

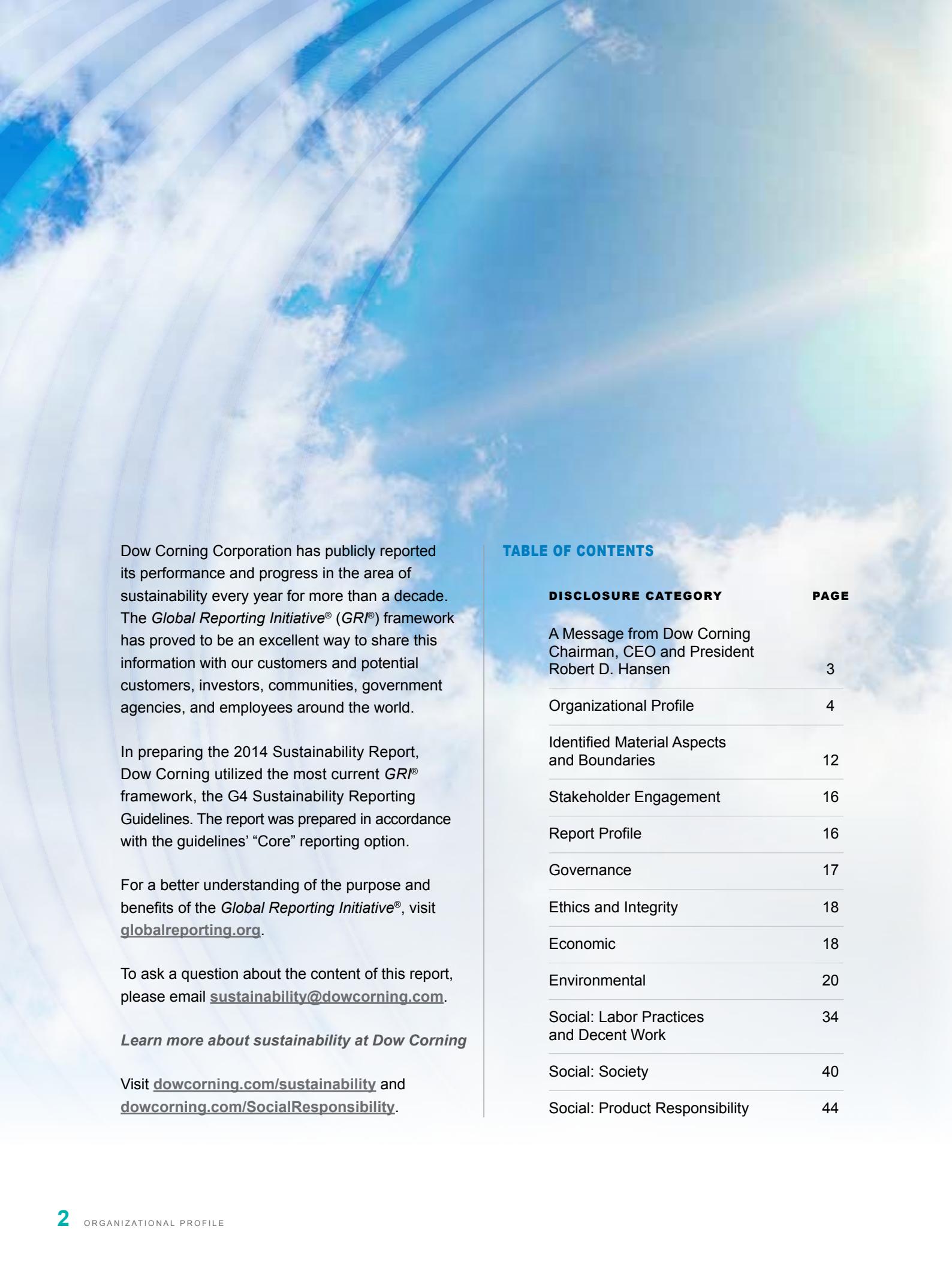
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invent the future.[™]

DOW CORNING

dowcorning.com

The 2014 Dow Corning Corporation Sustainability Report





Dow Corning Corporation has publicly reported its performance and progress in the area of sustainability every year for more than a decade. The *Global Reporting Initiative® (GRI®)* framework has proved to be an excellent way to share this information with our customers and potential customers, investors, communities, government agencies, and employees around the world.

In preparing the 2014 Sustainability Report, Dow Corning utilized the most current *GRI®* framework, the G4 Sustainability Reporting Guidelines. The report was prepared in accordance with the guidelines' "Core" reporting option.

For a better understanding of the purpose and benefits of the *Global Reporting Initiative®*, visit globalreporting.org.

To ask a question about the content of this report, please email sustainability@dowcorning.com.

Learn more about sustainability at Dow Corning

Visit dowcorning.com/sustainability and dowcorning.com/SocialResponsibility.

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A MESSAGE FROM DOW CORNING
CHAIRMAN, CEO AND PRESIDENT
ROBERT D. HANSEN

Silicones are truly fascinating materials. I invite you to look around; I am confident you'll be amazed to learn how many everyday products are manufactured more efficiently ... last longer ... and provide unique benefits because of silicon-based technology from Dow Corning.



Robert D. Hansen
Chairman, Chief Executive Officer and President
Dow Corning Corporation

Sustainability at Dow Corning goes far beyond managing the footprint of our own operations. For us, sustainability also means applying our innovative spirit and more than 70 years of silicon-based technology expertise to improve the sustainability of our customers' products and processes.

Although you might not find a Dow Corning product on the shelf of your local store, I assure you that many of the products you buy there have been made better and more sustainable with our silicones.

For example, silicone antifoams from Dow Corning improve the cleaning efficiency of liquid laundry detergents, so consumers can do more loads with less detergent – and less water. Our products also help customers develop more reliable electrical systems that support the advancement of hybrid car technology and help reduce the world's dependence on fossil fuels. Our silicon-based technology positively impacts nearly every aspect of sustainable building design. From better insulation that reduces energy consumption to enabling the design of smart buildings, our technology is changing how we interact with the world and take advantage of natural resources. We are proud to say the list goes on.

Benefits such as these accrue and spread like ripples on a pond, positively impacting our planet, generating prosperity and improving the quality of life for people everywhere. That's sustainability for us at Dow Corning.

Dow Corning experienced a financially successful year as we focused our efforts on streamlining our organization to better serve our customers. We continued to face challenging market conditions, including oversupply and pricing pressure in the silicones market and the lack of progress in resolving trade disputes between China and the U.S. in the solar industry. These challenges were met by hard work and some difficult decisions, including the closure of Hemlock Semiconductor Group's Tennessee site in Clarksville.

As we look into the future, I am confident we will have many more opportunities to continue to put our technology and innovation to work, focusing on challenges that matter most and making a difference for businesses, communities and the world we share. I now invite you to explore Dow Corning's 2014 Sustainability Report, where we proudly share the results of the hard work of our employees around the world to support our customers, meet our sustainability targets, and keep our operations safe and efficient.

Thank you for your support and interest in learning more about sustainability at Dow Corning.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob".

Robert D. Hansen

ORGANIZATIONAL PROFILE



G4-3 **Name of the organization.**

Dow Corning Corporation (dowcorning.com).

G4-4 **Primary brands, products and/or services.**

Our primary brands are *Dow Corning*®, Hemlock Semiconductor and XIAMETER® brand. Primary products are silicon-based technologies, including silicones and polycrystalline silicon. Other brands include *Molykote*® and Multibase.

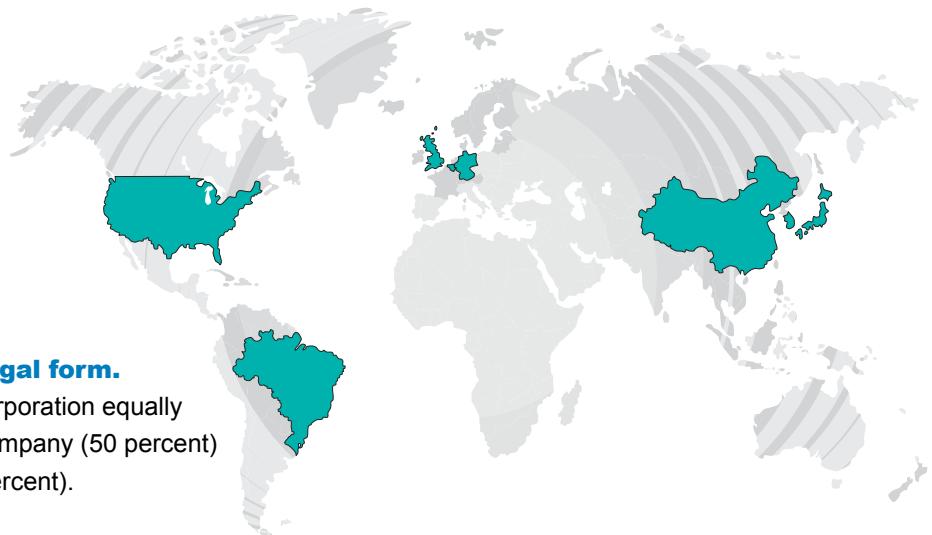
G4-5 **Location of organization's headquarters**

For more than 70 years, Dow Corning has been headquartered in Midland, Michigan, USA.

G4-6 **Number of countries where the organization operates; names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.**

Dow Corning operates in more than 25 countries, with major operations in:

Belgium
Brazil
China
Germany
Japan
Korea
United Kingdom
United States



G4-7 **Nature of ownership and legal form.**

Dow Corning Corporation is a corporation equally owned by The Dow Chemical Company (50 percent) and Corning, Incorporated (50 percent).

G4-8 **Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).**

Dow Corning serves various markets and customers who specialize in the following industries: construction, energy, electronics, beauty and personal care, health care, transportation, manufacturing, textiles, paper, paints and coatings, and other processing industries. Dow Corning is a global specialty chemical manufacturer selling directly to industrial customers, formulators and fabricators and through industrial/chemical distribution.

G4-9 **Scale of the reporting organization.**

Employees worldwide: ~11,000

Products and services offered: ~7,000

2014 net sales: \$6.22 billion

2014 net income: \$513 million

Total assets: \$11.1 billion

Equity: \$3.6 billion





G4-10

Total number of employees by employment contract and gender; total number of permanent employees by employment type and gender; total workforce by employees and supervised workers and by gender; total workforce by region and gender; report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed or by individuals other than employees or supervised workers, including employees and supervised employees of contractors; report any significant variation in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).

		Male, %	Female, %
Total Workforce (permanent)	Approx. 11,000	77%	23%
Full-time employees	98%	78%	22%
Part-time employees	2%	31%	69%
Salaried employees	46%	69%	31%
Hourly employees	54%	86%	14%
Workforce by Region			
Asia	31%	76%	24%
Europe	16%	76%	24%
Latin America	10%	88%	12%
North America	43%	75%	25%

Dow Corning utilizes contingent workers globally; however, our systems are unable to provide specific information regarding demographics of that total population. Dow Corning does not have a substantial or materially significant portion of its workforce legally recognized as self-employed. Dow Corning does not see a materially significant variation in its employee workforce.

G4-11

Percentage of employees covered by collective bargaining agreements.

