



# THE PATH FORWARD | COVID-19 WORKPLACE PLAYBOOK

FOR EXTERNAL USE

# Guiding Principles

Dow continues a return to normal business and workplace operations. We recognize the importance of managing the pandemic at the country or site level, and we can work safely using approaches which consider virus variants, immunity, treatment options, testing, and hospital capabilities, as well as different protective measures. These provide Dow the knowledge to manage the pandemic for successful business continuity.



Partnering for a healthy workplace

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Adherence to external and internal requirements

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Regional CMT-guided implementation

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Accountability for health at work

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Clear ongoing dialogue

# Updated Key Corporate Standards

Dow has a duty to protect our workers, and therefore, we will often apply more strict standards than society.



Requirements and protective measures are added or removed based on community risk and healthcare availability. Risk levels may change and need to be easily communicated and understood.



Maintain an inclusive culture through behaviors and actions. Diversity, equity, personal choice and accountability, respect for people, and psychological safety are essential.



Badging into sites and facilities is considered confirmation and adherence to all policies. Sites have discretion for additional measures during high-risk circumstances.



Hand and respiratory hygiene practices are important, as is frequent cleaning of shared surfaces, PPE, phones, appliances and other common touch points.



Respect physical distancing expectations. Evaluate space needed in workspaces, control rooms, conference rooms and within vehicles. Stay socially connected.



Follow vaccination declaration requirements. Vaccination could be necessary based on local or corporate requirements for different situations (e.g., events, meetings, travel).



Inform Occupational Health when you have COVID-19.

Do NOT attend work or events when feeling ill, unless cleared by a physician that you are not contagious.



Facial coverings could be necessary based on local requirements, situations and circumstances.



Clearly communicate site policies for contractors and visitors – it is necessary for everyone to know risk levels and protective measures.



Communication and dialogue are key. Risk-based approach and actions are clearly communicated to understand risk levels, procedures, accountability and expectations.

**Safety is our number one priority. Please stay focused for your safety and your colleagues' safety. The health and well-being of you and your colleagues are important. If you see opportunities to Improve health behaviors in the workplace, provide direct input or discuss with your supervisor.**

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# OUR APPROACH

Dow locations will assess risk level for COVID-19 transmission based on community data, namely, case rates and hospital response capability. Flags, posters or other tools will be displayed to easily communicate the risk level. The matrix below shows how requirements such as masking, travel or site entry need to be adjusted for the respective risk levels.

Country/site leadership teams will use this matrix as a guide for protective measures and will follow local regulations when more strict. Occupational Health provides input on hospital response capability. Risk levels will be adjusted based on weekly trends and data, and therefore will not change daily.

Risk Management Measures	MINIMAL	LOW	MEDIUM	HIGH	VERY HIGH
The number of COVID-19 cases per 100,000 people per day in the community	Isolated clusters only <1 new case	1-24 Cases AND normal hospital response capability**	25 or more new cases OR rapidly rising hospital admissions**	strained hospital response capability**	limited to no hospital response capability** OR other Community or Dow leadership declared health crisis
<b>Personal Health Behaviors</b>	Hand and cough hygiene. Do not travel or enter Dow facility if you have symptoms that suggest COVID-19 unless cleared by a physician or licensed healthcare provider				
<b>Masking<sup>^</sup></b>	Personal choice	Personal risk decision for ALL and especially Encouraged for at risk population*	Recommended for ALL especially in situations of close proximity, high occupancy, or high-use space. While not required, masks are recommended especially for employees at high risk. Masks DO offer further protection for employees and business continuity	Required all times except when alone	Required all times
<b>Physical Distancing</b>	Personal choice	Personal risk decision for ALL and especially Encouraged for at risk population*	Recommended for ALL	Required for ALL and Manage workspace occupancy	Work from Home and Maintain critical operations
<b>Business Travel</b>	Dow normal	Follow Dow COVID-19 regional travel policy Encouraged mask wearing when in close proximity during travel	Follow Dow COVID-19 regional travel policy Recommended mask wearing when in close proximity during travel	Follow Dow COVID-19 regional travel policy Required mask wearing when in close proximity during travel	No travel
<b>Site Entry Screening</b>	No restrictions	Compliance with Dow COVID-19 policies		Entry COVID-19 screening recommended	No Visitors
<b>Isolation/Quarantine</b>	Follow public health authority's directions	Follow Dow OH or public health authorities directions if stricter			Follow public health authority's directions
<b>Screening Testing</b>	Testing may be required based on local circumstances				

