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THE SUN IS SHINING AND SO ARE WE

Victoria Dean
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Well folks, it's been a long winter. Canadian's have muscled through SIX waves of the global pandemic. We have risen through global supply chain issues, natural disasters, the container crisis, and the mass shortages affecting everyday Canadians. But guess what? The winter is over. The sun is shining, and so are we!

Despite challenges over the past year, our industry continues to thrive. We continue to evolve, to pivot, to show our resiliency, to overcome challenges we never could have dreamed of. As flowers flourish and our beautiful wildlife start to show their faces, we are reminded that the worst is behind us. More and more of us remove our masks and begin smiling at strangers, celebrating the little things and leaning into the embrace of close friends. Maybe, just maybe, this was a reminder for us to slow down and appreciate the small things. This issue of the Chemunicator focuses on positivity, the optimism of what is yet to come.

On page 9 Vyan Nguyen, Chair of the Regulatory Affairs Committee (RAC) provides valuable insight on his journey with the association, and his road to leading the RAC. Vyan alludes to the fact that over the past few years, we have all been braving the same storm but ultimately do so with varying tools. The more we work together, the further we will get in achieving common goals. Speaking of goals, Firefighters Without Borders (FWB) has a mission of protecting life, property, and the environment by providing communities firefighting training, equipment, and educational resources. For more information on FWB and how you can help, visit

page 8. Safe Operations Chair, Matthew Thwaites, provides valuable insight for readers on the impact of covid-19, specifically in our dealings with mental health, at home and in the workplace. To read his take on the matter, visit page 23.

As the nicer weather encroaches, the staff at RDC look on with optimism. For the first time in over two years, RDC will be hosting an in-person Annual General Meeting (AGM) this fall in Victoria, BC, which seemed like an impossible feat last year. The AGM isn't the only in-person opportunity to look for this fall. We also have the Tee Off for Kids golf tournament and the Semi-Annual Meeting to look forward to. Although RDC recognizes the need for hybrid opportunities moving forward, we can't help but get excited by the thought of us gathering in person once again. Provinces around Canada have re-opened, and we look forward to seeing friendly faces from the RDC community, coast to coast.

I don't have a catchy finisher for my editor's notes, but I leave you with my upmost gratitude and respect. Despite the various challenges of the past few years, the RDC staff all echo notes of gratitude. Gratitude to serve a membership made of such fantastic people. People who graciously give their time and expertise to allow us to grow as an industry, and an association. It's only upwards from here, my friends.

Victoria

36th Annual General Meeting & Conference

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HELPING TO BREAK THE ISOLATION

Frank Dempsey, Dempsey Corp.
Chair, Responsible Distribution Canada
Email: chair@rdcanada.ca

April 2022 - I wish to start by saying that it is with great sadness that we continue to witness the terrible humanitarian crisis unfolding in Ukraine. We deplore this war and the continued use of violence, and appeal to all parties for a rapid peaceful outcome. We stand in solidarity with the people of Ukraine, their families and all those people affected by this senseless tragedy.

As we adjust to the Summer season, many of us are also learning to adjust to the new "normal" after two years of restrictive Covid 19 pandemic measures. Two years of social distancing, masks, missed trips and missed social gatherings that have taken their heavy toll. Learning now to live with the virus is unfortunately an adjustment that is easier said than done. Thankfully the rising vaccination levels and the emergence of "milder" Covid variants have finally allowed us the opportunity to be together again in person.

We are quickly rediscovering the joys of being able to travel, attend events, and return to the offices and conferences we all took for granted. Seeing old and new colleagues may still seem awkward for some...do I shake hands, fist bump, nod.... who knows? What we do know for certain is that we will never again take for granted the importance of human connections and shared spaces.

Working from home and Zoom meetings helped to keep us safe, but we also lost the ability to network and make those meaningful connections. I have recently started attending conferences and large sporting events; and despite some initial unease with large crowds, it has been a fantastic re-awakening. A self-described introvert, I find myself now just loving the ability to meet and talk to so many more people than I was ever allowed in my previous Covid bubble.

I sense that everyone is feeling the same excitement; and we are quickly making up for those lost years of forced social isolation.

Helping to break this isolation, we are pleased to start soon facilitating in person committee meetings at our RDC office in September. We are currently working on organizing our next You Be The Chemist golf tournament. Our upcoming Annual General Meeting has also been rescheduled to September 21st, 2022, in beautiful Victoria B.C. These are all positive signs that our Association's social mandate is finally coming back.

Not only will attending these events give our members the ability to continue fostering those important industry peer friendships; but also provide the much-needed financial support our association relies on to continue its excellent work throughout the year. Our association has done a brilliant job so far this year addressing the country's numerous supply chain and regulatory issues. Unfortunately, there still seems to be a lot more of those same issues on the horizon.

I therefore encourage our membership to make this year an exceptional year of engagement, by making the effort to attend our upcoming in person events. In particular, we would love to see the attendance at this year's AGM in Victoria BC beat all the previous records. What better way to mark the end of two years of isolation and adversity then to celebrate with your RDC family!

Wishing everyone a safe and healthy year,

Frank



AFIN DE SORTIR DE NOTRE ISOLEMENT

Frank Dempsey, Dempsey Corp.
Chair, Responsible Distribution Canada
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Je voudrais commencer par exprimer la grande tristesse qui nous habite alors que nous assistons à la terrible crise humanitaire qui se déroule sous nos yeux en Ukraine. Nous déplorons cette guerre et le recours continu à la violence, et demandons à toutes les parties de rapidement résoudre pacifiquement cette situation. Nous sommes solidaires du peuple ukrainien, de leurs familles et de toutes les personnes touchées par cette tragédie.

Alors que nous nous adaptons au retour de la belle saison, beaucoup d'entre nous apprennent également à s'adapter à la nouvelle vie « normale » après deux ans de mesures restrictives due à la pandémie de Covid 19. Deux ans de distanciation sociale, de masques, de voyages et de rassemblements sociaux manqués qui ont fait de lourds dégâts. Apprendre maintenant à vivre avec le virus est malheureusement un ajustement qui est plus facile à dire qu'à faire. Heureusement, l'augmentation du taux de vaccination de la population et l'émergence de variantes Covid « plus bénignes » nous ont finalement permis d'être à nouveau ensemble en personne.

Nous redécouvrons rapidement les joies de voyager, d'assister à des événements en présentiel, et de retourner aux bureaux et d'assister aux conférences que nous prenions auparavant pour un acquis. Rencontrer d'anciens et nouveaux collègues au bureau, ce qui est encore un peu gênant pour certains... est-ce que je serre la main, un coup de poing, un hochement de tête.... Qui sait? Ce que nous savons cependant avec certitude, c'est que nous ne tiendrons plus jamais pour acquises l'importance des interactions humaines et la vie en collectivité.

Le télétravail et les réunions Zoom nous ont protégé, mais nous avons également perdu la capacité de vraiment développer nos réseaux sociaux et de maintenir ces liens humains. J'ai récemment commencé à assister à des conférences et à de grands événements sportifs; et malgré un certain malaise initial à me retrouver dans une grande foule, cela a été une révélation inouïe. Introversi par nature,

je me retrouve maintenant ravi de rencontrer beaucoup plus de gens que j'aurais eus droits auparavant dans ma bulle de contact Covid. J'ai l'impression que tout le monde ressent la même joie de se retrouver; et nous rattrapons rapidement ces années perdues d'isolement social forcé.

Afin de sortir de notre isolement, nous sommes heureux de commencer bientôt à faciliter des réunions de comité en personne à notre bureau du DRC en septembre. Nous travaillons actuellement à l'organisation de notre prochain tournoi de golf Tee Off For Kids. Notre prochaine assemblée générale annuelle a également été reportée au 21 au 22 septembre 2022, dans la belle ville de Victoria, en Colombie-Britannique. Ce sont des signes positifs que le mandat social de notre Association est enfin de retour.

