

Vision and Value Statements

Best Practices

Compiled by :



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Guru Management Consultants Pvt. Ltd.

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Our Credo

We believe our first responsibility is to the doctors, nurses and patients,
to mothers and fathers and all others who use our products and services.
In meeting their needs everything we do must be of high quality.
We must constantly strive to reduce our costs
in order to maintain reasonable prices.
Customers' orders must be serviced promptly and accurately.
Our suppliers and distributors must have an opportunity
to make a fair profit.

We are responsible to our employees,
the men and women who work with us throughout the world.
Everyone must be considered as an individual.
We must respect their dignity and recognize their merit.
They must have a sense of security in their jobs.
Compensation must be fair and adequate,
and working conditions clean, orderly and safe.
We must be mindful of ways to help our employees fulfill
their family responsibilities.
Employees must feel free to make suggestions and complaints.
There must be equal opportunity for employment, development
and advancement for those qualified.
We must provide competent management,
and their actions must be just and ethical.

We are responsible to the communities in which we live and work
and to the world community as well.
We must be good citizens – support good works and charities
and bear our fair share of taxes.
We must encourage civic improvements and better health and education.
We must maintain in good order
the property we are privileged to use,
protecting the environment and natural resources.

Our final responsibility is to our stockholders.
Business must make a sound profit.
We must experiment with new ideas.
Research must be carried on, innovative programs developed
and mistakes paid for.
New equipment must be purchased, new facilities provided
and new products launched.
Reserves must be created to provide for adverse times.
When we operate according to these principles,
the stockholders should realize a fair return.





against animal testing



We consider testing products or ingredients on animals to be morally and scientifically indefensible. [find out more](#)

support community trade



We support small producer communities around the world who supply us with accessories and natural ingredients. [find out more](#)

activate self esteem



We know that you're unique, and we'll always treat you like an individual. We like you just the way you are. [find out more](#)

defend human rights



We believe that it is the responsibility of every individual to actively support those who have human rights denied to them. [find out more](#)

protect our planet



We believe that a business has the responsibility to protect the environment in which it operates, locally and globally. [find out more](#)

making a difference

- [community involvement](#)

- [The Body Shop Foundation](#)

- [values reporting](#)

-

in your region:

Find out about The Body Shop values at work in your region

United States [GO](#)

UK & Ireland [GO](#)

community involvement

Volunteering enables us to positively contribute to the local, national and global communities in which we operate.

[find out more](#)

The Body Shop Foundation

Assisting those working to achieve sustainable progress in human and civil rights, environmental and animal protection.

[find out more](#)

values reporting

Stakeholder reporting at The Body Shop.

[find out more](#)

AMGEN

At Amgen, we're in the business of helping patients live longer and lead better lives through innovative research and therapeutics. Our success comes from one simple fact - we are committed to being a science-based, patient-driven company. This commitment guides all of our business decisions and the way we operate, as we continue our search for breakthrough treatments for grievous illness.

BIOGEN

Vision and Values

Vision

With passion, purpose and partnerships, we transform scientific discoveries into advances in human healthcare.

Mission

We create new standards of care in oncology and immunology through our pioneering research, and our global development, manufacturing and commercial capabilities.

Core Values

Courageous Innovation

We apply our knowledge, talent and resources to yield new insights and bold ideas. We confront challenge and uncertainty with zeal, tenacity and vision and seize opportunities to excel.

Quality, Integrity, Honesty

Our products are of the highest quality. Our personal and corporate actions are rooted in mutual trust and responsibility. We are truthful, respectful and objective in conducting business and in building relationships.

Team as a Source of Strength

Our company is strong because our employees are diverse, skillful and collaborative. We pursue our fullest potential as individual contributors, team members and team leaders.

Commitment to Those We Serve

We measure our success by how well we enable people to achieve and to thrive. Patients, caregivers, shareholders and colleagues deserve our best.

Growth, Transformation and Renewal

Consistent with our core values, we as individuals and as a corporation are dedicated to creative and constructive growth, transformation and renewal as a source of inspiration and vitality.