Dow Corning believes employees drive our success, and we strive to create a positive work environment that fosters trust, commitment and innovation. Dow Corning is committed to maintaining a great place to work, with competitive wages, benefits and working conditions. Dow Corning actively engages employees for ideas, suggestions or concerns, and employees are free – and encouraged – to bring them forward. Employees are empowered to raise issues and concerns through their choice of a variety of channels, including their supervisor, human resources representative, employee representative (where applicable), and the Corporate Office of Ethics and Compliance. Finally, Dow Corning strives to be proactive within the regulatory frameworks in all countries in which we operate. We are committed to preventing discrimination and promoting equal opportunity in all employment practices while promoting a culture of mutual respect among employees.

Approximately 31 percent of Dow Corning employees globally are covered in some way by a collective bargaining agreement. It also is important to note that some regions legally require all employees to be covered by a collective agreement regardless of actual membership in a union. Dow Corning strives for open and direct relationships with all employees while simultaneously working collaboratively with union

representatives where our employees have chosen such representation and/or where local laws require. The company also works proactively to meet local standards and requirements. For example, Dow Corning established one of the early European Works Councils soon after the European Union passed legislation in support of such a body, and the company also has established employee organizations in China in advance of new national requirements. Wherever we operate, Dow Corning's [Code of Conduct](#) guides how we work together, support our communities and serve our customers.

G4-12

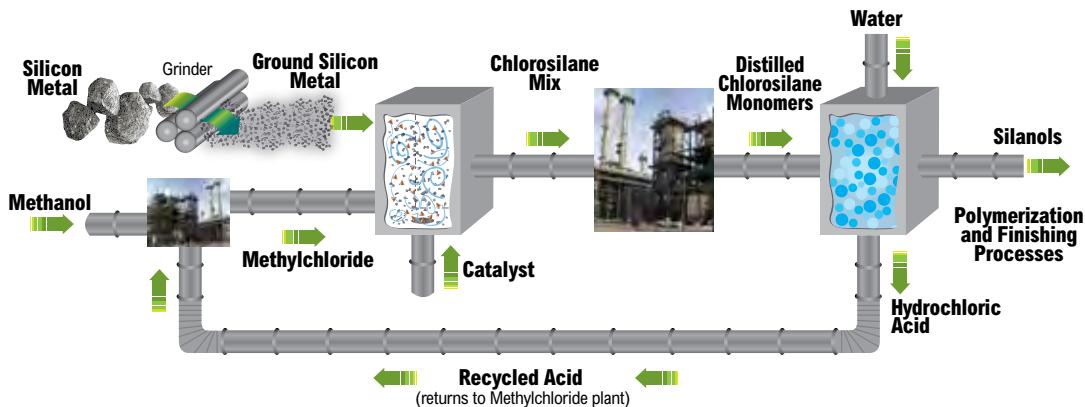
Describe the organization's supply chain.

The silicone product supply chain starts with quartz for conversion to metallurgical-grade silicon. Silicon arrives at Dow Corning basics plants in the U.S., Wales and China, where it is reacted with methylchloride to produce basic silicone fluid intermediates. The basic intermediates are further processed into products at Dow Corning facilities around the world.

Products are sold both directly to customers and through distribution centers as key ingredients and performance-enhancing materials for many final products in various industries.

The Hemlock Semiconductor Group joint venture consumes trichlorosilane from Dow Corning to produce solar- and semiconductor-grade polysilicon. By-product hydrogen chloride from the polysilicon process is reused by Dow Corning.

FIGURE G4-12 – THE BASICS OF MAKING SILICONE



G4-13	<p>Significant changes during the reporting period regarding size, structure, ownership or supply chain.</p>	<p>The risk assessment is performed with a tiered approach according to complexity and level of additional information required. Outcomes and subsequent communications at all stages of the process are documented in such a way that stakeholders can easily access and refer to the evaluation. The process is regularly reviewed to assess for opportunities for improvement in areas such as assessment tools, scientific criteria and automation.</p>
G4-14	<p>The polysilicon segment, Hemlock Semiconductor Group, continued its strong performance in 2014 despite the lack of progress in resolving the U.S. and China trade disputes plaguing the solar industry. However, a decision was made to permanently close Hemlock Semiconductor Group's Tennessee site in Clarksville to ultimately strengthen Dow Corning's financial performance by eliminating the significant costs associated with maintaining the site.</p>	<p>Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses.</p> <p><i>Responsible Care®</i> is the chemical industry's initiative for continuous improvement in environmental, health, safety and security (EHSS) performance. This program aims to drive results in seven key areas:</p> <ul style="list-style-type: none"> • Community awareness and emergency response: Assure emergency preparedness and foster a commitment to openness and community dialogue. • Security: Further enhance security of facilities, communities and products. • Distribution: Reduce the risk of harm to the general public; to carrier distributor, contractor and chemical industry employees; and to the environment that is posed by the distribution of chemicals. • Employee health and safety: Protect and promote the health and safety of people working at or visiting company work sites. • Pollution prevention: Achieve ongoing reductions in the amount of contaminants and pollutants released to the air, water and land from company facilities.
	<p>Approach to product safety evaluation.</p>	
	<p>The company's products undergo thorough, science-based risk assessments for human health and environmental safety prior to any placement on the market globally.</p>	
	<p>Beyond meeting regulatory requirements for human health and environmental safety, Dow Corning's products are systematically assessed for their risk to human health and the environment in relation to the proposed application, in alignment with our <i>Responsible Care®</i> commitments.</p>	
	<p>Product toxicologists conduct a quantitative risk assessment, in a manner that is consistent across all regions, to identify potential health and environmental concerns. Data at both product and component levels are incorporated in these evaluations. Conclusions of the risk assessment inform us of the suitability of the product for manufacturing, distribution, sampling and use in the intended application.</p>	

- **Process safety:** Prevent fires, explosions and accidental chemical releases.
- **Product stewardship:** Make health, safety and environmental protection an integral part in designing, manufacturing, marketing, distributing, using, recycling and disposing of our products.

Dow Corning has promoted and embraced the principles of *Responsible Care*® since the program's inception in 1988. The principles are integrated into the company's global work processes. In 2005, Dow Corning was third-party certified to the American Chemistry Council's RC14001 management system specification, which requires conformance to a comprehensive set of activities designed to assure continual improvement. Dow Corning adheres to this specification as well as environmental management system standard ISO 14001 globally and maintains our third-party registrations through annual audits.

Through these programs, we have developed and continually improved our EHSS processes and have seen measurable reductions in occupational injuries and illnesses, recordable process safety events, and environmental impact.



G4-16 **Memberships of associations and national/international advocacy organizations in which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, and/or views membership as strategic.**

Organization	Scope	Description	Dow Corning Participation
Society of Chemical Industry (SCI)	Global chemical industry	SCI is a multidisciplinary forum that connects science with business to advance the commercial application of scientific innovation for the public good.	Dow Corning's CEO and President serves on the Executive Committee.
American Chemistry Council (ACC)	North American chemical industry	The ACC represents the chemical industry in North America. The group's programs and initiatives focus on chemical safety by producing innovative research, engaging policymakers and educating the public about the safety of chemical products.	Dow Corning's CEO and President is on the Board of Directors. The company also contributes to the Board Research Subcommittee and the Strategic Science Team and actively participates on other committees.
European Chemistry Industry Council (CEFIC)	European chemical industry	CEFIC represents the European chemical industry. The group facilitates dialogue and knowledge-sharing with policymakers, NGOs, the media and other stakeholders.	Dow Corning's President for Eastern Europe, CIS, Middle East, Africa and India is a CEFIC Board member.
Global Silicones Council (GSC)	Global silicones industry	GSC is a not-for-profit, international organization representing companies that produce and sell silicone products around the world.	Dow Corning's Vice President of Corporate Stewardship is on the Board of Directors. Employees hold leadership and membership roles on various committees.
Silicones Environmental, Health, and Safety Center of North America (SEHSC)	North American silicones industry	SEHSC is a sector group of the American Chemistry Council (ACC). SEHSC promotes the safe use of silicones through product stewardship, outreach and environmental, health and safety research.	Dow Corning leads or participates on several committees, including Executive, Technical, Communication and Safety.
CES – Silicones Europe	European silicones industry	CES – Silicones Europe is a nonprofit trade organization representing all major producers of silicones in Europe. The group's primary mission is to raise awareness of silicones and their many uses as well as to promote their safety from a health, safety and environmental perspective.	Dow Corning leads or participates on several committees, including Steering, Regulatory, Health, Communication, Environmental and Safety.
Silicones Industry Association of Japan (SIAJ)	Japanese silicones industry	SIAJ represents the silicones industry in Japan.	Dow Corning leads or participates on the Technical and Communication committees.
Energy Materials Industrial Research Initiative (EMIRI)	EU energy industry	The Energy Materials Industrial Research Initiative (EMIRI) was formed in 2012 to become an industry-led public/private partnership with the intention of increasing the success rate of R&D and to speed up the development of solutions required to truly enable a low-carbon economy.	Dow Corning was one of the founding members of this initiative and has served on the steering committee. A Dow Corning Vice President will serve as chair in 2015-2016.



IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17 **Entities included in the organization's consolidated financial statement or equivalent documents.**

Dow Corning Corporation has manufacturing sites and technical centers around the world. Dow Corning's primary joint ventures are: Dow Corning Toray Co., Ltd.; Dow Corning (Zhangjiagang) Co., Ltd.; and Hemlock Semiconductor Corporation.

For information on additional worldwide facilities and locations, visit dowcorning.com.

G4-18 **Process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.**

For the purpose of defining the content of this report, a team of internal experts from the executive, environmental, energy, health and safety, legal, human resources, and communications functions was convened to determine material aspects and define the content of this report. The team utilized existing stakeholder engagement paths, including formal customer surveys, Community Advisory Panels, face-to-face interactions with customers, engagement with policymakers and other paths. No specific stakeholder study was conducted as part of the materiality assessment. The team also utilized Dow Corning's existing process for aspect and impact assessment and risk identification to determine the materiality of aspects.

TABLE G4-19/G4-20/G4-21/G4-26 – MATERIALITY ASSESSMENT AND REVIEW OF STAKEHOLDER ENGAGEMENTS

Material Aspect	Stakeholders Engaged	Engagement Methods	Scope for This Aspect Is Primarily ...	
			Internal	External
Economic				
Economic Performance	Shareholders, employees, local communities, local governments	Reporting of financial results on a quarterly basis via external press release and website for external audiences. Shareholders receive in-depth financial statements and data through coordination of finance departments at Dow Corning and the shareholders. Employees receive regular financial updates via the intranet and team discussions.	x	
Market Presence	Shareholders, company executive leadership, internal functional experts, industry groups, employees	Benchmarking and analysis of survey data; organizational health surveys, departure surveys.		x
Indirect Economic Impacts	Local communities, local and state governments	Regular meetings with Community Advisory Panels at various sites. Relationships between Dow Corning leaders and local government, educational institutions and charitable organizations.		x
Environmental				
Energy	Customers, regulators, internal leadership	Direct requests from customers for data about our energy performance. Required reporting to regulators. Internal leadership – managing efficiency goals, tech centers.	x	
Water	Customers, regulators, local governments, internal functional experts, local communities	Direct requests from customers. Required reporting to regulators. Direct interface with internal leadership. Data reporting.		x
Biodiversity	Customers, local communities, regulators, NGOs	Customers' sustainability surveys. Local regulations require maintenance of habitats near sites. Voluntary collaborations with NGOs.		x
Emissions	Customers, regulators, local governments, internal functional experts, local communities	Direct requests from customers. Required reporting to regulators. Direct interface with internal leadership. Data reporting.	x	x
Effluents and Waste	Customers, regulators, local governments, internal functional experts, local communities	Direct requests from customers. Required reporting to regulators. Direct interface with internal leadership. Data reporting.	x	x
Products and Services	Customers, industry groups	General requests in customer surveys such as CDP. Discussions with customers.	x	x
Compliance	Regulators (government officials), company executive leadership, internal business leadership, internal functional experts, Board of Directors, employees, NGOs, customers	Board of Directors and executive leadership updates. Employees: mandatory ethics and compliance training; training also provided on reporting and investigation standards. Working relationships with local authorities.	x	x
Overall	Customers, regulators, local governments, internal functional experts, local communities, company executive leadership, Board of Directors, NGOs	Direct requests from customers. Required reporting to regulators. Direct interface with internal leadership and Board of Directors. Data reporting.	x	x

