.024 ¹	0.023 ¹

¹ Waste calculation for 2020 and 2021 was revised to remove the impact of materials from Dow internal waste treatment facilities sent to final disposal as it was previously double counted. For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

Environmental
Water

	Unit	2022	2021	2020
Water Withdrawal – All Sites Total	Megaliters	2,876,422	2,960,249¹	3,092,078¹
Surface Water	Megaliters	1,630,494	1,699,905	1,831,697
Groundwater	Megaliters	33,759	34,440	35,672
Seawater	Megaliters	1,041,610	1,092,075	1,101,371
Produced Water	Megaliters	143	174	174
Third-Party Water	Megaliters	170,416	133,655	123,164
Freshwater Withdrawals – All Sites Total	Megaliters	1,801,282	1,834,178	1,962,804
Other Water Withdrawals – All Sites Total	Megaliters	1,075,140	1,126,071 ¹	1,129,275 ¹
Water Withdrawal – Key Water-Stressed Sites – Total	Megaliters	1,270,838	1,269,294¹	1,338,517¹
Surface Water	Megaliters	135,402	119,968	187,160
Groundwater	Megaliters	336	614	358
Seawater	Megaliters	1,035,824	1,086,112	1,095,556
Produced Water	Megaliters	0	0	0
Third-Party Water – Key Water-Stressed Sites – Total	Megaliters	99,276	62,600¹	55,433¹
Third-Party – Groundwater	Megaliters	0	0	0
Third-Party – Surface Water	Megaliters	65,889	28,778	27,713
Third-Party – Produced Water Fresh Water	Megaliters	0	0	0
Third-Party – Seawater Fresh Water	Megaliters	0	0	0
Third-Party – Seawater Non-Fresh Water	Megaliters	25,070	25,359	23,098
Third-Party – Recycled Water	Megaliters	8,317	8,463	4,632
Freshwater Withdrawals – Key Water-Stressed Sites – Total	Megaliters	201,627	149,360	215,231
Other Water Withdrawals – Key Water-Stressed Sites – Total	Megaliters	1,069,211	1,119,934 ¹	1,123,286 ¹
Freshwater Intake Intensity, Key Water-Stressed Sites	lb. of water per lb. of production	6.10	3.70 ²	6.20 ²
Water Consumption – All Areas	Megaliters	116,978	118,410 ³	123,683 ³
Water Consumption – Key Water-Stressed Sites	Megaliters	50,834	50,772 ³	53,541 ³

¹ Prior year values updated to include recycled water sourced from a third-party.

² For comparability, historical values updated to reflect identified data corrections which are immaterial to the INtersections report as a whole.

³ Calculation base representing Dow's water product and process consumption improved as a result of a 2022 study of Dow critical water sites.

Environmental				
	Unit	2022	2021	2020
Total Water Discharge – All Sites	Megaliters	2,993,220		
Surface Water	Megaliters	1,405,690		
Groundwater	Megaliters	0		
Seawater	Megaliters	1,444,600		
Produced Water	Megaliters	0		
Third-Party Water	Megaliters	142,930		
Total Water Discharge – Key Water-Stressed Sites	Megaliters	1,322,250		
Surface Water	Megaliters	3,900		
Groundwater	Megaliters	0		
Seawater	Megaliters	1,257,457		
Produced Water	Megaliters	0		
Third-Party Water	Megaliters	60,893		

Social

Employee General

	Unit	2022	2021	2020
Employees	Number	37,821	35,694	35,758
Overall Employee Satisfaction	Percent Favorable	73%	71%	74%
Employee Resource Group Participation	Percent	57.3%	52.4%	48.9%
People Leader Participation in Employee Resource Groups	Percent	98.3%	97.0%	98.0%
Employee Resource Groups	Number	10	10	10
Average Training Hours per Employee	# of Hours	56.93	40.70	62.00
Employees Eligible to Receive Performance Reviews	Percent	97.0%	96.3%	95.3%
Active Employees Who Received a Documented Annual Performance Review	Percent	95.6%	96.3%	

