

2019

# MCWANE

REACHING NEW HEIGHTS



# A Message from our President

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G. RUFFNER PAGE, JR.

**W**HEN WE SET OUT TO CLIMB A MOUNTAIN, WE LOOK UP, AND WE THINK that when we reach the top of this trek and can look out over the horizon, we will have reached our goal and the journey will come to a satisfying end. But sometimes, you crest the peak of the mountaintop to find a clearer view of the landscape ahead. And perhaps the reality of your place in this journey reveals a fertile valley beyond and you realize that is your desired destination, or maybe you hike through the snowy mountaintop expanse to realize you are on a plateau that leads to a more wondrous mountaintop above.



But what keeps you moving forward toward your destination, and what makes you a pioneer, is the hard work that got you to this place where you can clearly see the path forward, your willingness to embrace an entirely new goal, and to bravely venture into uncharted terrain.

This is the exciting position McWane stands in today.

McWane has thrived for almost 100 years due to our willingness to evolve, improve, and change with the times. Over the past 15 years, we achieved high levels of EHS performance company-wide due to our robust compliance-based management system. However, as we plateaued out at this high level, we realized that this system based on rules and regulations, was a solid foundation. We realized a shift to a value-based system that utilizes the strengths and talents of our people built on this foundation would propel us even further – and require a company-wide culture change.

And it is incredible to see this transformation already beginning to take place across the McWane Family of Companies, with many early successes due to high team member engagement. As our own intrepid pioneers venture into uncharted territory, Jeet Radia, McWane Senior Vice President of Environment, Safety, and Human Resources, notes, “Our challenge is to stick with it as our people adapt to the significant change this presents. We need to drive change from the top and anchor it at all levels below.” I agree, we must lead change from the top across our locations and anchor the culture in our team members. The key is our people. They rose to the challenge in the successful EHS initiative. I am confident they have and will rise to this challenge as well.

I had the opportunity to speak at Futurecom System Group this year and the theme of the meeting was not just to embrace change, but the need to continuously change. “The need for change was not because the current or old systems we have are bad or wrong, as evidenced by our successes to date,” President and CEO of Futurecom, Paul Halinaty, said at the meeting. “However, our customers, suppliers, and competitors are changing, so we have to change. That means changing how we do things, what we do, and even who does it.” This does not mean that we replace people, but it does mean that tomorrow, people may not be doing the same job the same way they are doing it today.

McWane team members from divisions around the world attended planning meetings throughout 2019 to share best practices and ensure that we are all moving toward the same goal. “To effectively complete the transformation from a compliance-based culture to a values-based culture, everyone needs to anticipate and embrace change. The McWane Compass allows us to navigate the challenges that come with change. It helps us envision what could be, challenge the status quo, and create higher value,” said McWane Vice President of Safety, Mickey Hannum.

McWane Vice President of Human Resources, Kevin McCarthy added, “The amount of change that is affecting our organization is greater than at any time during my five years here. We’re in an exciting time where divisions across the company are embracing the tenets of the McWane Way. We expect the Compass to be a significant aid to each of us as we maneuver through these challenges and emerge stronger than ever.”

So, grab your McWane Compass, keep your eyes peeled for new pathways, be prepared to change course, and work together as a team as we make this exciting journey into a new era for McWane.

# 10th Annual McWane Ergo Cup Competition

## A DECADE OF INNOVATION

**C**OMPANIES THAT LEAD THE WAY TO THE FUTURE always put their people first. And at McWane, we have a company-wide commitment to actively improving the health and well-being of our team members through industry-changing innovations addressing common workplace problems. For the tenth consecutive year, the McWane Ergo Cup Competition once again pushed the envelope with creative solutions for ergonomic risk reduction, projects that improve workplace safety and efficiency, while positively impacting overall productivity and product quality.

The 10th Annual Ergo Cup Competition, held on October 16, 2019, featured 19 innovative projects produced by 114 team members from 14 facilities across the globe. From a conveyor-belt safety detection system to ergonomically-friendly solutions to improve team members' physical health, the projects presented this year were nothing short of life-changing. Projects were judged based on innovation, simplicity, cost savings, ergonomic risks, and presentation quality. The 2019 Ergo Cup panel of judges was comprised of outside industry experts, including Deborah Lechner, PT, MS, President ErgoScience; Claudiu T. Lungu, PhD, Associate Professor, UAB School of Public Health; Andrew D. Perkins, M.S., CIH, CSP, Senior Industrial Hygienist, Alabama Power Company; and Pat Tyson, OSHA attorney and partner in the Atlanta-based law firm of Constangy, Brooks, Smith & Prophete, LLP.

These talented teams have devised solutions that not only streamline processes and create safer workplace environments, but that also directly protect the health of our team members through innovative ergonomic risk reduction. This year's First Place Winner for Most Outstanding Project, Clow Valve, will represent McWane at the National Ergo Cup Competition in Louisville, Kentucky, on March 16-19, 2020. We wish them luck and look forward to seeing next year's impressive Ergo Cup projects!

### **MOST OUTSTANDING PROJECT:**

#### **1<sup>ST</sup> PLACE – CLOW VALVE**

Clow Valve designed an ergonomically friendly device to eliminate the manual lifting and turning of brass patterns by implementing a mechanical rotisserie device.

#### **1<sup>ST</sup> PLACE RUNNER-UP – TYLER COUPLING**

Tyler Coupling automated the eyeleting process, which reduced the competitive movements needed by the operator per cycle and reduced the strain on the operator's hands, wrists, arms, and shoulders. It also decreased the cycle time needed to produce the product and increase throughput of finished product.

