



**CHEMISTRY INDUSTRY
ASSOCIATION OF CANADA**

**ASSOCIATION CANADIENNE DE
L'INDUSTRIE DE LA CHIMIE**

Chemistry Industry Association of Canada

National Advisory Panel

May 6 and 7, 2020, 1:30-4:30 pm EST; via GoToMeeting

Day One

National Advisory Panel

Andre Morriseau
Christopher Hilkene
Jacob Westfall
Nadine Gudz
Nadine Blaney
Ron Ormson
Pat McLean

CIAC Staff

Bob Masterson
Danielle Morrison
Gilles Laurin
Isabelle Des Chênes
Shannon Watt
Shawna Bruce (Facilitator)
Victoria Christie

1. Welcome Remarks

Members of the National Advisory Panel and CIAC staff were invited to provide a brief self-introduction in a roundtable welcome. Panel members highlighted their diverse roles and locations within Canada, representing academia, indigenous groups, environmental organizations, community affairs, and environmental engineering, from Quebec to Alberta. From CIAC, Shannon Watt introduced herself as the new Vice President of Sustainability, transitioning into this role after working at CIAC for five years as Director of Environment and Health. Isabelle Des Chênes introduced herself as the Executive Vice President and Public Affairs lead and described the panel's role at CIAC as it is re-integrated into Public Affairs.

CIAC President Bob Masterson acknowledged the unfortunate circumstances that led to a virtual meeting rather than an in-person panel meeting, explaining that this year continues to be a challenging time for CIAC. These challenges have led to the postponement of CIAC's 2021-2025 strategic planning process, as distance engagements would likely hinder the effectiveness of the process. Development of the strategic plan will therefore resume in 2021.



Bob also discussed the passing of former facilitator, John Vincett, and the enormous role he played with the panel. Bob expressed that he will be missed by all those who were fortunate enough to work with him through the National Advisory Panel. Discussing the best way to honour John, the panel decided to pause this conversation for a few months to receive the proper attention from members. The panel also agreed to send a note and gift to Francis to thank him for his contributions and teamwork with John during their time with the panel.

2. Open Meeting

Shawna Bruce opened the meeting with a Responsible Care® moment, presenting a number of examples of CIAC members who have exemplified the accountability code in light of the COVID-19 pandemic:

- Shell Scotford used their 3D printer to produce up to 750 reusable face shields per week to be shipped to provincial governments;
- Methanex in Medicine Hat challenged the community to match their \$10,000 donation to the local Food Bank and together they raised \$31,620 to support families during COVID-19;
- BASF manufactured and donated high-quality sanitizing products to healthcare facilities and essential services across Canada to support the fight against COVID-19;
- Imperial Oil donated 500 laptops to the Lending Laptops Program in support of Education Matters – an organization that seeks community investment for the purchase of technology to ensure that all students are able to participate in Ongoing Learning while classes in schools remain cancelled due to the COVID-19 pandemic.

Approval of Agenda: Shawna Bruce motioned to approve the minutes of the May 6 and 7, 2020 National Advisory Panel meeting as presented. Ron Ormson and Pat McLean motioned to accept the agenda.

3. CIAC Status Report

Bob Masterson delivered a CIAC status report, emphasizing the tremendous pressures the association has been under since November 2019. The CN rail strike, followed by rail blockades, and now the COVID-19 pandemic has led the association to be in crisis mode for several months. In terms of the rail blockades, CIAC indicated that there was a great deal of empathy for the chemical sector with the realization that essential goods were being impacted. CIAC sent a letter to MPs at that time, asking them about their supplies of essential chemicals such as de-icing fluid. MPs were quite responsive to this letter, and CIAC was able to engage in a number of conversations with government officials and gain a great deal of media exposure. Unfortunately, as the impacts of the rail blockades were beginning to settle, the spread of COVID-19 worsened, and it was declared a pandemic. The following provides a summary of the topics discussed in terms of the impacts of COVID-19 on CIAC and the chemical sector.

a) CIAC Response and Strategic Intentions

CIAC established a COVID-19 working group early on in 2020, led by Greg Moffatt. At the beginning of March, it was decided that travel and outside meetings would not be allowed and on March 13, the association made the decision to work from home indefinitely.

This situation also led to the development of a COVID-19 strategic intentions document (see Appendix), which guides CIAC's approach and priorities with CIAC staff, CIAC members, the association as a whole, and governments. The document starts with "our people" and keeping them safe. To this end, CIAC staff remain employed and highly engaged in work to get essential goods where they are needed and to address regulatory agendas. Bob also noted that there has been a 60% increase in the lobbyist registry now compared to last year. Recognizing that these are stressful times, CIAC staff were given five Wellness days for the month of May to decompress.