(Continued)

TABLE G4-19/G4-20/G4-21/G4-26 – MATERIALITY ASSESSMENT AND REVIEW OF STAKEHOLDER ENGAGEMENTS (Continued)

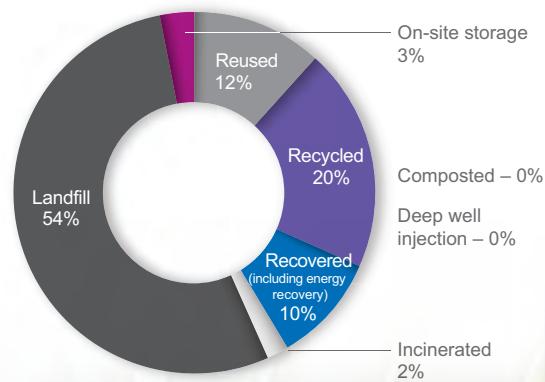
Material Aspect	Stakeholders Engaged	Engagement Methods	Scope for This Aspect Is Primarily ...	
Social: Labor Practices and Decent Work			Internal	External
Employment	Employees, company executive leadership, customers	Various mechanisms of surveying employees, including organizational health and departure interviews; recruitment activities and job fairs; retention rates.	x	
Occupational Health and Safety	Employees, contractors, leadership (all levels), shareholders, internal functional experts, regulatory agencies	Training, safety meetings, safety committees, regular and special communications, active monitoring, audits and inspections, risk assessments, scorecards, incident reporting and investigations.	x	
Training and Education	Employees, leadership (all levels)	Learning management system (Dow Corning University) and in-person sessions; career development planning.	x	
Diversity and Equal Opportunity	Shareholders, company executive leadership, internal business and functional leadership/experts, employees	Career development planning, organizational health surveys; leadership development opportunities.	x	x
Social: Society				
Local Communities	Local communities, local and state governments	Regular meetings with Community Advisory Panels at various sites. Relationships between Dow Corning leaders and local government, educational institutions and charitable organizations.		x
Anti-Corruption	Company executive leadership, regulatory agencies, employees, customers, suppliers	Employees are engaged through our <u>Code of Conduct</u> training; the Code directs our interactions with local officials. Supplier Code of Conduct.		x
Public Policy	Local and national governments, NGOs, industry groups, internal functional experts	Government Affairs engages policymakers directly. Functional experts participate with industry groups.	x	
Social: Product Responsibility				
Customer Health and Safety	Customers, internal functional leadership/experts	Customers are engaged through standard product documentation such as SDS. Our experts are made available to customers to assure that they are capable of safely handling products.	x	x
Product and Service Labeling	Customers, employees, regulatory agencies	Customers are engaged through standard product documentation such as SDS. Internal experts monitor regulatory changes.	x	x
Marketing Communications	Customers, internal business leadership, industry groups, regulators, NGOs	Communication with customers about concerns for disputed components. Sharing information about safety with industry groups and regulators.	x	x

G4-22

Effect of any restatements of information provided in previous reports and the reasons for such restatement.

Due to a reporting error, we reported 220,000 metric tons of nonhazardous waste in 2013. The actual volume was 109,000 metric tons. The corrected distribution of nonhazardous waste by disposal method is shown below:

2013 NONHAZARDOUS WASTE BY DISPOSAL METHOD



G4-23

Significant changes from previous reporting periods in the Scope and Aspect Boundaries.

This is the first year of reporting using the GRI® G4 Sustainability Reporting Guidelines. The 2013 report was written using the Version 3.1 guidelines at application level C. As a result, there is more information in this report about the process for determining materiality of sustainability aspects. There were no changes made in the Scope and Aspect Boundaries or measurement methods in this report versus previous Dow Corning Corporation Sustainability Reports unless noted in the indicator response.



G4-24 **Stakeholder groups engaged by the organization.**

- Shareholders
- Employees
- Customers
- Suppliers
- Civil society organizations
- Communities of operations
- Local/regional/national/international governments
- Community Advisory Panels
- Global Silicones Council
- Country-specific chemical industry associations

See Table G4-19/G4-20/G4-21/G4-26 on pages 13 and 14 for more information.

G4-25 **Basis for identification and selection of stakeholders with whom to engage.**

Dow Corning does not have a single process for stakeholder engagement. Each function and site engages stakeholders as appropriate to its own needs.

G4-26 **Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and indication of whether any of the engagement was undertaken specifically as part of the report preparation process.**

See Table G4-19/G4-20/G4-21/G4-26 on pages 13 and 14 for information regarding which stakeholder engagements were used to determine materiality and inclusion of content in this report.

G4-27 **Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.**

Topics included in this report are those that have been identified as important to our stakeholders. See Table G4-19/G4-20/G4-21/G4-26 on pages 13 and 14 for more information.

G4-28 **Reporting period.**

January 1, 2014, through December 31, 2014.

G4-29 **Date of most recent previous report (if any).**

2013.

G4-30 **Reporting cycle.**

Annual.

G4-31 **Contact point for questions regarding the report or its contents.**

To submit questions regarding the content in this report, email sustainability@dowcorning.com.

G4-32 **Identification of the disclosures in this report.**

A [Table of Contents](#) can be found at the beginning of this report. An [index of all disclosures in the report](#) is included on pages 46 and 47 of this report.

G4-33 **Organization's policy and current practice with regard to seeking external assurance for the report.**

Dow Corning has chosen not to seek external assurance of the information included in this report.

G4-34 **Governance structure of the organization, including committees under the highest governance body; identify any committees responsible for decision-making on economic, environmental and social impacts.**

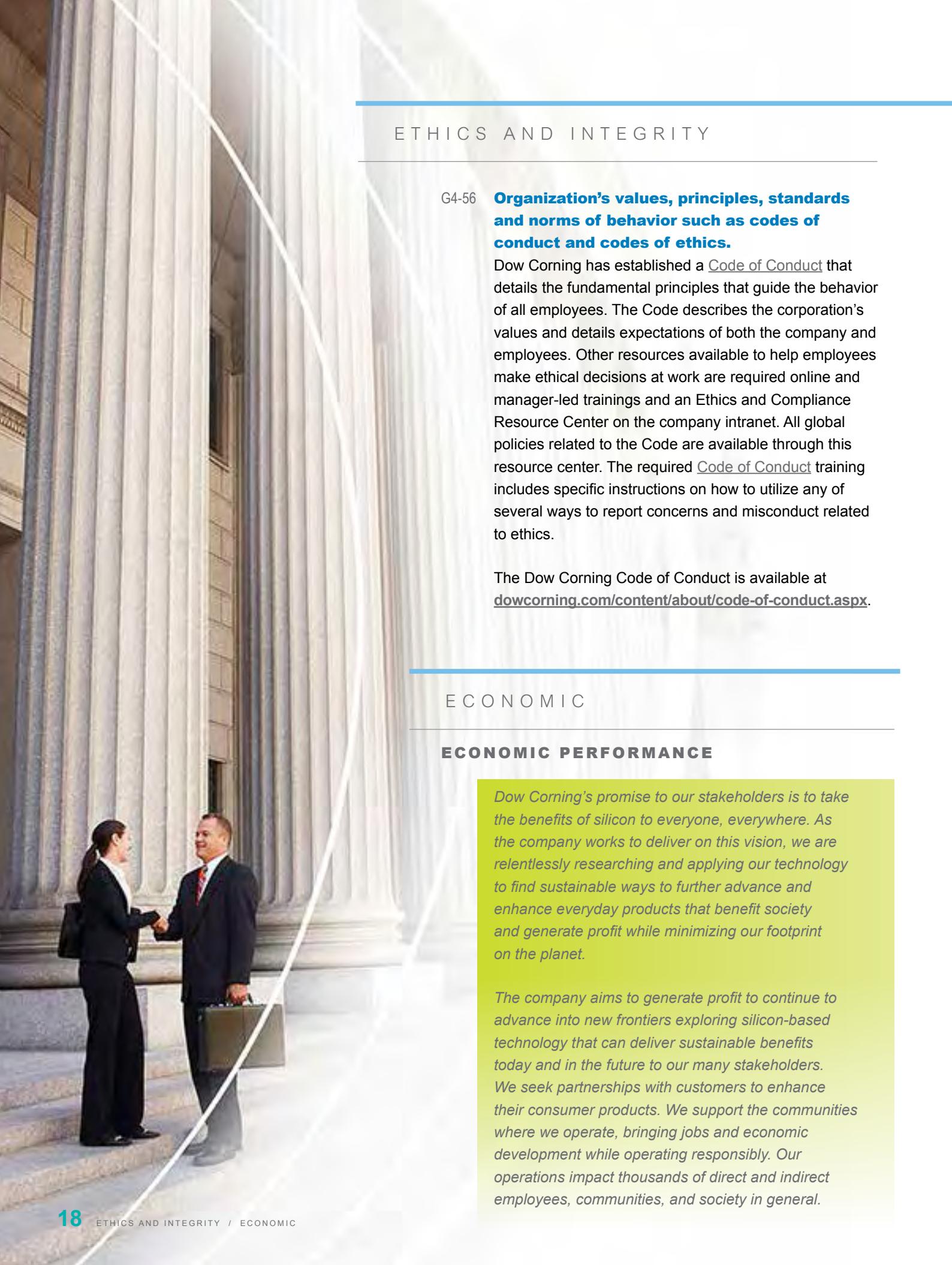
Board of Directors of Dow Corning Corporation – committee structure

- Audit Committee
- Compensation and Benefits Committee
- Corporate Responsibility Committee

Executive Councils

- Enterprise Governance Council
- Enterprise Strategy & Portfolio Council
- Ethics & Compliance Council
- Global Governance Council
- Talent Council





ETHICS AND INTEGRITY

G4-56

Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.

Dow Corning has established a Code of Conduct that details the fundamental principles that guide the behavior of all employees. The Code describes the corporation's values and details expectations of both the company and employees. Other resources available to help employees make ethical decisions at work are required online and manager-led trainings and an Ethics and Compliance Resource Center on the company intranet. All global policies related to the Code are available through this resource center. The required Code of Conduct training includes specific instructions on how to utilize any of several ways to report concerns and misconduct related to ethics.

The Dow Corning Code of Conduct is available at dowcorning.com/content/about/code-of-conduct.aspx.

ECONOMIC

ECONOMIC PERFORMANCE

Dow Corning's promise to our stakeholders is to take the benefits of silicon to everyone, everywhere. As the company works to deliver on this vision, we are relentlessly researching and applying our technology to find sustainable ways to further advance and enhance everyday products that benefit society and generate profit while minimizing our footprint on the planet.

The company aims to generate profit to continue to advance into new frontiers exploring silicon-based technology that can deliver sustainable benefits today and in the future to our many stakeholders. We seek partnerships with customers to enhance their consumer products. We support the communities where we operate, bringing jobs and economic development while operating responsibly. Our operations impact thousands of direct and indirect employees, communities, and society in general.