AMNESTY INTERNATIONAL

AMNESTY INTERNATIONAL forms a global community of human rights defenders with the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

Greenpeace

Greenpeace does not solicit or accept funding from governments, corporations or political parties. Greenpeace neither seeks nor accepts donations that could compromise its independence, aims, objectives or integrity.

Greenpeace relies on the voluntary donations of individual supporters, and on grant support from foundations.

Greenpeace is committed to the principles of non-violence, political independence and internationalism. In exposing threats to the environment and in working to find solutions, Greenpeace has no permanent allies or enemies.

Nestlé

While our Nestlé Corporate Business Principles will continue to evolve and adapt to a changing world, our basic foundation is unchanged from the time of the origins of our Company, and reflects the basic ideas of fairness, honesty, and a general concern for people.

Nestlé is committed to the following Business Principles in all countries, taking into account local legislation, cultural and religious practices:

- Nestlé's business objective is to manufacture and market the Company's products in such a way as to create value that can be sustained over the long term for shareholders, employees, consumers, and business partners.
- Nestlé does not favor short-term profit at the expense of successful long-term business development.
- Nestlé recognizes that its consumers have a sincere and legitimate interest in the behavior, beliefs and actions of the Company behind brands in which they place their trust, and that without its consumers the Company would not exist.
- Nestlé believes that, as a general rule, legislation is the most effective safeguard of responsible conduct, although in certain areas, additional guidance to staff in the form of voluntary business principles is beneficial in order to ensure that the highest standards are met throughout the organization.
- Nestlé is conscious of the fact that the success of a corporation is a reflection of the professionalism, conduct and the responsible attitude of its management and employees. Therefore recruitment of the right people and ongoing training and development are crucial.
- Nestlé continues to maintain its commitment to follow and respect all applicable local laws in each of its markets.

GlaxoSmithKline

Code of Conduct

We recognise that commercial pressures and complex regulatory environments can present our employees with difficult ethical situations. We provide guidance and support for them backed by rigorous auditing and action if misconduct is identified.

The company's *Code of Conduct - An Introduction to Corporate Ethics and Compliance* promotes honest and ethical conduct by setting out the standards to be followed by GSK's employees in their everyday work for the company. The code is communicated both within and outside the company.

A separate publication, the *Employee Guide to Business Conduct*, helps employees understand what the *Code* means in practice and what is acceptable and unacceptable behaviour.

Managers are required to set an example and must ensure all their staff receive guidance, training and supervision on ethical behaviour and legal compliance relevant to their jobs. Senior managers formally certify their adherence to the *Code* and other GSK policies and standards.

There are a number of ways in which we support employees to implement the *Code*:

- The *Code* is available on the company Intranet.
- Employees have access to Corporate Compliance Officers and are encouraged to seek guidance or raise concerns with Officers directly. Their contact details are in the *Code of Conduct* brochure, the *Employee Guide* and on the company Intranet.
- A secure offsite PO Box address is available for confidential written communication, and toll-free telephone "GlaxoSmithKline Integrity Helplines" are available in the US & UK.

GSK has audit systems to help identify and deal with cases of non-compliance. Those who violate company standards are subject to disciplinary action including dismissal in serious cases. Serious violations and remedial actions are reported to the Audit Committee of the Board.

Doing the right thing can at times appear to sacrifice some immediate advantage. However, GSK's commitment to integrity and high standards of business ethics benefit our customers, communities, shareholders, employees and the business.

Business Ethics

The discovery, development, manufacturing and marketing of medicines always involve questions of ethics. For example increasing pressure by governments to reduce healthcare expenditures potentially creates ethical issues for our sales and marketing employees as they work to grow the business.

The healthcare industry is highly regulated and GSK is committed to operating within the law. We have developed our own policies and guidance to ensure that all GSK employees meet the highest ethical standards in their work.

GSK's *Code of Conduct* explains the standards we expect from our employees and is clearly communicated across the company. An Employee Guide to Business Conduct explains what the *Code* means in practice.

GlaxoSmithKline is committed to sales and marketing activities that are ethical, responsible, principled and patient focussed. We conform to the high, ethical, medical and scientific standards that are set by governments and regulators. On top of the regulatory requirements of governments, we govern our sales and marketing activities through company policy, on Pharmaceutical Marketing and Promotion Activity, and through industry and company marketing codes.