Non seulement la participation à ces événements donnera à nos membres l'occasion de développer davantage les amitiés entre confrères, mais assurera également le soutien financier dont notre association a tant besoin pour poursuivre son excellent travail tout au long de l'année. Notre association a fait un excellent travail jusqu'à présent en s'attaquant aux nombreux problèmes dans la chaîne d'approvisionnement et de la réglementation. Malheureusement, il y reste encore beaucoup de travail à faire cette année.

J'en appelle à tous nos membres de faire de cette année une année exceptionnelle d'engagement personnel, et d'assister à nos prochains événements en personne. En particulier, nous aimerions voir la participation à l'assemblée générale de cette année à Victoria en Colombie-Britannique battre tous les records. Quelle meilleure façon de marquer la fin de deux années d'isolement et d'adversité que de célébrer en personne avec votre famille DRC!

Souhaitant à tous de rester en sécurité et en bonne santé.

Frank



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FIREFIGHTERS WITHOUT BORDERS

EQUIPPING TOMORROW'S FIREFIGHTERS HEROES ONE SHIPMENT AT A TIME

Firefighters Without Borders (FWB) is a volunteer-run non-profit organization with a mission of protecting life, property, and the environment by providing communities firefighting training, equipment, and education resources. FWB is based in Ontario, Canada and was founded in 2009 in memory of Kevin Bailey, a firefighter with a passion for life and a love of humanity, following his tragic death in a rock-climbing incident.

The organization focuses on four pillars:

- **Helping in Canada and Beyond:** FWB works with partners, donors and volunteers to help equip firefighters in Canada, and around the world, with much-needed equipment and training to keep their communities safe.
- **A Sustainable Approach:** FWB helps to refurbish and repurpose valuable firefighting equipment that is safe and in excellent working order.
- **Building Capacity:** FWB donates training and ongoing technical support to communities to ensure they have the knowledge to maintain donated equipment and to expand their fire response skills. All FWB courses meet recognized industry standards and are delivered in a train-the-trainer format to ensure we help build long-term capacity
- **Seeking donations:** FWB relies on monetary, equipment and in-kind donations to fulfill their mission.

While we had to reduce the types and number of activities that we were able to do the past two years due to COVID-19 restrictions, we have continued equipping tomorrow's heroes. In 2021-2022 we donated over 6600 pieces of equipment to fire services in need in three countries: Colombia, Chile and Paraguay. More recently, we sent two equipment shipments to Ukraine.

In Canada, FWB supports First Nations communities. We are currently on the planning stage of a multiphase project with the Independent First Nations Alliance (IFNA) that will include the creation of a training facility and comprehensive training provided by FWB trainers. Last year, we also delivered smoke alarms to IFNA's five northern communities; and a fire truck to Lac Seul First Nation.

Do You Want to Get Involved?

FWB packages and ships donated equipment provincially, nationally and internationally. FWB needs your support to assist in the shipping of this equipment. More specifically, FWB needs used, cleaned and purged totes. FWB would welcome the opportunity to partner with organizations wishing to assist with this request. If you would like to learn more, or would like to partner, you can email Amber Rushton, FWB Director of Projects: amber@firefighterswithoutborders.org.

Also, FWB would not be able to do the great work it does without cash donations. Any size donation is appreciated and can be made via CanadaHelps.org.



Equipping
Tomorrow's
Heroes



A SMOOTH SEA NEVER MADE A SKILLED SAILOR

When I first read the Chemunicator in 2016, it was this incredible collection of wisdom, knowledge, and foresight from seasoned professionals in the industry. Now I find myself in a position to drive the conversation and provide the same guidance that helped me along my career path. In trying to decide on a topic that I would write about, I thought deeply about the value that I could provide and what made the RDC a strong and collaborative community. The more I thought about this, the more I realized that it was the individuals who truly provided value and established a community-like culture in the association. I could have just attended meetings and conferences, enjoying the food and time away from the office but it was the leaders in the room who welcomed everyone and fostered an open environment that nurtured meaningful discussions. It was Catherine who encouraged me to chair the Regulatory Affairs Committee despite my hesitations and for that, I am grateful for the opportunity to continuously grow with the association. The support and sense of community has not waned and is one of our greatest tools for the challenges we face today and tomorrow.

We are all in the same boat when it comes to the challenges in our industry over the last six years, and especially these previous two. Despite the intensity and pace of these challenges, our community has not just survived but thrived and supported critical infrastructure in these trying times. From a regulatory standpoint, we have seen unique challenges with drug shortages, supply chain issues, and sanctions, to name a few - One of the few silver linings we have seen is the result of the association's advocacy efforts in establishing relationships with public policy makers. The cooperation and joint responsibilities between industry and government allowed for swift responses to regulatory challenges and for the industry to maintain the supply chain of critical goods and services. We have more resources than ever through government contacts and the association.

Government being helpful? We truly live in strange times, but it is evident working with individuals at various levels in government who embody the definition and spirit of public servants. The concept of collaboration is not lost on our colleagues in the public space as we have all seen the consequences of a stalled economy. It is in nobody's interest to further complicate the supply chain with regulatory red tape. The pace

of change requires us (associations, businesses, and individuals) to collaborate more than ever with regulators to establish a proper path forward. If I have learned anything from the leaders at RDC, it is to speak up otherwise you will miss your opportunity. Any hesitation in seeking answers may result in unnecessary delays or worse, noncompliance.

Figuring out how to be compliant is but just one part of the puzzle as any solution needs to take into consideration commercial interests and the cost of compliance. Fortunately for me and my regulatory colleagues this is what keeps us employed, having to develop the skills and expertise to nimbly navigate the regulations while being cognizant of the overall business needs. Even under 'normal' circumstances this is no easy feat but throw in some supply chain and economic challenges and suddenly it is a lot more stressful if you are the reason an order is on hold.

It is easy to believe that everybody is aligned when it comes to regulatory compliance, but it seems that everyone has their own idea of what compliance looks like. I am fortunate to work at a company that was built on the fundamentals from RDC, where responsibility and sustainability are core concepts. Of course, this does not happen overnight but over time by establishing relationships between different groups and promoting a strong sense of community and accountability.

While we can still consider ourselves as being in the same boat, it does not quite hit the mark for me. The more apt sentiment is that "We're not in the same boat, we're in the same storm." Whether it is at an individual, team, business, or association level, we share common problems but may not share the same tools and resources to overcome them. Some have yachts while others have a single oar but in many of the challenges, we can work together to reach further goals that benefit all.

I wanted to thank everyone at RDC and especially Catherine Wiekowska for the opportunities and support over the last 6 years. I am also able to participate and contribute to the association with the continued support and encouragement from the leadership team at Barentz (formerly Cambrian Solutions) and from my regulatory team. I hope to continue learning and give back to this wonderful community.



PLANNING FOR THE UNEXPECTED



Why the Chemical Distribution Industry Is Becoming an Even More Important Chemical Value Chain Partner

18.05.2022 - Dorothee Arns, Director General of FECC, discusses current challenges, market trends and her vision for the chemical distribution industry in Europe. The interview was conducted by Michael Reubold and Ralf Kempf.

The chemical distribution business is a diverse industry that provides customized solutions for important sectors such as pharmaceuticals, paints & coatings, agriculture, cosmetics, food & feed, and automotive. At the center of the supply chains of these sectors, distributors are critical partners for global corporations as well as for SMEs. This role has become particularly obvious and relevant during the corona crisis. But distributors themselves also face many challenges in the aftermath of the pandemic. CHEManager asked Dorothee Arns, Director General of FECC — the voice of the chemical distribution industry in Europe — about the current challenges, market trends and her vision for the sector's future.