G4-EC1 **Direct economic value generated and distributed.**

Visit dowcorning.com for 2014 year-end financial results.

MARKET PRESENCE

Dow Corning's Total Rewards Strategy, which supports our business objectives, balances clearly defined performance-based compensation and benefits opportunities with a flexible workplace and culture that differentiates itself from the competition by providing challenging career opportunities in a global environment.

G4-EC5 **Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation.**

We have salaried and hourly wage employees in more than 25 countries. We comply with fair-wage laws within each of the regions in which we operate. Further delineation of wages is not material to our company.

INDIRECT ECONOMIC IMPACTS

As part of the chemical industry, the indirect impact of our operations goes far beyond the company's reported profits. For instance, the industry in total is responsible for billions of dollars in investment in research, and studies conducted by the American Chemistry Council (ACC) have shown that each job in the U.S. chemical industry generates 7.5 additional jobs in the overall economy and that every dollar of energy used in the U.S. chemical industry creates upwards of \$8 of added value in the overall economy.

In the next 40 years, the global population is expected to expand to 9 billion people. The indirect economic impact of this industry, as well as the benefits of silicones, will be critical to society. Silicones will make possible a healthy and plentiful food supply, clean air and water, safe living conditions, efficient and affordable energy sources, and lifesaving medical treatments to communities around the globe.

G4-EC7 **Development/impact of infrastructure investments and services supported.**

In 2014, Dow Corning made significant investments in Michigan's Great Lakes Bay Region, which surrounds our headquarters. The company contributed nearly \$1.5 million toward programs that support community vitality, local economic development and education – particularly in science, technology, engineering and mathematics (STEM) education. The Dow Corning Foundation contributed about \$1.4 million to many programs within those categories as well.

As another example of the company's commitment to the region, Dow Corning opened an office at Uptown Bay City, a new \$50 million, 43-acre waterfront development located in Bay City, Michigan. As an anchor tenant, Dow Corning leased a 100,000-square-foot, five-floor corporate office building and relocated nearly 350 employees. It houses our North America shared services delivery center about 15 miles from the corporate headquarters. This investment highlights Dow Corning's regional presence and contributes to strengthening economic development in the Great Lakes Bay Region.

Refer to the "Social: Society" section for a description of community relations activities.



Environmental performance is a key component of Dow Corning's core value of sustainability. To deliver on this value, we have developed an integrated Operational Excellence Management System. The system is built around the principles of Responsible Care®, the chemical industry's voluntary global initiative for continuous improvement in environmental, health, safety and security (EHSS) performance. Our commitment to Responsible Care® is described in more detail earlier in this report (page 8, G4-15). Adherence to the management system is assured through external audits and compliance self-assessments.

Responsibility for the company's environmental performance is shared across the entire organization. All employees receive job-specific training to assure that they are equipped to comply with applicable regulatory requirements and internal standards of environmental performance. For example, production employees receive regular training on how to handle waste safely and to meet compliance requirements. Product development teams are trained and required to conduct environmental, health and safety assessments of new products before commercialization. Engineering teams are trained on design standards to ensure compliance with regulatory requirements and to minimize potential impact on the environment.

Dow Corning operates energy and environmental functional technology centers that are responsible for managing a portfolio of projects and assuring progress toward our corporate sustainability goals. Activities of the technology centers include:

- Identifying and implementing best practices across the organization
- Conducting project reviews to assure that energy and the environment are appropriately considered as new processes are designed, constructed and commissioned

- *Updating engineering standards to include requirements for environmental compliance and to reduce potential environmental impact*
- *Regular internal reporting to management on progress toward energy and environmental goals through monthly scorecards*

Stewardship of the environment is recognized by the company as an important measure of our performance in the eyes of our stakeholders, including customers, the communities where we operate, regulatory agencies, employees and others. To measure and communicate performance of our operations, we have established goals for reduction of energy use and waste. For energy, our goal is to achieve a 45 percent reduction in energy intensity by 2021 versus a baseline of the average of 1998-2001. The company has established two goals related to waste to be achieved by 2017. We will eliminate hazardous waste to landfill (where legally permissible) and will reduce our waste intensity by 5 percent. See the individual aspects for reporting on progress toward these goals.

MATERIALS

G4-EN1 Materials used by weight or volume.

Dow Corning consumed more than 1.7 million metric tons of raw materials in 2014. This measure includes ingredients, packaging and utility consumption. The materials purchased in the largest quantity include methanol, silicon and hydrochloric acid. These three are raw materials consumed to produce the basic intermediates that are the basis for nearly all silicone products.

Dow Corning has several programs in place to reduce the amount of materials consumed to produce products. One of these is a corporate goal to reduce the waste intensity of our products by 5 percent by 2017. The company is on track to exceed this goal. Another is a recycling program that collects waste material from sites worldwide and converts it into usable basic intermediates. Finally, site-level initiatives to reduce solvent waste through reuse and recycling also have been successful.



GOAL: **5%** reduction in waste intensity of products by 2017.

ENERGY

Energy costs are significant for Dow Corning. That, combined with stakeholder expectations that we reduce the energy and greenhouse gas (GHG) intensity of our products, drives our internal energy program. For Dow Corning, our GHG emissions are almost exclusively generated from energy consumption. Therefore, energy intensity goals are used as a proxy for GHG goals.

Dow Corning has a portfolio of energy-based projects and activities to improve the long-term efficiency of our operations and products. Our commitment to lean manufacturing discipline ensures energy- and waste-reduction opportunities are considered by all employees in their daily activities. Projects completed in 2014 will deliver yearly savings of greater than \$4.5 million in energy costs. In 2014, Dow Corning's use of an energy-monitoring system to ensure ongoing oversight of energy use within our operations was expanded. This system is currently operational at eight of our manufacturing sites. Dow Corning received an efficiency award in 2014 from the American Chemistry Council for a project involving improved heat recovery from an emissions control device.

G4-EN3 **Energy consumption within the organization.**

More than 95 percent of the direct energy consumption of Dow Corning is in the form of natural gas, primarily to generate steam for process use. In 2014, the amount of direct energy used globally remained constant: 11.2 million gigajoules (10^6 GJ) or 10.7 trillion Btu. Production or sales of direct energy were insignificant.

G4-EN4 **Energy consumption outside the organization.**

Dow Corning purchases electricity for all of its facilities and steam for a small number. More than 95 percent of the indirect energy consumption is attributable to electricity purchases. These purchases are typically from local utility companies. In 2014, total energy usage was greater than in 2013: 12 million gigajoules of nonrenewable electricity and 5.2 million gigajoules of renewable electricity. The increase was a return to 2012 levels due to recovery of polysilicon production in 2014. More than 25 percent of our total electricity consumption comes from renewable sources, principally hydroelectricity.

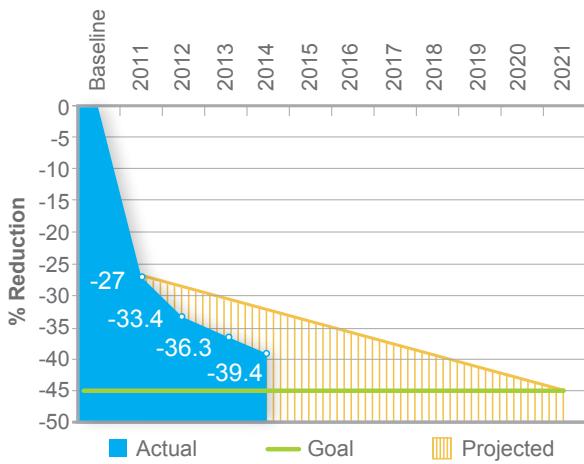


G4-EN6 Reduction of energy consumption.

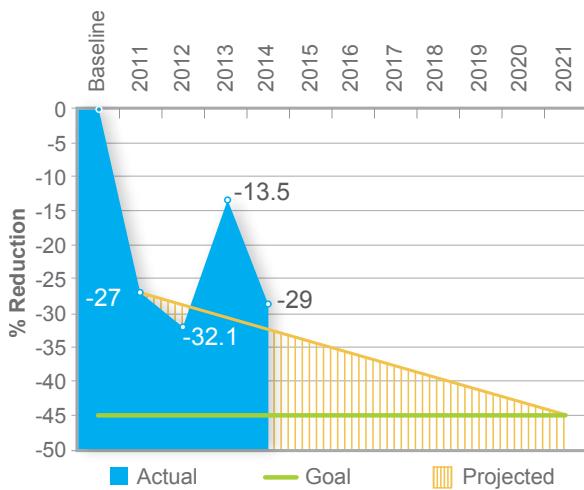
We continue to make progress toward the 10-year energy intensity reduction goal of 45 percent versus a baseline of the average of 1998-2001. At Dow Corning, our energy consumption and GHG emissions are very closely correlated, and thus our energy goal performance is a good proxy for our GHG reduction performance.

Dow Corning operates two main businesses, silicones and polysilicon. By 2011, we had achieved a 27 percent energy intensity reduction across the corporation. Since then, performance is tracked by business and shown starting with the 2011 corporate result. As in 2013, a year-on-year improvement of 3 percent for the silicones business was realized in 2014. Polysilicon demand returned to near-normal volumes in 2014, resulting in improvement in performance to goal.

ENERGY INTENSITY GOAL PERFORMANCE SILICONES



ENERGY INTENSITY GOAL PERFORMANCE POLYSILICON



GOAL: **45%** energy intensity reduction by 2021 versus a baseline of the average of 1998-2001.

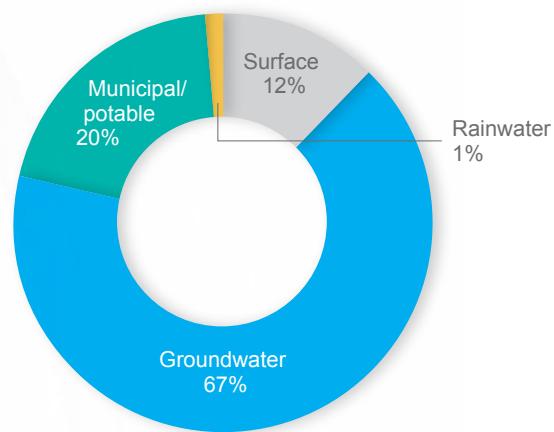


WATER

G4-EN8 Total water withdrawal by source.

A total of 32.3 million m³ of water was withdrawn from all sources in 2014, including the abstraction of cooling water. The sites included in this data are all Dow Corning majority-owned manufacturing facilities. The majority of this information is drawn from records of water usage found in water meters or bills, while some of the data is based on estimate.

WATER WITHDRAWAL BY SOURCE



G4-EN9 Water sources significantly affected by withdrawal of water.

According to the World Business Council for Sustainable Development water tool, there are three Dow Corning manufacturing facilities located in areas that qualify as water-stressed regions, or have a Mean Annual Relative Water Stress Index (WSI) between 0.4 and 1.0. It is unlikely that Dow Corning's water usage in these regions makes a significant contribution to this scarcity. This tool was used to assess water-stressed regions for all Dow Corning majority-owned manufacturing facilities.

WSI data is not available for our site in Daman, India, but it is located in a zone where the annual renewable water supply is less than 500 m³ per person per year, indicating a scarcity of supply. The site uses less than 10,000 m³ per year.

