

[FUNDAMENTALS]

A newsletter publication of the International Metal Decorating and Packaging Association | 2021

IMDPA

Q2

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IMDPA CONVENTION 1958

Cover Story

The Perfect Storm

By George R. Pilcher
The ChemQuest Group, Inc.

The Need for Greater Supply Chain Resilience

If you are in the paint and coatings industry—or almost any non-service industry—you probably don’t need me to tell you that, as of the end of May 2021, the entire supply chain is a mess, which is not a direct result of COVID and the Great Gulf Freeze, but is the result of a list of contributing factors that has been building for years:

- Production for virtually everything cannot keep up with demand.
- Shipping costs doubled and, in some cases, tripled; load-to-truck ratios are up anywhere from 400-1700% year-over-year, April 2020-April 2021.
- In April, 2019, the price of a common lumber western spruce and fir two-by-four was around \$400 for every 1,000 cubic board feet. The price is nearly three times that amount today, at just over \$1,100 for every 1,000 cubic board feet¹. Lead times are out to 12 weeks or more, from only two weeks or less, pre-pandemic.
- As a result of the “Great Freeze” in February, 2021, on the Gulf Coast, production across the Permian Basin dropped by an average of more than two million barrels/day during the next three days². As of the end of April, we find most products from this area are still subject to force majeure, and the supply chain, with individual product exceptions, won’t be fully functional until early in 2022.
- Epoxy resins, for all intents and purposes, are simply not available.
- Raw material price increases for a basket of components used to make paints and coatings; adhesives; sealants; caulks; plastics (ABS; PVC; acrylic); and similar materials used in construction will increase anywhere from 9-20% for 2021, based upon what we are seeing at the end of April.

Yes, COVID played its part as one component of what has turned into a “Perfect Storm,” with regard to the manufacturing industries in North America, as did the “Great Gulf Freeze,” but the current situation has been a “storm in the making” for the past 8-10 years. Rising consumer demand³; historically low mortgage rates⁴, fueling

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a major residential housing boom; serious problems during the past decade with insufficient personnel and equipment in the trucking sector⁵; an extremely high savings rate; high consumer confidence; and the list goes on, have all been acting, over the past several years, on the economy to bring us to the point where we are today.

... it is an exercise in futility to blame COVID-19, the Gulf Freeze, or any other factor or set of factors. The problem is that U.S. industry, in general, has failed to build resilience into its supply chains, and is now paying the price for it's negligence.

For this reason, it is an exercise in futility to blame COVID-19, the Gulf Freeze or any other factor or set of factors. The problem is that U.S. industry, in general, has failed to build resilience into its supply chains, and are now paying the price for their negligence. The U.S. is now putting an additional \$1.9 trillion in new stimulus funds into circulation at a time when many experts feel that we are on cusp of a consumer boom, and this will only exacerbate the situation for the most prepared of all manufacturing and construction firms and will potentially wreak havoc on less-prepared producers of raw materials and finished goods, who have failed to build sufficient resilience into their supply chain philosophies and practices.

The consumer contribution

On the surface, a consumer boom sounds like good news, but—upon closer examination—it really bears a mixed message. With consumer spending up, prices tend to rise; people travel more, raising the demand for gasoline, diesel, and jet fuel, leading to shortages and higher prices; with currently low interest rates, an increasing number of millennials will wish to purchase their



Dear IMDPA Members, Partners, and friends,

I hope this issue of FundaMetals finds you happy, healthy, and ready to enjoy the summertime with your canned beverage of choice! I'm happy to say the future for metal packaging is looking bright as major metal decorators are investing capital in additional production lines and new plant facilities around the world. Suppliers

are committed more than ever and working hard to keep up with demand despite the challenges they face. Our industry has adapted well despite the recent pandemic, and we should be optimistic about the future of our industry.

In this issue, our cover story explores the many challenges suppliers face and the need for greater supply chain resilience including increased visibility, agility, diversification, and contingency planning. Our round table discussion centers around the steel market as we interview several industry leaders to get their insights into the situation as it stands today and what they foresee for the future. With summer right around the corner, our technical feature examines various ink properties and issues affected and compromised by the excessive ambient and decorator temperatures of summer. You'll want to pay close attention to our membership brief for important dates and deadlines coming up.