CHEManager: Mrs. Arns, the Covid-19 pandemic is not yet over, but after two years of operating in a pandemic environment, what impact did the corona crisis have on the industry?

Dorothee Arns: By and large, the distribution sector navigated the pandemic rather well and — overall— succeeded in adapting quickly to the rapidly changing conditions. The picture is, of course, not homogeneous, but depends to a considerable extent on the level of segmental and regional diversification of the respective distributor and the product portfolio. On one hand, we could observe that all applications needed to contain the virus spread, for example disinfectants, pharmaceuticals, chemical building blocks for personal protective equipment, were constantly

in extremely high demand. On the other hand, other segments which were significantly impacted by lockdown measures during infection peak times faced suspended demand first and afterwards huge catch-up effects when the closures of service sectors were lifted. In any case, and despite all the challenges chemical distributors proved to be a reliable, trusted partner for all their stakeholders and were able to meet all their commitments at any time. For our sector itself — as well as for the entire chemical industry — it was a good opportunity to showcase in reality how much the chemical distribution business can contribute to solving societal challenges.

What, in your opinion, are the most important lessons learned from the past two years?

D. Arns: In my opinion the most important lesson learned is to constantly “plan for the unexpected”, which means develop plan B options for the case that the traditional solution does not work out anymore. What we have seen starting with the pandemic, followed by a series of unprecedented supply chain disruptions triggered by different causes and now with the Russian war in Ukraine, is that our traditional ways of working and making business do not necessarily apply anymore. For decades, all industries, not only chemicals, have optimized their business models with ever shorter lead times, less inventories and increasing reliance on certain structures and processes without buffers. Relatively stable



geopolitical times meant relatively stable supply chains, apart from ad-hoc emerging issues, such as sudden force majeure situations; as a consequence, supply reliability was, by default, taken for granted.

“Our traditional ways of working and making business do not necessarily apply anymore.”

What we now see is how vulnerable our business models and processes are and that external shocks in some parts of the world — even if far away — can have massive knock-on effects on entire supply chains. Availability of products — from raw materials, semi-finished products, spare parts up to energy — is more and more becoming THE critical issue, supply chain excellence, flexibility and ample global networks are converting more and more in key factors for success.

After the pandemic, what will be the most important short- and long-term challenges facing the sector?

D. Arns: Actually, the short- and long-term challenges for our sector are pretty much the same as before Corona. The pandemic has “just” further enhanced the urgency of previously existing topics, such as sustainability, and accelerated the speed of ongoing developments, such as digitalization. Additionally, as explained beforehand, the new challenge of supply chain resilience needs to be dealt with — not only short-term, but also long-term.

And if all this were not enough, the Russian war in Ukraine is now threatening Europe’s energy supplies, apart from its massive impact on global food chains. A potential embargo of Russian gas at this point in time would put the entire chemical industry under massive pressure. It would also have a domino effect on Europe’s entire industrial base, because the chemical industry is the “industry of industries”, that means enabler of many downstream segments.

It goes without saying that this is a minor issue in comparison with the humanitarian situation of the Ukrainian people. However, such a step must be well thought out and prepared, which is not

the case yet. Even with more lead time, this change could belong in the range of the biggest challenges ever for Europe’s chemical industry, and sustainable solutions to this issue remain unclear at the moment.

“I am confident that the role of chemicals distributors will enhance rather than decline.”

The race for young talent will intensify in the coming years, and not just because of digitization. Will the multifaceted transformation just discussed help to attract more young people to the chemical distribution sector?

D. Arns: Possibly the transformation will play its role, too, but most likely it will be even more important for chemical distributors to showcase the solutions they are actively contributing to solve the societal mega challenges. Here the pandemic can serve as a good example. Existing production and distribution lines were switched at a fast pace to make more of the much-needed products available and FECC members donated them in vast quantities to nursery homes, hospitals, schools and kindergartens in their surroundings.

“These days it is not enough to offer well-paid and secure jobs to attract young talents.”

These days it is not enough to offer highly qualified, well-paid and secure jobs to attract young talents. Additionally, young people are looking more and more for a purpose and a job where they can make a meaningful difference for society and the environment. This is definitely what chemical distribution can offer. In this context it was also great to see how many students and young graduates we could host during our “chemical waste as a resource” session with the EU Commission during the EU Industry Days 2021. With that in mind I am sure that the chemical distribution sector has many compelling stories to tell.

The interview with Dorothee Arns was conducted by Ralf Kempf and Michael Reubold.



By: Joseph Chang, ICIS

MASSIVE US RETAIL INVENTORY PILE-UP A BIG WARNING FOR CHEMS

NEW YORK (ICIS)--A massive pile-up in inventories at key US big-box retailers may be a warning sign for chemicals demand, which has partly been propped up by the overbooking of orders.

- Walmart and Target disappointing Q1 results show huge inventory builds
- Retailers to start unwinding stocks through next couple quarters
- Retail destocking to trickle down to chemicals demand

The Q1 downside earnings shocker at No 1 US retailer Walmart on 17 May was followed up by much of the same at Target on 18 May. The main culprit? A huge inventory build-up, as the companies misjudged consumer demand for certain products. Inflation was also a factor in the higher inventory numbers.

Logistics tangles didn't help either, as some products arrived too early and others too late.

Walmart's Q1 inventories rose 8.3% from Q4 2021 and a stunning 32.0% year on year to \$61.2bn. Target's Q1 inventories were up 8.5% quarter on quarter and 43.1% year on year.

The magnitude of the retail earnings misses and huge inventory builds were a key factor in the collapse of the US stock market on 18 May. Chemical equities were also hit hard but suffered less than the overall market.

For Walmart, inventories ballooned to 43% of total Q1 sales versus 34% in the year-ago period. Walmart saw US consumer spending shifting away from discretionary items such as apparel, patio furniture and landscaping supplies and more towards food and consumables.

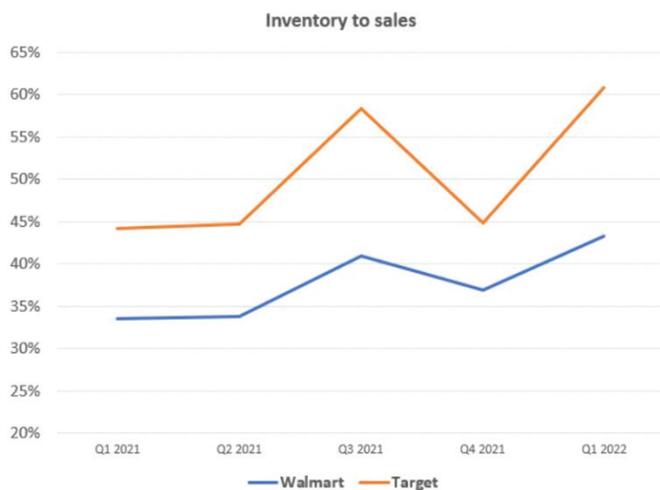
"Most of the increased inventory and related costs were related to buying over the past several quarters with a keen focus on in-stock, and now we're in a short period of rightsizing it," said Walmart chief financial officer Brett Biggs on the company's Q1 earnings conference call.

INVENTORY UNWIND ON ITS WAY

The period of "aggressive inventory buys" through the past several quarters is now over, and a big inventory unwind is on its way.

Target's inventories stood at 61% of Q1 sales versus 44% from a year ago. It underestimated the magnitude of the consumer shift away from certain goods and towards services, leading to burgeoning inventories in "bulky categories" such as kitchen appliances, TVs and outdoor furniture.