TABLE G4-EN9 – WATER-STRESSED REGIONS WHERE DOW CORNING HAS MANUFACTURING FACILITIES

Site Location	Basin Name
Copley, Ohio, USA	Ohio River
Seneffe, Belgium	Meuse
Shanghai, China	Chang Jiang

BIODIVERSITY

G4-EN13 Habitats protected or restored.

Dow Corning strives to ensure the integrity of natural habitats in the areas that it owns or in the communities where it operates. This section provides examples of independent or collaborative initiatives across the organization that reflect this behavior.

Europe

The Dow Corning Barry (UK) site purchased a 29-acre area of natural wetlands in 2000 in order to preserve the land for future generations to enjoy. The land sits next to the site's manufacturing areas and has open-water fishing ponds, reed beds, marshlands and meadow grassland. Dow Corning teamed up with a local angling group, the Glamorgan Anglers, to restore and manage two large ponds. A formal management plan was developed by the Wildlife Trust of South and West Wales to help enhance the biodiversity of the site. As part of this initiative, Dow Corning constructed a sustainable building overlooking the nature area, providing a venue to host community groups and area schoolchildren focusing on nature, sustainability and science. The building is constructed of sustainable materials. It incorporates photovoltaic panels for power, ground-source heating to heat the building and rainwater harvesting for the building's toilets. Natural ventilation and glazing design allow the building to be cool in summer and warm in winter.



United States

In **Midland, Michigan**, at the Dow Corning Corporate Center, 17 acres of land were restored into a nature prairie. This restoration included reforestation of the land, installation of a half-mile walking trail for employee use and creation of soft landforms using borrowed soil from the existing berms. Nearly 1,750 trees and more than 145 different types of prairie species were planted. In 2003, Dow Corning collaborated with a local forester to create a forest and wildlife management plan for approximately 1,580 acres of owned forested property in the **Midland** and **Hemlock** areas. This active management plan involves surveying the area soil conditions, wildlife populations and diversity, and timber diversity.

In **Michigan**, Dow Corning has representation on the boards of the Saginaw Basin Land Conservancy, the Little Forks Conservancy and the Chippewa Nature Center. Additionally, Dow Corning previously donated trees to Little Forks that were planted on Little Forks' land along the Tittabawassee River near Averill/Sanford, Michigan.

In 2009, Hemlock Semiconductor Group's Michigan site in **Thomas Township, Michigan**, placed 60 acres of owned farmland into a permanent agricultural easement. The Michigan Department of Agriculture's Environmental Stewardship Division monitors this easement annually.



Dow Corning and Hemlock Semiconductor protect 452 acres of land through conservation easements due to filling of existing wetlands for site expansions. A portion of this land (208 acres) is wetland that was converted from nonwetland area, and monitoring of this land is currently conducted annually by King & MacGregor Environmental.

In Kentucky, Dow Corning purchased and leased 216 acres of land to the Carroll County Board of Education in 1996 for creation of an outdoor environmental classroom. In Indiana in 2002, Dow Corning leased 165 acres to the Switzerland County Historical Society for a living history museum. Development of the museum is in progress. Both leases are still in effect.



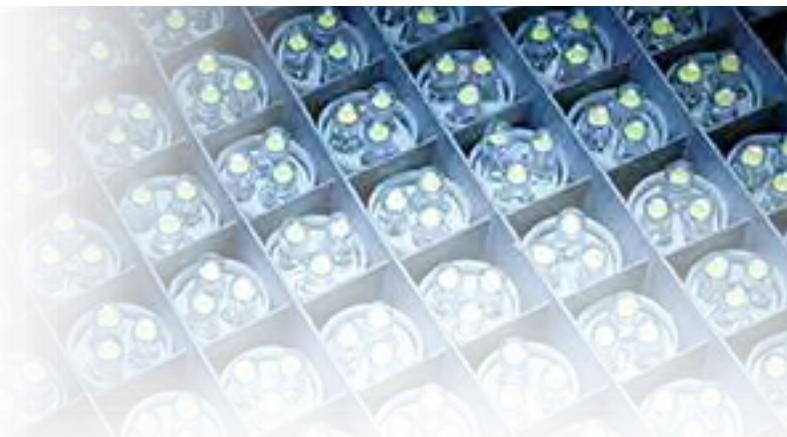
EMISSIONS

G4-EN15 Direct greenhouse gas emissions (Scope 1).

Dow Corning was a founding member of the Chicago Climate Exchange (CCX) and uses the World Resources Institute Greenhouse Gas Protocol (WRI GHG Protocol) for accounting for GHG emissions. As part of our membership in the CCX, we have had our U.S. direct GHG emissions and our calculation protocols independently third-party verified by the former National Association of Securities Dealers (NASD).

In 2014, we emitted 0.8 million metric tons of CO₂ and CO₂ equivalents as direct emissions – almost exactly the same as 2013, despite higher production volumes.

Emissions from transportation and other activities are small in comparison and are therefore not reported.



G4-EN16 Energy indirect greenhouse gas emissions (Scope 2).

More than 90 percent of our emissions are as a result of purchased electricity and natural gas, with much smaller contributions from other fuels and losses of refrigerants.

In 2014, we emitted 2.4 million metric tons of CO₂ and CO₂ equivalents as indirect emissions – a return to 2012 levels as a direct result of improved production volumes at Hemlock Semiconductor Group.

G4-EN17 Other indirect greenhouse gas emissions (Scope 3).

Dow Corning has not comprehensively accounted for Scope 3 emissions. The most significant source of indirect GHG emissions is from purchased silicon metal as a raw material. The quantity of GHG emissions is dependent on how much silicon the company purchases externally versus internal production and where the purchased silicon is produced (regions where low-emission hydro power is used versus where high-emission coal is used to generate electricity).

Following silicon, a second significant contributor to indirect GHG emissions is the production of purchased methanol. Another category of indirect emissions that has been studied is the GHG emissions associated with shipment of products. It was determined that transport emissions are relatively small, and they have not been tracked regularly since the initial study.

Dow Corning's product portfolio includes many products enabling efficiency improvement or providing direct energy and GHG reductions. The most significant of these is our solar silicon business, which provides polysilicon, the key raw material for solar panels. In addition to the solar industry, we produce products that are key components of many higher-efficiency products, such as LED lighting, green tires and cold-water detergents.

Dow Corning participated in a study with the Global Silicones Council in 2012⁽¹⁾ to understand the life-cycle GHG impact of silicones. The study analyzed 26 product category case studies for the emissions associated with the use of the silicone products compared with nonsilicone alternatives. The result was that, on average, the GHG benefits of using silicone products are approximately nine times greater than the emissions from production and end-of-life treatment of these products.

G4-EN19 **Reduction of greenhouse gas emissions.**

We use energy intensity improvement as a proxy for GHG intensity improvement. Indicator G4-EN6 shows our performance versus our corporate energy goals, and this performance mirrors our GHG reductions. Both energy use and GHG emissions are impacted similarly by the improved production capacity utilization and energy savings projects at the sites.

Statement on accuracy

The data collected for 2014 is accurate to the best of our knowledge and has not been verified by a third party. We have been collecting energy and GHG data since 1990 and perform internal verification from year to year to ensure consistency. Due to the use of different protocols, numbers in this report may differ from data reported to local or country-specific authorities.

G4-EN20 **Emissions of ozone-depleting substances.**

While Dow Corning does not manufacture or process ozone-depleting substances (ODS), the company has begun the phase-out of ODS refrigerants. An internal standard that applies globally to all sites defines the management and phase-out of ODS. This standard meets or exceeds the Montreal Protocol. In Europe, we are using non-ODS refrigerants in all production-critical systems. Other manufacturing sites also are continuing to retire old equipment and install non-ODS replacements.

In 2014, the total emission of ozone-depleting substances (ODS) was 455 kg of CFC-11 equivalent. This total includes estimates of ODS emissions reported by all majority-owned manufacturing sites globally. While the data may vary from year to year, total ODS emissions are expected to decrease in the coming years, as sites will be enacting their phase-out plans for equipment containing ODS materials.

Increased efforts also are being focused on those sites that continue to use ODS refrigerant systems during the transition. A global team is working on a “good practice guide” to further encourage sites to minimize the loss of the refrigerants.

G4-EN21 **NO_x, SO_x and other significant air emissions.**

	Emissions for 2014, metric tons
NO _x	1,030
SO _x	685
Particulate	19,100
VOC	279
HAP	126

Emissions are reported by all Dow Corning majority-owned manufacturing facilities. Data is calculated based on a combination of site-specific data, direct measurement, engineering estimation and AP-42 factors.

EFFLUENTS AND WASTE

G4-EN22 Total water discharge by quality and destination.

A total of 28.2 million m³ of water was discharged to all water-receiving bodies in 2014. The sites included in this data are all Dow Corning majority-owned manufacturing facilities. Data is reported by the individual sites and is based on measurements where the sites have metering capability on outflows. Where no measurements are available, the sites report a calculated value to balance the water outflows to measured inflows.

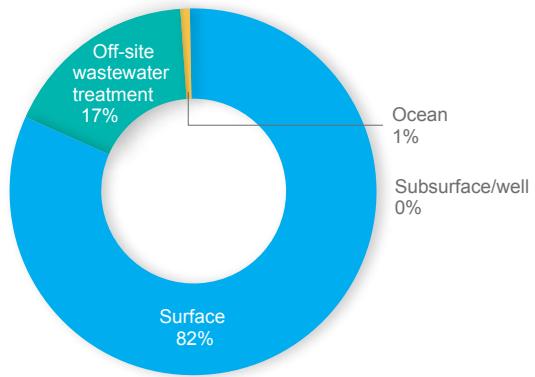


G4-EN23 Total weight of waste by type and disposal method.

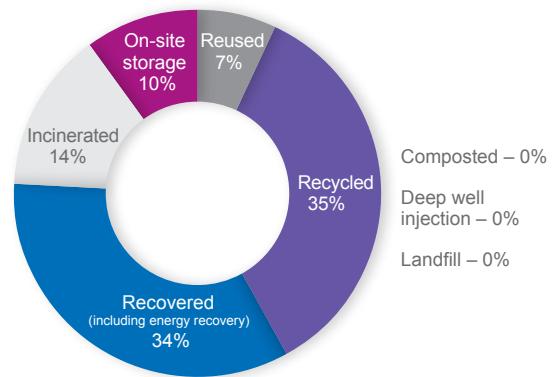
In 2014, Dow Corning generated 82,800 metric tons of hazardous waste and 112,400 metric tons of nonhazardous waste. These results are based on manifests and on-site weight records collected and reported by all majority-owned manufacturing facilities.

Our goal is to eliminate landfilling of hazardous waste (where legally permissible) by 2017. In 2014, no hazardous waste was landfilled. This improvement was primarily due to successfully recycling one of our large waste streams that previously was sent to landfill. While this reflects great progress, we continue to face challenges and will focus significant effort on source reduction, internal recycling and establishment of reliable recycling outlets. Some landfilling of hazardous waste is expected in 2015 as we work to implement long-term sustainable solutions.

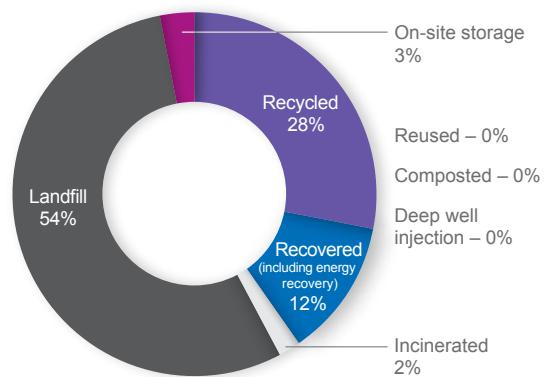
WATER DISCHARGE BY RECEIVING BODY



HAZARDOUS WASTE BY DISPOSAL METHOD



NONHAZARDOUS WASTE BY DISPOSAL METHOD



GOAL: We are targeting the elimination of all hazardous waste to landfill (where legally permissible) by 2017.