Board Diversity

% Female	Percent	33.3%	33.3%	27.0%
% U.S. Ethnic Minority	Percent	33.3%	33.3%	27.0%

Employee Diversity

% Female	Percent	29.5%	28.9%	28.1%
New Employee Hires, % Female	Percent	33.2%	34.6%	34.2%
% U.S. Ethnic Minority	Percent	27.5%	26.0%	25.1%
New Employee Hires, % U.S. Ethnic Minority	Percent	39.0%	31.3%	42.4%
Global Female Pay to Male Base Pay	Ratio	0.98:1.00	0.97:100	0.98:100
U.S. Minority Pay to Non-Minority Base Pay	Ratio	0.97:1.00	0.97:100	0.98:100

Compensation

Annual Total Compensation (CEO pay/median employee compensation)	Ratio	220	260	141
CEO Direct Compensation Change, Year over Year	Percent	5.2%	5.9%	13.6%

Community

Total Charitable Cash and In-Kind Donations	\$(in MM)	37.30	32.40	34.00
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Social				
Health & Safety	Unit	2022	2021	2020
Global Dow Health Clinics	Number	58	58	58
Large Manufacturing Sites Participating in External Safety Audits (total of 9 sites)	Number	7	7	
Fatalities – Employee	Number	0	0	0
Fatalities – Contractor	Number	0	0	0
Fatalities - Employees and Contractors – Total	Number	0	0	0
High-Consequences Work-Related Injuries Incident Count (excl. Fatalities) – Employee	Number	0	1	0
High-Consequences Work-Related Injuries Incident Count (excl. Fatalities) – Contractor	Number	0	0	1
High-Consequences Work-Related Injuries Incident Count (excl. Fatalities) – Employee and Contractor – Total	Number	0	1	1
High-Consequences Work-Related Injuries Incident Rate (excl. Fatalities) – Employee	Rate	0	0.0026	0
High-Consequences Work-Related Injuries Incident Rate (excl. Fatalities) – Contractor	Rate	0	0	0.0033
High-Consequences Work-Related Injuries Incident Rate (excl. Fatalities) – Employee and Contractor – Total	Rate	0	0.001	0.001
Recordable Work-Related Injuries Incident Count – Employee	Number	70	49	45
Recordable Work-Related Injuries Incident Count – Contractor	Number	54	50	41
Recordable Work-Related Injuries Incident Count – Combined Employees and Contractors – Total	Number	124	99	86
Recordable Work-Related Injuries Incident Rate – Employee	Rate	0.18	0.13 ¹	0.11
Recordable Work-Related Injuries Incident Rate – Contractor	Rate	0.16	0.16	0.14
Recordable Work-Related Injuries Incident Rate – Combined Employees and Contractors – Total	Rate	0.17	0.14	0.12
Total Recordables (Illness) – Employees	Number	17	7	1
Total Recordables (Illness) – Contractors	Number	0	0	1
Total Recordables (Illness) – Employees and Contractors – Total	Number	17	7	2
PSCE (Tier 1)	Number	11	5	7
PSCE (Tier 1) per million hrs worked	Rate	0.096	0.045	0.063

¹ Recordable work-related injury employee incident rate re-calculated due to an identified data correction (which are immaterial to the Intersections report as a whole).

United Nations Sustainable Development Goals



The multi-year strategy of the U.N. Global Compact is to drive business awareness and action in support of achieving the U.N. Sustainable Development Goals (SDGs). As a member of the U.N. Global Compact, Dow is committed to advancing the SDGs through actions that address some of the world’s most pressing social and environmental challenges. Taking action in these areas is part of Dow’s ambition to be the most innovative, customer-centric, inclusive and sustainable materials science company in the world. Examples on the alignment of Dow’s sustainability strategy, goals and actions to the SDGs can be found in the below graphic.