GSK believes that it is important to work with governments to contribute to constructive debate on issues surrounding pharmaceuticals and healthcare. Where legal and appropriate we make political donations as part of this engagement. All of our interactions are governed by the *Code of Conduct* and appropriate Corporate Policies.

GSK have company wide auditing in place to fully investigate suspected breaches of our company standards and take appropriate disciplinary action, including dismissal where appropriate.

Risks, as defined at GSK, are potential future events of uncertain and unknowable probability and consequence that may affect the achievement of an organisation's objectives. Risk Management is the process by which these risks are identified and appropriate measures are implemented to reduce the risk exposure to an acceptable level.

Risks are seldom avoided; however, they must be identified and they can often be mitigated or controlled. The purpose of developing appropriate risk mitigation plans (internal controls) is to diminish the impact and likelihood of the *gross* risk to a more acceptable, manageable *net* risk.

GSK is committed to high standards of business conduct and to good risk management, to protect the company's assets, safeguard shareholder investment and ensure compliance with applicable legal requirements. GSK's internal Risk Management and Legal Compliance Policy lays out an integrated and effective system of internal controls for risk management and legal compliance within the company across all operations throughout the world. Line managers are responsible for identifying and assessing risk and implementing adequate controls to mitigate identified risks.

GSK's risk mapping process is used by business units and functions to document, manage and report on risks and mitigation plans. The risk mapping process is divided into the following seven key areas:

1. Risk Identification
2. Risk Assessment and Prioritization
3. Overall Risk Accountability
4. Risk Mitigation Plan Development
 - o Policies & Procedures
 - o Communication and Training Programs
 - o Supervision and Monitoring (e.g., internal self assessments including activities such as sample testing and exception reporting)
 - o Process for Communicating/Escalating Issues
5. Risk Mitigation Plan Implementation
6. Independent Audit of Risk Mitigation Plan
7. Continuous Improvement and Risk Assessment

Ethical Issues in R&D

GlaxoSmithKline aims to produce safe and effective medicines and vaccines that benefit patients by addressing their unmet medical needs. To do this, we need to use the most recent advances in science and technology to understand diseases and to identify and test drugs.

If we are unable to take advantage of advances, patients will not have the best treatments. We understand concerns about technological advances in the R&D process, and welcome informed debate.

The R&D process is highly regulated, wherever we operate. As scientific advances raise new issues, we work closely with the regulators, policy makers and stakeholders to develop any new or refined standards. We have our own internal standards and systems to ensure that we comply with or exceed all guidelines, regulations and legal requirements.

Valuing People

GSK employs over 100,000 people in more than 150 countries. Getting the best from our people is vital to the success of our business and a key source of competitive advantage.

We want the best people in the world to work for us. We aim to recruit, retain and motivate them by offering competitive reward packages and by helping employees achieve their potential through training, development and a supportive work environment.

We:

Expect our employees to work according to the principles set out in our GSK Spirit. Integrity is critical in everything we do.

Employ a diverse workforce with a wide range of knowledge, perspectives and experiences. We are committed to equal opportunity and fair treatment of all employees.

Appraise and reward individual performance and give employees an opportunity to share in the company's financial success.

Offer development and training opportunities for all.

Ensure good two-way communication keeps everyone at GSK up-to-date and involved with company activities. Employee forums and surveys enable employees to share their ideas and give feedback.

Work to improve employee health and well-being and minimise the risk of illness or injury.

What is Diversity at GSK ?

At GSK, we are committed to creating an inclusive environment for our employees, customers, and stakeholders.

For employees, it means creating an environment where we value and draw on the differing knowledge, perspectives, experiences, and styles resident in our global community.

For customers, it means understanding who they are, what their changing needs are, and how GSK can help them do more, feel better, and live longer.

For stakeholders, it means understanding what they prefer, what they require, and how GSK can work most effectively with them.

How does Diversity enable our business ?

Our commitment to creating an inclusive environment enables our business.

