



2007 Dow Retiree Survey

Executive Summary of Results

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Survey Background

- The Dow Retiree Survey was conducted from June through August of 2007
- Online and paper surveys were provided to approximately 45,000 former Dow, Dow AgroSciences, and Union Carbide retirees
- Survey consists of 94 items addressing 3 main topic areas (Public Affairs, Health Services, and HR & Benefits)
- 10 demographic questions and 1 open-ended question were also included





Respondent Information

- 6,300 Retirees responded to the survey
 - 3,441 worked for Dow
 - 2,165 worked for Union Carbide
 - 140 worked for Dow AgroSciences
- Approximately 10% of the respondents completed the survey on-line.
- Of the respondents, nearly 70% retired from Dow more than 10 years ago.





Survey Interpretation Guidelines

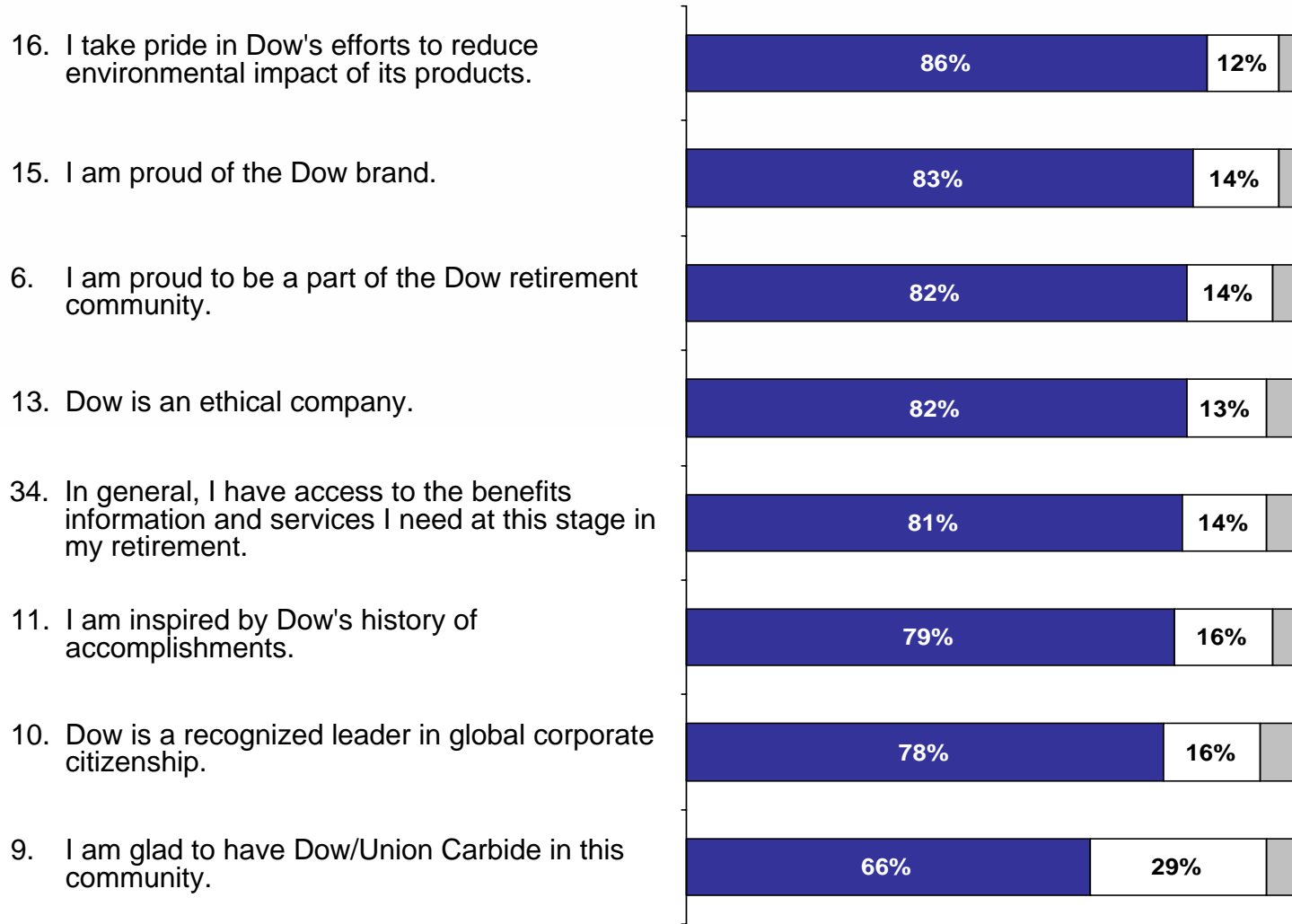
- Items that used the traditional 5-point Agree/Disagree response scale were categorized as favorable, neutral, and unfavorable.