#### **BEST RISK REDUCTION – BIBBY STE. CROIX**

Bibby Ste. Croix motorized every section of the Kloster conveyor and added a safety detection system to prevent boards weighing 1,000 lbs. from falling.

#### **MOST INNOVATIVE PROJECT – KENNEDY VALVE**

Kennedy Valve came up with a bulk system to dispense inoculates, carbon, and 75% silica onto the scale, which eliminated the lifting, bending, twisting, and shoveling by team members.



Ergo Cup Judges from L to R: Andrew D. Perkins, MS, CIH, CSP, Senior Industrial Hygienist, Alabama Power Company; Deborah Lechner, PT, MS, President ErgoScience; Claudiu T. Lungu, PHD, Associate Professor, UAB School of Public Health; Pat Tyson – OSHA attorney and partner in the Atlanta based law firm of Constangy, Brooks, Smith & Prophete, LLP.



From L to R: Scott Smith, Rick Thompson, Jeff Beuthien, Mitzi Fisch, BJ Bowie, Andrew Williams, Josh Britt, Coleton Pace



From L to R: Nathan Gentges, Chet Johnson, Don Trent, Jim Sartin, Bill Kays, Shaun Clift, Herb Wheatman - Not pictured



From L to R: Back row: Yanick Belanger, Steve Lemay, Claude Marcoux, Jean-Frederic Lemay, Pierre-Luc Hovington, Stephane Lamontagne; Not Pictured: Jean-François Boisvert, David Auger

# P2C 2019 Pollution Prevention Challenge

## MCWANE TEAM MEMBERS INNOVATE FOR A CLEANER FUTURE

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**P**ROTECTING OUR ENVIRONMENT AND KEEPING OUR COMMUNITIES CLEAN is at the heart of the McWane Way. Not only are we committed to operating environmentally sound facilities, but our annual company-wide Pollution Prevention Challenge, or P2C, continues to highlight the ingenuity and innovation of our talented teams and the inspiring tangible impact their projects are having on our environment by significantly reducing pollution.

As in past years, the 2019 McWane Pollution Prevention Challenge entries were solid throughout. Nineteen projects were judged by our panel of four judges: Dan Oman of Haley & Aldrich, Sarah Burton of Kestrel Management, John Wellspring of Keramida, and Lennon Martin of Dennison Industries. These outside experts evaluated the projects based on innovation, simplicity, cost savings, and energy reduction and selected top 10 finalists. These projects range in scope from developing a device to prevent spent shot from falling on the floor to installing two new energy efficient coreless induction melting furnaces.

These projects reduce air emissions, waste generation, and energy consumption while conserving raw materials. In addition, the estimated annual savings from this year's finalists surpassed the \$1 million mark at \$1,086,173.

Congratulations to this year's winners! We look forward to seeing what our leaders in environmental stewardship come up with for the 2020 McWane P2C.

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### THE WINNERS OF THE 2019 MCWANE POLLUTION PREVENTION CHALLENGE ARE:

**1ST PLACE (\$1,000 per team member) - M&H VALVE - PATTERN CHANGES**

**2ND PLACE (\$500 per team member) - CLOW CANADA - PLASTIC REDUCTION**

**3RD PLACE (\$250 per team member) - MCWANE DUCTILE - UTAH - SPECIAL LININGS SHOT REUSE**

**3RD PLACE (\$250 per team member) - MCWANE DUCTILE - UTAH - TEST PRESS PAD**

**WHY DIDN'T I THINK OF THAT AWARD (\$100 per team member) - MCWANE DUCTILE - OHIO - BLACKENING TANK REDUCTION**

**ENERGY EFFICIENCY E2 AWARD (\$100 per team member) - CLOW VALVE - IRON MELT REDUCTIONS**

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1st Place - M&H Valve from L to R: Steve Griffith, Jimmy Wade, Wesley Bones, Steven Blasko, Ricky Vise, Gerald Smith, Anthony Guy and Frank Musich



2nd Place - Clow Canada - Clow Canada Team



3rd Place - McWane Ductile Utah (Special Linings Shot Reuse) from L-R: Hugo Villa, Arturo Lugo, Joe Ozimek, Miguel Munoz, Jonathan Correa, Giraldo Buenostro and Chad Seegmiller



3rd Place - McWane Ductile Utah (Test Press Pad) from L-R: Jeremy Stewart, Miguel Munoz, James Walker, Jose Garcia, Chad Seegmiller, David Georgeson, Center Pad: Derek Webster



Why Didn't I Think of That Award - McWane Ductile Ohio from L to R:- Neil Sampsel, Steve Slade, Sean Powers, Dirk Mathias, Shawn Bordenkircher, Wes Dawson, Todd Church



Energy Efficiency - Clow Valve from L to R: John Grahek, Jon Callahan, Bob Smith, Rodney Walker, Jorge Campos, Jason Williams, Justin Fawcett Chris Prendergast

# Fresh Perspectives at McWane University



## EHS AND HR TEAM MEMBERS SHARE KNOWLEDGE, EXPLORE INDUSTRY UPDATES, AND ENJOY TEAM-BUILDING ACTIVITIES

**W**ITH A COMPANY THAT SPANS THE GLOBE, keeping everyone on the same page can be challenging. And while communication through McWane’s webinars works wonders, there’s nothing like an old-fashioned face-to-face meeting. To cultivate this connection between team members from different disciplines, we established a biennial company-wide meeting of EHS and HR under the umbrella of McWane University. This year’s meeting was held in Birmingham, Alabama. This allows team members to share best practices, explore industry developments, and problem solve in interdisciplinary teams, yielding forward-thinking ideas and deepened relationships. Not only do we reconnect to our shared values and goals in the McWane Way, we also set aside time for getting to know each other through team-building and laid-back fun.