Regarding return to work, this is still far off; CIAC predicted that they will return to the office in August at the earliest. CIAC's decisions will follow closely with municipal guidance and decisions made by the provincial and federal governments, especially as the association's work directly involves engagement with the federal government. Prior to the pandemic, CIAC signed a new lease, as their current lease ends on November 30, 2020. The office must be relocated to the new space by November 30; however, this will pose challenges if social distancing is still in place.

b) Member Company Status and Response

In discussions with government and stakeholders, CIAC stresses the resilience of the industry. The chemical sector did not experience major closures or layoffs during 9/11, and historically, the chemistry industry has not had to ask for a government package. In fact, 20% of CIAC members are currently above normal levels of production and two major capital investment projects are expected to come online next year, which will generate a number of jobs and economic benefits.

They did note, however, that one major project (the Pembina polypropylene project) was deferred and that most turnaround maintenance has been postponed for CIAC members. A few facilities will suffer because of this, as they cannot do this in winter months. Shawna indicated that regular turnaround at Dow is eight years in the planning, noting the gravity of this delay.

CIAC indicated that three points are regularly brought up in conversations about the chemical sector: we are resilient, we are poised to continue, and we are responsible. This has been demonstrated by CIAC members' actions during this pandemic, with a number of facilities producing and donating hand sanitizer. At the same time, CIAC has received calls from governments asking about how industry would respond to a 50% increase in the demand for bleach. CIAC indicated that there is a peak in demand for these chemicals in the summer months (for pool disinfectants, etc.), so the demand can be met now, but may be challenging in the

coming months, especially as an increase in demand for these chemicals also leads to an increased demand for plastic bottles to hold them.

c) Industry Outlook Post-COVID

The chemistry industry does stand poised for growth, with COVID-19-induced slowdown being only a fraction of what is seen in other sectors. Canada is one of the best places for industry to invest, and our message to Ottawa is to be less ambivalent and more enthusiastic about these investment opportunities. With rising international tensions, particularly between the United States and China, Canadian thinkers and policy makers are discussing how to become more self-sufficient. The Canadian chemistry sector must think about what this means for us, including in the importation and exportation of goods.

d) CIAC Outlook 2021

For the association, this situation is not sustainable. Large sites will go through a great number of consumables that are readily available until they run out stock. Companies with global headquarters may want to reduce spending and perhaps leave the association. In planning for the future, CIAC is looking at two scenarios: one in which there is a 10% revenue shortfall and—worst case—a 25% revenue shortfall. The best approach to addressing these financial situations will be discussed at the May board meeting.

QUESTIONS/COMMENTS

Q: *What advice or inputs do you have for CIAC as we look ahead? Are there issues or trends that you feel will emerge that CIAC needs to prepare to respond to?*

A: The leadership from the association and its members has been very good, including events pre-COVID (i.e. rail strike).

A: With COVID, there is a Canada-first attitude. So, for members with multinational operations, it is important to give them the credit they deserve through social media and the CIAC website.

A: Canadian Business for Social Responsibility (CBSR) has a [database](#) that highlights Canadian companies and what they are doing (happy to make the connection).

Q: *Has there been a comparable year in the history of the association?*

A: No, in my ten years with the association, we have not seen anything as sustained as this.

Q: *What conditions prior to the pandemic will remain the same on the other side?*

A: Industry wants to tackle the plastic waste challenge. The global industry will not accept the declaration of plastics as toxic and will take Canada's actions as a sign that we do not want their investment. Rail is also an essential service, so we do not want to lose sight of this. We must repeat our messages of resilience and the important role that the chemistry industry plays in our economy.

A: A number of issues are still present during this pandemic, but we have opportunity to reshape them as we have gained increased exposure. CIAC has had the opportunity to speak with elected and non-elected officials and move towards economic recovery for the country, playing into green recovery and green infrastructure/investments. We have discussed the chemistry sector as an enabler, placing us in a better position to make these arguments.

Q: *Sustaining the ROI for members, is there thought to re-enforce these conversations?*

A: We have not discussed this, but there is a willingness to put ourselves out there and be in front of the media. We have received a lot of attention from this media exposure.

Q: *Public perceptions around plastics are changing as a result of COVID and these will probably be changed for quite some time. Oil and gas companies are pushing for some environmental protections to be rolled back. How is this affecting the chemistry industry?*

A: We have asked governments to be flexible and to recognize that some industry requirements will not be met. We have very practical asks. For example, some requirements are not absolutely essential, such as NPRI reporting, where the date of submission does not change the actual data.

