

# The McWane Way

Working Together on Innovative Ways to Deliver Our Most Valuable Resource | SUMMER 2022

## A NOTE FROM CHAIRMAN C. PHILLIP MCWANE



I would like to thank every one of you, all 6,000 plus, for the dedication, fortitude and skills you bring to your job each day. It is often said, but not often enough: Our companies are successful because you work in the McWane family of companies and not the competition. Each of you would be successful wherever you choose to have a career. Thank you for choosing McWane, Inc.

Overall we continue to invest in our people, our equipment and our markets. This is

evident at many of our locations as we add shifts and expand production. Our customers would like to bring more business to our doors, and we want to be there for them and their customers.

I've been so inspired and so proud by your response during the pandemic. It was very difficult day to day for our team members and their families, but I truly believe we all did everything we could to support each other, and as a result, achieved great outcomes.

In this issue, we highlight supply chain challenges; environmental, health and safety awards; leadership development; and McWane scholarship recipients. I'm looking forward to the rest of 2022 and hope everyone has a safe and productive year in their lives and careers. Again, thank you.

## EQUIPPING FRONTLINE LEADERS FOR SUCCESS

### AMONG THE MOST INFLUENTIAL ROLES IN THE COMPANY

Frontline leaders play a critical role in the success of our day-to-day operations. They are the most direct conduit in reaching our hourly team members and must be effective communicators and problem solvers. To better equip these leaders for success, Mickey Hannum, VP–Health & Safety, is joining several groups to roll out frontline leadership coaching.

According to Hannum, “The intent is to provide our frontline leaders with another tool that will help them drive the desired culture. Participants develop essential skills to increase team member empowerment with safety through positive, one-to-one engagement around risks. The techniques provide these leaders with an effective way to positively reinforce expectations through

conversation. This type of coaching is a critical step toward continuous improvement and highlights safety among The McWane Way principles. Frontline leaders make a daily impact on the intended culture, and investing in these leaders brings value.”

Frontline safety leadership coaching is available onsite through the corporate safety team. Workshop duration depends on the number of participants and type of operation. Contact Mickey Hannum to learn more.

### MAN TANK LEADS THE CHARGE

To kick off frontline safety leadership coaching, Manchester Tank hosted its inaugural Manchester Operations Leadership Development Retreat (MOLDR) in February. Frontline supervisors and operations leadership teams from all three U.S. manufacturing sites were invited for a weekend of



*Pictured L-R: Campbellsville team - Andy Watts, Quality Supervisor; Steve Godsey, Production Supervisor; and Jason Davis, Production Supervisor*

connection, learning and development. Training sessions focused on building more engaged teams, goal setting and accountability, as well as championing the compass culture. Sessions on safety, operational excellence, and diversity and inclusion were also included.

During the event, Manchester Tank Shining Star Awards were presented to team members who exemplify the following compass core values:

- Brian Mattingly (Campbellsville) – Teamwork
- Andrew Sarclette (Campbellsville) – Excellence
- Mark Speer (Campbellsville) – Trust
- Jeff Bilbrey (Crossville) – Leadership
- Jeremy Porter (Crossville) – Safety
- Rich Lorasch (Quincy) – Teamwork

The distinguished Manchester Tank Red Coat Award, established in 2019, honors those who demonstrate above and beyond levels of commitment to the shared purpose of all Manchester team members: *Bring families together, move countries forward and save lives.* Congratulations to Rich Uppinghouse (Quincy) and Greg Mullinax (Crossville).

### ADDITIONAL OPPORTUNITIES ON THE HORIZON

Frontline supervisors are directly responsible for productivity, and it is critical that we equip these managers with the skills needed to be effective mentors and engage team members. Recognizing the complexity of pulling supervisors off the floor for an extended training session, McWane's Learning and Development team is offering a virtual frontline supervisor training.

Training will consist of seven 60- to 90-minute sessions that revolve around The McWane Way principles. Designed to inform and engage the learner over the 14-week course, different facilitators and guest speakers will provide variety.

Initially, the number of participants will be limited to 12 with the goal to offer sessions more frequently among different shifts.

# WHERE ARE THEY NOW?

McWane, Inc., started our scholarship program in 2005 to help team members realize the dream of providing their children with a college education and prepare the next generation. Since that time, we have proudly awarded more than \$1 million in scholarship assistance. We wanted to take this opportunity to highlight some of our McWane scholarship recipients and learn how the scholarship contributed to where they are now.