These bulkier items tend to have a high chemicals component. Home and kitchen appliances use plastics such as polypropylene (PP), polystyrene (PS) and acrylonitrile butadiene styrene



(ABS), which have largely replaced metals, ceramics and glass for electrical appliances such as food blenders, according to website Kitchen Buds.

TVs likewise use ABS and high impact PS (HIPS), along with polycarbonate (PC) and polymethyl methacrylate (PMMA). Outdoor furniture such as tables, chairs, benches and table lamps contain a good amount of high density polyethylene (HDPE) as well as PMMA.

Target sees consumer spending instead shifting to categories such as food and beverage, beauty and personal care, and household essentials.

“Our team is focused on doing everything necessary to ensure we enter the fall season with an appropriate level of inventory by category,” said Michael Fiddelke, chief financial officer of Target.

It will likely take several quarters for the big inventory builds to normalise (Walmart also estimates a couple of quarters), and impairments are also probable, especially for seasonal items.

GOODS INFLATION MAY EASE

On the bright side, bloated inventories will likely lead to price markdowns as retailers look to move excess stock. Walmart estimates it took a \$100m hit to gross profit in Q1 from higher-than-normal markdowns. Management would not quantify potential gross margin impact in the coming quarters. Target likewise marked down items to move inventory in Q1.

CONSUMER SPENDING STILL HEALTHY

On a macro level, US retail sales overall rose 0.9% in April from March and was up 8.2% year on year – not surprising given the level of inflation.

“A good leading indicator is combined sales for furniture and furnishings (0.7% gain month on month), and electronics and appliances (1.0% gain month on month), and it was a good showing here. Consumers are still in the game,” said ICIS senior economist Kevin Swift.

“However, the inventory figures for those companies (Walmart, Target) are worrisome, and could result in destocking,” he added. The US consumer is clearly still spending, and the year-on-year gains in overall sales for both Walmart and Target bear that out. But what is just as clear is that retailers severely overestimated the magnitude of consumer demand for goods – the so-called bulkier goods in particular.

It’s shocking to see some of the largest US big box retailers caught so flat-footed on inventory management when you’d expect this to be a core capability.

Perhaps it would be slightly less shocking if one paid more attention to ecommerce retailer Amazon’s Q1 earnings results on 28 April where it saw inventories rise 7% from Q4, and 47% year on year to \$35.0bn.

Shares of Walmart fell 11.4% when it announced earnings on 17 May, and declined a further 6.8% on 18 May. Target’s stock plunged almost 25% on its earnings announcement on 18 May, underscoring the market’s surprise.

CHEMICALS TO FEEL DESTOCKING IMPACT

US chemicals companies mostly reported solid Q1 earnings, with essentially no signs of demand destruction even in the face of continuing price hikes.

This could be due to customers overbooking orders and continuing to build inventory given the dismal state of the supply chain.

Panellists at the 12th ICIS World Surfactants Conference on 10 May indicated that the trend of buyers overbooking to ensure sufficient supply is unlikely to end anytime soon as logistics constraints persist.

However, the burgeoning inventories at big box retailers may be the canary in the coal mine. As retailers wind down inventories in the quarters ahead, this impact should start to be felt down the supply chain, all the way down to chemicals and plastics.

HOW TO EMBED I&D INTO YOUR CORPORATE DNA

When I was hired into GHD's Inclusion and Diversity (I&D) team six months ago, I knew I was joining a small team of professionals whose primary focus is to build an inclusive community where all of our people can thrive. Perhaps the biggest reward since then has been to bear witness to the massive commitment by everyone at GHD to support a workplace culture that values belonging – on a global scale.

Over five years ago, GHD embarked on an I&D journey that included testing new ideas and implementing new programs to shift behaviours and perceptions of how we interact in the workplace. It is a significant undertaking, especially when you consider that the experiences and sense of belonging can greatly vary from person to person, especially for those who are underrepresented in a workforce of more than 10,000 people across five continents.

It is encouraging to see at GHD we are not alone in this pursuit. There is a growing number of business leaders who are embracing I&D as a key business driver as they look to the future. Taking a fresh look at how we foster a greater sense of belonging while supporting a culture where individuals feel it is okay to bring their authentic self to work, is a key component to our progress. From our company's perspective, driving greater inclusion is non-negotiable for the simple reason that we will not succeed as an organization without it.

It is incredible just how significant each of the company's achievements in I&D have been over the years. Among many, these include achieving a 50 per cent representation of women in GHD's Board, signing a partnership with Inroad's in Canada and the U.S. to foster career pathways for ethnically diverse high school and college students, conducting the company's first global pay equity review, establishing LGBTQ+ initiatives around the world, and appointing Global and Regional I&D leaders like me to devote our efforts exclusively to creating a more inclusive future for the company.

As GHD evolves, so does our understanding that the definition of diversity must also include differences such as educational background, thinking and leadership styles, culture, LGBTI+, diverse abilities/disabilities, age, generations, Indigenous and First Nations peoples, and those looking for flexible working arrangements. Today, GHD employees contribute to nine Employee Resource Groups (ERG) that support our efforts foster greater inclusion in the workplace.

A recent survey conducted in partnership with Jennifer Brown Consulting revealed that 81 per cent of employees at GHD believe they can be their authentic self at work and do not feel they need to hide aspects of their identity, proving that when belonging is a part of the everyday culture people show up in a real and authentic way.

Global events such as Pride and International Women's Day are seen as extremely valuable opportunities for people to safely raise issues of concern like pay equity, leadership profiles and parental leave. Experiences like these provide a forum where difficult questions can be asked, and challenging situations viewed as opportunities rather than roadblocks. Actively encouraging a workplace environment for real and honest conversations has proven a powerful conduit for change at GHD, where it is welcome to ask questions or challenge existing thinking.

Defining success is pivotal in building an achievable I&D strategy. Combined strategic direction with constant and disciplined measurement are the cornerstones of an evergreen and flexible I&D strategy. At GHD we use external I&D assessments, employee surveys and consultation, industry analysis and strategic partnerships with leading organizations focused on improving I&D in the workplace and the community.

Here are a few of the milestones in GHD's I&D journey since 2015:

- Between 2015 and 2017 the firm shifted to recruiting and retaining women and under-represented talent across its 200 offices globally. Milestones from this commitment include signing a 10-year agreement to provide internship opportunities to Aboriginal and Torres Strait Islander peoples, providing employment for refugees and asylum seekers across Australia, and increasing Māori and Pacific leadership representation in New Zealand. By 2017, GHD Board had 50 per cent women representation.
- Additional initiatives that were born in Australia and New Zealand started to gain strength in GHD's global offices by 2018 and its definition of inclusion and diversity broadened with the launch of unconscious bias training for all North American employees, training that had taken place in Australia since 2015.
- By 2019 GHD established its Global I&D Council and expanded its Young Professionals ERG in the Philippines –four years after the Group was created in North America.
- In 2020, GHD's ERGs expanded their influence and reach across other dimensions launching a Neurodiversity ERG, which focuses on the idea that people experience and interact with the world around them in many different ways. The same year, the firm launched its first global pay equity review.

Embedding I&D into the DNA of your company is not a one size fits all approach, however I believe there are a few things all organizations can do to weave this into their culture:

- Bring I&D to life through the company's values
- Make it a part of "business as usual"
- Lead through an inclusive lens
- Create space for all voices to be heard

Your I&D journey may not be the same as the next organization and that is okay. Don't feel that you must replicate other efforts or rush into something that does not fit within your organization. I&D needs to be a thorough process, built in collaboration with talent at all levels that will ultimately shape your organization's DNA.

I believe that as a society, we are on the right path in building more inclusive and diverse workplaces, and I am optimistic about how the cultural changes we are making today will shape how future generations work and live.