ENVIRONMENTAL PERFORMANCE

Dow’s strategy for building a more sustainable world focuses on three priority areas: Circular Economy, Climate Protection and Safer Materials. These areas address some of the most pressing challenges facing the planet and offer the most opportunity for Dow to use its science and global scale to make a positive impact.

Material Topics: Biodiversity, Circular Economy, Emissions, Energy Management, Environmental Compliance, Safer Materials, Sustainable Chemistry & Innovation, Waste Management, Water Stewardship

Alignment with U.N. SDGs: Dow Sustainability Goals and Targets

	Target 13.2: Integrate climate change measures into national policies, strategies and planning	Decarbonize & Grow Click for more information	
	Target 13.2: By 2030, increase substantially the share of renewable energy in the global energy mix	Energy Management Click for more information	
	Target 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Water Stewardship Click for more information	
	Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities	Waste Management Click for more information	
	Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Close the Loop Click for more information	
	Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	Biodiversity Click for more information	



INCLUSION, DIVERSITY & EQUITY (ID&E)



Realizing Dow's purpose and ambition as a company requires an inclusive culture that enables Dow people to develop, advance, be heard and contribute their greatest value. It requires a diverse workforce that brings wide-ranging, fresh perspectives on how to tackle global challenges and innovate for customers.

Material Topics: Human Rights, ID&E, Talent & Future Workforce

Alignment with U.N. SDGs: Dow's Global Citizenship and ID&E Progress

	Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Diverse Representation Click for more information	Inclusion, Diversity & Equity
	Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training	Academic Achievement Click for more information	Social Impact
	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	ID&E Management Click for more information	ALL/IN All IN 2025



COMMUNITY

Dow believes in sustainable business that creates positive social change. The global citizenship strategy is a roadmap for how Dow connects its core strengths – its science and technology expertise, and global reach and resources – to enhance the lives of people in the communities in which its operates and make the planet more sustainable.

Material Topics: Citizenship, Health & Wellness, Safe & Reliable Operations

Alignment with U.N. SDGs: Dow Sustainability Goals and Targets

	Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Citizenship Click for more information	Collaborating with Communities
	Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Health & Wellness Click for more information	World-Leading Operations Performance
	Target 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Safe Operations Click for more information	World-Leading Operations Performance



CORPORATE GOVERNANCE

Best-in-class governance strengthens accountability and protects the long-term interests of all of Dow's stakeholders. ESG leadership starts with Dow's diverse and highly skilled Board and well-defined committee structure. The Board actively engages with management in oversight and stewardship of the Company's strategy, risk management and overall performance.

Material Topics: Climate & Operational Resilience, Cybersecurity & Privacy, Ethics & Compliance, Governance & Accountability, Government Relations, Sustainable Procurement, Transparency & Reporting

Alignment with U.N. SDGs: Dow Sustainability Goals and Targets

	Target 16.a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	Operational Resilience Click for more information	Physical Safety & Security
	Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Ethics & Compliance Click for more information	Leading the Blueprint
	Target 9.2: Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	Product Innovation Click for more information	Delivering Breakthrough Innovations



Non-GAAP Financial Measures

Reconciliation of “Net income” to “Operating EBITDA”

TWELVE MONTHS ENDED DECEMBER 31 In millions (Unaudited)	2022	2021	2020
Net income (GAAP)	\$4,640	\$6,405	\$1,294
+ Provision for income taxes	\$1,450	\$1,740	\$777
Income before income taxes	\$6,090	\$8,145	\$2,071
- Interest income	\$173	\$55	\$38
+ Interest expense and amortization of debt discount	\$662	\$731	\$827
- Significant items	(\$11)	(\$712)	\$145
Operating EBIT (non-GAAP)	\$6,590	\$9,533	\$2,715
Depreciation and amortization	\$2,758	\$2,842	\$2,874
Operating EBITDA (non-GAAP)	\$9,348	\$12,375	\$5,589