**KELSIE MATNEY**  
Daughter of  
Becki Matney,  
Tyler Coupling

While in high school, I maintained a 4.0 GPA and was involved in many different clubs/activities. I graduated Summa Cum Laude at Niangua High and was named valedictorian. I graduated from college in

December 2020 with my degree and went on to earn my health and life insurance license.

The McWane scholarship helped me pay for books and tuition during the three years I attended college to obtain an associate degree in business.

In the future, I have plans to open my own successful business. Without the McWane scholarship I received in 2017, I would not be able to say I have ZERO student loans.



**TIA VOELKERT**  
Daughter of  
Camilla Voelkert,  
Amerex

In 2018, I graduated salutatorian of my high school class and was grateful to receive two major scholarships: one that covered my tuition at a local community college and the McWane scholarship, which at the time, covered expenses like books, lab fees and equipment.

Thanks to these blessings, I graduated a year later with my associate degree paid in full. The McWane scholarship didn't end there. I then transferred to Jacksonville State University (JSU), where the scholarship followed me and was extremely beneficial in helping to pay tuition. At JSU, I was able to merge my passions of science and solving crimes into two areas of study: cell and molecular biology and forensic investigations. I spend a lot of my classroom time in the lab! I am currently a senior and expect to graduate in May 2023 with dual degrees.

After graduation, I hope to work in a lab and pursue higher education. Without the McWane scholarship, I know that a double major (thus double the classes and cost) would not have been possible. The opportunities the scholarship afforded me will continue to impact me in all future endeavors. I am so thankful and proud to say I was a recipient.



**ANNIE JO YEAGER**  
Daughter of  
Gidget Yeager,  
Amerex

I graduated from Springville High School in 2020 and am currently a sophomore in the Nursing School at Jacksonville State University. When I graduate, I would like to work at UAB Hospital as a nurse practitioner and eventually become a travel nurse.

Receiving the McWane scholarship has helped ease financial stress. The cost of books for my nursing classes can be outrageous, so having the scholarship has helped so much.

My classes have kept me busy, but last semester I spent some time in a nursing home as part of my coursework, and this semester I have been on the oncology and psych floors at Grandview Medical Center. My favorite part of nursing school so far has been interacting with the patients. My mom says, "The McWane scholarship is another illustration of the company's dedication to employees and the next generation."

## CONGRATULATIONS 2022 MCWANE SCHOLARSHIP WINNERS

We were pleased to announce the 2022 McWane scholarship recipients, which were selected by International Scholarship and Tuition Services Inc. (ISTS), an independent third party that specializes in managing sponsored educational assistance programs. McWane offers 10 annual \$2,000 scholarships to dependent children of hourly or salaried team members who have worked at a McWane facility for a minimum of one year. Each scholarship is renewable for up to three additional years for a total scholarship value of \$8,000.

### ROSE BOLT

**Parent:** Donald Bolt Jr.  
Kennedy Valve, Core Setter



### PAUL ALAN MONTGOMERY

**Parent:** Paul Edward Montgomery  
Clow Valve, CNC Operator



### KAITLYN DAVIS

**Parent:** Jeffrey Hamff  
Amerex, Shipping



### NICHOLAS PAULY

**Parent:** Sanford Pauly  
MPI, Regional Sales Manager



### ASHLEY GARCIA

**Parent:** Jesus Garcia Delgado  
Tyler Union, Forklift Driver



### PHILLIP HOANG PHAN

**Parent:** Thanh Phan  
McWane Ductile NJ,  
Cement Line Relief



### GRACE MAGLIOCCA

**Parent:** Karie Magliocca  
Kennedy Valve, Controller



### ASHLEY PITTS

**Parent:** Ben Pitts  
Amerex, VP-Sales & Marketing



### HANNAH MAUST

**Parent:** Thomas Maust  
McWane Ductile Ohio,  
Shipping Superintendent



### JUSTIN TRAN

**Parent:** Vu Tran  
McWane Ductile NJ,  
Electrical Engineer



McWane also recently launched the McWane Scholarship for Skilled Trades, a new initiative aimed at promoting trade and technical education. This supplemental offering, which is available to team members as well as to the public, was announced in celebration of McWane's centennial year of operation and prioritizes applicants by geographic proximity to our facilities as well as by trade and technical curricula applicable across our operations.