About the author

Joel Howell is GHD's Inclusion & Diversity Leader for Americas/ EMEA. Based in Tampa, FL, he serves as a strategic advisor and works closely with leadership, employee resource groups, the I&D Council and People Team to achieve the overall I&D goals for the enterprise. Joel has more than 15 years of experience in HR and diversity leadership roles. His expertise includes diversity and inclusion, HR strategy, employee engagement, coaching and public speaking.

Azelis is a Proud Employer of the Innovative Leaders of Tomorrow

Azelis Canada is proud to be an employer of innovative, creative, and enthusiastic, goal-driven people that have set out to make a positive impact on the world with the passion that drives them.

As a leading distributor specializing in innovation solutions, for the specialty chemicals and food ingredients industry; our work environment is quite unique and allows us to gather like-minded individuals with various talents, skills and ideas in one collaborative space, bringing our customers the best solutions.

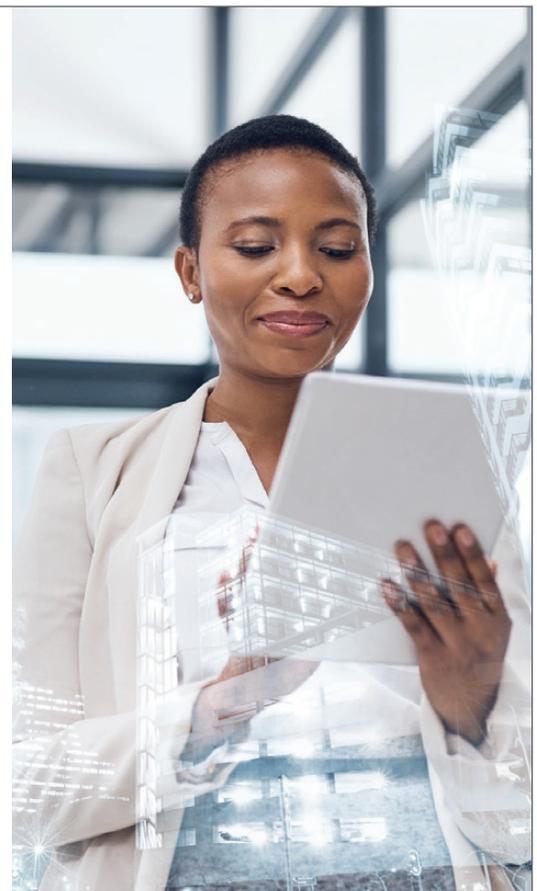
Azelis is proud to support our many professionals, in over 57 countries that deliver the outstanding technical and creative expertise that our customers and principals have come to expect.

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Company NEWS



Azelis strengthens its industrial chemicals footprint in EMEA with the acquisition of WhitChem in the UK

Azelis, a leading global innovation service provider in the specialty chemicals and food ingredients industry, announces the acquisition of 100% of the shares of Whitfield Chemical Group Limited, the ultimate parent company of WhitChem, a well-regarded distributor focused on CASE (coatings, adhesives, sealants and elastomers) and R&PA (rubber & plastic additives) in the UK.

This acquisition reinforces Azelis' position in industrial chemicals, and specifically in the CASE and R&PA market segments in the UK. WhitChem's long-standing relationships with blue-chip principals and product portfolio strengthen Azelis' lateral value chain in the UK, whilst their wide customer base and strong local technical sales team further expands the Group's product offering and customer reach.

WhitChem employs 30 staff and generates the vast majority of their sales in the UK, with some exports to Ireland. Following

the closing, the WhitChem management will stay and support the integration into Azelis, remain committed to growing the business, and further strengthen Azelis' CASE & R&PA team.

Anna Bertona, CEO & President Azelis EMEA, adds: "We're thrilled to welcome WhitChem into Azelis. Their exemplary expertise, strong relationships and a diverse customer base complement the organic growth of Azelis, while at the same time providing a valuable addition for our lateral value chain for this growing market. Over the years, they have proven to be an important technical sales extension for their principals, having grown their market share significantly, and they continue to show strong growth prospects."

Charles Hawley, Managing Director at WhitChem, comments: "We look forward to combining our talents with Azelis and leveraging our synergies. We see many cross-selling opportunities with our complementary product portfolios. CASE and R&PA are exciting markets that have seen significant growth of late and we are eager to expand our product offering and innovative services to the combined customer base. Together we form a great cultural fit and we will continue working on adding value and creating continued growth."



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TRANSPORTATION SYSTEMS



Datacor Acquires Format Solutions, A Leader in Software for the Animal Nutrition and Pet Food Markets

Florham Park NJ, March 7, 2022 - Datacor, Inc., a leading provider of process manufacturing and chemical distribution software, announces the acquisition of Format Solutions. Format Solutions specializes in the design, authoring and marketing of software for recipe optimization, ingredient allocation, operational efficiency and food and feed formulation solutions for the animal feed, aqua feed, pet food, human food, premix and other industries.

Format Solutions was formed as a Cargill brand after the combination of Feed Management Systems and Format International in late 2015. Format Solutions combines deep expertise in nutrition and formulation, all with a broad global reach, serving customers in nearly 100 countries. Under Cargill's leadership, Format Solutions software has become the most widely used technology in the animal nutrition and pet food sectors, responsible for the manufacturing of more tons of products around the world than any other provider.

"Cargill has signed an agreement to sell its Format Solutions business to Datacor, a company with deep expertise and experience in providing software and services to the process manufacturing industries," says Scott Ainslie, managing

Company NEWS

director of Cargill's digital solutions business. "Through Cargill's trusted partner relationships, alliances, and global solutions, we are committed to the digital transformation of livestock nutrition and production."

"We are pleased to welcome Format Solutions to Datacor," states Datacor president Tom Jackson. "With the addition of the Format Solutions software products and team we are able to add best-in-class capabilities in the animal nutrition and pet food verticals, two substantial segments in the process manufacturing space. We look forward to investing in the Format Solutions software products and providing best-in-class service to the Format customers."



Inneo, Innodal's Flagship Product, Now Distributed Across Canada By Dempsey

Mr. Laurent Dallaire, CEO and co-founder of Innodal, announces a distribution agreement across Canada with Dempsey Corporation. This agreement, which propels INNEO and its applications on the national scene, will eliminate the problem associated with contamination by *Listeria monocytogenes* in a wide range of food products.

"This agreement reflects the high level of trust Dempsey has placed in us. Making room for an innovative company that has succeeded, with hard work and dedication, in bringing to market a product that is known and, through this agreement, increasingly recognized is very much to their credit. Many thanks to the people at Dempsey. Your vision to offer natural solutions for the good of the community engages us in a collaboration that will lead us to a healthier and less damaging food diet for all," said Laurent Dallaire of Innodal.

Let's recall that the INNEO anti-*Listeria* solution acts as a shield to guarantee the microbiological protection of food that is fit for consumption.

In the coming years, Dempsey will distribute INNEO's applications for meat and vegetable products across Canada and for seafood products to be distributed in British Columbia. "We are very excited to add Inneo to our portfolio for Dempsey Food Canada. It fits perfectly into our list of clean label and functional food ingredients. Our technical sales team is ready to work with our customers to transform their food safety programs and further improve food labels" said Mr. Benjamin Dempsey, CEO of Dempsey Corp.

"We believe that we can be an important element in achieving sustainable solutions to preserve food longer and in better conditions. These are future challenges that are important to

Dempsey and to us," concluded Laurent Dallaire, president of Innodal.



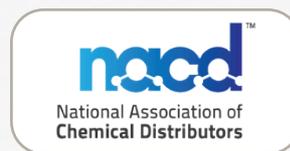
HUB International Acquires Fenn & Fenn Insurance Practice

On March 1, 2022 Fenn & Fenn Insurance Practice Inc. was acquired by HUB International HKMB Limited, one of the world's largest insurance brokers. Fenn & Fenn has joined a dynamic group of professional, solution driven, client focused professionals. Fenn & Fenn believe the deep resources available through HUB International add significant marketing strength and will be of significant benefit to you, our valued Clients. The company will now operate as Fenn & Fenn Insurance Practice Inc., a HUB International Company.