Favorable Responses	Neutral Responses	Unfavorable Responses
Strongly Agree Agree	Neither Agree nor Disagree	Strongly Disagree Disagree





Most Favorable Items



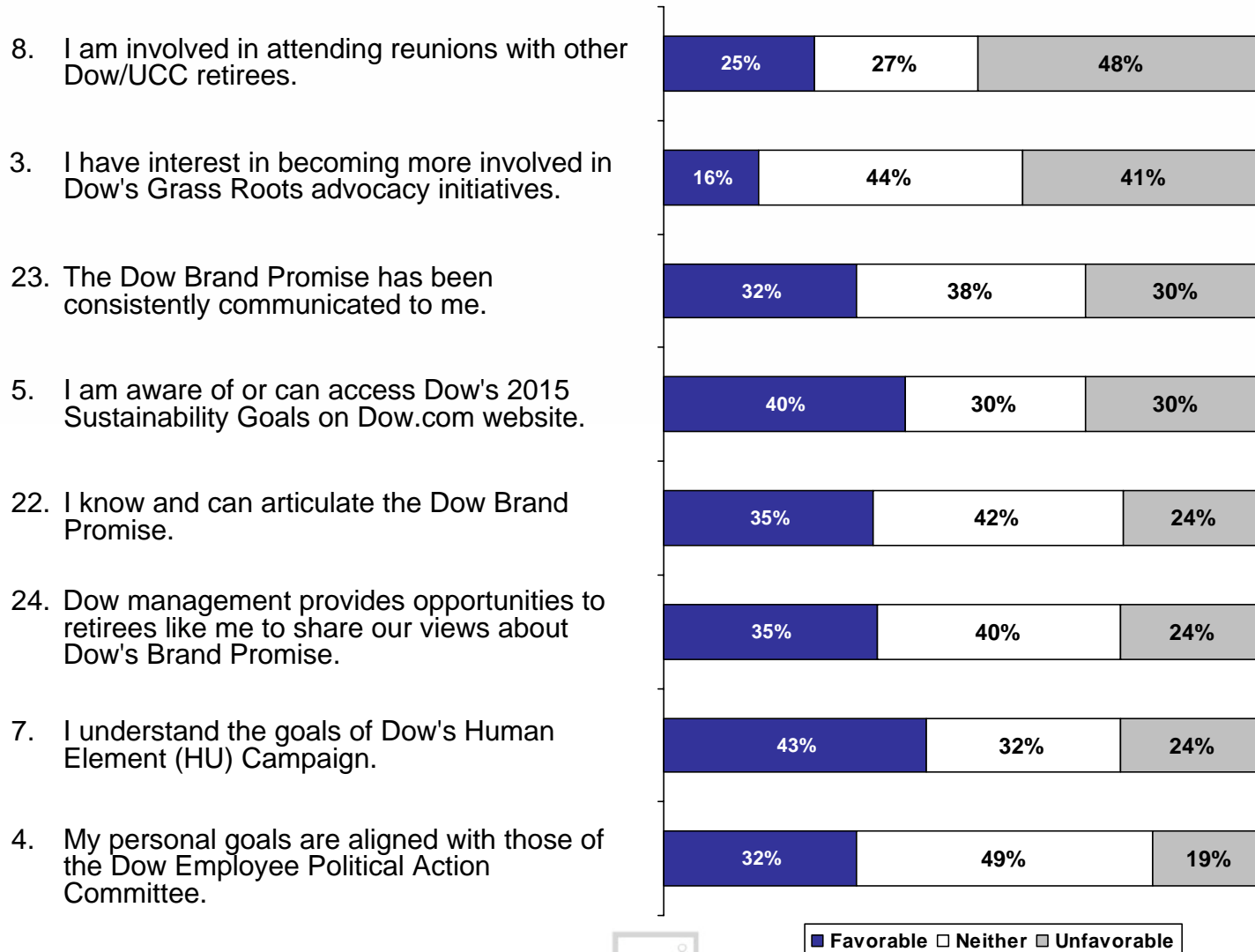
Note: Items 1 to 24 and 34 were included in this ranking.



