



Flexibility: Addressing the Needs of a 24/7, Global Workplace

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Raising Organizational IQ
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Framing the Issue: The Business Case for D&I at Dow

● Globalization

- New markets
 - Footwear, Apparel
- New customers
- New strategic alliances
 - Kuwait, Russia, Libya, Saudi Arabia

Our workforce will reflect the areas where we do business, today and tomorrow.

- Andrew Liveris, CEO

● Shrinking & Increasingly Diverse Talent Pool

- Aging population & demographic shifts
- Fewer science and technology graduates

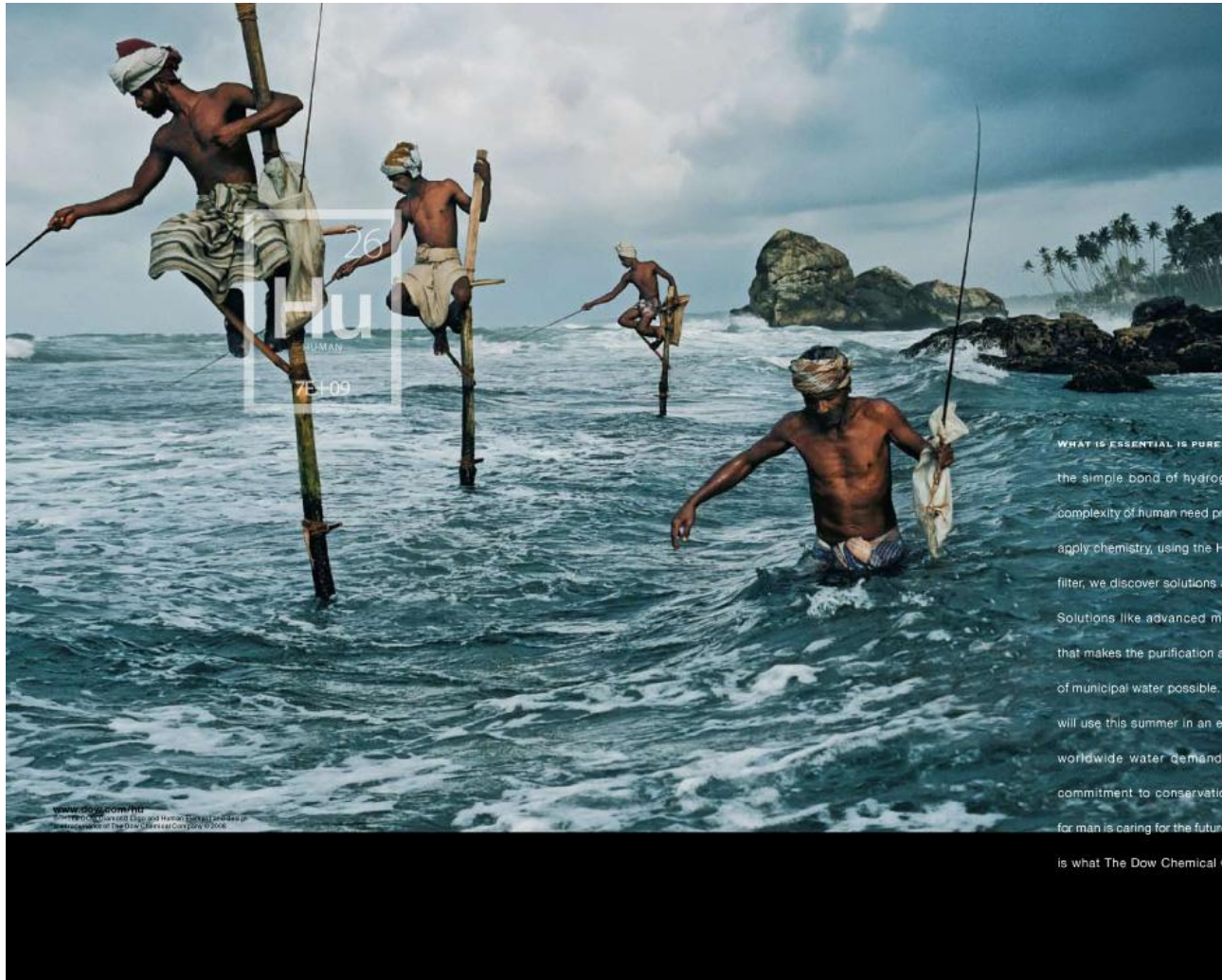
● Changing Societal Expectations

- Sustainability





Reframing Chemistry



WHAT IS ESSENTIAL IS PURELY ELEMENTAL. Within the simple bond of hydrogen and oxygen, the complexity of human need presents itself. But if we apply chemistry, using the Human Element as our filter, we discover solutions as vital as water itself. Solutions like advanced membrane technology that makes the purification and recycling of municipal water possible. It is a process Beijing will use this summer in an effort to meet growing worldwide water demands; and China's own commitment to conservation and reuse. Caring for man is caring for the future of mankind. And that is what The Dow Chemical Company is all about.