Q: *You have presented information about member production; do you have a way to survey members?*

A: We put out a survey asking about member status, any barriers or special needs they may have, and what members are doing to support the response in their communities. We will be doing another similar survey in May.

e) Responsible Care® Update and Action Plan

Shannon Watt discussed her new role with CIAC, and the re-organization of Responsible Care® across the association since Fall 2019. A snapshot of the organization was provided, showing that every staff member is contributing to either Responsible Care®, TRANSCAER®, or Operation Clean Sweep® in some way, allowing staff to directly see the benefits of these sustainability initiatives.

An updated workplan for Responsible Care® was provided, placing the National Advisory Panel under Isabelle and Public Affairs to provide a wider view of what is happening at CIAC. A number of delays and accommodations were outlined, including placing verifications on hold this year, holding virtual Leadership Group meetings, and delaying the Responsible Care® Conference and strategic planning process.

Responding to COVID-19

In responding to the pandemic, Shannon indicated that CIAC is providing regular COVID-19 updates to members and engaging in advocacy on the role of the chemistry sector to governments. This advocacy has focused on essential services and the production of disinfectants, as well as compliance and regulatory reporting delays.

CIAC also described their sharing of best practices, guidance, and challenges during the COVID-19 pandemic, including regular calls with SHARE and Process Safety committees, holding a webinar on COVID best practices with CIAC member BASF, and initiating a members-only sharing portal. In this sharing portal, members can find regular updates related to policies and initiatives from federal and provincial governments, members and partners, and outside sources such as the American Chemistry Council (ACC) and the Center for Chemical Process Safety (CCPS). There are also discussions on PPE supplies and disposal, employee test kits, positive results of an employee, etc. This sharing portal is intended to continue post-pandemic to allow discussion of various advocacy issues and activities.

QUESTIONS/COMMENTS

Q: *You have mentioned communications between member companies and government; what is being done to communicate with communities?*

A: We have seen that there are a number of different tools and approaches. For instance, in the Sarnia area, companies are creating their own community facing Facebook pages to rapidly share information with their communities. Some may have corporate as well as community-based Twitter accounts to share this information, and the tool/communication method selected is based on the responsiveness of those communities.

Q: *Does the sharing portal include ICCA members outside of Canada?*

A: No, we are just keeping it to members within Canada to allow for frank discussions without concern for who may be reading them. Other countries have strict Competition Acts—ACC would not have a portal like this where they post information for other companies to see. Instead they develop a very detailed guidance for specific situations.

4. CIAC Plastics Division Update

CIAC provided a status report on their transaction with CPIA, indicating that they began representing and taking responsibility as the public face for plastics at the beginning of March, and they remain on track to complete their transaction with CPIA on July 1. No major obstacles or delays are expected. The intention for the CIAC Plastics Division is to provide a national coordinated voice on plastics advocacy, with a focus on sustainability as opposed to bans.

Transition Planning

In terms of transition planning, the CPIA Board is working to identify a number of individuals to serve as Plastics Division Leadership Council and Officers, CIAC Board members, and CPIA “windup” Board members. Once established, the Division will be governed by the Vice President of Plastics (see Appendix). Recruitment for this position is currently underway by means of remote interviews, and a candidate is expected to be selected by the end of May. Also, a Plastics Working Group involving CIAC and CPIA members has already been established and is active.

The creation of additional committees, working groups, and task forces are currently under discussion.

Plastics Division Commitments and Goals

All current CPIA members in good standing as of June 30 will automatically be transferred into the new Plastics Division, which will be comprised of three classes of members. CIAC Plastics Division members will not be obliged to make commitments to Responsible Care®, as a number of CPIA members found this to be onerous. Instead, they will be required to meet commitments under Operation Clean Sweep® (OCS), a stewardship program focused on preventing the release of plastics into the environment, by 2022. While CIAC will provide tools and resources to achieve the OCS commitments, some current CPIA members will be unable or unwilling to do so. The association does not want to push members out the door, so they will do everything they can to support members to be real in their commitments. The CIAC Plastics Division also has ambitious waste reduction targets, with:

- a new aspirational goal of 100 per cent of plastics packaging being reused, recycled, or recovered by 2040; and
- an aggressive interim goal of 100 per cent of plastics packaging being recyclable or recoverable by 2030.

