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

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)

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

External

External
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