For employees and prospective employees, our inclusive practices enhance recruitment and improve retention of diverse talent.

For customers, our diversity awareness improves our ability to understand and respond to diverse customer needs - thus building their confidence in our company and our products.

For stakeholders, our focus on diversity enables us to collaborate with the increasingly diverse communities where we live and work, including the small, diverse suppliers.

Unilever

We've updated Unilever's Code of Business Principles because we believe that our reputation for high corporate standards is a key asset which needs to be fresh and living throughout our business. The Code is published here in full.

Standard of Conduct:We conduct our operations with honesty, integrity and openness, and with respect for the human rights and interests of our employees. We shall similarly respect the legitimate interests of those with whom we have relationships.

Obeying the Law:Unilever companies and our employees are required to comply with the laws and regulations of the countries in which we operate.

Employees: Unilever is committed to diversity in a working environment where there is mutual trust and respect and where everyone feels responsible for the performance and reputation of our company. We will recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed. We are committed to safe and healthy working conditions for all employees. We will not use any form of forced, compulsory or child labour. We are committed to working with employees to develop and enhance each individual's skills and capabilities. We respect the dignity of the individual and the right of employees to freedom of association. We will maintain good communications with employees through company based information and consultation procedures.

Consumers:Unilever is committed to providing branded products and services which consistently offer value in terms of price and quality, and which are safe for their intended use. Products and services will be accurately and properly labelled, advertised and communicated.

Shareholders:Unilever will conduct its operations in accordance with internationally accepted principles of good corporate governance. We will provide timely, regular and reliable information on our activities, structure, financial situation and performance to all shareholders.

Business Partners:Unilever is committed to establishing mutually beneficial relations with our suppliers, customers and business partners. In our business dealings we expect our partners to adhere to business principles consistent with our own.

Community Involvement:Unilever strives to be a trusted corporate citizen and, as an integral part of society, to fulfill our responsibilities to the societies and communities in which we operate.

Public Activities:Unilever companies are encouraged to promote and defend their legitimate business interests. Unilever will co-operate with governments and other organisations, both directly and through bodies such as trade associations, in the development of proposed legislation and other regulations which may affect legitimate business interests. Unilever neither supports political parties nor contributes to the funds of groups whose activities are calculated to promote party interests.

The Environment:Unilever is committed to making continuous improvements in the management of our environmental impact and to the longer-term goal of developing a sustainable business. Unilever will work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice.

Innovation:In our scientific innovation to meet consumer needs we will respect the concerns of our consumers and of society. We will work on the basis of sound science, applying rigorous standards of product safety.

Competition:Unilever believes in vigorous yet fair competition and supports the development of appropriate competition laws. Unilever companies and employees will conduct their operations in accordance with the principles of fair competition and all applicable regulations.

Business Integrity:Unilever does not give or receive, whether directly or indirectly, bribes or other improper advantages for business or financial gain. No employee may offer, give or receive any gift or payment which is, or may be construed as being, a bribe. Any demand for, or offer of, a bribe must be rejected immediately and reported to management. Unilever accounting records and supporting documents must accurately describe and reflect the nature of the underlying transactions. No undisclosed or unrecorded account, fund or asset will be established or maintained.

Conflicts of Interests:All Unilever employees are expected to avoid personal activities and financial interests which could conflict with their responsibilities to the company. Unilever employees must not seek gain for themselves or others through misuse of their positions.

Compliance - Monitoring - Reporting:Compliance with these principles is an essential element in our business success. The Unilever Board is responsible for ensuring these principles are communicated to, and understood and observed by, all employees. Day-to-day responsibility is delegated to the senior management of the regions and operating companies. They are responsible for implementing these principles, if necessary through more detailed guidance tailored to local needs. Assurance of compliance is given and monitored each year. Compliance with the Code is subject to review by the Board supported by the Audit Committee of the Board and the Corporate Risk Committee. Any breaches of the Code must be reported in accordance with the procedures specified by the Joint Secretaries. The Board of Unilever will not criticise management for any loss of business resulting from adherence to these principles and other mandatory policies and instructions. The Board of Unilever expects employees to bring to their attention, or to that of senior management, any breach or suspected breach of these principles. Provision has been made for employees to be able to report in confidence and no employee will suffer as a consequence of doing so.