■ Favorable □ Neither □ Unfavorable



Most Unfavorable Items



Note: Items 1 to 24 and 34 were included in this ranking.



■ Favorable □ Neither ■ Unfavorable



Key Findings

Company Pride and Reputation

- Results for items addressing retirees' pride in Dow are very positive and are among the most favorable in the survey. Over 80% of respondents are proud to be a part of the Dow retirement community and are proud of the Dow brand. In addition, 79% feel inspired by Dow's history of accomplishments.
- A vast majority of retirees express pride in Dow's initiatives to reduce the environmental impact of its products (86% favorable), and 81% answered "yes" to whether they are proud of Dow's initiatives to help society at-large. In addition, many believe the company is a recognized leader in global corporate citizenship (78% favorable).
- Two-thirds of the respondents feel a strong connection between their values and those of Dow, and 57% have recommended Dow to others as a great place to work.
- Just one-fourth of respondents are involved in attending reunions with other Dow/UCC retirees.





Key Findings

Sample Comments – Company Pride and Reputation

- *“I am very proud of Dow and the manner in which they have accepted Union Carbide Retirees into their system. Your support is much appreciated...”*
- *“The Dow Texas Division was an excellent employer, looked out for employees’ welfare. Very proud to have had the privilege to be an employee. Believe the ‘Human Element’ Campaign is excellent; speaks well of the Dow Company and how they treated employees when I was there.”*
- *“I am very thankful to be a Carbider under the benefit plans earned while employed by UCC and now provided by Dow! I believe Dow to be a responsible corporate citizen, and even though I never worked for the corporation, I strongly support their goals and initiatives. My wife and I feel quite fortunate. We hope the situation continues for a long time...”*





Key Findings

Communication

- In general, most retirees feel they are provided with the right amount of information concerning issues affecting Dow (64% favorable), and retirees know where to look to find more information about Dow's brand, products, and services (64% favorable).
- Nearly all retirees answered "yes" when asked whether the DowFriends Newsletter communicates information clearly and concisely (90%).
- However, fewer retirees are aware of Dow's 2015 Sustainability Goals or understand the goals of Dow's Human Element (HU) Campaign (40% and 43% favorable, respectively).
- Responses to these items suggest that room for improvement exists with respect to retirees' awareness of Dow's products, services, and goals.





Key Findings

Sample Comments – Communication

- *“... Sometimes it seems as if the Retiree Service Center is working with limited information. Other than the Retiree Service Center, and now this survey, I know of no other ways to communicate retiree issues to the company.”*
- *“... Compared to other large companies that my friends retired from, Dow ranks very low in communicating to retirees. There are virtually no forums for retirees to express your opinion if you do not live in Midland or Freeport/Houston. Dow management does not act like they care what retirees need or think.”*
- *“Dow no longer does a good job in communicating its accomplishments...”*
- *“Didn’t know there was a DowFriends website. Didn’t know Dow had benefits seminars for retirees. Have never heard of the Dow brand promise.”*





Key Findings

Benefits

- The vast majority of retirees believe they have access to necessary benefits information and services (81% favorable).
- However, far fewer appear to take advantage of those resources, particularly with respect to benefits information.
 - Approximately 70% of retirees indicated that they never have accessed, or rarely access benefits information on DowFriends.com.
 - Over 80% indicated that they either have never attended or rarely attend Dow benefits information presentations; however, of those who have attended a presentation, nearly 85% characterized the session as Good, Very Good, or Excellent.