In 2019, 160 McWane EHS and HR professionals from around the company and the world came together once again to sharpen their skills and broaden their perspectives. Once they arrived at Renaissance Birmingham Ross Bridge Golf Resort & Spa, team members mingled at the welcome reception and enjoyed a friendly game of corn hole before the kickoff meeting covering hot industry topics and updates on major initiatives.

For the next two days, the groups divided and delved into their respective areas of expertise. The HR team trained on 401Ks and pensions, I-9s, and updates on understanding and utilization of UltiPro – they even took time for a McWane Way Compass scavenger hunt. The safety team tackled culture and safety at the

site level, using the McWane Way principles, injuries, root-cause analysis, and shared facility successes and challenges. Environmental team members focused on overcoming hurdles; how to find, develop, and retain “good” people; and how best to push the Environmental Management System to the floor level.

### WE RECONNECT TO OUR SHARED VALUES AND GOALS IN THE MCWANE WAY

They also broke into groups for two team-building projects with one group assembling a car out of a mouse trap, twine, and a CD and the other group working together to make the tallest structure using straws and pipe cleaners.

After exploring best practices and new ideas and tackling these team-building brain challenges, a half day was set aside for relaxation and connection. Team members were free to enjoy golfing, massages, and even go-kart racing. Old friends reconnected and new friends bonded.

The goal of this meeting was to share experiences and knowledge, energize team members, and equip McWane’s EHS and HR team members with the tools and knowledge they need to succeed at their respective facilities.

Mission accomplished.





Safety Group



Environmental Group



HR Group



1st place winners for the environmental mouse trap car race



Autobahn kart racing



HR McWane Way Compass scavenger hunt. Context: Pieces of the compass were hidden throughout the hotel and team members had to find them using clues they obtained at each piece

# McWane International

CONTINUOUSLY WORKING TO IMPROVE

**M**CWANE HELD ITS BIENNIAL INTERNATIONAL TRADE COMPLIANCE SEMINAR IN Birmingham on October 22-23, 2019. The group focused on the ever-changing international trade environment and explored ways McWane can continue to improve our compliance processes.

The topics covered included Import/Export 101, Free Trade Agreements, Duty Drawback, Reasonable Care and Performing Audits, FCPA & Anti-Bribery, INCOTerms, Anti-Boycott, and Customs Valuation and Assists, among many others.

We also had some great guest speakers from Crane Worldwide Logistics, Alabama International Trade Center, and the Descartes Visual Compliance team. McWane extends its heartfelt thanks to our hardworking team members who continue to improve our International Trade Compliance program each and every day.



Seminar attendees: Cory Zwolinski, Angelina Halverson, Tom McDowell, Jude Hopkins, Sharon Fulton, Brad Collins, David Jones, Amy Graham, Cydne Bishop, Danielle McDowell, Rick Thompson, Danna Pruitt, Jeannie Karageorgievski, Steve Croft, Seleta Page, David Nix, Ed Sellers, Hamp Tanner, Melinda Mahnke, Nigel Hughes, James Martin, Danny Muse, Bill Barnes, Morris Ford Jr., Rick McCurry, Afton Whiting, Kelly Bray, Kat Paule, Tiffany Hull, Alan Marino, Ezequiel Herenu, Morris Ford III, Billy McMichael; Seminar attendees (not pictured): Crystal Isaacs, Teri Lavette

# Taking on the Challenge

## MCWANE DUCTILE SALES & MARKETING TEAM SHINES IN ATLANTA



**T**HE MCWANE DUCTILE SALES TEAM AND SUPPORTING STAFF RECENTLY MET IN ATLANTA, Georgia, to “challenge” themselves during the weeklong North American Sales Meeting. The team engaged with Challenger, Inc., a best-practices consultancy dedicated to changing behavior in B2B sales and marketing. Participants learned to Teach, Tailor, and Take Control in the sales process by creating customized sales messaging, or commercial insights, designed to guide customers through the buyer’s journey. The week of insights and strategies wrapped up with a formal sales meeting that provided informative presentations by key McWane Ductile Executives, Legal, IT, and Regional and Product Engineers.

To celebrate the talented team, a reception was held to recognize retirees Fran Tone with 42 years of service, Robin Hazlett with 35 years of service, and Jim Guilbault with 10 years of service. The ceremony also highlighted those who have contributed to McWane Ductile’s Iron Strong Blog. Blog award categories and recipients were: “Most Prepared,” David Bridge; “Most Instructional,” Jason Barnes; “Most Supportive Through Social Media,” Kevin Ratcliffe, “Most Engaged,” Aaron Loosli; “Most Supportive Behind the Scenes,” Ken Rickvalsky; “Most Researched,” Gary Gula; “Best Fake It ‘Til You Make It,” Jeff Houser; “Top Performing Blog,” Jeremy Gwin; “Top Lead Magnet,” Jerry Regula.



From L to R: Back Row: Jason Barnes, David Bridge, Jerry Regula, Gary Gula, Jeff Houser, Ken Rickvalsky, and Jeremy Gwin. Front Row: Kevin Ratcliffe and Aaron Loosli.