Plastics Regulatory Agenda and COVID-19

Through the COVID-19 pandemic, it has become apparent that there are certain products that are essential to our economy, and now more than ever, Canada must focus on implementing a circular economy and taking the burden away from municipalities. CIAC agrees that plastics are an issue and that regulatory deadlines must be met. While the association can support Extended Producer Responsibility, they cannot support bans or the idea that the only way to regulate plastics is under CEPA Schedule 1, as this approach will create fear and confusion among consumers and will lead to worldwide impacts.

QUESTIONS/COMMENTS

Q: *Please review CIAC social media and public statements regarding plastics. Is CIAC messaging consistent with Responsible Care® expectations? What additional advice or inputs do you have?*

A: Overall, I think CIAC is on the right track.

Q: *On a higher level, is there a need for re-branding? Many people think that plastic is a “bad word”.*

A: If you think plastics are a bad word, think about “plastic chemical”. Also, the term “chemical recycling” has actually been replaced with “advanced recycling”. We are seeing a lot of progress with chemical recycling in BC, and we are halfway there in Ontario with Extended Producer Responsibility. Plastics may be a generational issue, and industry needs to take responsibility and solve this. For example: if plastics are not leaking into environment, we will not see the microplastics issue.

Q: *Is there any thought on integrating members/losing members?*

A: There is good will on integrating members, however there will be challenges, especially as there is recognition that OCS needs to evolve further. At CPIA, decisions for the association were independent from the association. This will not happen at CIAC as we are governed by our Responsible Care® ethic. We have already started conversations with ACC and have integrated some plastics members into our working group.

Q: *Regarding lifecycle, is it possible that there will be a country of origin labelling for the packaging materials in the future in addition to the products (food, etc.) themselves?*

A: This would be more company than country. For example, BASF saw a project in Brazil called [reciChain](#) that they decided to launch.

Q: *Do you foresee any current members having an issue with new companies coming in and not following the same rules?*

A: We negotiated early on that Plastics Division members will do Operation Clean Sweep®. We have made it clear that self-organized subgroups, independent of the association will not happen and we are at a point where our members are comfortable with what is being proposed.

5. Other Business

CIAC agreed to send a number of follow-up documents to the panel, including their joint letter to the Treasury Board discussing regulatory compliance in light of COVID-19, CIAC's submission on the Draft Science Assessment on Plastic Pollution, a presentation by Tactix on risk perceptions of plastics in Canada, and invitations to the upcoming virtual Leadership Group meetings.

Day Two

National Advisory Panel

Andre Morriseau
Christopher Hilken
Jacob Westfall
Nadine Gud
Nadine Blaney
Richard Janda
Ron Ormson
Pat McLean

CIAC Staff

Danielle Morrison
Gilles Laurin
Isabelle Des Chênes
Shannon Watt
Shawna Bruce (Facilitator)
Victoria Christie

6. Opening Remarks

Following up on conversations from yesterday's meeting, panel members proposed a number of ways to acknowledge Francis' contributions to the panel, including: flowers, a gift certificate, curbside delivery to support local business, a wooden duck (departure gift for panel members), planting a tree, and a pen to commemorate his minute taking.

Panel members were also invited to share any thoughts carried over from the previous day, and Ron rounded out his thoughts on consumer plastics deposit systems. He highlighted that this does not eliminate the problem, as it is up to the consumer to return the plastic. CIAC noted that as provinces are thinking about Extended Producer Responsibility, a number of provinces are looking a deposit-return as well and there is a tremendous opportunity for a green economy in the post-COVID era. The facilitator also noted that there is also a composting component to the deposit-return system in Edmonton and highlighted the need to identify municipalities that are doing well in these areas.

7. National Advisory Panel Terms of Reference

CIAC provided a brief introduction and background regarding where the NAP falls within the association. Years ago, the NAP was within the Public Affairs team, and then it moved over to Responsible Care® when this initiative was created. Now, CIAC wants to move the panel back to Public Affairs, as it plays a key role in advocacy pieces with the federal government and across sites in Canada, and in providing advice on the future CIAC Plastics Division.

The facilitator led a review of a draft Terms of Reference document for the NAP. In reviewing this document, panel members were asked to: **reflect on the mandate of the NAP and to identify any areas that could be removed and/or added to reflect today's vision of the NAP.**

Background

This section outlines the historical context and purpose of the panel. The panel asked why the panel was moved from Public Affairs to Responsible Care® and CIAC indicated that the NAP was created one year after Responsible Care became official, so CIAC was looking for guidance on their initiative. Now with the creation of the Plastics Division, it makes sense to bring the panel back to Public Affairs. CIAC also explained that they are looking to infiltrate Responsible Care® into everything the association does, so the initiative will still be a part of the NAP.