Reconciliation of “Cash provided by operating activities – continuing operations” to “Free cash flow” and “Cash flow conversion”

TWELVE MONTHS ENDED DECEMBER 31 In millions (Unaudited)	2022	2021	2020
Cash provided by operating activities – continuing operations (GAAP)	\$7,486	\$7,069	\$6,252
Capital expenditures	(\$1,823)	(\$1,501)	(\$1,252)
Free cash flow (non-GAAP) ¹	\$5,663	\$5,568 ¹	\$5,000
Operating EBITDA (non-GAAP)	\$9,348	\$12,375	\$5,589
Cash flow conversion (Operating EBITDA to cash flow from operations) (non-GAAP)	80.1%	57.1%	111.9%
End of period market capitalization ²	\$35,519	\$41,701	\$41,247
Free cash flow yield (non-GAAP)	15.9%	13.4%	12.1%

¹ Free cash flow for the year ended December 31, 2021, reflects a \$1 billion elective pension contribution.

² Calculated as the period-end share price of Dow Inc. times the period-end shares outstanding of Dow Inc.

Reconciliation of Operating return on capital (ROC)

TWELVE MONTHS ENDED DECEMBER 31 In millions (Unaudited)	2022	2021	2020
Net income available for Dow Inc. common stockholders (GAAP)	\$4,582	\$1,233	\$2,634
Significant items, after tax	(\$22)	(\$459)	(\$8)
Operating net income available for Dow Inc. common stockholders (non-GAAP)	\$4,604	\$6,770	\$1,233
Net income attributable to noncontrolling interests	\$58	\$94	\$69
Gross interest expense	\$725	\$790	\$892
Tax on gross interest expense	\$56	\$67	\$77
Average total capital from continuing operations (non-GAAP)	(\$179)	(\$211)	(\$294)
Operating net operating profit after tax (non-GAAP)	\$5,264	\$7,510	\$1,977
Average total capital (non-GAAP)	\$34,935	\$33,481	\$32,785
Operating return on capital (non-GAAP)	15.1%	22.4%	6.0%

Non-GAAP Financial Measures

This document includes financial information that does not conform to GAAP and is considered non-GAAP measures. Management uses these measures internally for planning, forecasting and evaluating the performance of the Company's segments, including allocating resources. Dow's management believes that these non-GAAP measures best reflect the ongoing performance of the Company during the periods presented and provide more relevant and meaningful information to investors as they provide insight with respect to ongoing operating results of the Company and a more useful comparison of year-over-year results. These non-GAAP measures supplement the Company's GAAP disclosures and should not be viewed as alternatives to GAAP measures of performance. Furthermore, such non-GAAP measures may not be consistent with similar measures provided or used by other companies. Non-GAAP measures included in this release are defined below.

Operating EBIT is defined as earnings (i.e., "Income before income taxes") before interest, excluding the impact of significant items.

Operating EBITDA is defined as earnings (i.e., "Income before income taxes") before interest, depreciation and amortization, excluding the impact of significant items.

Cash Flow Conversion is defined as "Cash provided by operating activities – continuing operations" divided by Operating EBITDA. Management believes Cash Flow Conversion is an important financial metric as it helps the Company determine how efficiently it is converting its earnings into cash flow.

Free Cash Flow is defined as "Cash flow provided by operating activities – continuing operations," less capital expenditures. Under this definition, free cash flow represents the cash generated by Dow from operations after investing in its asset base. Free Cash Flow, combined with cash balances and other sources of liquidity, represents the cash available to fund obligations and provide returns to shareholders. Free Cash Flow is an integral financial measure used in the Company's financial planning process.

Free Cash Flow Yield is defined as Free Cash Flow divided by market capitalization.