Simon Fenn and Danielle Fenn will continue to lead the Fenn & Fenn team of brokers and continue to be available to clientele.

Danielle Fenn stated, "it has been an enjoyable journey from just the two of us starting our business in our living room in 2003; to a small, dedicated team of employees and our headquarters on Main Street, Newmarket (where we will remain), to now have thousands of HUB colleagues across Canada & the United States working alongside us. Coincidentally, HUB started its business from a small retail insurance brokerage in Leamington, Ontario, now headquartered in Chicago."

A great Canadian success story. Fenn & Fenn started as entrepreneurs, and we are joining even more entrepreneurs.



NACD Announces 2021 Awards

Brenntag's Tom Corcoran and Datacor's Sean O'Donnell Receive Lifetime Achievement Award; TransChemical's Lynne Bukovic and Seeler Industries' Steve Seeler Named Distributors of the Year; Environment & Safety Solutions, Inc.'s Pete Downing and Rachele Alexander Named Affiliates of the Year

Arlington, VA – Today, the National Association of Chemical Distributors announced the winners of its Lifetime Achievement Award, Distributor of the Year Award, Affiliate of the Year Award, and Employee of the Year Award during the last day of the association's 2021 Annual Meeting.

Company

NEWS

On the occasion of the 50th anniversary of the association, the Lifetime Achievement Award honors NACD members who embody the spirit of NACD Responsible Distribution® and help move the chemical distribution industry forward by continuously advancing stewardship and creating connections.

The Distributor of the Year and Affiliate of the Year Awards recognize NACD distributor members and Affiliate members, respectively, who make significant contributions of time and talent for the betterment of the chemical distribution industry, who contribute special achievements in chemical distribution, or who provide outstanding service to fellow NACD members or Affiliates.

The Employee of the Year recognizes an association employee who excelled at serving the mission and objectives of the NACD as well as providing performance in service to the membership and fellow employees.



Terra Firma, Dowd & Guild, and Northspec Chemicals Create New Partnership

BALTIMORE, Maryland (March 1, 2022) – Terra Firma is pleased to announce its next step in delivering a truly “bespoke” specialty chemicals distributor providing comprehensive sales coverage to the entire United States and Canada.

Dowd & Guild (based in Laguna Hills, CA) and Northspec (based in Toronto, Canada) have joined Terra Firma through a partnership recapitalization. The principals of all three firms remain heavily invested through this recapitalization which allows for a true joining of forces, zero management exits, and no consolidation of offices. In addition, the assistance of our newest financial partner, Goldner Hawn, one of the nation’s oldest private investment firms, helps us move forward stronger than ever before. The combination of Terra Firma, Dowd & Guild, and Northspec further enhances our abilities to remain intensely focused on our customers’ formulary and logistical needs; helping to drive their growth objectives and success in the marketplace.

The adage remains true: the only certainty in life is change. Our name, Terra Firma, is Latin for “solid ground” and those two words define our mission statement. We endeavor to be that constant (amid a sea of change) to our incredible customers, best-in-class supply partners, and family of employees. This new partnership evolved not only from our collective desire to help meet the changing needs of our customers, but also those of our suppliers (many of which helped us reach this careful

next step) and to thoughtfully address the changing dynamics in the specialty chemical distribution sector.

Terra Firma continues to grow organically by offering our supply partners options, not ultimatums. We know it remains ever important to offer choices when it comes to their channel partners. Our model will remain amenable to being utilized only where needed, and when. We humbly recognize the critical importance of remaining entrepreneurial and laser focused to continue providing the virtues that small businesses bring to the value proposition – key among them is the ability to deliver genuine organic growth on their behalf.

Tim Fetters, CEO of D&G, commented, “As distinct companies, Dowd & Guild, Northspec, and Terra Firma each have earned excellent market reputations through our technical focus and service-oriented approach that deliver value to our customers and suppliers. By bringing together our complementary cultures, expertise, strategies, and specialty chemical focus, we are creating a premier North American specialty chemical distribution company that collectively has over 140 years of industry experience and longevity. I am excited for the next chapter of this combined firm and the growth opportunities it brings to employees, suppliers, and customers.”

Northspec’s CEO, Noel Shahnazarian, remarked, “The creation of this new partnership signifies our collective commitment to growth while preserving the market-focused specialty business model that has made each company in this partnership successful. There is a shared understanding between Terra Firma, Dowd & Guild, and Northspec on what it takes and what is required to truly be a specialty chemical distributor. We are delighted to be part of this new partnership and we look forward to further expanding our value proposition this synergy will offer the market.”

“Joining forces brings us all to the next phase of our collective evolution while simultaneously demonstrating our commitment to this industry. We made this decision carefully; recognizing how critically important it is to maintain the unique DNA that our suppliers and customers have come to depend. With Goldner Hawn, we have found the perfect partner who shares a long-term horizon and fully supports our commitment to true organic growth. This new chapter builds on the meaningful dedication all three businesses have given to our industry and at the same time secures our place in the future. We endeavor to never lose sight of the past and those who made our success possible,” commented David Behan, CEO of The Terra Firma Company.

Company NEWS



Polaris Transportation Shows Continued Success & a Commitment to Pay It Forward

Although 2021 presented many challenges, Polaris worked diligently to transform these obstacles into opportunities to come together, establish improved solutions and connect with our communities. Taking a positive approach to difficult times has earned us great industry recognition and allowed us to give back on a greater scale than ever before. As we continue advancing as leaders in our field, we remain committed to putting people first.

Polaris has established an environment built upon the principles of respect, teamwork, effort and passion. Our commitment to fostering an inclusive company culture was rewarded for a 5th consecutive year with Polaris being named a Top Fleet Employer by Trucking HR Canada, now designating us as a Top Fleet Employer of Distinction.

Throughout all aspects of our operations, our teams are encouraged and motivated to innovate. Polaris provides the resources needed to allow our personnel to thrive and find new ways to improve our customers' experiences. For our development and implementation of cutting-edge technologies, Polaris was selected by Inbound Logistics as a Top 3PL Technology Company.

Just as we invest in our people, we invest in our equipment. Our commitment to deliver best-in-class services has fueled our continued success, allowing us to grow and earn a position on the list of Canada's Top 100 Biggest Fleets compiled by Today's Trucking.

As a family-owned and operated company, we believe it is essential to share our successes with the communities that have supported us since the beginning. This year, Polaris will continue to add to our fundraising and support initiatives for a wide range of charitable organizations including Kid's Help Phone, SickKids, Canadian Cancer Society, The Salvation Army and Mississauga Food Bank among many others.

Polaris President and CEO, Dave Cox reflects, "We draw such inspiration from the kindness and dedication of the volunteers involved with these great causes. I would like to thank everyone on our team for not only driving our success but for helping to make a difference in our communities as well."

Dave adds, "We've worked extremely hard to create such a positive environment. From top to bottom, our team has bought into the Polaris philosophy and we are determined to make an even greater impact in 2022."



Spartan Announces New Membership with Ontario Waste

Spartan Response is pleased to announce our new Membership with the Ontario Waste Management Association (OWMA). Kevin Wallace, Managing Director and Lisa Cronk, Project Leader kicked things off by attending the recent OWMA Alternative Technologies 1-Day Forum in Toronto, where they were pleased to meet OWMA CEO Mike Chopowick. The forum was a great introduction to the organization and opportunity to gain an appreciation of market trends in responsible waste management processes.