Through the program, two-year, \$1,000 scholarships are available, and we are pleased that during this inaugural year, a total of 21 skilled trade scholarship recipients were selected by ISTS. The desire is to grow the program to 100 scholarships annually to reaffirm the company's commitment to help fill the skilled labor pipeline.

We wish all 2022 McWane scholarship recipients much success as they continue their education. We have high hopes these recipients will consider a career at McWane following graduation.



# CULTURE FIRST IS KEY TO ONGOING SUCCESS

**MET WITH GREAT ANTICIPATION AND TREMENDOUS PRIDE, THE ANNUAL ENVIRONMENTAL, HEALTH AND SAFETY (EHS) AWARDS RECOGNIZE THOSE FACILITIES THAT IMPROVED OR EXCELLED AT EHS PERFORMANCE IN DIFFERENT AREAS. MANY AWARD WINNERS EXPERIENCED A CULTURE CHANGE OR MAINTAINED A CULTURE OVER THE PAST YEAR THAT MOST CLOSELY ALIGNS WITH THE MCWANE WAY PRINCIPLES.**

The award most sought after is the coveted EHS Excellence (Screaming Eagle) Award, which is presented to the facility with the highest overall EHS performance and commitment to The McWane Way principles and values. This year's Screaming Eagle Award was presented to Clow Canada.

If you walk around Clow Canada, there are two phrases you see repeated – *We will make it safe to keep you safe* and *I'll never trade your safety for your comfort or approval*. These mantras are the framework for what Vice President-McWane Canada, Rick Benoit, credits to the business earning this distinguished award for the second time in three years.

"We encourage every employee to take ownership in achieving health and safety goals," Benoit said. "It starts with making time to communicate the bigger picture

and the impact of their role; sitting down to discuss every near miss and approaching these discussions as learning tools rather than consequences and going beyond the compliance perspective."

According to Jeet Radia, Senior Vice President of Environment, Safety and Human Resources, earning this distinction is a feat that can only be accomplished by teams taking the same approach as Clow Canada.

"What we were seeing was some teams making great strides in primarily safety or primarily environmental. It became pretty clear that to hit on all cylinders across all metrics, to get it all right, is difficult and should be recognized," Radia said. "It goes beyond what people are doing in compliance, and it's not an achievement made by a single person. It requires full effort from an entire team working together."



*Pictured L-R: Craig Silliphant (EHS Coordinator), Dan Ouellette (EHS Manager), Arnold Anderson (Plant Manager) and Rick Benoit (Vice President McWane Canada)*

**“ WE ENCOURAGE EVERY EMPLOYEE TO TAKE OWNERSHIP IN ACHIEVING HEALTH AND SAFETY GOALS... ”**

**Other equally important EHS awards presented this year were:**

**OUTSTANDING ENVIRONMENTAL PERFORMANCE—FABRICATION:**

**Manchester Tank & Equipment Company**  
(Crossville, Tennessee)

**OUTSTANDING ENVIRONMENTAL PERFORMANCE—FOUNDRY:**

**M&H Valve Company**  
(Anniston, Alabama)

**OUTSTANDING ENVIRONMENTAL PROGRESS:**

**McWane India**  
(Coimbatore, India)

**EXEMPLARY ENVIRONMENTAL ACHIEVEMENT:**

**Tyler Union**  
(Anniston, Alabama)  
**M&H Valve Company**  
(Anniston, Alabama)  
**Tyler Coupling**  
(Marshfield, Missouri)  
**McWane Ductile**  
(Phillipsburg, New Jersey)

**OUTSTANDING HEALTH & SAFETY PERFORMANCE:**

**M&H Valve Company**  
(Anniston, Alabama)

**EXEMPLARY HEALTH & SAFETY ACHIEVEMENT:**

**Clow Valve Company**  
(Oskaloosa, Iowa)

**EXEMPLARY HEALTH & SAFETY ACHIEVEMENT:**

**McWane Ductile**  
(Phillipsburg, New Jersey)

**TOP QUARTILE AWARD CLUB:**

**M&H Valve Company**  
(Anniston, Alabama)  
**McWane India**  
(Coimbatore, India)  
**McWane India**  
(Sri City, India)  
**Alabama Dynamics**  
(Calera, Alabama)  
**Futurecom Systems Group**  
(Concord, Ontario, Canada)  
**Clow Canada**  
(St. John, News Brunswick, Ontario)  
**Clow Valve Company—Foundry**  
(Oskaloosa, Iowa)