From L to R: Robin Hazlett, Jim Guilbault, and Fran Tone

# A Lifetime of Memories

## JAMES MADISON'S 60-YEAR CAREER AT TYLER PIPE



**I HAVE BEEN KNOWN AS** Junior, Puny, Muscle, Jivin' Horse Man, and, of course, Hoss," says James Madison, who celebrated 60 years at Tyler Pipe in May of 2019. Hoss is American slang for "a big, strong, and respected or dependable person." And while Mr. Madison was actually the smallest man at the

Tyler Pipe plant when he started, he earned nicknames like Muscle, Hoss, and, these days, simply Mr. Madison through the strength of his character: his unwavering work ethic, keen ingenuity, solid dependability, openhearted humility, and positive attitude.

### LANDING THE JOB

**E**ARLY IN THE SUMMER OF 1959, JAMES Madison and three of his friends decided they needed to find work, and drove to some local factories. "We just drove up and went and looked inside of the foundry. Everything was open back then. You could walk right up and see where they were pouring iron," says Mr. Madison. A fellow named Jack Chelf approached them, informally interviewing them and offering young James and his friend Jasper Lee a job on the spot. "Jack Chelf said that he sure needed us to come to work, and so we started right then and there. I didn't even get to go home. I called my mama from the office and told her I got a job and I'll be home sometime," recalls Mr. Madison. "And my buddy Jasper Lee, he told me he couldn't deal with it, so at lunch time he was gone." But young James Madison worked through lunch, using a pick to drop the pigs out of the "piggin' machine."

"I was knocking those pigs, and it was hot. I was in a room that had a tin roof and those pigs were just steaming,

and John Warner, President of Tyler Pipe, came up said, 'You've been at it for quite a while. Have you had a break?' I told him 'no,' and he told me to go take a 45-minute break. Mr. Warner rolled up his sleeves and started knocking those pigs for 45 minutes until I got back. I was just glad to get something to eat out of those vending machines," says Mr. Madison. "Well, evidentially, Mr. Warner talked to my supervisor because I never missed a lunch again." ... Not for 60 years.

### MAKING HIS MARK

**I GUESS SOME OF MY BEST MEMORIES ARE** running that cupola bucket. It was a different time back then," says Mr. Madison.

At a diminutive 127 pounds, he was nearly half the size of his counterparts, but what he lacked in stature, he made up for with a clever resourcefulness. One of his earliest jobs, in the pre-conveyor belt days, was to move the coke by hand, via wheelbarrow, into the cupola. "We would load that wheelbarrow with up to 630 pounds of rock. I figured out that if I loaded that weight on the front of the wheelbarrow, I could balance it without putting as much effort into it. When I went to the edge to dump it in, I would grab the legs of the barrow and ease it down instead of heaving," says Mr. Madison. "It was funny because all of those big ole boys couldn't figure out how I moved the coke with the ease that I did. They would manhandle the load and would end up bending the wheelbarrow."

Later, the plant upgraded to using flatbed rail cars powered by batteries so heavy they had to be picked up and moved with a forklift. Mr. Madison ran these flatbed cars for three-and-a-half years, and it was during this time that he saved a man's life.

"One day I was working and the other rail car kept on

moving, and the fella driving it said he couldn't stop it. I ran the charging car over and got on the rail car with him," recalls Mr. Madison, who quickly realized the brakes had failed and the car was heading to the end of the line, toward a bunch of lumber, concrete and other debris. "I

If you were working on your house or doing a project at home, all of your co-workers would show up and help you get the job done. We were like family," says Mr. Madison, recounting lazy Friday evenings spent with the boys after a hard day's work. "We would sit out on

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**"THIS JOB HAS BEEN A GOOD PLACE TO WORK. IT TOOK CARE OF ME, MY FAMILY, MY DAUGHTER, AND THE GRANDKIDS," SAYS MR. JAMES MADISON, WHO ADMITS HE MIGHT RETIRE IN 2020. "I TALKED TO AN AWFUL LOT OF GUYS THAT RETIRED. THEY HAD NOTHING TO DO – I NEED A REASON TO WAKE UP IN THE MORNING, SOMEPLACE TO GO."**

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knew that car was going to tip. I told the other fella that we needed to get off that car. He said that he couldn't move; he was scared. I saw this sand pile coming up on the side of the rail car and I noticed that he was wearing a pair of overalls. I jumped off that car and pulled them overalls and he came off with me. Sure enough that rail car ran to the end of the line and tipped over. That fella said, 'Junior, you saved my life. I couldn't move.'"

## GOOD TIMES AT THE PLANT

**M**R. MADISON'S COUNTENANCE SOFTENS to a guileless grin when he thinks of the many characters and friends he's met at the plant. His eyes twinkle as he recalls a little guy they called "Right" who was a bit clumsy. "He would get to moving that bull and people would part the way because he was splashing and spilling that iron everywhere." Or the man they called "Reverend Starr," who once claimed to be thirsty enough to drink a case of coke. When put to the test, he only made it to seven bottles. "The supervisor was mad because he couldn't work the rest of the day," says Mr. Madison with a chuckle. And then there was "Ole Lyin' Hampton" who took to preaching at the employee snack bar. Says Mr. Madison, "A couple folks would come around and ask where we got the preacher, and I used to laugh and tell them, 'He ain't no preacher – you should have heard him cussing before he came over to the snack bar.'" There was also the Lemon Drop Kid, the Mayor, City Man, Uncle Roy, Chester Moon, Ole Lead Belly.