Effective March 2022, Spartan Response has been successfully awarded the municipal contract with the Halton Region to provide our 24/7 Emergency Spill Response Services for a 3-year term. This mandate includes response within the Burlington, Oakville, Milton and Halton Hills municipalities.

We are excited to announce some recent investments made to support the growth in our Industrial Cleaning and Emergency Response lines of business.

We are expanding our fleet of Hydro-Vac Trucks to include a second truck that will have a large water reservoir for tank flushing capabilities and a high capacity vacuum system for challenging sludge materials.

Our recent purchase of the market leading Gamajet(R) Tank Cleaning Technology provides Spartan Response with the ability to offer a cost effective and efficient automated tank cleaning system for mobile highway tankers, railcars and fixed storage tanks. The Gamajet is an innovative product that utilizes less water and chemicals and is engineered to rotate in precise 360-degree patterns to create high impact pressure cleaning jets that produces the most effective and efficient automated cleaning solution for a wide range of tank configurations.

Our commitment to ongoing training and development continues to be a top priority. We're pleased to be sending two of our Field Team Leads to the Emergency Response Assistance Canada (ERAC) Flammable Liquid Firefighting Training in Prince George, BC from April 26th-28th. In addition, while members of our management team attend ERAC's Annual Conference in Calgary from May 10th-12th, we'll have several of our Field Team Leads also attend to participate in the offsite Response Technical Training sessions.

Introducing New

A F F I L I A T E



APAC Sourcing Solutions Ltd.

APAC Sourcing Solutions Ltd. (APAC) has recently joined Responsible Distribution Canada (RDC) as an Affiliate Member. Formed in 2006, APAC grew to become one of the most reliable companies in chemicals and ingredients sourcing.

APAC provides a comprehensive line of services to all its customers -

1. Export Services with payment term facilitation
2. Management consulting (Source Finder/Negotiation)
3. Business/Market intelligence
4. Vendor audits
5. CRAMS (Contract research and marketing)
6. Licensing & Toll Manufacturing (Batch scale production)

APAC has a strong network of 1700 “Responsible Suppliers”, producing and delivering more than 5000 products across 6 focused sectors: Industrial manufacturing, Food Ingredients (FI), C.A.S.E, Household Industrial & Institutional (HI&I), Personal Care and Pharmaceutical ingredients. We work closely from 3 low-cost regions: Asia, Far east and Middle east to build a strong global sourcing program for our customers.

The APAC’s techno-commercial team is proficient in supply chain management, quality risk assessment and regulatory & compliance management, that helps our customers to easily source cross border material for their direct and stock-sale business.

We look forward to working with the members of RDC on a broad range of the chemical & ingredient requirements from Asia-Pacific Market.

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Employee NEWS



Andicor Announces Management Changes

MISSISSAUGA - Andicor Specialty Chemicals Corp. is pleased to announce that John Roeleveld has been appointed as the company's President, effective March 1, 2022. In conjunction with that change, Jamie Dinsmore has been promoted to Vice-President, Sales & Marketing. Steve Waters will remain as the company's Chief Executive Officer and Chairman.

Headquartered in Mississauga, Ontario, Andicor is a leading Canadian-owned distributor of specialty chemicals. Over more than 20 years, Andicor has built a nationwide sales team supported by strategic warehousing across the country to provide outstanding levels of customer service. "John and Jamie's new roles are a natural evolution of Andicor's succession plan, and will ensure the company continues to provide strong management, and forge ever-stronger relationships with its supplier partners, well into the future", said Steve.

For more information about Andicor, please visit andicor.com.

Contacts:

John Roeleveld john.roeleveld@andicor.com 905-696-5801

Jamie Dinsmore jamie.dinsmore@andicor.com 905-795-0951



Nicolas Kaufmann is appointed Americas President for IMCD

Rotterdam, The Netherlands (5 May 2022) – IMCD Group, a leading distributor of speciality chemicals and ingredients, today announces the appointment of Nicolas Kaufmann as Americas President for IMCD effective 1 July 2022.

"I am confident that in his new role as Americas President, Nicolas will continue to bring his passion and enthusiasm that empowers employees to thrive with an entrepreneurial spirit that not only embodies IMCD Values but opens a world of opportunity for our supplier partners, customers and the communities in which we serve," said Marcus Jordan, Chief Operating Officer (COO) and current Americas President at IMCD.

This announcement follows the approval of Marcus' newly appointed role as COO and member of IMCD's Management Board.

With nearly 20 years of international business and management experience in the business-to-business world, Nicolas' multicultural career includes the development of new markets in the Americas, successful mergers and acquisitions, business optimization and a vast network of global business partners through his work experiences in Germany, Mexico and Brazil. He joined IMCD Brasil as Managing Director in 2019.

As president of IMCD's Americas region, Nicolas is responsible for all operating companies within the Americas, with a focus on stimulating growth through the development of supplier partnerships, market expansion (organic and acquisition), optimizing operational excellence and driving forward the region's digitization and sustainability goals.

"I am honored for the opportunity to lead the next chapter of IMCD's growth story in the Americas region as president," said Nicolas Kaufmann. "A sincere thanks goes to Marcus for building the foundation in the Americas, which propelled our rapid growth as a speciality distributor and an industry leader. Our team is highly motivated to continue our growth trajectory and I am looking forward to facilitating the materialization of the potential we have in developing all of our core markets throughout the region."

A native of Argentina, Nicolas will be based in the Miami metropolitan area of the U.S. upon transitioning into his new role. IMCD operates in nearly 30 countries throughout the Americas region and has offices in Brazil, Canada, Colombia, Costa Rica, Dominican Republic, Mexico, Peru, Puerto Rico and United States.

An RDC Tribute to Doreen Kilfoil



On Saturday, 9 April 2022, many of us were able to join together in saying our final farewells to our good friend Doreen Kilfoil. It was truly an honour to be with Kevin, Christine, Ryan and family to pay our respects and recognize the life of our good friend and colleague.

I first met Doreen many years ago when we served together on various industry committees, where we worked together to develop strategies,

Employee NEWS

write codes and introduce standards to improve the safety of our industry.

During my professional and work experiences with Doreen, I always found her to be tirelessly dedicated in her commitment to the joint work of our various committees.

Catherine Wieckowska, President of Responsible Distribution Canada says about Doreen.....

"Doreen was a friend to many of us in the RDC community.

Doreen was part of the Code Committee, Regulatory Sub-committees and a founding member of the Food Safety Team.

Doreen was an all-in volunteer and strong advocate of Responsible Distribution and safety.

Doreen's kindness and positive spirit will be missed by all who were lucky enough to know her."

My professional and work relationship with Doreen changed in Feb 2020, when we coincidentally met in Montreal while waiting for a return flight to Toronto. Our flight was delayed, so we decided to head to the lounge and have a drink and catch up on life. At that time, neither of us knew we both enjoyed cycling, and when the conversation turned to that, there was an immediate connection. She introduced me to the Caledon Cycling Club, and the adventures began from there.

And by the way, so typical of Doreen, she was immediately concerned about my cycling skills, and was quick to point-out that I might have a problem keeping up with the group. She thought it best to take me on a couple of short test rides to evaluate my capabilities.....What more can I say!

Anyway, we became so engaged in our conversation, we almost missed our flight and ended up being the final boarding call and the last 2 passengers to board our plane!

Doreen was also the consummate planner and organizer. The many weekend trips to various cycling trail destinations were often organized by her and our friend Andrea. Doreen was always the 'mother hen' of our group, constantly checking on everyone, making sure we were okay, and of course often leading us out on the many bike trails that we rode together.

Wherever you go, go with all your heart.....Doreen certainly did that!