Mandate

The panel suggested changing the order of the first and second points to place less emphasis on Responsible Care®. One panel member indicated that in their time on the panel, some individuals have been RC verifiers and they bring a different level of knowledge to the panel. The panel agreed that including members that understand the verification process is key, but so is academic representation. Overall, the panel needs to include members that reflect their mandate.

Pat also noted that the mandate appears to be reactive, not proactive, however Richard noted that if the mandate is reordered, it becomes proactive.

Purpose

The facilitator sought to streamline the previous Terms of Reference documents by categorizing the purpose of the panel into four categories. The panel was invited to propose additions, subtractions, and edits to these points. A summary of the comments received for each category is provided below.

➤ Engagement

- 1) CIAC suggested placing less focus on safe transportation and the use of chemicals, and more on corporate responsibility and how it affects the public. They also suggested highlighting plastics in this point, and one panel member suggested the inclusion of process safety. Another pane member recommended re-working the term “corporate responsibility” to place more focus on sustainability, including reference to climate, environment, sustainability, and indigenous peoples.
- 2) One panel member questioned if it is the role of the panel to establish a continuing dialogue, as they do not interact directly with members. The panel agreed to replace “establish” with “support” a continuing dialogue.

➤ Advocacy

- 1) The facilitator felt that what the panel did for Sarnia was an example of this point, however, one panel member indicated that engaging in advocacy on behalf of the association is not the responsibility of the panel and this should be more advisory. Another panel member stated that the panel advocates to the association, rather

than to the members. While some members suggested removing this point, The panel noted that the advocacy heading authorizes the panel to bring advocacy to the association, and if it is removed, this may send the wrong message. It was decided that there should be an upfront point that states this clearly, and the panel agreed to move this point to the mandate.

- 2) The panel agreed to remove this point as it is redundant.

➤ Responsible Care®

- 1) The panel indicated that the “performance-based programme” language is broad/dated and wondered if it referred to verifications. It was agreed that this should instead be referred to as a sustainability initiative. Some panel members suggested that the fifth point could be expanded and linked back to engagement to remove this initial point. Ron indicated that this highlights the panel’s role as the conscience of the association, and that they are looking out for public interest in many ways. Another panel member noted that it is important that people know about Responsible Care® and recognize the logo.
- 2) The facilitator noted that as more companies adopt the ethic and principles of Responsible Care, some may be “talking the talk” but not “walking the walk”. One panel member asked whether CIAC is trying to influence other industries to do follow their initiative or if there is a metric to measure CIAC’s influence. The panel proposed adding a new point on Responsible Care® and their scaling of influence. The panel also inquired about public understanding of Responsible Care® and how visible the logo is.
- 5) One panel member noted that this is the only point that mentions comparing Canadian Responsible Care® to other jurisdictions and indicated that there should be more discussion related to the strengths of the Canadian approach compared to others. CIAC noted that they have close ties with ACC and have met with their lead on Responsible Care®. ACC is experiencing a similar situation to Sarnia, so they have been involved in projects that might actually go beyond what CIAC has done. Also, ICCA has had many conversations about new initiatives and has put out requests to share information on these initiatives. CIAC is putting together a briefing note to ICCA, and the panel should be empowered to ask about such international developments. One panel member also questioned if there is any reciprocal to learning from others (i.e. influencing others).
- 6) The panel recommended tightening up the meaning of compliance verification.

➤ Advisory

- 2) The panel pointed out that in the last meeting, the panel discussed the strategic plan, and this is a major association document. Perhaps this can be incorporated as an additional point. Also, the panel issues challenge letters as a proactive step on issues that are deemed to be important, and this may be an important additional point as well.

Guidelines and Procedures

The panel suggested adding “as needed” for meeting frequency, especially as unforeseen situations and emergencies may alter the schedule. It was also agreed that plenty of time should be allocated for planning to accommodate the everyone’s calendars.

One panel member suggested adding guidance on dispute resolution, which is frequently seen in Terms of Reference documents. The panel noted that they have not encountered any significant disputes with the NAP, however this may be a useful addition.

Since panel members are welcome to attend CIAC committee meetings and Leadership Group meetings, the panel showed interest in receiving a list of CIAC committees.

Panel Membership

The facilitator created a matrix to see where the current panel members fit in and indicated that there are gaps in terms of student representation. CIAC noted that they have contacted a student that is interested in joining the panel, and the panel welcomed this idea, perhaps inviting prospective members to observe a meeting or two before making a commitment. One panel member also suggested including a first responder in the panel membership, and the panel agreed that this would be a welcome addition.