This newsletter and the other valuable resources the IMDPA offers to its membership wouldn't be possible without the help of many industry volunteers. Our Team works diligently to provide the membership valuable services and networking opportunities while meeting our mission to provide education for the industry. The collective efforts from our board of directors and committee members serve to meet the ongoing demands for technical, academic, and regulatory information dissemination. **We are constantly seeking active committee members and future association leaders. If you want to get more involved please reach out to any officer or director listed on our website or you can also email us at info@metaldecorators.com.**

The IMDPA is looking forward to what lies ahead in our industry including new innovations and next generation talent. I hope that you find this issue of FundaMetals interesting and useful, and I wish you a happy and healthy summer!

Sincerely, Renee Schouten
President, International Metal Decorating
and Packaging Association

Four RESILIENCE FACTORS

Clearly, changes need to be made in the global supply chain, and they need to be facilitated by those companies that rely upon it not only to remain in business but to flourish. What, however, has this to do with “resilience?” For starters, this term simply means, “The capacity to recover from difficulties quickly.” Supply chain resilience has four elements* :

1. **Visibility** across the entire supply network.
2. **Agility**—the speed at which the supply network can respond to shifts in the environment, such as scaling production quickly and easily to meet demand, reconfiguring plants and logistics networks, opening new demand channels e.g., shifting from a brick-and-mortar model to e-commerce.
3. **Diversification** of supplier-base, production footprint and transportation partners.
4. **Contingency planning** that stresses the ability, coupled with appropriate tools, to anticipate and respond to disruptions .

*Fast Forward: Rethinking Supply Chain Resilience for a Post-COVID-19 World. November 2020. Capgemini Research Institute website (accessed 25 June, 2021)

first homes or “buy up,” leading to an even worse residential home shortage than is currently the case, while driving up housing costs. As a result of the shortages, and resultant price increases of lumber and other construction materials, the average new home costs about \$40,000 more today than it did at this time last year⁶.

Inflation and shortages

We quickly see a picture forming—a picture in which inflation is increasing, lumber, steel, aluminum, PVC, ABS, paints, coatings, sealants, adhesives, and virtually all other manufacturing and construction raw material costs are rising, and the finished goods made from those raw materials are forced into higher pricing, whether a gallon of paint, a pail of construction adhesive or a new residential home. A picture in which the already challenged U.S. trucking fleet and driver shortage cannot be addressed soon enough. A picture in which facility shutdowns have exacerbated already existing shortages and lengthened supply lines that were already strained. In short, we have a mess—and we have a mess because the global supply chain is fundamentally lacking resilience.

A new approach is needed

Those who prefer to see the current chaotic situation as the result of COVID-19, in light of the assumption that “things will return to normal” at some point in the future, have a very rude awakening ahead of them. Those enterprises that understand that the current issues have been developing over a period of many years, and that they will not go away just because COVID-19 does, are already beginning to realize that they need to take a new approach toward spreading their risk, even if it comes at a higher cost.

Data Sharing – The crisis of 2020 made clear that the “old ways” of purchasing will no longer produce optimal results—we have had a powerful light shone on the importance of visibility across the supply chain. Increased data sharing by raw material producers, paint and coatings manufacturers, lumber suppliers, steel producers, et al. and end-use customers is truly going to be a necessity to avoid the kinds of surprises that are becoming increasingly common, and that wreak havoc with people and systems, because they were not anticipated.

Chemical logistics system – A properly functioning chemical logistics system must be a top priority for suppliers, manufacturers, builders, construction firms, architects, and customers. The entire system reacts to the smallest changes, delays, or fluctuations in the supply chain, often leading to production downtimes and delivery problems to end-user customers.

Risk Assessment– No organization can react to changes in the supply chain without creating a risk assessment of its own logistics.



This is of primary importance and allows for intelligent planning and maximum control of value chains.

Logistics – There are five influencing factors in chemical logistics⁷:

1. **Economic situation.** Logistics always depends on the current political and economic world situation. Embargos, crisis areas, but also trade tariffs create unstable conditions and often complicate reliability and punctuality in the supply chain.
2. **Regulatory affairs.** Increasing legal requirements such as transport regulations, customs regulations, but also occupational safety or data protection must be observed and implemented. This requires flexible structures to allow for permanent adjustments.
3. **Delivery capability.** The ability to deliver or transport uninterruptedly must be considered. Customers increasingly require individual and customized logistics solutions. This is where a broad-based and service-oriented chemical logistics system provides advantages.
4. **Complexity.** The demands on modern chemical logistics are enormous: flexibility, resilience and responsiveness are important factors in maintaining supply chains and maintaining customer confidence.
5. **Technological change.** Digitization is key for better networking of all those involved, for faster communication of data and for better counteracting changes or disruptions.