In this Code the expressions 'Unilever' and 'Unilever companies' are used for convenience and mean the Unilever Group of companies comprising Unilever N.V., Unilever PLC and their respective subsidiary companies. The Board of Unilever means the Directors of Unilever N.V. and Unilever PLC.

Unilever - Purpose

At the heart of the corporate purpose, which guides us in our approach to doing business, is the drive to serve consumers in a unique and effective way. This purpose has been communicated to all employees worldwide.

Our purpose in Unilever is to meet the everyday needs of people everywhere – to anticipate the aspirations of our consumers and customers and to respond creatively and competitively with branded products and services which raise the quality of life.

Our deep roots in local cultures and markets around the world are our unparalleled inheritance and the foundation for our future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers – a truly multi-local, multinational.

Our long-term success requires a total commitment to exceptional standards of performance and productivity, to working together effectively and to a willingness to embrace new ideas and learn continuously.

We believe that to succeed requires the highest standards of corporate behaviour towards our employees, consumers and the societies and world in which we live. This is Unilever's road to sustainable, profitable growth for our business and long-term value creation for our shareholders and employees.

IBM

In the end, IBMers determined that our actions will be driven by these values:

- Dedication to every client's success
- Innovation that matters, for our company and for the world
- Trust and personal responsibility in all relationships

To achieve our Purpose and Mission, we affirm our values of Integrity, Respect for People, Customer Focus, Community, Innovation, Teamwork, Performance, Leadership, and Quality.



We demand of ourselves and others the highest ethical standards, and our products and processes will be of the highest quality.



We recognize that people are the cornerstone of Pfizer's success, we value our diversity as a source of strength, and we are proud of Pfizer's history of treating people with respect and dignity.



We are deeply committed to meeting the needs of our customers, and we constantly focus on customer satisfaction.



We play an active role in making every country and community in which we operate a better place to live and work, knowing that the ongoing vitality of our host nations and local communities has a direct impact on the long-term health of our business.



Innovation is the key to improving health and sustaining Pfizer's growth and profitability.



We know that to be a successful company we must work together, frequently transcending organizational and geographical boundaries to meet the changing needs of our customers.



We strive for continuous improvement in our performance, measuring results carefully, and ensuring that integrity and respect for people are never compromised.



We believe that leaders empower those around them by sharing knowledge and rewarding outstanding individual effort. Leaders are those who step forward to achieve difficult goals, envisioning what needs to happen and motivating others.



Since 1849, the Pfizer name has been synonymous with the trust and reliability inherent in the word Quality. Quality is ingrained in the work of our colleagues and all our Values. We are dedicated to the delivery of quality healthcare around the world. Our business practices and processes are designed to achieve quality results that exceed the expectations of patients, customers, colleagues, investors, business partners and regulators. We have a relentless passion for Quality in everything we do.

Toyota

As a Good Corporate Citizen

[Basic Concepts]

Toyota defines compliance as "Comply with ethics, laws and internal rules/policies in engaging in business" — in other words, not act contrary to society's rules, nor carry out actions that could be criticized by society. Toyota believes, that to be a good corporate citizen, it is essential that compliance permeates the entire company.

Infiltrating the Management Principles

The Guiding Principles at Toyota, which are based on the Toyoda Precepts, clearly announce Toyota's management concepts.

The first clause of them is "**Honor the language and spirit of the law of every nation and undertake open and fair corporate activities to be a good corporate citizen of the world**" — establishing compliance as one of Toyota's management principles. Executive management takes every opportunity, e.g. the New Year's greeting each year, to disseminate the management principles. And throughout the year, Toyota works to continually advance its management principles through a variety of education and training programs and on-the-job training.