The panel indicated that regenerating a quarter to a third of the panel is a large responsibility for the facilitator and that more realistic/healthy targets are needed for panel turnover.

Public Knowledge

The panel agreed that updates to the NAP page on the CIAC website are needed.

8. Memorandum of Understanding: RCMS/RC14001

Gilles Laurin provided an update on the ACC-CIAC Memorandum of Understanding, indicating that RCMS/RC14001 auditing for Canadian facilities is aligned with the respective technical specification, and has additional CIAC-designated compliance obligations/Responsible Care®-related requirements that must be reviewed. The audit team is responsible for developing a report for the client that is suitable for communication to CIAC and other relevant stakeholders for posting on CIAC’s website. Additional items to review for Canadian facilities include:

- Evidence of participation in TRANSCAER® activities by the company where it has operations.

- Evidence of the development and communication of a worst-case scenario and other community engagement requirements.
- Evidence of participation by company leadership in CIAC Responsible Care activities, committees, and submission of an annual Responsible Care recommitment letter.
- Evidence the company has provided CIAC with benchmarking data and other required data submissions including subcontractor evaluation requirements.
- Evidence the company has reviewed its activities against CIAC's Responsible Care Principles and Ethics and its position on sustainability and corporate responsibility.
- Evidence of stakeholder/community dialogue, including interviews by auditors with local community representatives.
- Evidence of engagement with indigenous communities near production facility with respect for their unique history, culture, and rights.
- Evidence that the company promotes Responsible Care by name and employees are aware of the term.

Between 2017-2019, roughly 12 CIAC members and partners opted to meet Responsible Care[®] requirements through RCMS/RC14001. The next round of verifications/audits must be completed between January 1, 2020 and December 31, 2022 and CIAC members will be required to choose which approach they wish to take (i.e. CIAC verification or RCMS/RC14001).

QUESTIONS/COMMENTS

Q: *What would happen if a company chose to withhold their audit report from CIAC?*

A: They are entitled to hold back the audit report as it is not public information, however the report that incorporates the extra CIAC elements must be provided. If they do not provide this, the company may have to go to the Board, however this would be an extreme situation that has never occurred before.

Q: *Are there fiscal savings for adopting this?*

A: Some companies are going through all of these as we speak, so there are savings if they do not have to do all three.

Q: *We often get an update on membership, are the numbers looking good?*

A: Yes, in the last year and a half we have added nine members, including our first academic institution (Northern Alberta Institute of Technology) and our first brand owner (Proctor & Gamble). CIAC prepares a scorecard for the Board on an annual basis to give a sense of where CIAC is on meeting targets like membership (see Appendix).

A: This might be an important standing item for the panel (with members and partners separated). It might also be interesting to track large companies that are not in the membership and to share companies that CIAC is approaching or working with. A list of plastic producers would also be beneficial.

Q: *Does this mean that Canadian RC elements are also reviewed on an annual basis or is that a different schedule?*

A: That is a different schedule – when that is done on a yearly basis it is only companies that are ISO and want to hold onto their certification, so they only look at the RC14001 technical elements.

9. CIAC attendance at Globe 2020

Isabelle Des Chênes provided an overview of the Globe 2020 conference, one of the largest business and sustainability conferences in North America. Celebrating their 30th anniversary, the conference was well attended and served as a great forum for making introductions and addressing emerging issues.

CIAC worked in partnership with CPIA this year to deliver a much more significant presence than what has been seen in previous years, focusing on the circular economy and plastics sustainability. A number of CIAC members were showcased, including BASF, Dow, NOVA Chemicals, Inter Pipeline, and Pyrowave. CIAC also hosted both a panel session and a workshop. The panel session was well attended and featured a number of value chain members, including Marcelo Lu of BASF and Sarah Marshall of NOVA Chemicals. The 60-minute workshop had over 30 attendees, ranging across the plastics value chain, from government and sustainability officials to major retailers and non-profit organizations. The focus of this workshop was on creating markets for plastics, and three groups were challenged to come up with opportunities and challenges for creating markets for plastics in terms of policy, demand, and supply. The conclusions from these three groups showed many similarities, namely a need for clarity on definitions, adaptation and revision of regulations, and acknowledgement of data gaps.

Overall, this was a great opportunity to profile the membership and to see Responsible Care® in action, as well as to bring people together to discuss these important issues. It was quite apparent that there are a number of gaps as a result of a lack of communication among stakeholders, and that engaging in these conversations and in projects like the CCME's Action Plan on Zero Plastic Waste to facilitate the circular economy is highly beneficial.