Key Findings

Sample Comments – Benefits

- *“I think that Dow’s benefits program for retirees is one of the best in the industry. We feel good about Dow and proud of being a part of the Dow family.”*
- *“It would be nice to have a local benefits representative. Someone who you could meet, face to face, so your needs are dealt with on a less business-like atmosphere; more personal.”*
- *“I find the medical benefits literature very confusing. It seems to be written by lawyers.”*
- *“I feel that Dow does not get input from retirees and does not value the contributions of retirees. It seems also that retiree benefits continue to lose value and Dow pensions do not keep up with inflation.”*





Key Findings

Health Services

- Responses pertaining to the health services provided by Dow are quite positive.
- Nearly all retirees believe they have access to the appropriate medical information and care (87% favorable, 9% neutral).
- Approximately 80% of respondents agreed or strongly agreed that the resources and services Dow provides add value to their health and well-being (78% favorable, 16% neutral, 7% unfavorable).
- Nearly 90% of respondents are living with at least one chronic medical condition; 43% live with at least three.
- Over 50% of respondents engage in endurance exercise 3+ times per week, but 2/3 do no strength training. Physical activity is limited by personal physical limitations (19%), no access to facilities (12%) and no one to exercise with (12%). Independence is limited more by poor physical conditioning (10%) than by sensory limitations (7%).





Key Findings

Sample Comments – Health Services

- *“I appreciate Dow’s interest in my health.”*
- *“Dow promotes staying healthy. Why doesn’t it offer an incentive (i.e. rebate) for belonging to a health/fitness club? Blue Cross/Blue Shield offers a \$20/month rebate to those who exercise at a health/fitness club 12 or more times a month. I would like this to be offered”.*
- *“Health letter was how I caught my prostate problem.”*
- *“Health is a big issue at my age. Articles on arthritis, peripheral neuropathy, back deterioration/strength exercises, Alzheimer’s, restless legs syndrome, insomnia, depression, etc. that deal specifically with older age are especially interesting.”*
- *“Would like to see a website for retirees/spouses to share insurance info as well as health maintenance, illness prevention tips...all types of self help and money saving tips to help reduce insurance cost as well as other costs. ”*





Key Findings

Dow Brand Promise

- Slightly more than half of respondents indicated that Dow's executive leadership serves as a role model for the Dow Brand Promise (53% favorable). This result appears to be low, however it may stem from retirees' lack of understanding about the Dow Brand Promise (35% favorable) and retirees' perceived lack of communication around the Dow Brand Promise (32% favorable).

Additional Public Affairs Initiatives

- Just 16% of retirees expressed interest in becoming more involved with Dow's Grass Roots advocacy, and 32% believe their personal goals are aligned with Dow's Political Action Committee. However, very high neutral scores on these items (44% and 49% neutral, respectively) may reflect a lack of information on these two issues.





Key Findings

Sample Comments – Brand Promise

- *“What is the ‘Dow brand?’”*
- *“... I have never heard the term ‘Dow Brand Promise’ and don't know what it is...”*

Sample Comments – Public Affairs Initiatives

- *“As a UCC retiree, whose retirement was caused by the merger, I feel no special loyalty to Dow. On the other hand I am VERY pleased with Dow’s handling of UCC’s retirees. The enthusiasm for, say, Dow volunteer programs is just not there.”*
- *“I don't know any other Dow retirees or employees in my area, or I probably would be more interested in a grass roots effort or volunteer program. I'm too far removed geographically to be involved in meetings.”*





Written Comment Themes

- In the survey, an open-ended comment box was provided to respondents with the instruction text, “Please use the space below to enter any comments.”
- Written comments provided by respondents were read and analyzed and key themes appear below.
- Please note that, as is generally the case with employee opinion surveys, comments provided by respondents tend to be more constructive or negative in tone compared to item results.
- Key themes include:
 - Greater access to information was a commonly cited concern on the part of retirees; specific requests include information about benefits and retiree support, and information about what is new at Dow.
 - Concerns about medical insurance were frequently mentioned, with topics ranging from the increasing premiums for benefits to concerns with the insurance provider itself.