**McWane Ductile New Jersey**

(Phillipsburg, New Jersey)

**Tyler Union**  
(Anniston, Alabama)

**Tyler Coupling**  
(Marshfield, Missouri)

*This year's Top Quartile recipients set an inspirational example of The McWane Way in action by achieving health and safety injury/illness rates in the first quartile for their industry as reported in 2020 by the U.S. Bureau of Labor & Statistics.*

**Congratulations to this year's award recipients!**

# AMEREX NAVIGATES SUPPLY CHAIN CRUNCH



*Pictured L-R: Casey Dunn, Billy McMichael, Carolyn Nolin, Diane McGee, Mike Krumtinger, Chris Doss, Chris Thomas and Don Rollins*

The pervasive signs of the global supply chain crunch have ebbed and flowed for more than two years; empty or near-empty store shelves, delayed or canceled orders from e-commerce retailers and “one per customer” signs to help ration popular items. These challenges, which stemmed from the COVID-19 pandemic, have wreaked havoc on virtually every industry, but Amerex Supply Chain Manager, Billy McMichael, and his team have managed to avoid disruptions in manufacturing lifesaving Amerex products.

been impacted by raw material shortages, labor shortages, unusual weather events, shipping bottlenecks, unpredictable spikes in demand, changes to trade regulations and the many far-reaching, ongoing effects of the pandemic.

McMichael said, “This has been universal. The big three – labor, transportation and raw materials – have impacted everybody. We have been impacted as much as or more than many companies our size or larger. We started seeing major shortages in our raw

sourcing adjustments due to import duties placed on some of our raw products. For instance, one of our key raw materials disappeared, and the price tripled in a week.”

Weather has been a contributing factor to the continued impact on the supply chain in 2022. “We had record cold and snow events earlier this year, causing temporary shutdowns for supply chains,” McMichael explained. “There were transportation issues with material sitting in warehouses that we could not access due to road closures.”

Despite the challenges, at the midpoint of 2022, Amerex continues to successfully maneuver, having avoided a single day of production downtime due to supply chain issues. This accomplishment is a testament to the entire team and culture at Amerex, doing what needs to be done to ensure lifesaving products continue to flow. Challenges of this magnitude in today’s supply chain world are solved only through teamwork, which represents one of The McWane Way principles.

McMichael added, “The entire Amerex team has been incredible, and we’ve worked with quality assurance and engineering to make sure we’re not sacrificing quality. Our inventory control

and procurement departments worked in tandem to help us increase and manage inventory levels for things like valves and hoses without any production flow interruptions. Those departments have been rock stars in helping us navigate both domestic and global supply chain. We’re a large manufacturing company with 400+ team members, and I am proud that we have not lost a single day’s production. There are Fortune 500 companies that can’t say that, but Amerex can.”

The supply chain outlook for the remainder of the year will be much the same as 2021. We will continue to see disruptions well into 2023. Key factors are continued virus outbreaks throughout the world, international shipping constraints and rising energy costs. Coupled with the ongoing Russian sanctions impacting key raw material availability worldwide, the outlook appears challenging. Despite any continued supply chain challenges, the Amerex team is prepared and will continue to rely on its tried-and-true practices of adapting to skillfully navigate its operations. Customers can be confident in their decision to rely on Amerex for high-quality commercial and industrial fire protection and superior customer service.

“ **THE ENTIRE AMEREX TEAM HAS BEEN INCREDIBLE, AND WE’VE WORKED WITH QUALITY ASSURANCE AND ENGINEERING TO MAKE SURE WE’RE NOT SACRIFICING QUALITY.** ”

“Supply chain challenges have appeared in all areas of the economy,” said Harrison Bishop, Executive Vice President of the McWane Fabricated Metals Group and President of Amerex. “Amerex has not been immune to these issues, and we have been extremely diligent and thoughtful about sourcing during the pandemic.”

The major impact of the global supply chain logjam has been felt in upstream inputs for Amerex products, which have

materials and supply in early January 2021, and we did not get a lot of warning. I have been with McWane and Amerex for 34 years in supply chain management. In those 34 years, I have never seen anything that compares.”

The challenges Amerex faced haven’t been limited to reduced availability of materials, labor and shipping. Supply chain difficulties have also risen from international trade disputes. McMichael continued, “We’ve had to make critical

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