"I have seen a thousand people come in and out of that door. It really gets to me, how much fun we used to have.

the south side of the parking lot drinking beers, eating sandwiches, and telling stories half the night. It got to be a regular occurrence – these folks out here are like extended family."

## 60TH ANNIVERSARY CELEBRATION

**M**AY 25, 2019, MARKED MR. JAMES MADISON'S 60th year at Tyler Pipe, and true to his indefatigable work ethic, he had to be pried away from his post on the crane in order to attend his barbecue celebration. McWane Executive Vice President Kurt Winter flew in for the party, and a viral Facebook page promoting the party prompted the local news and radio station to come interview Mr. Madison. Throughout the event, as friends, family, and the greater community celebrated this remarkable man's dedication and strength of character, he was simply tickled, marveling at the commotion and repeatedly saying, "All this for ME?" After a few chuckles and some interviews, he made a graceful exit and headed back to his crane.

# Giving Back To Our Communities

## HONORING J.R. MCWANE'S SIMPLE PHILOSOPHY

**B**EING A GOOD CITIZEN MEANS GIVING BACK IN A WAY THAT COMMUNITIES, CITIZENS, AND our team members can benefit. It's a simple philosophy handed down since J.R. McWane began the company. Funding for local projects that directly benefit individuals in communities surrounding McWane facilities is an ongoing corporate-wide initiative.

### THESE ARE A FEW OF THE WAYS WE PAID IT FORWARD IN 2019:



AB&I Foundry Battle for the Bay Cleanup



Anaco (ACO) Breast Cancer Walk



Kennedy Valve "Walk a Mile in My Shoes" Suicide Prevention Walk



Futurecom Ride to Remember

## WE RIDE TO REMEMBER

**I**N LATE AUGUST, MEMBERS OF THE CANADIAN POLICE MEMORIAL RIDE TO REMEMBER, YORK Regional Police, and SOLE (Survivors of Law Enforcement) came to the Futurecom facility to educate the staff about the importance of the Canadian Police Memorial Ride to Remember—a four-day bicycle ride of officers from various law enforcement agencies across Canada to honor officers who have made the ultimate sacrifice. At the end of September, Futurecom was proud to have the opportunity to give back to the local community by sponsoring the ride that honors these fallen heroes.

The 700-kilometer, or 434-mile, ride commenced in Aylmer, Ontario, with close to 200 riders headed for the final destination at Parliament Hill in Ottawa. The first day concluded in downtown Toronto where the riders were met with a warm welcome from the Toronto Police Service and their mounted unit.

Day two began at Queens Park in Toronto with a moment of silence to honor fallen colleagues. Riders made their way into Eastern Ontario to Belleville, Ontario. On day three, Paul Halinaty, President & CEO of Futurecom, had the honor of addressing the riders in the historical city of Kingston, Ontario, thanking them for their service to local Canadian communities. The ride wrapped up in Gananoque, which is known as the gateway to the 1000 Islands.

The rainy weather could not stop the riders on their final journey to Ottawa as the ride came to an end at Parliament Hill. Futurecom team members had the privilege of talking to several family members of fallen officers. It was moving to hear their stories and learn why the ride is important to them. The ride raised more than \$20,000, which will provide financial support to families of officers lost in the line of duty.

These officers are heroes, and that's why each year for four days across Canada, we ride to remember.

# Repurposed Metals and Rejuvenated Communities

## 113 YEARS OF MEANINGFUL WORK

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**O**N SATURDAY, AUGUST 17, 2019, AB&I Foundry celebrated its 113th year in business by inviting their neighbors to join in a celebration of their century-long tenure in Oakland, California. The open-house gathering was attended by elected officials, union representatives, and a variety of community leaders like Pastor L.J. Jennings of Kingdom Builders Christian Fellowship. They were there to honor and celebrate AB&I's history of service and commitment to Oakland.

"One hundred and thirteen years! That is an amazing legacy of great working-class jobs that pay a family-supporting wage," said Libby Schaaf, Mayor of Oakland.

"The foundry employs 225 people with high-paying, blue- and green-collar union jobs, including 80 families that live in East Oakland and many more that live in other parts of the city," said AB&I's General Manager Michael Lowe. "AB&I takes auto-scraps and other metal products destined for landfill and turns them into pipe and plumbing fittings, supplying the plumbing systems in many of Oakland's largest buildings."

Founded in Oakland in 1906, shortly after the San Francisco earthquake, AB&I Foundry began as a small, family-owned factory that specialized in small iron and brass castings. Today it's one of the country's largest manufacturers of cast-iron drain waste and vent plumbing products.

"We want to be part of Oakland for generations to come, to provide high paying union jobs that build the fabric of Oakland society," said Lowe. "And in order to do so, we recognize that we need to provide even more value to the city."

And AB&I backs up that sentiment with action. The company is actively involved in efforts to stop illegal dumping that permeates the neighborhoods surrounding their East Oakland facility. It works closely with Oakland leadership – including Council President Rebecca Kaplan and Vice Mayor Larry Reid, as well as many other individuals and organizations – on massive cleanups of the East Oakland community.

The company also works hard to promote employment opportunities to residents in East Oakland – an area where unemployment rates are persistently more than double those in other parts of the city.