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Reframing Work

● Changes in Technology

● Increasing Globalization

- 156 manufacturing sites in 37 countries
- Customers in 160 countries
- ~40,000 employees, 114 citizenships

● Economic Realities





The Bottom Line of Work Life Effectiveness & Flexibility

● Changing Nature of Work

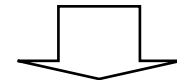
- “Always On” Technology
- Global Demands
- Increased Working Hours

● Changing Demographics

- Dual Careers & Working Parents
- Childcare & Eldercare
- 4 Generations

Increased stress that manifests itself in a number of negative business outcomes:

- Increased absenteeism
- Increased medical costs
- Decreased engagement
- “Presenteeism”
- Increased turnover



Work/Life is a significant bottom-line issue





Integrating Work/Life: Enable Key Objectives

Work/Life Strategic Intent



Recruitment:

Innovative work-life practices will make Dow an “employer of choice” and will enhance our ability to attract top talent globally.

Engagement & Retention:

Innovative work-life practices will enhance employee engagement and retention for both employees and the organization.

Performance & Diversity:

Innovative work-life practices will enable Dow to attract and retain a diverse slate of talented employees, supporting them in “win-win” ways as they go through a variety of career and life stages.

Health & Well-Being:

Innovative work-life practices will enhance employee physical and mental health and well-being contributing to enhanced performance and productivity.

Metrics & Indicators

Examples:
Acceptance rates
External awards
Engagement scores
Diversity goals
Female retention

PERFORMANCE





Flexibility Change Management Strategy

● Gain Executive Support

- Next Generation Executives
 - Executive Education Project
- Workshop at Sr. Leader Meeting
 - Top 70 global leaders



● Engage HR

- Global Work/life Team
- Global HR Strategy Meeting
- HR “preview presentations”



● Address Leadership Mindset

- People Leader Workshops





Flexibility Change Management Strategy

• Renew Policies

- Refreshed and/or created country-specific policies



• Provide Tools & Resources

- Flexibility @ Dow Intranet Site



• Share Successes

- Faces of Flexibility series



• Leverage & Integrate

- Embedded into New Leader training
- Leveraged:
 - Recruiter training
 - Maturing workforce workshops