Whether it was curling, running, cycling, gardening, paddle boarding, crafting, she was all in, all the time. And she loved to bring people along with her, so much that we often joked that she liked to 'pick up strays along the way.' Come to think of it, I think I was one of Doreen's adopted strays!

Always encouraging, never judging. Lots of pictures and

stories have been shared over the last little while:

*Stories of how Doreen has impacted our lives;
People she introduced us to; and,
Adventures we shared with her.*

Many of us have some variation on one or many of those stories...People were just drawn in, and happy to be along for the ride!

Doreen was like the sister I never had, and trust me, we had our moments. If there is one word that can describe Doreen - STUBBORN comes to mind. Once she decided on something, there's nothing anyone could say or do to change her mind! Yet, so many wonderful memories were made in our few short years together.

When Doreen was diagnosed in October 2019, it didn't seem possible that someone so active, physically fit, and full of life could be that sick.

Doreen was determined to beat cancer. Staying active became her job and she was damn good at it. She never complained, she just got on with it. She didn't let chemo nor COVID-19 stop her! She fought so bravely!

In her final months, we saw Doreen less and less. Doreen increasingly found comfort in nature, and regularly was able to fit in multiple activities in a day.

There was no keeping her down, and no keeping up with her either.

She always took the time to stop, take pictures and appreciate her surroundings. This extended to her beloved garden that she took so much pride in.

Doreen is one of the STRONGEST women that I have known in my life, and her extraordinary STRENGTH and DETERMINATION is what defined her, and how she was able to fight so hard to overcome her cancer. Doreen influenced so many of our lives in so many, many ways. Not only did she bring many of us along on her adventures, she helped us get ready for them.

Even though the last few months were incredibly difficult, Doreen kept right on fighting. She is an inspiration for all of us, and it was a wonderful gift to have shared a small part of her life. Doreen would want us to live each day to the fullest, just as she did!

We will all miss her dearly, and will each carry her with us, forever in our hearts.

Her good friend; Bernie Cook

REFLECTING ON HEALTH, SAFETY AND COVID-19

HOW THE PANDEMIC HAS PROVIDED OPPORTUNITIES TO IMPROVE OUR HEALTH & SAFETY CULTURE

Over the past while, there has been a lot of talk about moving forward or “returning to normal” regarding our approach to COVID-19. While I share some of the sentiment, our eagerness to put the pandemic in the rearview mirror might cause us to overlook some valuable lessons that we’ve learned throughout the past two years. RDC companies have demonstrated incredible resourcefulness, resilience and ingenuity during this challenging time, and today I thought I would take some time to look back at the height of the pandemic and consider a couple of useful takeaways, particularly as they pertain to health and safety.

HEIGHTENED FOCUS ON HEALTH (INCLUDING MENTAL HEALTH)

For those of us involved in health and safety in this industry, safety can easily become the focal point, and health can often be regarded as a byproduct of safety. The pandemic shifted the focus toward health in ways that were likely unprecedented. I think it’s safe to say that preventing virus transmission was hardly a key priority in our sector prior to COVID-19. In many workplace cultures, it is customary for sick employees to be present in the office except in cases of extreme illness. The pandemic brought with it more sophisticated sick leave provisions and hybrid/remote work arrangements, whether through employer mandates, government mandates, or both. Employers will need to determine the ongoing value of these provisions and arrangements, particularly as studies suggest employees are increasingly requesting such arrangements.

Throughout the pandemic, there has been a heightened awareness of mental health. I think we may be more conscious now of the importance of optimizing and prioritizing the psychological well-being of employees, and this is something I hope to see continued forward. In the workplace, we’ve seen an emphasis on accommodating personal choices about risk tolerance, individual comfort levels and the need for personal space. There are broad considerations here for the post-pandemic context. I would

argue that it is important for leaders to provide a secure and stable work environment for all employees, and to determine how to achieve this without compromising performance.

PPE PREPAREDNESS

Remember the crazy shortages of hand sanitizer and toilet paper? We might be tempted to look back and laugh at how much we all overreacted, but for some people the desperation became real: they were LITERALLY out of toilet paper. As a result, the pendulum certainly swung the other way once shelves were re-stocked as people did not want to find themselves running out of products again and started hoarding essential supplies. As much as I’d like to stay on this theme and draw an analogy around toilet paper, it is probably more on topic to share how silly I felt when I attempted to routinely reorder N95 dust masks in the spring of 2020 and came up empty-handed, not realizing that N95 masks were more valuable than gold. Full face respirators were also a hot commodity, no longer reserved for just our truck drivers. Will we be prepared the next time the PPE we take for granted (but also rely upon daily) is suddenly in short supply? Perhaps “responsible stockpiling” is an appropriate solution here. Also, I’m sure many of us had to source PPE from new and interesting places during the pandemic, and it might be wise to keep some of those relationships alive going forward, even as our preferred vendors return to pre-pandemic inventory levels. Foresight and preparedness can help us avoid potential safety dilemmas.

As we continue to navigate our way out of the COVID-19 pandemic, it’s tempting to restore old norms as soon as possible and try to forget about how difficult the past two years have been. But before we move on, let us not completely forget the ways in which the challenges posed by the pandemic have provided opportunities to improve our health and safety culture.

PRESIDENT'S MESSAGE



REUNITED

Catherine Wieckowska
President - RDC | DRC
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The song “Reunited” by Peaches and Herb continues to run through my head. I think, it’s because I am sitting in an airport, watching a baseball game with live spectators, after running into an industry colleague, who is also on their way to a business meeting. Does this mean, we are actually back to normal life again? Whatever this new-normal is, it is appreciated after a long 2.5 years of lockdown and online meetings. Reunited and it feels so good...

Virtual meetings have gotten us by and certainly proven their value throughout the pandemic, but it cannot replace the networking events that we were accustomed to prior to March 2020. The good news is that our evolved practices include a hybrid approach. And, even the government is on board! There are plenty of cost and time saving opportunities with virtual meetings but there continues to be an immense value in gathering in-person, where collaboration and genuine connection is needed.

RDC is extremely excited to welcome you back to ‘live’ events with our Annual General Meeting in Victoria, BC. Please join us (and bring along your colleagues and spouses) on September 21 & 22, 2022 to reunite with your customers, suppliers, peers, and the friends that you have missed.

The last three years has been primarily focused on covid, supply chain disruptions, rising costs, and employee mental wellness however, we have also been strategically planning for the future of your association. Some of the key initiatives that RDC is working on are:

- Looking for ways to take a more practical approach on Sustainability in the Code of Practice
- Achieving full recognition from the CFIA on the RD Safe Foods for Canadians Food Annex
- Prioritizing our advocacy efforts to target specific wins that will have positive impact on the membership

- Growing the Association by sourcing new companies to join RDC
- Examining ways to support member needs on Environment, Social and Governance programs
- Offer an interactive regulatory tool that will provide real-time support for your regulatory teams
- Ensuring our education programs remain relevant to support personal and professional development of your colleagues
- Continuing to build RD credibility and look for ways to build brand awareness with government and stakeholders
- Building relationships with post secondary education institutes to draw talent to the industry and help you develop your workforce

It’s fair to say that we do a lot, with little. Our team is small (but mighty), and our budget is very lean, but we have a sizeable network of passionate & dedicated volunteers and companies that empower us each and everyday. Further to that, we have a robust Board of Directors who keep the needs of the membership at the core of our strategic vision.

The Board of Directors will meet in the Fall to review the strategic priorities of RDC. We want to hear from you beforehand. If you have a suggestion or comment, please reach out to me or better yet, let’s connect over a cocktail reception, dinner, or networking event at this year’s AGM.

We want to SEE you, hear from you, and reunite with you.

Have a safe and enjoyable Summer,
Catherine



36th Annual General Meeting & Conference

ACCELERATE Back to Business

REGISTER TODAY