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**“WE WANT TO BE PART OF OAKLAND FOR GENERATIONS TO COME, TO PROVIDE HIGH PAYING UNION JOBS THAT BUILD THE FABRIC OF OAKLAND SOCIETY”**

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AB&I also supports other projects and causes that benefit its neighbors, such as the Men of Valor, a nonprofit foundation of Acts Full Gospel Church that provides job training, life skills, and reentry services for formerly incarcerated Oakland residents, as well as other groups that give hope and employment opportunities to Oakland residents.

"Here at AB&I, we are able to provide growth and development opportunities through jobs where engaged, motivated, and ambitious people have the ability to learn and develop strong trade skills in manufacturing right here in Oakland," said Kurt Winter, Executive





Mayor Libby Schaff with Men of Valor

Vice President of the McWane Plumbing Group, parent company of AB&I Foundry.

AB&I's team members also volunteer at local schools, libraries, and the Alameda Food Bank. And when they are not actively participating in boots-on-the-ground community activities, the company and many of their employees also provide financial support.

"AB&I plays an important role in making sure that we recover the metals we use ... We don't want to waste anything," said State Senator Nancy Skinner. "Anything that is a valuable resource, we want to use it again, again, and again. That's how we protect our planet. That's how we protect our people. That's what AB&I Foundry does."

California's air quality and environmental regulatory requirements are among the toughest in the country, explained AB&I General Manager Michael Lowe. "We work with our neighbors and we use state-of-the-art pollution-control technology and operational best practices. As a consequence, the foundry meets and, in most cases, exceeds California's strict standards."

Nearly 1,000 people attended the celebration, where in a

speech, Mayor Schaaf put into words what the attendees and the wider community feels about the 113-year-old foundry, saying, "I am very excited to work alongside all of you to make sure that you are here for many centuries to come."



Michael Lowe and Zeydi Gutierrez accepted the Oakland Metropolitan Chamber of Commerce's Deep Roots Award to AB&I Foundry

# Our Most Valuable Asset: Our People

## IMPROVEMENTS IN SAFETY HAVE A RIPPLE EFFECT

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**I**F THERE'S ONE THING THAT WAS REINFORCED THE PAST DECADE OF THE ERGO CUP COMPETITION and the P2C Challenge, it's that our people have powerful, innovative ideas that can change the trajectory of our industry. So it's not surprising that McWane has decided to harness the power of its most valuable asset: its people.

This exciting transformation will move the company from primarily a compliance-based culture relying on following regulations, rules, and procedures to a values-based culture centered around principles that put people first while using the compliance-based discipline as a foundation. That means building on McWane's strong compliance foundation to create a more dynamic culture that includes everyone sharing lessons learned, best practices, new ideas, and creative solutions to simply make things work better.

We should never underestimate the power of collaboration. Using teamwork to build on one simple idea and fostering a culture of open discussion and idea-sharing leads not only to excellence and continuous improvement in safety performance, but also an atmosphere of collegiality, team-member buy-in, and increased productivity.

As leaders, this cultural change we seek starts with our own personal transformation. Until we are committed to doing our work with the goal of improving safety performance, we can't expect others to do their work differently. As we begin to do the work of shifting the culture from primarily compliance-based to values-based safety, we will certainly see continuous improvement if everyone anticipates and embraces this exciting new change.

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**WE SHOULD NEVER UNDERESTIMATE THE POWER OF COLLABORATION.  
USING TEAMWORK TO BUILD ON ONE SIMPLE IDEA AND FOSTERING A  
CULTURE OF OPEN DISCUSSION AND IDEA-SHARING**

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McWane has a reputation for exceptional products and value creation while working together as a team to achieve excellence while going beyond compliance requirements in every aspect of EHS where possible.

Here are several of McWane's achievements recognized by OSHA and the American Foundry Society in 2019:

## AFS Safety Innovation and Insight Award for Health awarded to Clow Valve Co., Oskaloosa, IA

**C**LOW VALVE'S METAL CASTING FACILITY WAS awarded the American Foundry Society's 2019 Innovation and Insight Award for Health for their molten metal PPE fabric testing for brass. Receiving the award for Clow was Maureen Kamphaus, Health and Safety Manager.



## AFS Safety Innovation and Insight Award for Ergonomics awarded to Clow Valve Co., Oskaloosa, IA

**C**LOW VALVE'S METAL CASTING FACILITY WAS awarded the American Foundry Society's 2019 Innovation and Insight Award for Ergonomics for a pattern cart designed by pattern maker, Rick Thompson. The cart's design allows for almost effortless pattern handling as well as allowing it to adjust to the worker resulting in fewer ergonomic risks. Receiving the award for Clow was Rick Thompson, Pattern Maker and Inventor.



## AFS Environmental Green Foundry Award for Innovation awarded to Clow Valve Co., Oskaloosa, IA

**C**LOW VALVE METAL CASTING FACILITY WAS AWARDED the American Foundry Society's 2019 Green Foundry Award for their reduction in volatile organic compound (VOC), formaldehyde, and glycol ether emissions by switching from an ester cured resin to a water-based resin. This also resulted in a cost reduction and eliminated flammable hazards associated with the use of methyl fluoride. Accepting the award for Clow was Roger Horn, Environmental Technician.



## AFS Environmental Green Foundry Award for Sustainable Industry awarded to Kennedy Valve, Elmira, NY

**K**ENNEDY VALVE FACILITY WAS AWARDED THE AMERICAN Foundry Society's 2019 Sustainability Award for installing a variable frequency drive (VFD) motor on four of their major dust collectors, thereby saving considerable use of energy. The VFD units regulated fan motor speed relative to baghouse and improved the energy efficiency of the system. There was an expected 50% savings of energy used to run the system equal to an electrical cost savings of about \$170,000 per year, and reduced strain on the system likely resulting in fewer repairs. The project also received a rebate, lowering the return on investment to 0.7 years, and will improve air quality in the workplace.