G4-EN24 Total number and volume of significant spills.

As a subscriber to the American Chemistry Council's (ACC) *Responsible Care*[®] initiative, Dow Corning is committed to process safety and has implemented a number of initiatives to continually improve process safety performance.

One measure of process safety performance is the number of process safety events (PSEs). According to the Center for Chemical Process Safety (CCPS), a PSE is an “unplanned or uncontrolled LOPC (Loss of Primary Containment) of any material, including nontoxic and nonflammable materials … from a process, or an undesired event or condition that, under slightly different circumstances, could have resulted in a LOPC of a material.”⁽²⁾ PSEs are subdivided into four levels, or tiers, based on severity and other criteria. The upper two tiers, Tier 1 and Tier 2, are actual LOPC events. These include not only chemical spills and vapor releases, but also fires, explosions and injuries resulting from LOPC events.

Dow Corning reports the number of exterior Tier 1 PSEs to ACC as a condition of membership but has voluntarily elected to internally report and track the number of interior Tier 1 PSEs as well as the number of Tier 2 PSEs (interior and exterior). These additional PSEs are potential indicators of more serious events and therefore offer an opportunity to implement additional corrective and preventive action.

A total of three Tier 1 and 16 Tier 2 PSEs occurred at Dow Corning facilities in 2014. This compares with seven and 24, respectively, in 2013.

Tier 1 and Tier 2 PSEs by location (outdoor versus indoor) and by type are summarized in the graph and table at right. It is worth highlighting that *none* of the PSEs in 2014 resulted in fatalities or community evacuation/shelter-in-place, and none of the spills/releases had significant environmental impact.

PSEs BY LOCATION

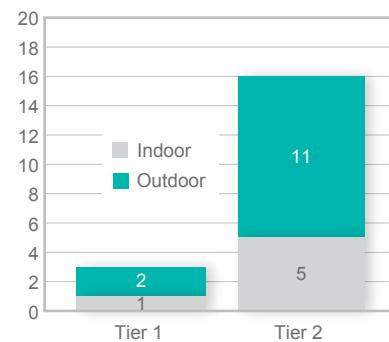
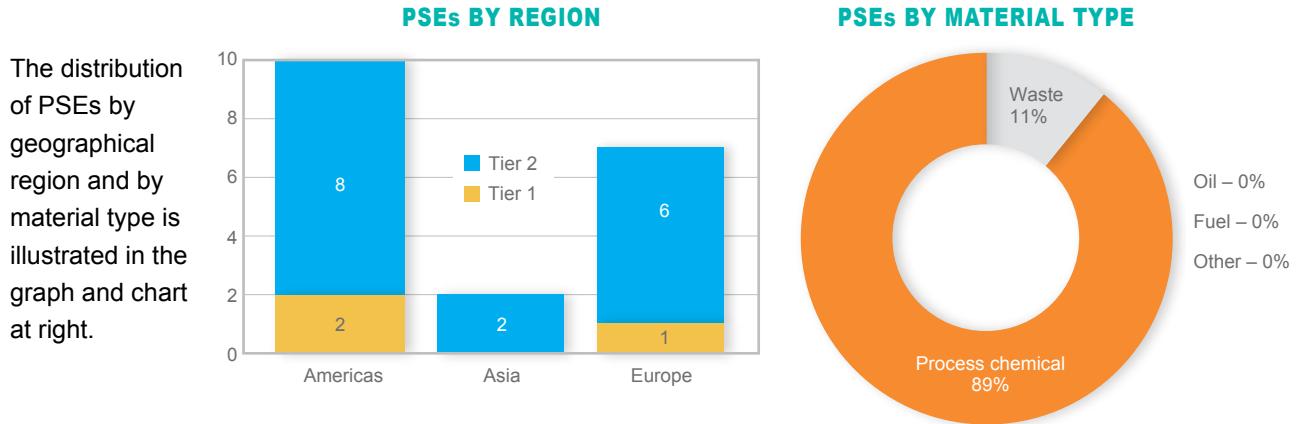


TABLE G4-EN24.1 – PSEs BY TYPE

Type	Tier 1	Tier 2	Total	%
Spill/vapor release only	2	14	16	84.2%
Fire or explosion	0	0	0	0%
Injury (employee or contractor)	1	2	3	15.8%
Fatality	0	n/a	0	0%
Community evacuation or shelter-in-place	0	n/a	0	0%
Total	3	16	19	100%

⁽²⁾Source: Process Safety Leading and Lagging Metrics, Center for Chemical Process Safety (CCPS), New York, NY, January 2011.

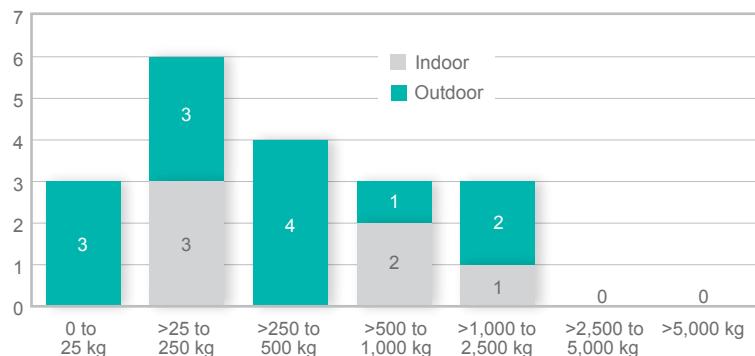


The total amount of material released for all Tier 1 and Tier 2 PSEs in 2014 is summarized in Table G4-EN24.2, with the distribution illustrated in the accompanying graph. These amounts are considerably lower than in 2013.

**TABLE G4-EN24.2 – AMOUNTS RELEASED:
TIER 1 AND 2 PSEs**

	Amount Released, kg
Tier 1	3,350
Tier 2	5,955
Total	9,305

PSEs BY QUANTITY RANGE



GOAL: Continuous improvement over 2011 baseline for CCPS Tier 1 and Tier 2 PSEs.

PRODUCTS AND SERVICES

G4-EN27 Extent of impact mitigation of environmental impacts of products and services.

Dow Corning's corporate environmental standard requires that we "reduce the environmental impact and improve the health and safety aspects of our current and future operations, products and services."

Through the implementation of a portfolio of waste-reduction projects, the waste intensity of our products on average decreased nearly 11 percent in 2014. We continue to track and report our waste intensity internally to maintain this improvement.

On average, the energy intensity of Dow Corning's silicones business products decreased by 3 percent in 2014. This improvement is on track to meet our target of 45 percent reduction by 2021 versus the 1998-2001 average baseline.

In addition to reductions in impact measured by our corporate environmental goals, a number of internal processes and tools are used to evaluate the impact of products at all phases of development through commercialization.

Life cycle assessment has been used to quantify the potential environmental impacts of some of our intermediates and products. Some of this information has been shared directly with customers to support their efforts to understand the indirect GHG footprint of their products.

Product commercialization teams utilize a **review process** that assesses risks and opportunities relating to the product's suitability for use in application, safety of raw materials, possibility of using lower-impact materials or processes, and opportunities for recycling and waste reduction.

New capital installation projects undergo **mandatory reviews** by environmental and energy functional experts to assure standards for environmental performance and energy efficiency improvements are met.

Dow Corning, along with other silicone industry member companies, signed an Enforceable Consent Agreement (ECA) with the U.S. Environmental Protection Agency (EPA) in early 2014 to monitor and collect data on the presence and concentrations of D4 (octamethylcyclotetrasiloxane, a component or impurity in many silicone products) in the environment. Intent of this agreement is to contribute to the agency's efforts to understand potential environmental effects of D4. The agreement was finalized by EPA and published in the Federal Register on April 4, 2014. As part of this agreement, ECA parties will begin testing in 2015 at specified locations. Data from the studies will be used by EPA to characterize sources and pathways of release of D4 to the environment and resulting exposures of aquatic and sediment-dwelling organisms to D4.

COMPLIANCE

Dow Corning is committed to complying with all relevant laws, regulations and other applicable requirements. Our [Code of Conduct](#) clearly specifies that all employees are expected to understand and follow the spirit and letter of all laws and regulations that govern their areas of responsibility. In addition, policies, procedures and standards are in place to ensure that our activities are consistently managed to meet the requirements of relevant laws and regulations. ISO/RC 14001 provides the management system framework necessary to ensure compliance with environmental regulations and standards.

G4-EN29 **Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with environmental laws and regulations.**

As a result of our comprehensive self-assessment and self-reporting processes, Dow Corning is aware of a small number of potential environmental noncompliance issues and has a proactive program in place to properly address them. None of these issues resulted in material fines or penalties to the company in 2014.

OVERALL

G4-EN31 **Total environmental protection expenditures and investments, by type.**

Costs to ensure compliance with environmental regulations and requirements – and to reduce environmental impacts and risks – are significant. Many of those costs are integrated into day-to-day operations and are difficult to discern from standard operating costs. The costs outlined below reflect items that can be clearly associated with environmental management and compliance. They reflect only a portion of our total environmental management costs.

We invested \$19 million in 2014 in projects to reduce environmental impact and risks and to ensure compliance with applicable regulations and requirements. In addition, we employed consultants and other outside service providers to demonstrate compliance and to ensure robust management systems are in place.

Waste disposal costs were \$39 million in 2014. More consolidation and regulation of the waste disposal industry resulted in increases in unit cost. Therefore, we experienced an increase in total cost versus 2013, despite sustained improvement in our waste intensity (kg waste/kg product).

EMPLOYMENT

At Dow Corning, we are committed to providing opportunities for personal growth and job satisfaction. We are passionate about silicon-based technology, and our employees partner with managers and human resources to explore opportunities throughout their careers while earning competitive compensation and having access to a wide range of benefits. Our employees average more than 11 years of service and are part of a uniquely welcoming environment where employees truly matter.

G4-LA1 **Total number and rates of new employee hires and employee turnover by age group, gender and region.**

	Male, %	Female, %
Total Hires	Approx. 1,000	
Hires by Gender		
	78%	22%
Hires by Age		
<30	48%	75%
30-50	49%	81%
>50	3%	78%
Hires by Region		
Asia	28%	77%
Europe	12%	77%
Latin America	13%	89%
North America	47%	76%
Overall Turnover	Approx. 740	
Turnover by Region		
Asia	30%	76%
Europe	12%	77%
Latin America	16%	91%
North America	42%	69%
Turnover by Gender		
	76%	24%
Turnover by Age		
<30	27%	74%
30-50	48%	73%
>50	24%	82%
Voluntary Turnover	Approx. 500	

G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.

Total Rewards packages are offered to all regular full-time and part-time employees. These packages are aligned to local markets and compliant with local regulations. Total Rewards include five main elements, each with programs and practices that collectively enable us to attract, engage and retain employees. These elements are:

- Compensation
- Benefits
- Work-life balance
- Performance and recognition
- Professional development and career opportunities

In general, the company promotes a sense of equity across our workforce. The model is built around the following pillars:

- Our rewards framework is global, with local customization to reflect competitive market practices and regulatory requirements.
- Our rewards support a high-performance workplace through differentiation and sharing of company success.
- Our rewards foster an environment that is flexible.
- Our rewards are communicated to promote employee understanding regarding their benefits and value.
- Our rewards program is affordable and sustainable to the business and valued by employees.