Net Debt is defined as "Notes payable" plus "Long-term debt due within one year" plus "Long-term debt" less "Cash and cash equivalents" and "Marketable securities."

Operating Net Income is defined as net income, excluding the after-tax impact of significant items.

Operating Return on Capital ("ROC") is defined as net operating profit after tax, excluding the impact of significant items, divided by total average capital, also referred to as ROIC.

Cautionary Statement About Forward-Looking Statements

Certain statements in this report are “forward-looking statements” within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such statements often address expected future business and financial performance, financial condition, and other matters, and often contain words or phrases such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “may,” “opportunity,” “outlook,” “plan,” “project,” “seek,” “should,” “strategy,” “target,” “will,” “will be,” “will continue,” “will likely result,” “would” and similar expressions, and variations or negatives of these words or phrases.

Forward-looking statements are based on current assumptions and expectations of future events that are subject to risks, uncertainties and other factors that are beyond Dow’s control, which may cause actual results to differ materially from those projected, anticipated or implied in the forward-looking statements and speak only as of the date the statements were made. These factors include, but are not limited to: sales of Dow’s products; Dow’s expenses, future revenues and profitability; the continuing global and regional economic impacts of the coronavirus disease 2019 (“COVID-19”) pandemic and other public health-related risks and events on Dow’s business; any sanctions, export restrictions, supply chain disruptions or increased economic uncertainty related to the ongoing conflict between Russia and Ukraine; capital requirements and need for and availability of financing; unexpected barriers in the development of technology, including with respect to Dow’s contemplated capital and operating projects; Dow’s ability to realize its commitment to carbon neutrality on the contemplated timeframe; size of the markets for Dow’s products and services and ability to compete in such markets; failure to develop and market new products and optimally manage product life cycles; the rate and degree of market acceptance of Dow’s products; significant litigation and environmental matters and related contingencies and unexpected expenses; the success of competing technologies that are or may become available; the ability to protect Dow’s intellectual property in the United States and abroad; developments related to contemplated restructuring activities and proposed divestitures or acquisitions such as workforce reduction, manufacturing facility and/or asset closure and related exit and disposal activities, and the benefits and costs associated with each of the foregoing; fluctuations in energy and raw material prices; management of process safety and product stewardship; changes in relationships with Dow’s significant customers and suppliers; changes in consumer preferences and demand; changes in laws and regulations, political conditions or industry development; global economic and capital markets conditions, such as inflation, market uncertainty, interest and currency exchange rates, and equity and commodity prices; business or supply disruptions; security threats, such as acts of sabotage, terrorism or war, including the ongoing conflict between Russia and Ukraine; weather events and natural disasters; disruptions in Dow’s information technology networks and systems; and risks related to Dow’s separation from DowDuPont Inc. such as Dow’s obligation to indemnify DuPont de Nemours, Inc. and/or Corteva, Inc. for certain liabilities.

Where, in any forward-looking statement, an expectation or belief as to future results or events is expressed, such expectation or belief is based on the current plans and expectations of management and expressed in good faith and believed to have a reasonable basis, but there can be no assurance that the expectation or belief will result or be achieved or accomplished. A detailed discussion of principal risks and uncertainties that may cause actual results and events to differ materially from such forward-looking statements is included in the section of Dow’s Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission titled “Risk Factors,” as updated in Dow’s Form 10-Q filed with the U.S. Securities and Exchange Commission. These are not the only risks and uncertainties that Dow faces. There may be other risks and uncertainties that Dow is unable to identify at this time or that Dow does not currently expect to have a material impact on its business. If any of those risks or uncertainties develops into an actual event, it could have a material adverse effect on Dow’s business. Dow Inc. and TDCC assume no obligation to update or revise publicly any forward-looking statements whether because of new information, future events, or otherwise, except as required by securities and other applicable laws.



Dow Inc.

Midland, MI 48674 U.S.A.

FESGRPT@dow.com

corporate.dow.com