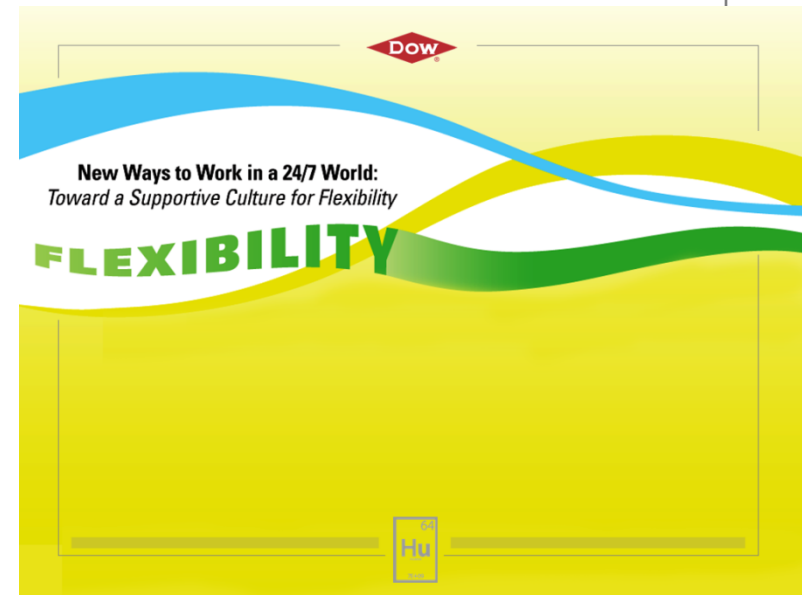


Engaging Leaders

● People Leader Outreach

● Flexibility workshop aimed at mindset

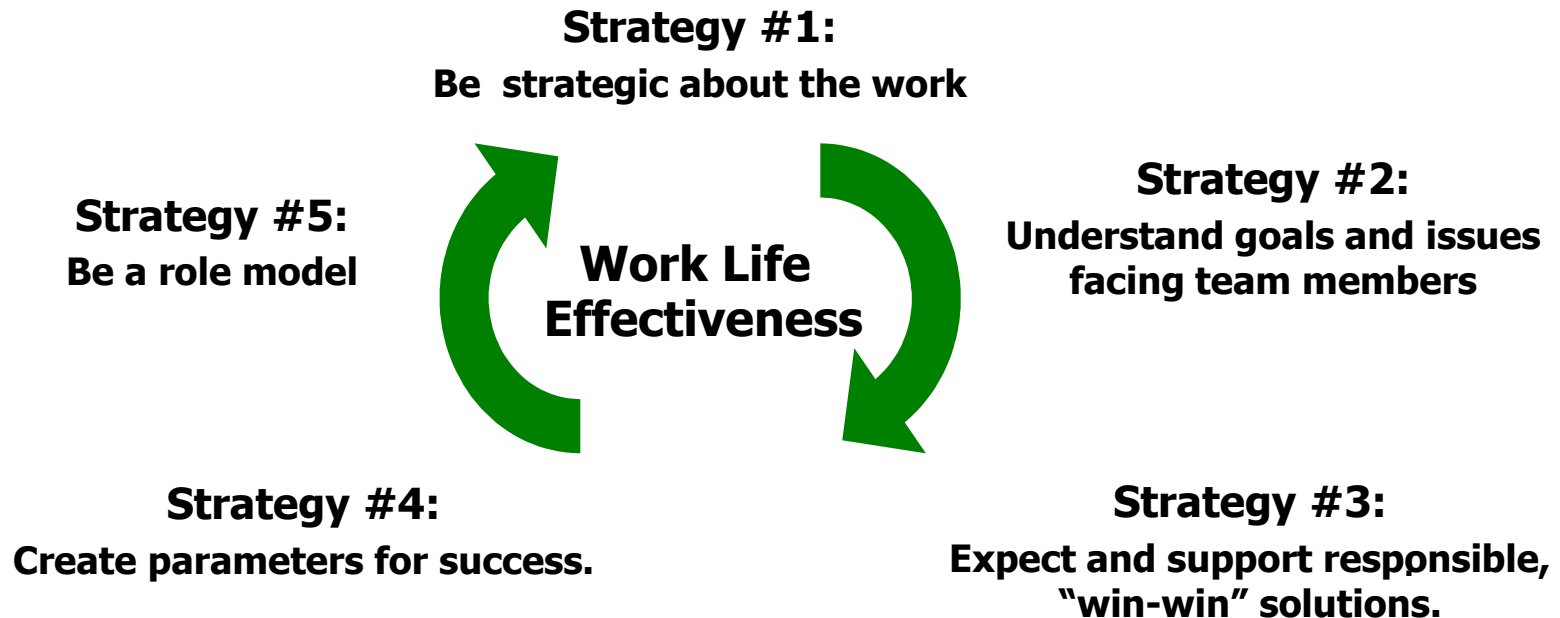
- Partnership with Catalyst
- Leaders teaching leaders
- 80% global; 20% local
- Interactive; case studies
- ~700 leaders reached
 - NA, EU, Asia





Model for Managing Flexibility

Flexibility Strategies



Source: Catalyst



Intranet Site

Flexibility @ Dow

Home

Strategy for Managing Flexibility

Best Practices & Success Stories

Flexible Options

Getting Started

Flexibility Enablers

Other Work Life Links

Questions

Flexibility @ Dow

Dow Keyword = FWA

"We want to help our employees integrate their work lives with their home lives. What we find is if we do this, our employees will be more productive, their stress levels will go down and they will deliver better results for our company. So this really is a business imperative for our employees and it is very good for our business."

*Julie Fasone Holder
Senior Vice President,
Chief Marketing & Sales and Reputation Officer*

Flexibility – when, where and how you do your job – is rapidly becoming essential to helping employees manage the demands of global business. It's a talent management strategy used more and more across many industries to improve company productivity and profits, by improving employee morale and involvement (engagement) and reducing stress.