## OSHA Voluntary Protection Program (VPP)

In addition to receiving external rewards, divisions of McWane were recognized by OSHA for Voluntary Protection Program (VPP) achievements.



Tyler Pipe & Coupling in Marshfield, Missouri, was recertified by OSHA as a VPP Star Site.

Team members Robert Fisher, Stephani Riley, and Kaleigh Fleming, as well as Manchester Tank Elkhart team member Suzanne Foster joined six other McWane team members who are named active Special Government Employees by OSHA.

The Special Government Employee (SGE) Program was established to allow industry employees to work alongside OSHA, particularly during VPP on-site evaluations.



Our award-winning EHS/HR team.



# McWane India

GREATER THAN THE SUM OF ITS MANY PARTS

**B**EGINNING IN 2011, MCWANE INDIA started providing services and support to many McWane divisions. In recent years, McWane India has expanded their operations to include design and development of new products. With their release of the “Smart Water Meter” last year, MIPL is now expanding the line of Smart Water products.

## CATALYZING MCWANE SALES TEAMS GLOBALLY

**O**UR INDIA-BASED GROUP OF ENGINEERS provides support and coordination to sales team members at various McWane divisions with pre-sales activities, such as securing project leads, material take-off, lay schedule, line drawings and quotation services. They are available to assist the pipe, valve and hydrant, plumbing, waterworks fittings, fire suppression, and technology-based companies of the McWane Family of Companies. Please contact MIPL and take advantage of their services.

## PROGRAMMERS WITH CUTTING-EDGE SKILLS AND MICROSOFT-CERTIFIED SUPPORT ANALYSTS

**S**HARE YOUR PARTICULAR ISSUE OR NEED and get your web or mobile application online with our in-house programmers. If you need support developing the following apps or dashboards, please feel free to contact Matt Meyer or Jim Purcell.

- Mobile App Development (iOS, Android)
- Cloud App Development
- SharePoint App Development
- MS Dynamic CRM App Development
- Building Analytics Dashboard
- Desktop App Development

## PRODUCT DESIGN & DEVELOPMENT

**T**HIS YEAR THE MIPL DESIGN AND PRODUCT DEVELOPMENT (DPD) TEAM RELEASED designs for various products, including metal-seated gate valves (50-1200mm), concentric butterfly valves (double flange) with rubber lining (50 to 600mm), dismantling joint (50-1200mm), rubber-lined butterfly valve (50-100mm), DN25 air release valve.

2019 marked the first time McWane designs for oil and gas applications were released for the Middle Eastern market supported by McWane Gulf. These products meet API standards and include floating ball valves, triple offset butterfly valves, trunnion mounted ball valves, dual-plate check valves, centric butterfly valves in sizes ranging from 2 to 36 inches with pressure classes of 150, 300, and 600.

An API audit was successfully completed for McWane Gulf and API certification is currently pending.

Various new products were also developed and released for different McWane divisions. These include 24-inch Kenflex swing check valves, a Y type control valve (6-inch) and air release valve (sewage and potable) for Kennedy Valve, and field gripper rings for McWane Ductile. ISO control valves (DN50-300) and gate valves (450, 500, 600mm) were developed for MIPL and 8" stainless steel ditch gate valves was developed for Waterman.

In the coming year, the MIPL team will be working on the design and development of remaining sizes of ARV sewage and potable release valves, mechanical couplings, larger field gripper rings, large-sized butterfly valves, metal seated gate valves, smart control valves, and water meters.

## TAILOR-MADE TOOLING FOR YOUR PRODUCT

**T**HE MCWANE TOOLING DIVISION HAS a state-of-the-art design and manufacturing facility for various types of tooling required for manufacturing of castings in both ferrous and non-ferrous metals.

MIPL can also perform metal flow analysis to ensure adequate mold filling and venting resulting in superior initial casting quality.

MIPL has experience designing tooling in materials such as polyurethane, stainless steel, tool steel, iron and aluminum metals, as well as more traditional materials such as teak and pine woods.

## AWARDS FOR SAFETY, KAIZEN AND 5S

### Zones for continual improvement

“**TOGETHER WE PROGRESS**” IS KAIZEN’S NEW TAGLINE FOR 2020, and they have implemented many standards, procedures, and processes to improve the safety and quality in their products and services. Kaizen was launched by McWane India to improve the company’s systems and processes through subtle, ongoing changes and continuous improvements. MIPL’s management is currently working on an integrated management systems, that incorporates elements of safety, quality, and security systems.



## NEW PROJECT IN SRI CITY, SOUTHERN INDIA

### An investment for future generations

**M**CWANE INDIA IS SET TO EXPAND THE RANGE OF PRODUCTS IT CURRENTLY MANUFACTURES in India. As part of its growth plan for 2020, McWane will make a multi-million dollar investment in Sri City in the state of Andhra Pradesh in India.

Sri City will be an export-oriented facility, conveniently located within 50 miles of three major ports in India. The 150,000-square-foot building will act as the center of manufacturing with a focus on four main product lines, including fire extinguisher components, couplings, tanks and pressure vessels and smart meters. This will allow McWane to be more competitive in the market in terms of cost, delivery, and expansion into various countries. This project is expected to go live by the end of 2020.