10. Next Meeting and Roundtable

The next meeting will take place in the Fall; however, the method of delivery remains uncertain. More information will be available once a decision for the Fall Board meeting is made. Shawna will send out possible dates in early June, noting that October is an opportune month for a meeting as ECCC will be releasing their plastics discussion paper at this time.

During the final roundtable, panel members expressed that this was a very productive meeting, and Shawna and the CIAC staff thanked the panel for their participation during such challenging times.

Appendix

Strategic Plan Implementation: Performance Measures May 2020 Update

	Measure	Benchmark (2015)	Target (2020)	Status	Notes
Growth	Number of participants	43	60	↓	@ 57 (↓3 associates)
	Full paying members	34	40	↑	@ 39 (- no change)
	Average cost (full member)	\$140,000	\$125,000	Achieved	\$115,000
	Future revenues (new members)	0	-	Trending	> \$1 million
	Investment supports	0	-	Trending	> \$1 billion
	New investments	0	-	Trending	> \$15 billion
Flexibility	Fixed cost operating ratio	81%	70%	On track	@ 71%
	Financial reserve	48%	40-60%	Achieved	<ul style="list-style-type: none"> • 93% Contingent liabilities (\$2.1 million) • 88% operating surplus (\$353,000)
	RCMS / RC 14000 recognition by CIAC	-	Achieved	Achieved	Training with members and auditors complete
Effectiveness	Association effectiveness	N/A	Positive stakeholder perceptions	Trending	Top ratings in Ontario and federal advocacy
	Reportable meetings (federal)	17	Increase	↑	Sustained high levels through COVID
	Media pick up	Very low	Increase	↑	High visibility CN Strike and rail blockade

APRIL 22, 2020

COVID-19 CRISIS RESPONSE & RECOVERY STRATEGIC INTENTIONS

The Chemistry Industry Association of Canada (CIAC), like all societal organizations, is being confronted by the unprecedented COVID-19 pandemic.

To date, the association has responded appropriately, developing and implementing a COVID-19 response plan and establishing contingency plans to ensure business continuity. As we move towards a resumption of regular operations, CIAC will also need to prepare and implement a separate recovery plan.

The chart below clarifies the association's response and tailored strategic directions during this period. While this document attempts to detail the association's strategic intent for the COVID-19 crisis and recovery period, it is important to remember that the association remains fully guided by its current (2016-2020) Strategic Plan. It is foreseeable that, as the situation unfolds, there will be circumstances when the association's strategic intent towards its people, the organization itself, its