We have created Flexibility@Dow to help you leverage the many advantages of flexibility. This website will help leaders and employees partner to produce the "win-win" benefits that flexibility can create. Flexibility is not a "one-size-fits-all" solution. So we encourage you to learn more through this website to discover options that will lead to mutually beneficial flexibility solutions.

News

- [Faces of Flexibility: Perspectives from Melissa DeCatur \(10/21/2008\)](#)
- [Faces of Flexibility: Perspectives from Diane Thompson \(6/30/2008\)](#)
- [New Flexibility Measures for Pacific Employees: No Friday Night Meetings and Monthly Meeting-Free Day \(4/30/2008\)](#)
- [Faces of Flexibility... Sharing a Job Provides Multiple Benefits \(4/23/2008\)](#)
- [Profiles in Flexibility – Perspectives from Darren Lehmann \(3/12/2008\)](#)
- [Faces of Flexibility: Perspectives from Barb Baker \(2/12/2008\)](#)



Faces of Flexibility Series

Dow Today

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 **Profiles in Flexibility – Perspectives from Darren Lehmann**
Wednesday, March 12, 2008

Editor's note: Flexibility in the workplace contributes to increased productivity, employee engagement and satisfaction. We recently interviewed a number of employees working flexible arrangements to learn about their experiences and viewpoints.

Perspectives from Darren Lehmann

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Supervisor Perspective

*Darren's role at Dow requires flexibility due to travel, client and project needs, and family obligations. Darren is good at his role and I want to keep him in the role. The flexible work arrangement is a win-win solution. – **Mike Hill***

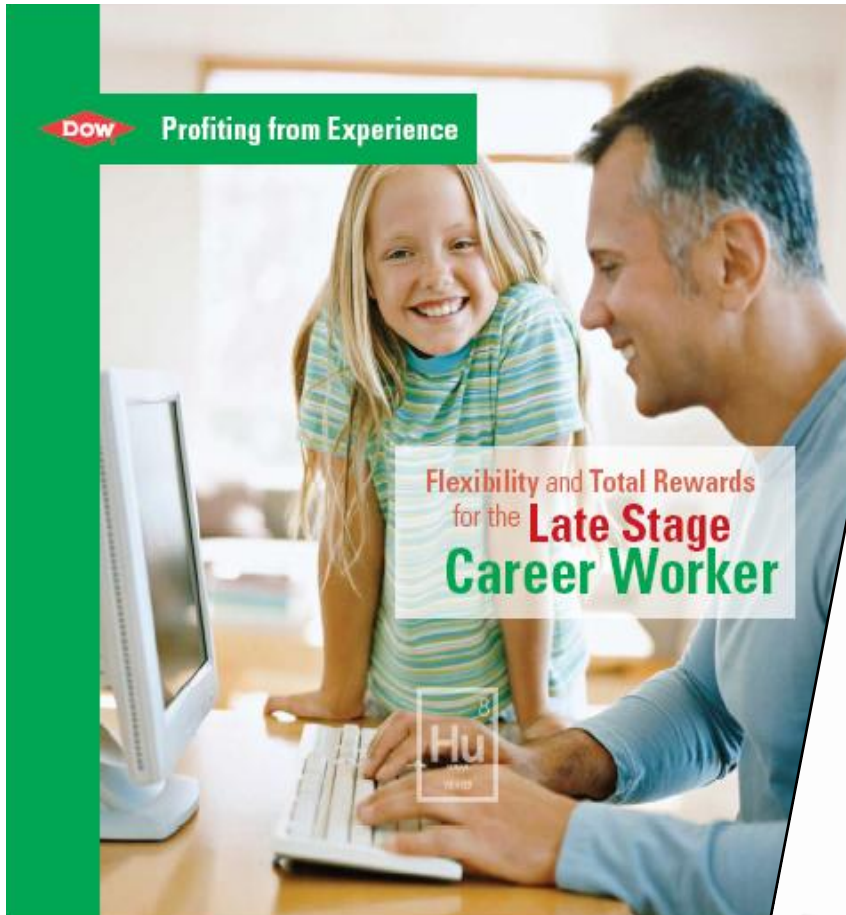
home-based business. This gives my family the flexibility it needs to be successful on all fronts.

Q.How does your arrangement benefit the company?
 A. The benefit for the company is a happier, more productive employee.