[A Culture in Which Compliance Can Function]

Toyota's Well-Established Business Culture

In Toyota there is a well-established business culture that agrees with the Toyota's management principles and that has been handed down over the course of many years. The key characteristics of that corporate culture are:

- (1) **Executive management (senior employees) goes to the source (actual work sites) to find the facts and to listen directly to the voice of employees.**
- (2) Based on the spirit of the Toyota Production System, potential issues are visualized and "why" is asked five times to seek the root and implement remedial measures.
- (3) **Unfavorable information is conveyed to executive management, rather than being concealed, and executive management earnestly pays regard to that information.**

•Conditions Created by Toyota's Well-Established Business Culture



Systems Supporting the Business Culture

In order to maintain and further enhance this well-established business culture, **it is important that both the system for human resources development and the system for establishing and maintaining compliance function continuously.**

In terms of human resources development, **Toyota conducts on-the-job training and educational programs categorized by position in order to raise and strengthen the awareness of being a Toyota employee.** Also, in order to establish and maintain compliance, Toyota has clarified concepts that serve as a guideline to conduct in the Code of Conduct for Toyota Employees, and holds meetings of the Corporate Ethics Committee when necessary.

•Requirements for Maintaining Well-Established Business Culture



The Code of Conduct for Toyota Employees

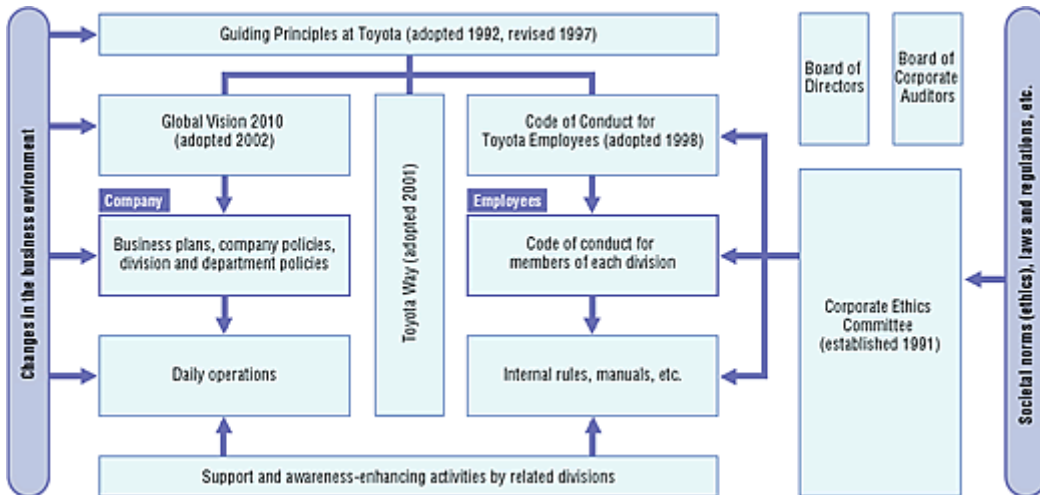
The Code of Conduct for Toyota Employees organizes the employees' basic attitudes necessary for putting the Guiding Principles at Toyota into practice. **This is not a list of "don'ts," but rather a positive explanation of rules to be observed and actions to be taken.** The guidelines also indicate departments employees can consult with when they are having difficulty making a decision and enable employees to confirm the appropriateness of their conduct.

Toyota also has conduct guidelines for individual divisions that specify in greater detail specific rules and actions, taking into consideration the unique characteristics of each division.



The Code of Conduct for Toyota Employees (adopted 1998)

•Basic Framework for Compliance



[Promotional Structures]

Specific organizations and a hotline have been established in order to thoroughly carry out compliance at all levels of the company, from executive management to the rank-and-file employees.

Proactive Prevention by the Corporate Ethics Committee

The Corporate Ethics Committee, which includes all executive management from the executive vice president level and higher as well as corporate auditors, **works to prevent risks associated with legal and ethical violations**, while overseeing all general corporate activities from the perspective of compliance.

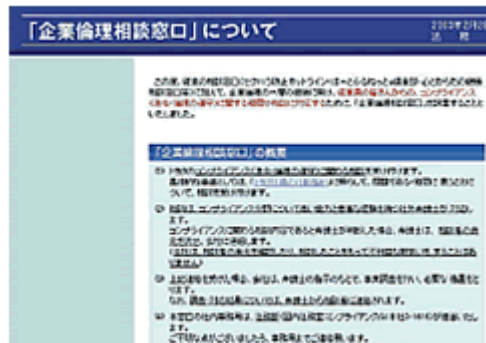
Records of proceedings are announced at management meetings and directors and managing officers disseminate information to the divisions they oversee when necessary.

