



## Nurturing the Human Element to Drive Leadership and Success

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Your Excellency,  
Ladies and Gentlemen:

Thank you to Young Arab Leaders and our distinguished Fellows... to our fellow sponsors... to all those who invested intellectual and cultural capital to make this program such a tremendous success. I am very pleased and honored to address you today on behalf of Dow.

Last year when our CEO, Andrew Liveris signed an agreement with His Excellency Dr. Omar Bin Sulaiman to support Young Arab Leaders and the Global Action Program, we understood this partnership to be a critical first step on a path of collaboration, with an inspired and leading organization in the Middle East community. And through a shared affinity for diversity, and commitments to entrepreneurship and innovation, we bonded.

Today, this event serves as a milestone to the distance Dow and YAL have traveled together. This distinguished group of Arab and American Fellows literally crossed mountains and oceans to be here. We are proud to witness the seeds of a shared vision come to fruition in the shape of this Leadership exchange. Congratulations... Mab-rouk.

For Dow, this moment also represents a milestone in our greater corporate vision: To become the largest, most profitable and most respected chemical company in the world. Just as the region surrounding us seeks economic diversification, in order to deliver on the promises of education, telecommunications, infrastructure, and healthcare, Dow is undergoing a transformation of its own.

The Middle East plays a very prominent role in this transformation. Our commitments to the region – whether professional, financial, or personal and cultural – are significant. Sheikh Mohammad has been known to say, “The successful team is the one that makes 1 plus 1 equal 11.” He may be glad to know we feel the same: We too strive for compounded, dynamic win-win outcomes.

Dow’s products connect with rapidly growing and receptive markets in need of cutting edge, value-added solutions. Whether:

- providing paints and coatings for construction and civil projects,
- providing products that insulate indoor ski slopes in the middle of the desert, or
- providing water purification technologies to deliver clean water to those who need it most.



Dow provides the building blocks, technologies, and solutions for this rapidly growing and diverse population. This makes us a fundamental agent of this region's transformation.

But equally important is our approach of corporate partnership, which has power to transform the region's resource wealth into diversified local manufacturing, higher domestic employment, and local application and licensing of leading chemical processing technologies.

We are entering our 31st year of such partnerships in the region, but let me note a couple game-changers: EQUATE, a joint venture established with PIC of Kuwait in 1995, laid the foundation for a second venture whose launch is around the corner. This new company will be the largest producer in the world of Polyethylene, a plastic essential to a lot of products we use daily.

Our planned venture with Saudi Aramco, the Ras Tanura Integrated Project, would make Saudi Arabia one of the largest chemical producers in the world, a description thus far affiliated with Western economies. This Project would be the largest ever constructed in one go, covering an area of almost 2,000 full-size football pitches. At peak construction, the workforce will reach 80,000, but even after Project completion, the JV will be one of the largest local, non-governmental employers.

All our joint ventures help address socio-economic and political initiatives within a country's borders, but they are also strategically positioned to cater to customer needs well beyond the Middle East, Asia, South Asia, and Africa.

The transformation taking place in this region is breath-taking. And just as our transformation strategy relies entirely on people that drive it, the building blocks of regional society are also its own people. Successfully confronting the global challenges of tomorrow is not a mission to face alone. Nor is it a mission to face ill-equipped. It requires a plan. It requires commitment. It requires a conscience. But above all, it requires leadership.

Leadership ... is a meaningful word ... and a powerful concept. Today, successful global leaders must be equipped with the knowledge and flexibility to change traditional mindsets and the ability to transform cultural hurdles into remarkable opportunities.

At the Arab and American Dialogue Event YAL and Dow hosted this past March in New York City, Mike Gambrell, our Executive Vice President, based his keynote address on "The Power of Leadership". He touched on themes that enable leadership in our current day and age: respect for differences, rewarding relationships, engaged global youth, all aiming for a brighter future.

Embracing diversity is a value deeply rooted in our corporate culture. It is not just represented by our collage of race, nationality, religion and values. It is about our culture of respect, where diversity and inclusion make up the fabric of our creativity. Simply put, it is what makes our corporation greater than the sum of its parts.



46,000 Dow employees serve customers in nearly 160 countries... more than half residing outside the United States. As we grow our presence in emerging regions such as the Middle East, our commitment to diversity and inclusion will only grow stronger. I am proud to share with you that after Mr. Gambrell's speech in March, he sponsored the creation of an Arab Intercultural Network at Dow, possibly the first of its kind among the S&P 500.

The unique Arab American Leadership Exchange was designed to promote mutual understanding and respect between Arab and American societies. As Dr. Sulaiman once said, "Dialogue among ourselves and dialogue with other cultures and societies represents the steel we must use to build our bridges." How insightful!

It was just this sort of dialogue that took place during cultural activities held at The Dow Center in Midland, where Michigan-based employees were able to engage with some of the Arab Fellows. Mr. Gambrell and other executives, including our CEO, also hosted Arab fellows for dinner at their homes in Michigan.

Here too in Dubai, Dow relished the opportunity to exchange personal and company insights on the Middle East and Arab culture. We knew it would help us rediscover that which we have in common, and embrace that which makes us unique. We knew it would enrich our expectations from our next generation of leaders.

For Dow, civic participation is not a fashion statement. It is a bridge to success. From the very beginning of our 111-year-old history, our founder, Herbert H. Dow, recognized that the prosperity of his business was connected to the prosperity of the communities where his family and employees lived. If socially responsible corporate behavior were a fashion statement, then Dow's wardrobe remains unchanged after more than a century.

Dow is proud to partner with YAL. They are a partner with whom we can talk the talk, and walk the walk. We hope this exchange helps showcase Dow as a science and technology leader and as a standard-setting civic partner in the region.

Knowing us as a chemical company probably stirs some bad memories of pop quizzes on the Periodic Table during high school chemistry. But one element you never had to study because you knew it by heart all along...is the Human Element.

Discovering and cultivating the Human Element differentiates Dow. From our balance sheet to our moral compass, it is part of what we do and who we are as a company and responsible corporate citizen.

Make no mistake, the Human Element differentiates each of you too. ... And as it has compelled us, it compels you to harness your learning, and take the reins of your leadership, today...to better mankind tomorrow. Go forth as ambassadors of the Human Element, and as leaders of your respective companies and cultures, driving mankind's regional and global transformation.

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