For example, in the U.S., full benefits are provided for part-time employees working a minimum of 20 hours per week. These benefits include short-term incentives for all employees, retirement savings, health care coverage, domestic partner benefits (same- and opposite-sex), life insurance, short-term and long-term disability, work-life resources

and referrals, paternity leave, adoption leave and assistance, tuition reimbursement, and more. Compensation and benefits vary by country.

G4-LA3 Return-to-work and retention rates after parental leave, by gender.

Dow Corning's employee value proposition is grounded in our commitment to providing a supportive workplace culture with programs that help working parents – and all employees – effectively manage their work and life responsibilities. For 10 years, Dow Corning has appeared on the "Working Mother 100 Best Companies" list, and for eight years, Dow Corning has received recognition as one of the Dave Thomas Foundation for Adoption's "Best Adoption-Friendly Workplaces." We have received these U.S.-based honors for our progressive workplace programs, including flexible work arrangements; financial reimbursement for adoption; paid parenting leaves for mothers and fathers; support for parents of children with special needs; expert consultations, resources and referrals on work-life issues; and community grants to child care providers, nominated by employees, to purchase equipment to enhance early learning and physical fitness.

OCCUPATIONAL HEALTH AND SAFETY

Safety is one of Dow Corning's long-standing core values, which establishes "our commitment to an injury-free work environment, individual self-worth and consideration for the well-being of other people." Dow Corning firmly believes that continual improvement in people safety – along with process and product safety – is not only ethically appropriate, but essential to sustainable business operations.

G4-LA5 **Percentage of total workforce represented in formal joint management/worker health and safety committees that help monitor and advise on occupational health and safety programs.**

All of Dow Corning's manufacturing facilities and business technology centers had formal health and safety committees in place in 2014, many of which included nonmanagement employee representatives. Most of the committees met monthly, and typical agenda items included performance metrics, incident reports, incident investigations, health and safety goals, and employee suggestions. In terms of committee leadership, 50 percent of the committees were chaired by the health and safety manager (or other safety staff professional), 31 percent by the site manager, 12 percent by an employee representative, and 8 percent jointly by the site manager and health and safety manager.

G4-LA6 **Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region and by gender.⁽³⁾**

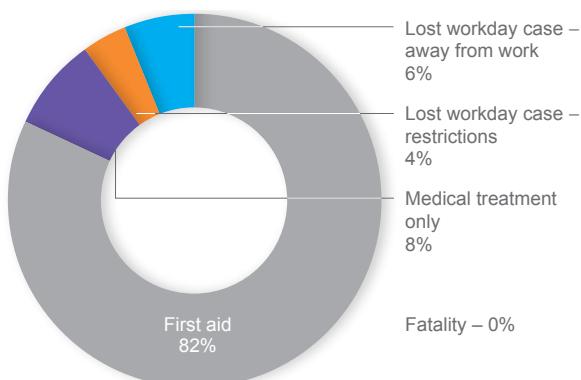
Dow Corning requires all work-related injuries and illnesses to be reported – including first aid cases – which are in turn compiled in a global database. Injuries and illnesses involving Dow Corning employees and contract employees globally are classified according to U.S. Occupational Safety and Health Administration (OSHA) recordkeeping criteria.⁽⁴⁾

TABLE G4-LA6 – EMPLOYEE AND CONTRACT EMPLOYEE INJURIES AND ILLNESSES

Injury/Illness Type	Number
First aid	520
Medical treatment only	54
Lost workday case – restrictions	27
Lost workday case – away from work	36
Fatality	0
Total	637

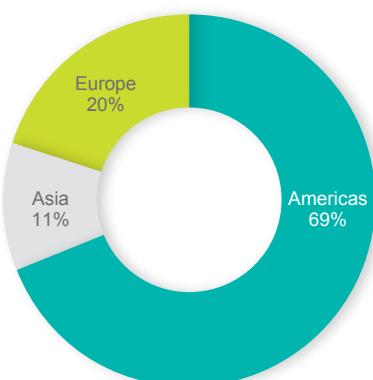
The number of injuries and illnesses involving Dow Corning employees and contract employees is summarized in Table G4-LA6. No work-related fatalities involving Dow Corning employees, contract employees or nondirect supervised contractors occurred at any of Dow Corning's facilities in 2014.

INJURIES AND ILLNESSES BY TYPE



INJURIES AND ILLNESSES BY REGION

(EXCLUDING FIRST AID CASES)

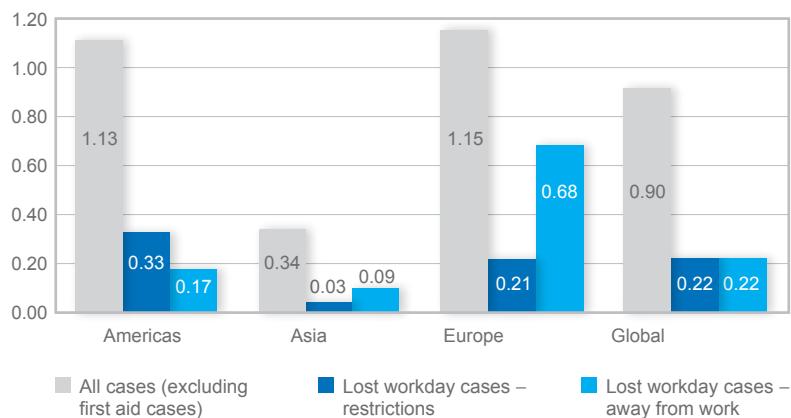


⁽³⁾The data in this section is current as of March 18, 2015.
⁽⁴⁾See U.S. Code of Federal Regulations, 29 CFR 1904.

The Occupational Injury and Illness Rate (OIIR)⁽⁵⁾ for 2014 was 0.90, a moderate improvement over 2013.

Occupational Injury and Illness Rates by region are summarized in the graph below. The global OIIR compared to the previous four years is shown in the graph that follows the regional details.

REGIONAL OCCUPATIONAL INJURY AND ILLNESS RATES



GLOBAL OCCUPATIONAL INJURY AND ILLNESS RATES

(EXCLUDING FIRST AID CASES)



GOAL: Continuous improvement over our 2011 baseline of 1.07 OIIR.

TRAINING AND EDUCATION

Dow Corning is committed to a strong learning and development culture with best-in-class resources to attract, engage, develop and retain talent. We recognize the significant competitive advantage that exists in strong individual and organizational capabilities. This capability is created when people have the knowledge, skills, abilities, experiences and discernment to execute brilliantly. Responsibility for employee capability development is led by human resources, in partnership with the functions. The function plans, manages and oversees long-term employee development, training and career management. This approach enables globally consistent and common processes and ensures greater visibility and equity in developing talent across the enterprise.



⁽⁵⁾ The Occupational Injury and Illness Rate (OIIR) is equal to the number of recordable injuries and illnesses per the total number of hours worked normalized to a basis of 100 employees working 40 hours/week, 50 weeks/year (i.e., OIIR = no. of recordable injuries x 200,000/hours worked).

G4-LA9 Average hours of training per year per employee, by gender and by employee category.

Development and training at Dow Corning varies by job role and responsibilities at our sites around the globe. Training completions are recorded in our online Dow Corning University (DCU) system. The overall average was more than 80 hours of training per employee, most of which is job-specific and compliance-driven. Our online systems do not capture all internal training and capture no external development training; therefore, the actual average of training hours per employee is higher. Our DCU learning activities include traditional classroom courses and virtual instructor-led courses, on-the-job training, and blended training, as well as a large catalog of Web-based courses translated into local languages for our employees globally.

TABLE G4-LA9 – 2014 TRAINING

Employee Type	Average Number of Training Hours
Office and Technical	34.1
Female	26.5
Male	41.4
Production and Maintenance	152.3
Female	128.6
Male	154.0
Professional	35.8
Female	32.7
Male	37.2
Technical	63.7
Female	39.9
Male	74.8
Student	22.6
Female	26.7
Male	19.2
Average for All Employees	84.7

G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

Our enhanced employee development and career management resources are available to help employees and managers at all levels discover and develop their talents, challenge themselves professionally, manage their careers and enhance personal growth. Highlights include:

Dow Corning University – A robust catalog of internal classroom and Web-based training programs for professional, technical and leadership skill development.

Make Your Career Count – Internal website with easily accessible resources for all employees, covering the four elements of Dow Corning's career management framework:

- **Deliver Results** – Dow Corning's Performance Management Process
- **Know Yourself** – Self-Awareness and Development Feedback Assessment Resource
- **Know the Expectations** – Dow Corning's Competency Framework, Functional Career Ladders and Internal Career Opportunities
- **Develop Yourself** – In-Role and Future Role Development Planning Process and Tools

Cross-Functional Leadership

Development Program – This premier leadership development program targets the critical skill development needs of our future and emerging leaders. Since its introduction in 2011, more than 130 global leaders have participated in this program.

In addition to the aforementioned programs for active employees and leaders, Dow Corning offers those employees who are transitioning to the post-work stages of life a variety of retirement-planning resources and selectively offers career outplacement counseling.

G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.

All of Dow Corning's professional employees receive formal performance evaluations with detailed comments regarding their performance over the past year, along with development actions regarding behaviors.

TABLE G4-LA11 – 2014 FINAL PERFORMANCE MANAGEMENT REVIEWS COMPLETED⁽⁶⁾

Gender	% Completed
Female	96.7%
Male	96.8%
Grand Total	96.8%

⁽⁶⁾Includes Professional and Office & Technical employees only.

DIVERSITY AND EQUAL OPPORTUNITY

As an Employer of Choice®, Dow Corning seeks to attract, engage, develop and retain the best talent. We are committed to sustaining an inclusive work environment that supports fairness and respect, self-fulfillment, teamwork, and dedication to excellence in which employees can best achieve their full potential.

We are committed to embracing generational differences in values, ways of getting things done and ways of communicating. The increasing generational diversity requires a flexible talent management model to sustain the ability to attract and retain young talent.

G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.

As a component of Dow Corning's approach to compliance, we have established an internal global control for a discrimination-free workplace, which is integral to assuring diversity and inclusion in our global workforce.

Dow Corning continues to support the Women Enriched network in the U.S. and similar initiatives globally. For the U.S. Women Enriched group, Hemlock Semiconductor Group's president serves as the executive sponsor. Similar networks have been launched in Japan and China.

In Europe, Dow Corning facilitates a network of Millennials in the workforce to reflect the needs of this generation in the workplace and also provides education to people managers on the differentiated leadership style that a multigenerational team requires.

Dow Corning has established partnerships with minority associations and community programs providing financial support, scholarships and mentors to help increase the number of historically underrepresented individuals in science, technology, engineering and math (STEM) careers. Examples of specific programs include the Detroit Area Pre-College Engineering Program; Hispanic Youth Institute; NAACP Afro-Academic, Cultural, Technological and Scientific Olympics; American Chemical Society; and Hispanic Leadership Institute. Activities abroad include a patronship of an initiative at our German site in Wiesbaden that supports children with migration backgrounds in their language capacity to enhance educational and professional equal chances.

TABLE G4-LA12 – WORKFORCE DIVERSITY

Ethnic Diversity of U.S. Workforce

Total U.S. employees	Approx. 5,100
Ethnic minorities	10%



An aerial photograph of a residential area, likely a suburb, showing a variety of houses (single-family homes and apartment complexes) nestled among green lawns and trees. The houses have different colors and roof styles, including red, yellow, white, and grey. A paved road runs through the neighborhood. The overall scene is a mix of urban and semi-rural living.