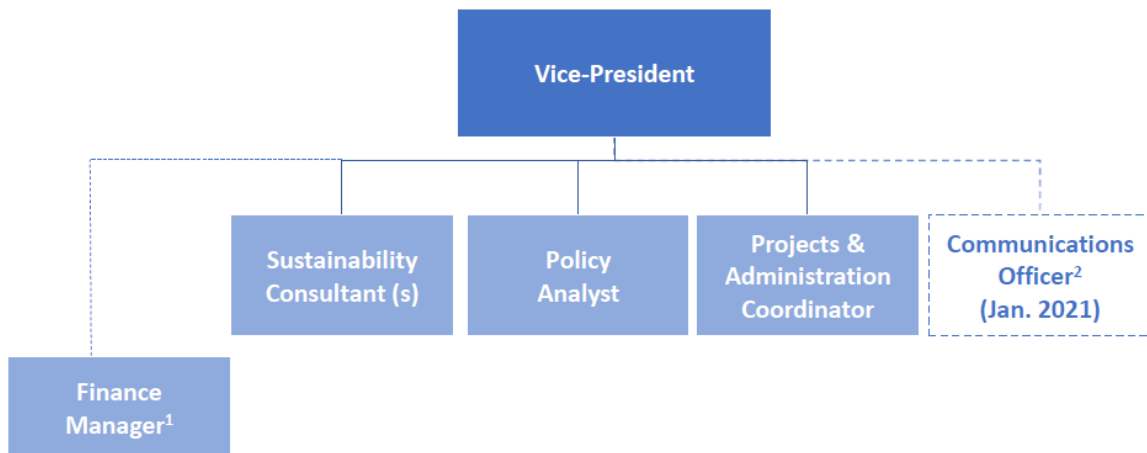
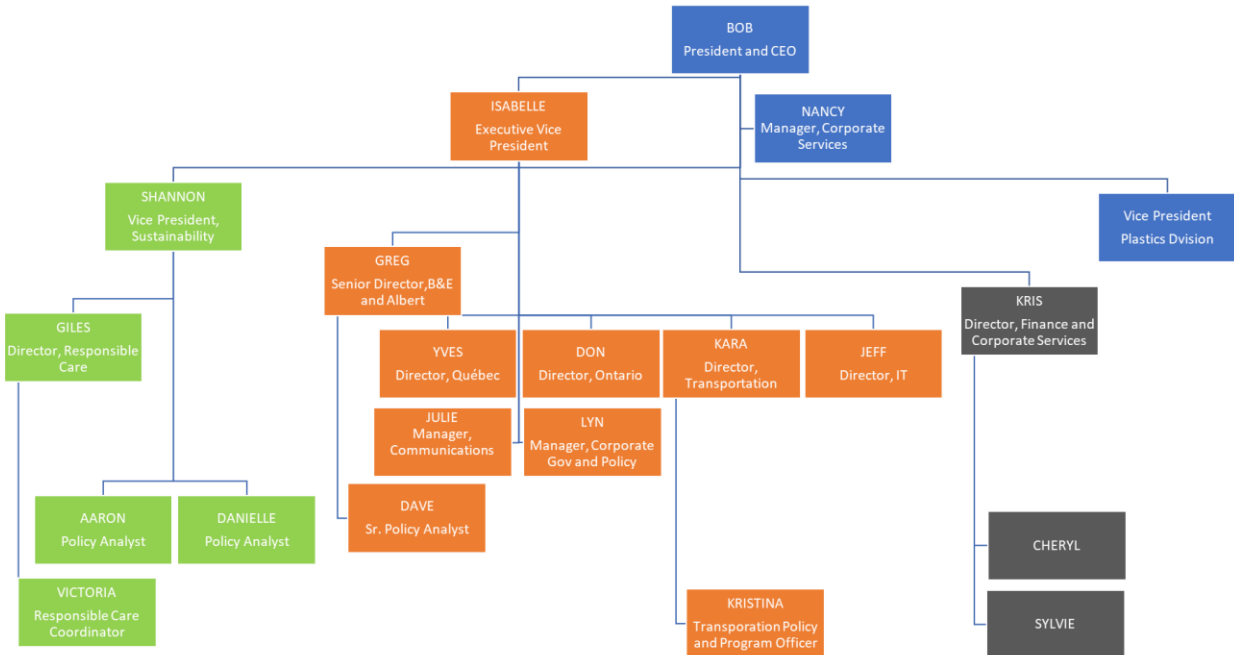
members, the governments, and other stakeholders may come into conflict. While this process cannot speculate on the outcomes of such situations, clarification of strategic intent will ensure that the right and fullest range of considerations are considered when making any such decisions.

In reviewing these strategic intentions, it is important to understand that with the approaching July 1st establishment of the CIAC Plastics Division, 'the industry' means the chemistry and plastics industry while 'the members' means current CIAC members and current CPIA members alike.

This document is evergreen. As the situation continues to rapidly evolve, CIAC's strategic intentions will be reviewed and adjusted when necessary.

OUR PEOPLE	OUR ASSOCIATION	OUR MEMBERS	OUR GOVERNMENTS
<ul style="list-style-type: none"> • Are kept safe • Are kept informed • Are provided the tools to do their work • Are supported by their managers and colleagues • Are kept employed with meaningful work • Understand that its 'ok to not be ok' during such extraordinary times • Have access to personal and family support programs 	<ul style="list-style-type: none"> • Retains operational integrity • Responds to the situation and maintains short and long-term fiscal health • Keeps Executive & Board aware of status and issues • Is fully available to respond to members and governments • Maintains discipline on priorities and adjusts messaging & outreach as necessary • Is committed to both short and long-term planning & priorities • Leads with Responsible Care® when highlighting industry's crisis response and business continuity efforts • Shares members' Responsible Care® best practices and lessons learned in maintaining safe operational status 	<ul style="list-style-type: none"> • Are kept informed of public policy developments affecting their operations • Are able to maintain safe operational status • Are able to engage CIAC on company-specific, extraordinary requests during the time of crisis • Are kept informed of society needs and encouraged to respond in the spirit of Responsible Care® wherever possible to address those needs • Are supported by providing access to new or established networks & key stakeholders 	<ul style="list-style-type: none"> • Are kept informed of the operational status and difficulties facing the industry • Are aware of and understand the essential nature of the industry and the benefits of its products when taking decisions • Continue to receive the economic benefits of a functioning chemical and plastics industry • Continue to receive the health & public safety services the industry normally provides • Are supported by a responsive industry that adjusts to meet public safety needs

Plastics Division Structure Within CIAC



¹ Reports to CIAC Director of Finance and Corporate Services

² Report to CIAC Communications Manager