\*At-risk employees (not fully vaccinated\*\* or immunocompromised)

<sup>^</sup> For outdoor masking when in close proximity, face shield can be used instead of mask

\*\*As determined by Dow OH or in US as posted on CDC COVID-19 county map

**Events and large meetings:**

- For non-Dow hosted events, Dow employees who attend are expected to follow the requirements as posted by the host. Travel approval must be addressed per Dow policy. In addition, attendees should follow Dow requirements for the local risk-level, including but not limited to: facial coverings, not attending with potential symptoms or when feeling ill, observing distancing where possible, and practicing hand and cough hygiene.
- For Dow-hosted events (any event where Dow pays the bill), requirements need to be followed that are aligned with the risk in that particular community (or communities from which attendees are drawn) and which are generally consistent with the Dow workplace. Considerations may be necessary for distancing, food and drink, group activities and travel approvals. Anyone hosting an event will need to keep sufficient flexibility in planning to cancel last minute if the community risk level changes.

## WORKPLACE PLAN

This is intended to provide insight into essential elements of workplace plans and protective measures.

- This plan adheres to the Pandemic Principles and key elements of the Corporate Pandemic Crisis Management Plan, including operating at Dow Alert Level 7 for as long as WHO considers COVID-19 a pandemic emergency.
- Maintaining business continuity is a key consideration in managing Dow's responses and measures for outbreaks. Dow has a duty to protect the workforce and apply more strict standards than communities for some behaviors and circumstances.
- Plans should be consistent with guidelines from international health and infectious disease organizations (e.g., WHO, U.S. and European CDC), and align with local government orders. Local regulations need to be adhered to when they are more stringent.
- Each employee has a responsibility in preventing the spread of respiratory viruses such as SARS-CoV-2 by self-isolating when starting to feel ill or post-exposure, AND following [Dow reporting expectations](#) and rules for returning to work after COVID illness.
- Hand and cough/sneeze hygiene, avoiding crowds, physical distancing and mask wearing each provide some protection on their own and provide significant combined protection (Swiss Cheese Model) with a virus that is both spread by droplets and aerosol.
- Local tracking of Dow employee COVID-19 cases, especially during very low and low risk levels, will aid in monitoring changes in disease trend.
- Site leadership and country CMTs will more directly rely on local circumstances, regulations and community risk factors to determine protective measures and requirements at their respective locations.
- Testing may be required based on local circumstances.
- Many countries have relaxed isolation and quarantine rules. Each employee has to follow either Dow OH rules or local rules if more strict.
- Vaccination is the best way for our employees to avoid severe COVID-19 illness, including hospitalization or death, and helps us maintain business continuity.
- A negative home test does NOT allow return to work with symptoms. Only a physician can diagnose the presence or absence of a contagious disease. Testing may be required based on local circumstances.
- Routine temperature screening is no longer standard unless required locally and/or at the discretion of site leadership.

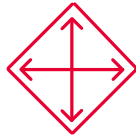
# INCLUSION AND COVID-19

In Dow, let's practice non-judgement and inclusive behaviors towards one another.



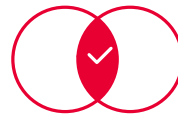
**I:**

Be intentional with **information**. Refer to official sources and do not be consumed by inaccurate updates born out of fear or panic or misinformation designed to build social media followership.



**N:**

Intervene when you see **non-inclusive** behaviors.



**C:**

Acknowledge **commonalities** in this crisis. We need to stand together in solidarity in times like this.



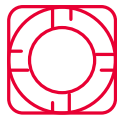
**L:**

**Listen** and respect different perspectives. Be assertive with your feelings of discomfort or anxiety should the topic be too uncomfortable for you.



**U:**

Watch for **unconscious biases**. For example, instead of referring to the “unvaccinated,” refer to those employees as “at higher risk for COVID-19 disease.”



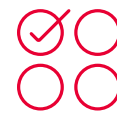
**S:**

Ask for **support** if this situation is causing you fear or anxiety or is hindering your daily function.



**I:**

Be patient with **inconveniences** that are in place as a part of the precautionary measures such as mask wearing, maintaining physical distancing, reporting high-risk exposure, or working remotely.



**O:**

Provide flexible **options** to allow employees to design their day for optimal productivity and work-life balance.



**N:**

Acquire the appropriate amount of **necessities** as and when required. Do not hoard. Hoarding would deprive others who may need them more urgently.

Demonstrating inclusive behaviors to keep ourselves, our families and our communities safe



Seek **Together**™