SOCIAL: SOCIETY

LOCAL COMMUNITIES

The company supports the vitality of the communities where we operate globally by actively engaging and participating in areas where we can make the greatest contributions. Globally, the company recognizes the impact we have on the well-being of our surrounding neighborhoods. We strive to help advance the vitality of those communities and support social programs, particularly in the areas of elementary education, math and science. Dow Corning wants the communities where our facilities are located to be great places to live, work, grow and play. The company reaches out to our neighbors and works with local educators, civic groups, charities and community leaders to advance education and improve the quality of life for all.

G4-S01 **Percentage of operations with implemented local community engagement, impact assessments and development programs.**

Dow Corning's global operations adhere to the American Chemistry Council's *Responsible Care*® initiative, a stringent set of standards designed to advance the safe and secure management of chemical products and processes. This requires consistent and open communication with employees and other stakeholders, including local community members.

Dow Corning continually strives to engage effectively with people living close to our sites. The majority of Dow Corning's sites around the world have implemented local community outreach programs in coordination with the company's corporate community relations efforts. The community relations department provides strategic

counsel and best practices to site leadership globally. These efforts are evident through examples of employee support; employee volunteerism; and financial sponsorships of programs that support community vitality, economic development and education.

In addition, many of Dow Corning's major manufacturing sites frequently convene a Community Advisory Panel (CAP). A *Responsible Care*® initiative, CAPs bring together site management and a cross section of community members, some of whom may represent such fields or interests as business, academia, health care, nonprofit organizations, clergy and agriculture.

In 2014, Dow Corning and Hemlock Semiconductor Group operated CAPs in Midland, Michigan (USA); Barry, Wales (UK); Carrollton, Kentucky (USA); Thomas Township, Michigan (USA); and Clarksville, Tennessee (USA).

Dow Corning's major manufacturing sites also have developed strong working relationships with first responders and other emergency personnel. Sites periodically hold joint emergency response drills with local responders.

Dow Corning complies with various federal, state and local requirements that dictate development of plans and programs to minimize the impact on surrounding communities and the environment. For example, Dow Corning complies with the Risk Management Plan (RMP) regulation in the United States and Control of Major Accident Hazards (COMAH) regulation in the UK.

The company engages globally with government stakeholders at state and federal levels to discuss public policy issues of importance to Dow Corning and its communities.

G4-S02 **Operations with significant actual and potential negative impacts on local communities.**

Dow Corning focuses on ensuring operational and process safety as well as safeguarding the communities in which it operates. There are many examples of this across the globe, which include:

- Consistent implementation of design practices during the design and engineering of new equipment and during process installations. For example, for each capital project, a structured process hazard analysis is completed to identify hazards, evaluate potential impact of hazards and implement appropriate safeguards to minimize risk, both on-site and off-site.
- Day-to-day procedures and work practices in place to mitigate and prevent operational hazards and risks once a process is operational. Examples of this include standards for operating equipment and machinery, personal protection requirements, and equipment maintenance and inspection requirements.
- Emergency response plans specific to the hazards at each site. Part of this plan includes a trained team of operators and personnel who are able to respond to process or safety incidents.
- Engagement of local emergency responders and community groups to discuss the impact of our operations on local communities – whether from unexpected events or routine activities – and to identify possible opportunities for improvement.
- Programs in place for process auditing, management of change, and incident reporting and investigation to ensure process safety plans are maintained and updated as needed.

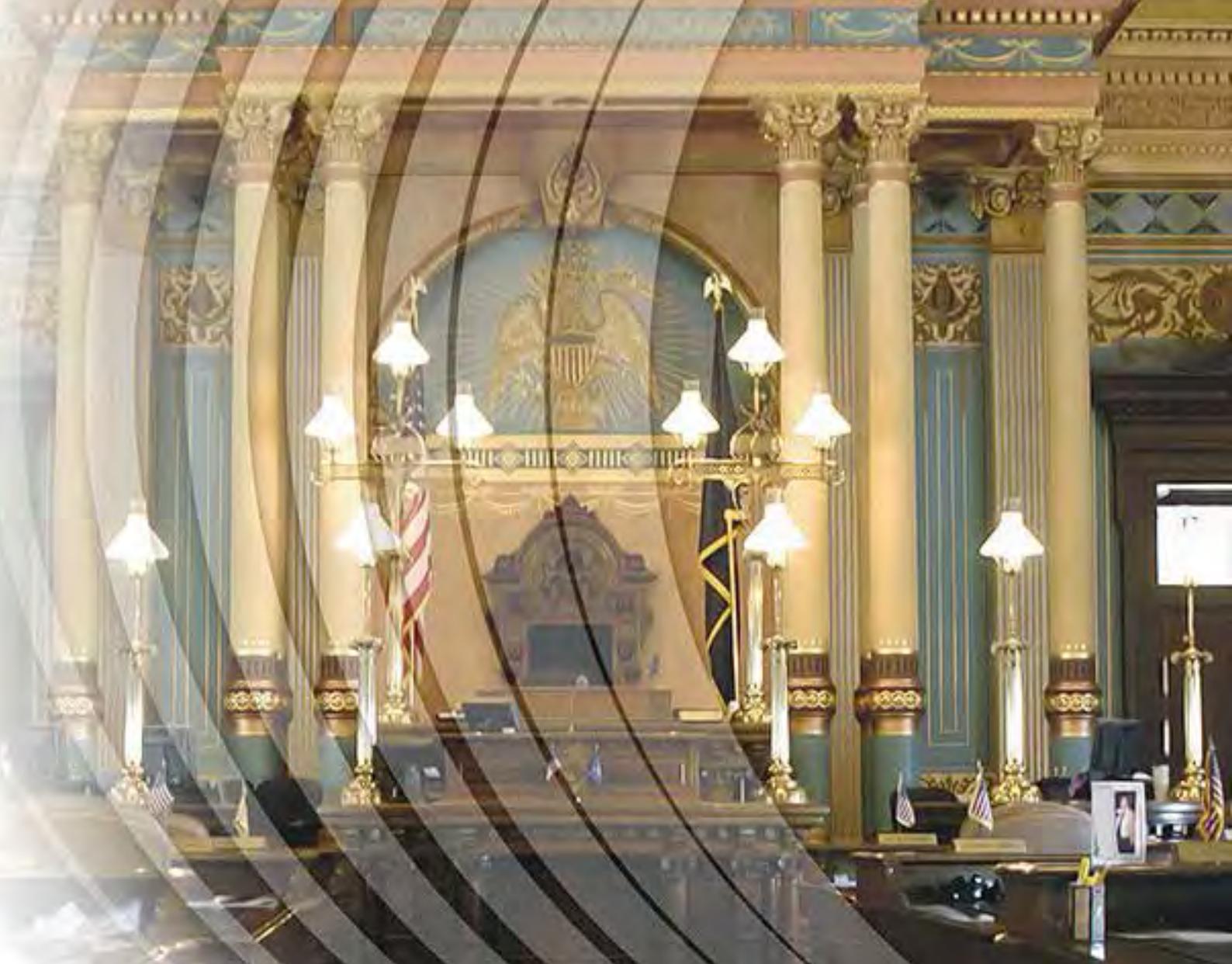
ANTI-CORRUPTION

Our management approach to anti-corruption begins with the [Code of Conduct](#), which requires interactions with governments, government officials and agencies to be conducted with integrity and in accordance with company values. Dow Corning's policy prohibiting bribery and corruption applies to all Dow Corning employees and third parties that act on behalf of the company and all of its subsidiaries and joint ventures. The company recognizes increasing risk in this area and has undertaken a number of actions to assure compliance, including creation of a cross-functional team, completion of a gap analysis, revision of the existing due-diligence process for third parties, additional training and communications, and identification of best practices from other companies.

G4-S04 **Communication and training on anti-corruption policies and procedures.**

Dow Corning's Office of Ethics and Compliance requires employees to participate in online anti-corruption/anti-bribery training. In addition, the Office of Ethics and Compliance requires annual training on our [Code of Conduct](#), including anti-bribery and Dow Corning's gifts and entertainment policies. The training is offered online or in a classroom environment and tracked to completion.





PUBLIC POLICY

We believe that free and fair trade and public policy that promotes Dow Corning's product development and manufacturing competitiveness are essential to allowing for the full benefits of silicon innovation to be realized by our customers around the world. Dow Corning manages public policy through successful collaboration between business, industry, government and nongovernment organizations around the globe. Many of these organizations are listed in the response to indicator G4-16 on page 10.

G4-S06 **Total value of political contributions by country and recipient/beneficiary.**

The Dow Corning Legislative Action Team (DCLAT), a U.S. Political Action Committee, plays a critical role in channeling the energy of our U.S. employee base and increasing participation in the democratic process. In 2014, the DCLAT contributed a total of \$43,500 to federal candidates and state-level candidates in Michigan.

A photograph of a woman wearing a yellow hard hat and safety glasses, looking upwards at a complex piece of industrial machinery. She is wearing a blue long-sleeved shirt with 'CORNING' printed on the chest. The background shows various pipes, valves, and mechanical components of a factory or laboratory setting.

SOCIAL: PRODUCT RESPONSIBILITY

Dow Corning's Code of Conduct describes the company's commitment to product stewardship. The company has a responsibility to provide customers with the information and support to use products safely and effectively.

CUSTOMER HEALTH AND SAFETY

G4-PR1 Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.

Dow Corning has a comprehensive methodology to address health and safety across the life cycle of a product. This methodology is actively being implemented at this time – globally, across all products, prior to commercialization. This tool addresses the health and safety impacts of products in all of the following life cycle stages:

- Development of product concept
- R&D
- Certification
- Manufacturing and production
- Marketing and promotion
- Storage, distribution and supply
- Use and service
- Disposal, recovery or recycling

MARKETING COMMUNICATIONS

G4-PR6 Sale of banned or disputed products.

Dow Corning has established a policy and management process for the use of chemical substances recognized by regulatory authorities around the world to potentially cause serious effects to human health and/or the environment. The policy establishes the company's position on the use of such substances in our products. The management process has three purposes:

- Screen for any new chemical substances meeting the policy's criteria
- Management of any existing products that contain listed chemical substances meeting the policy's criteria
- Prevent introduction of any of these chemical substances into new products

The company has IT tools that enable a comprehensive search for any listed chemicals in any Dow Corning product. The management procedure then launches a process that ultimately results in one of three possible outcomes:

- Discontinuation of sale of the product
- Elimination or substitution of the listed chemical
- Reduction of the amount of the listed chemical to a safe level in the product (based on risk assessment or the legal classification threshold)

Continued sales of products containing chemicals meeting the policy's criteria may be allowed on an exceptional basis for a time-limited period.

Approval of a variance to the policy can only be issued by executive management and must be supported by a positive risk assessment in the intended application.

The implementation of the policy and management process is led by a team consisting of product stewards, product toxicologists and regulatory compliance functional experts. This team meets regularly to assure robust deployment of the policy and process and is accountable to the company's executive management.

PRODUCT AND SERVICE LABELING

G4-PR3 Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.

Dow Corning has a strong commitment to product stewardship and integrates this throughout the product life-cycle. All products are subject to this rigorous process, from discovery through commercialization and end use. Products comply with all applicable product hazard regulations, requirements and good stewardship practices for labeling and disclosures in all countries where the products are produced and sold.

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