WOMEN'S EMPOWERMENT **PRINCIPLES**

JULY 2022

WEPs IN ACTION



Treat all women and men fairly at work: Respect and support human rights and non-discrimination.

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CASE STUDY: Dow Chemical (China) Investment Limited

CREATING AN EQUAL WORKPLACE IN THE STEM INDUSTRY

LESSONS LEARNED

- · Building a culture of inclusion is critical to foster diversity in the workplace, otherwise diversity just becomes a numbers game.
- Resourcing and incentivizing a diverse range of employee resource groups can help build an inclusive workplace.
- · Creating a strategic executive committee on gender equality can secure commitment from the very top of a company.

CONTEXT

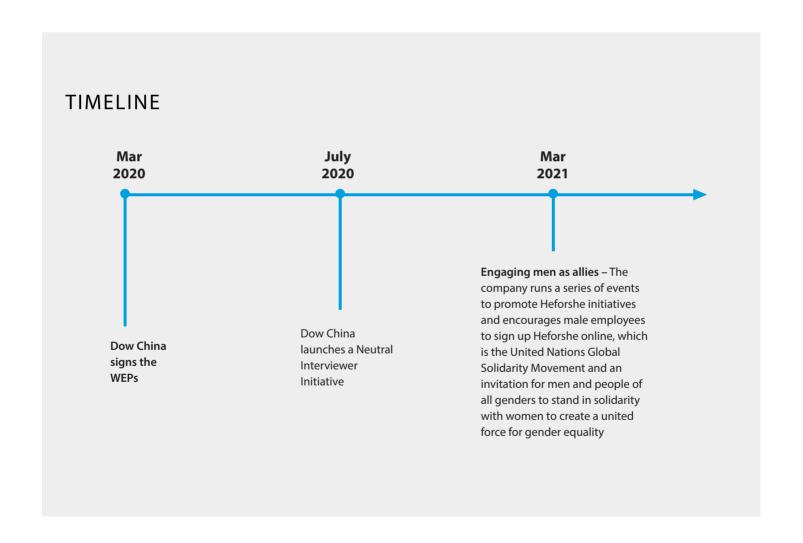
The Dow Chemical Company is an American chemical and plastics manufacturer and supplier of chemicals, plastics, synthetic fibers, and agricultural products. Founded in 1897 in Midland, Michigan, Dow operates 106 manufacturing sites in 31 countries and employs approximately 35,700 people. In 1998, Dow Chemical (China) Investment Limited was established to manage all Dow investment projects in China.

As part of Dow's dedication to the diversity of its workforce, the company is an Equal Employment Opportunity employer and has committed to providing opportunities without regard for race, color, national origin, ethnicity, gender, protected veteran status, disability, sexual orientation, gender identity, or religion. To put its principles into practice, Dow China initiated a program in 2020 that advances equality in recruitment and hiring.

ACTIONS

In mid-2020, Dow implemented a new Inclusive Hiring Standard throughout its global operations that sets requirements for posting jobs, the diversity of candidate slates and the diversity of interview panels. On top of this, Dow China launched a Neutral Interviewer Initiative. This ensures that a neutral person – selected and trained in inclusive interviewing and fair process – is present in all panels. This is usually the leader or a core member of an Employee Resource Group (ERG), which are voluntary, employeeled groups whose aim is to foster a diverse and inclusive workplace aligned with the organizations they serve. This person gives objective feedback and reports to the Hiring Manager on any bias that they observed during the interview process. A neutral interviewer must not have any direct affiliation or conflicts of interest with the person who assumes the role; they must also complete an online training if they do not have interview experience and review the Neutral Interviewer Guide if they do not have any previous experience in the role.

Dow also includes relevant gender metrics in its annual Performance Award design for all its people leads. Every year, Environmental, Social and Governance (ESG) index targets, including global female representation in both employees and people leadership and ERG participation rate, are published at the global level. These ESG index targets are taken into account in determining the year-end performance-based bonuses of managers.



CHALLENGES

Challenge

A gender imbalance among those with science, technology, engineering and math (STEM) qualifications, particularly in STEMrelated majors in universities. This can make it challenging to achieve gender-balanced

interview panels when hiring.

It takes time to raise the gender awareness among employees, especially men.

Instituting gender into the hiring process was new to many Dow people leaders and required substantial change management efforts.

How it is addressed

Dow makes sure that there is at lease one female candidate in consideration for all externally posted roles. If no female candidate applies, the job posting is extended for another two weeks.

Making D&I a part of the company strategy helps raise awareness. Dow also invites senior-level male colleagues to speak out in favour of gender strategies, become core members of D&I events, and be panel speakers.

Substantial effort was made to advocate for the value of the neutral interviewer initiative and the benefits it would bring to the company. The initiative was launched with the strong support of the corporate D&I strategy and senior leaders. Awareness raising among all hiring managers continues, which will include utilizing quantitative and qualitative data to convince them.

RESULTS

As a result of its new Inclusive Hiring Standards and Neutral Interviewer Initiative, women make up 44 per cent of midlevel manager roles at Dow China and 59 per cent of top-level leadership roles. The latest figures for new hires show that women constitute 53 per cent.



RECOMMENDATIONS

- · Actively recruit and support female talent, particularly for senior roles.
- Ensure that men in the workplace are allied and involved in steps towards gender equality. Increase the gender awareness of male employees to help build an inclusive workplace.
- · Cultivate storytelling skills internally and externally. Learning from each other's stories can bring people closer and build allies among people of different genders, and ethnic and cultural backgrounds.

THE ROLE OF WEPs

As a comprehensive guiding framework, the WEPs help to set the company's inclusion, diversity and equity strategic pillar.



Establish high-level corporate leadership Principle 1 for gender equality. Treat all women and men fairly at work- respect and Principle 2 support human rights and nondiscrimination. Ensure the health, safety and well-being of Principle 3 all women and men workers. Promote education, training and professional Principle 4 development for women. Implement enterprise development, supply chain Principle 5 and marketing practices that empower women. Promote equality through community initiatives Principle 6 and advocacy. Measure and publicly report on progress Principle 7



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to achieve gender equality.

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