Q.Is the flexible arrangement working well for you?
 A. Yes! I have all the tools I need – laptop with VPN wireless connection – to work productively in my home office



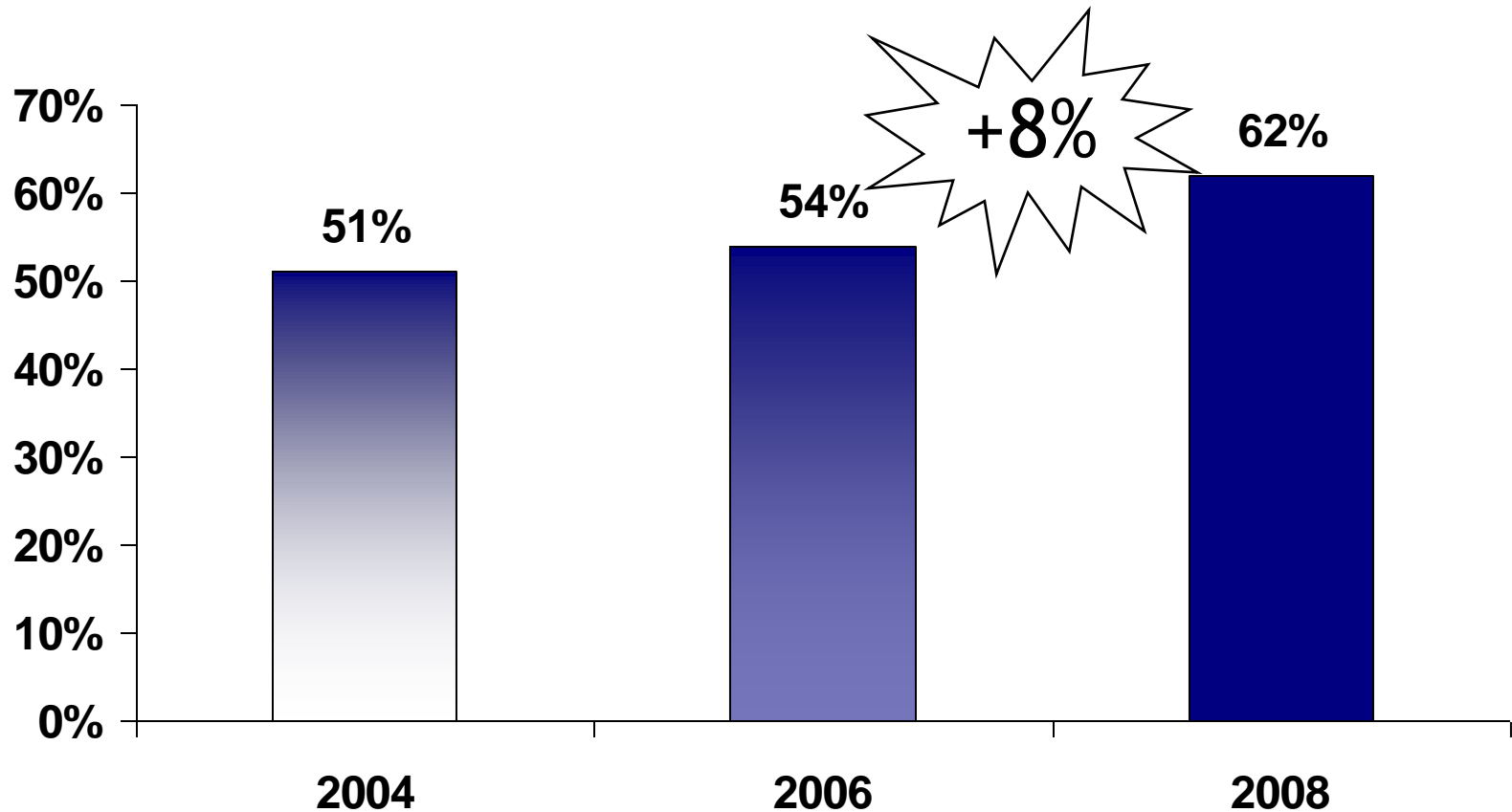
Leverage & Integrate





Measurable Improvement

Dow is committed to creating a work environment which enables flexible and innovative solutions for managing work and personal life.



Source:
Dow Global Employee Opinion and Action Survey





Key Learnings

- Move the work/life dialogue from programs and policies to strategy and culture change
- Make it relevant to business needs
- Seek to integrate work-life vs. isolate
- Work globally on culture & mindset; locally on program design & implementation