Consolidated Support by Multiple Divisions

In order to ensure proper compliance, a number of different divisions —including the Legal Division, Accounting Division, Corporate Planning Division, Human Resources Division, and Global Human Resources Division— work collaboratively to provide support and undertake awareness-enhancing activities.

The Compliance Hotline (Established in February, 2003)

Another requirement for proper compliance is the **creation of an environment that encourages employees to consult with others when ethical questions arise**. Toyota has established a hotline for dealing with questions and issues regarding compliance. Questions and information from employees are received by an external law firm and strict privacy is observed in order to protect the employees who use the hotline.



Notice to all employees regarding the Compliance Hotline disseminated via the intranet

Revision of the Charter for Good Corporate Behavior

The Charter for Good Corporate Behavior adopted by the Nippon Keidanren (Japan Business Federation) was revised in October 2002. One element of the revision was the need for new principles due to the current economic impasse in Japan, the development of a borderless global economy, and the advance of information technology. Toyota Chairman

Hiroshi Okuda serves as chairman of the Nippon Keidanren and played a leading role in the revision of the Charter. Toyota is adopting its own internal provisions, taking into consideration the revised Charter.

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DOW Chemicals

Our mission will be accomplished by living according to values that speak to the economic, social, and environmental responsibilities of business and society.

- **Integrity** - We believe our promise is our most vital product – our word is our bond. The relationships that are critical to our success depend entirely on maintaining the highest ethical and moral standards around the world. As a vital measure of integrity, we will ensure the health and safety of our communities, and protect the environment in all we do.
- **Respect for People** - We believe in the inherent worth of people and will honor our relationships with those who let us be part of this world:

We, the **employees** of Dow, are the engine of value creation; our imagination, determination, and dedication are essential to growth. We will work to celebrate and reward the unique backgrounds, viewpoints, skills, and talents of everyone at Dow. Respect for people is measured by how we treat each other, by the contributions that flow from our diversity, by the productivity of our relationships, and by a job well done, no matter what the job.

Our **communities** are our neighbors; their acceptance of us is vital to our ability to operate.

Our **customers** are our partners in creating value; their loyalty is our greatest reward.

Our **shareholders** are the beneficiaries of our success; their on-going commitment to us is based on returning to them superior profits over time.

Our respect for people also extends to the **consumers** whose lives we touch. We will strive to answer people's most vital needs: for food, water, shelter, transportation, communication, health and medicine.

- **Unity** - We are one company, one team. We believe that succeeding as one enterprise is as

important as succeeding independently. Balancing empowerment and interdependence makes us strong.

As one company, Dow's impact on the world is far greater than the impact of any one of its parts. We will work together, building relationships to create ever-greater value for the customers and consumers we serve.

- **Outside-in Focus** - We believe that growth comes from looking at opportunity through the eyes of customers and all those we serve. Taking an "outside-in" view ensures that our efforts are always relevant and that our unique talents are applied to "real world" opportunities.

We will see through the eyes of those whose lives we affect, identifying unmet needs and producing innovative and lasting solutions. We will bring to this task all of our experience and knowledge as the unique individuals we are.

- **Agility** - At Dow, we believe our future depends on speed and flexibility – mental, emotional and physical. Responding resourcefully to society's fast-changing needs is the only road to success. We will meet the forces of change with power and grace. We will make course corrections that demonstrate flexibility as well as courage, and that highlight our ability to keep ourselves aligned with a world in motion.
- **Innovation** - We believe that meaningful, productive change – solving problems – only comes by looking at challenges and opportunities from new angles and exercising our curiosity.

In the name of innovation, we will make science a way of living. We will not only master the science of the physical world, but the science of the mind and heart. Our job is to unlock answers that make a fundamental difference to people's lives. We will use technology to help lead society forward. We will conceive, design, engineer, and execute solutions that remove barriers to human potential and productivity.