

# Dow Incident and Crisis Management

## ■ Priorities

- Safety of employees, their families and the communities we live and work in
- How our operations and customers will be impacted and how soon we can safely return to operations

## ■ Principles

- Be prepared and expect the unexpected! No two weather disasters are the same and they don't follow your plan!
- Relationships matter; long before the trouble starts. It takes a team of teams!
- All emergencies are local; decision-making at the lowest level possible
- Hazard + Vulnerability = Emergency Condition



# Dow Crisis Management System

## Strategic Level

**Corporate Crisis Management Team, EHS&T Committee of the BOD**  
Centralized leadership to minimize incident impact, establish boundaries and high level response objectives (e.g. protect reputation, mitigate impact...)

## Engagement Level

**Crisis Management Support Team, Functions, Regions/Countries, Sites, Businesses**

Shared response goals and aligned capabilities

**External**

Joint Ventures, Third Parties, Government, Suppliers, Customers  
Outside of enterprise but potentially engaged

## Incident Level

**Local or Infrastructure (Site or centralized infrastructure)**  
Point where the CMS is triggered (physical, virtual or both)

**External**

Joint Ventures, Third Parties, Government, Suppliers, Customers  
Outside of enterprise but potentially engaged



# Hurricanes Harvey & Maria

## ■ Impacts

- Harvey – Multi-billion dollar asset base, over 6,000 employees; 300+ displaced post-storm
- Maria – One facility and 92 Employees with family members who remained on the island

## ■ Actions and Keys to Success

- Rapidly established command structure in place, supported by frequent and intense drill schedule
- Effective decision-making to run or shut down operations
- Pre-planning of accounting for the safety of personnel
- Site reach-back into Dow Crisis System (Dow Aviation, Health Services, Procurement, and Information Systems)
  - ✦ 44 flights, 92,000 lbs of food, medical and life support; delivery of expertise (Medical, Security, IT/Communications, Employees and Family) Mobile medical clinics; Temporary housing; Rental cars; Interest-free loans

## ■ Dow provided:

- ✦ Food and shelter to 60+ state police
- ✦ Pump capacity for two Texas city governments and local schools; drinking water to local Puerto Rico communities
- ✦ Diesel pumps and food to other industrial partners