Written Comment Themes

- Respondents were generally unfavorable regarding the Human Element (HU) ad campaign, with several retirees expressing that ads explicitly highlighting Dow's products would be a better use of corporate funds than the more subtle HU ads.
- Cost of living increases were commonly mentioned among retirees, some of whom explained that they have not seen their pension increased for many years.
- Many retirees who live outside of Midland requested more opportunities to locate and socialize with other Dow retirees in their areas.
- A number of respondents argued that Dow does not truly care about its retirees. These respondents described Dow's lack of concern for retirees' needs, both before and after their retirement (e.g., cancelling retiree events or not inviting all retirees to the events, unnecessary bureaucracy, lack of support for questions).
- Some respondents requested more information about fellow retirees, including recent retirements, milestones in retirees' lives, and contact information.





Demographic Trends

Key Differences – Employer at the time of retirement

- Data were segmented into Dow, Dow AgroSciences (DAS), and Union Carbide (UCC) groups based on responses to the item, “I worked for...”
- Compared to Dow retirees, UCC respondents provided significantly less favorable responses to a number of items dealing with pride in the organization. Specifically, UCC retirees are less favorable by a statistically significant margin regarding:
 - Recommending Dow as a great place to work (28% difference in percent favorable)
 - Promoting Dow in a positive manner (9% difference)
 - Feeling pride in being part of the Dow retirement community (5% difference).
- In addition, UCC responses significantly trail Dow’s with regard to knowledge of Dow’s products and services (50% vs. 63% favorable) and retirees’ feeling inspired by Dow’s history of accomplishments (73% vs. 84% favorable).





Demographic Trends

Key Differences – Employer at the time of retirement (cont'd)

- Conversely, UCC retirees are significantly more favorable than Dow respondents regarding their confidence that executive leadership will make the right decisions (67% vs. 61% favorable).
- In addition, compared to Dow retirees, significantly more UCC respondents believe Dow provides appropriate information and communication vehicles, such as a forum to discuss retirement programs and views about Dow's Brand Promise (14% and 13% differences, respectively) and information about real world issues affecting the company (9% difference).
- Overall, responses from DAS retirees are less favorable than Dow and UCC retirees. The most significant examples of this include items assessing satisfaction with having Dow/Union Carbide in the community (24% difference from Dow), knowledge of Dow's products and services, and satisfaction with information about issues affecting the company (each 15% differences from Dow).





Demographic Trends

Key Differences – Years since retirement

- Data were segmented into 5 groups based on responses to the item, “How long are you retired from Dow/DAS/UCC.”
- In general, respondents who are currently further removed from employment at Dow are more favorable than those who are more recently retired (i.e., responses from the 20+ year group tend to be more favorable than the 16-20 year group, which are more favorable than the 11-15 year group, and so on).
 - On average across all items using a traditional 5-point agree/disagree response scale, the most favorable group (20+ years since retirement) is 11% more favorable than the least favorable group (<1 to 5 years since retirement).





Demographic Trends

Key Differences – Years since retirement (cont'd)

- Items displaying the largest differences in results across the 5 groups are those that address confidence in Dow executive leadership's decision-making, management providing opportunities to share views about the Brand Promise, and executive leadership serving as a role model for the Brand Promise.
- In addition, differences of 20% favorable or more between the most and least positive group appear for items assessing Dow as an ethical company and retirees' sense of connection between their values and those of Dow.





Recommendations

- Continue to generate and build upon communications that provide retirees with news of the intriguing work performed by Dow or convey the visionary messages that are important to establish confidence in the company's strategy, direction, and leadership.
 - Pride in both the company and the services/products that Dow offers remains a primary source of satisfaction for many retirees.
- Additional communication may serve to improve retirees' knowledge of Dow's products and services, Dow's 2015 Sustainability Goals, and the goals of Dow's Human Element (HU) Campaign. Also, additional clear and consistent communication around Dow's Brand Promise may improve understanding in this area as well.
 - Items assessing retirees' knowledge in each of these areas ranged from 55% favorable to 35% favorable, indicating room for improvement.
- Create an ongoing program for soliciting, collecting, and acting on retirees' ideas. Ideas that are used and make an impact can be highlighted and communicated to retirees to reinforce the importance of their contributions.
 - Just 55% believe Dow provides a forum to discuss retiree programs.