## MEET MCWANE INDIA'S NEW CEO: PRAKASH JONNALAGADDA

**WE SAT DOWN WITH MCWANE INDIA'S NEW CEO TO LEARN** more about the water business in the region he calls home. Mr. Jonnalagadda shared some fascinating insights.

### How is the water business in India?

Water infrastructure is the main focus area in India today. There was a point in time when India was focused on providing electricity and gas connection to each and every household. Today, the focus is on providing water connection to each and every household in India. There has been a separate ministry created called 'Jal Shakti' integrating all water departments, from source to drain, as one with a clear focus on water investments over the next five years. Before, the water departments were under separate ministries, including raw water intake, water treatment, transmission, pumping, distribution, sewage collection and treatment, irrigation, hydroelectric power, public works, public health, water resources, sanitation, river cleaning, and desalination. India is investing \$50 billion over the next four years to connect 180 million households. McWane India has a \$10 million backlog of orders to execute, and the outlook for the future is very positive. '



### What are the new products we are building to address the challenges in water?

MIPL has always focused on making a range of products that will serve the entire water industry as a complete solution provider, not limiting itself as a mere product supplier. We already have various solutions to cover the existing industry. With our growth mindset, we are building smart control valves, smart water meters, and smart water management systems. Our intention is to build an infrastructure for the entire cycle of water management—from reservoir, consumption points, and sewages—and build the entire grid with smart meters for monitoring, measuring, and controlling, as well as a smart control valve for monitoring the supplies. We are also designing and developing valves for sewage industries in India.

### How are we expanding our shared services support to McWane Divisions?

We are making use of our systems, building a modern workplace at our offices and factories, and empowering our employees to make decisions to improve quality and security in our workplaces. We will continue to provide quality work and improve our products and services.

# Employee Spotlight

## MEET MIKE FULLER

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**A**FTER RETIRING FROM THE UNITED STATES AIR FORCE IN 1994, MIKE FULLER FOLLOWED in his father's and his grandfather's footsteps and joined M&H Valve. The third-generation employee began his career as an hourly employee in August and was promoted to Machine Shop Supervisor only a few months later. It was no surprise when he was ultimately promoted to Machine Shop Manager.

In 2012, M&H Valve was creating a new department and chose Mike to oversee and manage it. Product approvals were granted and production of 6-inch wedges began in 2013 with Mike and one other person. In 2018, Mike and his now 10-team member department celebrated the production of its one-millionth wedge. In August of this year, Mike became a 25-year team member.

Mike and his wife, Pam, met in 1994, the year he joined the company. She was the Administrative Assistant at M&H at the time and was in charge of processing orientation paperwork for salaried employees. For nearly 20 years, the two had a congenial working relationship, until they began dating in 2013. Pam was working in the Human Resources Department at that time, and her boss, Ray McClay, joked that he always thought Mike would stop by HR because he enjoyed chatting with him. Because both Pam and Mike were M&H team members, they had to ensure they followed applicable policies about connecting in a personal relationship, but it was clear that the two were head over heels.

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**MIKE DEMONSTRATES THE VALUES  
FOUND IN THE MCWANE WAY  
COMPASS AND IS CONSIDERED TO BE  
A COLLABORATIVE AND INFLUENTIAL  
LEADER AT M&H VALVE.**

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Mike and Pam married in 2014 at Noccalula Falls in Gadsden surrounded by family and close friends. According to the couple, that day was one of the most special days in their lives, especially with their grandchildren giving them away to each other.

In 2019, Mike was awarded the Kent Arnold Safety Award, a prestigious award that was bestowed after consideration of McWane team members across the globe. With Pam by his side, Mike was recognized for his excellence and received the award at the 2019 EHS/HR biennial meeting at Ross Bridge.

The most important thing in the world to Mike is family. Between them, Mike and Pam have four children, four children-in-law, 10 grandchildren, and one great-grandson. They currently live in Munford, Alabama, on five acres where they plan to grow old together.





From L-R: Steve Johnson (Assistant General Manager, Tyler Union), Jim Hansen (General Manager, McWane Coal) Rick Benoit (Vice President/General Manager, Clow Canada) and Dany Collard (Plant Manager, Bibby Ste. Croix)



For Generations

**DUCTILE IRON PIPE DIVISION**

McWane Ductile New Jersey  
 Canada Pipe Company  
 McWane Ductile Ohio  
 McWane Ductile Utah  
 McWane Coal  
 McWane Poles

**INTERNATIONAL SALES & TRADING**

McWane Global  
 McWane International  
 McWane Gulf  
 McWane India Private Ltd.

**WATERWORKS VALVES & FIRE HYDRANTS**

Clow Canada  
 Clow Corona  
 Clow Valve  
 Kennedy Valve  
 M&H Valve  
 Waterman

**WATERWORKS FITTINGS**

Tyler/Union Foundry  
 Tyler Xianxian

**SOIL PIPE, SOIL FITTINGS & COUPLINGS**

AB&I Foundry  
 Anaco  
 Bibby-Ste-Croix  
 Fonderie Laperle  
 Tyler Pipe  
 Tyler Coupling  
 Wade

**PROPANE & COMPRESSED AIR TANKS**

Manchester Tank & Equipment Company  
 MTE Cemcogas, SA

**FIRE EXTINGUISHERS & FIRE SUPPRESSION**

Amerex  
 Janus

**TECHNOLOGY**

Futurecom Systems Group  
 Synapse Wireless  
 Nighthawk  
 Zinwave