Conclusion

62 percent of respondents to the Foley & Lardner LLP's Global Supply Chain Disruption and Future Strategies Survey⁸, agreed that the pandemic will lessen companies' focus on just-in-time manufacturing models in favor of warehousing and inventory banks for additional protections against shutdowns. Companies will reduce their reliance on a single source for the supply of various materials and components. Where dual sourcing is a viable option, manufacturers can and should qualify alternate suppliers with manufacturing operations in different locations.

Companies and organizations should take time to map the entire supply chain—tracing inputs from raw materials, whether pumped from wells, mined from the earth, or harvested from sustainable forests, to finished goods. This process will require not only identifying the company's suppliers, but also the suppliers' sub-suppliers and logistics providers. This allows for the assessment of critical risks at each step, whether it is natural disasters, tariffs, power outages, labor issues, transportation links between suppliers, or any number of other potential hurdles to continuity of supply. Manufacturers can then find suppliers in different regions that will not be subject to the same set of risks and adjust contracts to allocate who may bear the additional costs associated with interruptions⁹.

It's not pretty, it's not going away anytime soon, and we won't see the "new normal" until 2022. Isn't this plenty of incentive for anyone with common sense and a strong

Resilience

Of the nearly 150 executives responding to *Foley & Lardner LLP's Global Supply Chain Disruption and Future Strategies Survey*⁸, 70 percent agreed that, as a result of the lessons that they learned from COVID-19, sourcing from the lowest-cost supplier will no longer be the sole focus in making supply decisions. Companies will place greater emphasis on partnering with suppliers that have more resilient and flexible processes to assure continuity of supply.

survival instinct to begin handling their supply chains differently going forward than they have in the past? Building resilience into the entire process is the only way forward, and it will require that we spend less time being concerned with the lowest price, the fastest delivery, minimum inventory, and the longest payment terms—and more time focusing on visibility, agility, diversification, and contingency planning. **[FM]**

¹Retzlaff, Brady. [Lumber Industry and Home Building Materials Seeing a Drastic Increase in Price Shortages](#), April 12, 2021 (accessed May 13, 2021)

²Jacobs, Trent. [As Temperatures Rise, US Producers Expected to Recover Rapidly](#). *Journal of Petroleum Technology*, Feb 19, 2021 (accessed May 13, 2021)

³Trading Economics: [U.S. Bureau of Economic Analysis](#) (accessed May 13, 2021)

⁴Trading Economics: [Mortgage Bankers Association of America](#) (accessed Feb 26, 2021)

⁵Huff, Aaron. [Driver Shortage Credited for Buoying Freight Economy in 2020 and Likely into 2021](#). *Commercial Carrier Journal*, November 11, 2020 (accessed May 13, 2021)

⁶Retzlaff, Brady. [Lumber Industry and Home Building Materials Seeing a Drastic Increase in Price Shortages](#), April 12, 2021 (accessed May 13, 2021)

⁷Treschau, F. [Challenges and Trends in Chemical Logistics](#), Jan 21, 2021. Haltermann Carless website. (accessed May 13, 2021)

⁸Uetz, A.M.; Kalyvas, J.; Miller, V.; Wegrzyn, K. [Global Supply Chain Disruption and Future Strategies Survey Report](#), September 2020. Foley & Lardner LLP website. (accessed May 13, 2021)

⁹Uetz, A.M.; Miller, V.; Supply Chain Strategy Trends: [COVID-19 is Prompting Executives to Reconsider Resilience, Supply Chain Management Review](#). Nov 2, 2020. (accessed May 13, 2021)



Mr. Pilcher has spent the past 50 years in the paint and coatings industry in a variety of technical, production, and marketing capacities. He is Vice President of The ChemQuest Group, the leading global strategic management consulting firm focused on specialty chemicals, and specializing in the coatings and adhesives

industries. Mr. Pilcher has published over 50 invited papers in numerous U.S., European and Chinese technical journals, has written or co-authored several book chapters, and has received numerous international awards for his contributions to the industry. He has delivered invited Keynote Addresses at industry events on five continents and is the only American to be elected an Honorary "Corresponding Member" of the Paint and Pigment Division of the Gesellschaft Deutscher Chemiker.

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Round Table Discussion

Global Steel Supply Shortages—the new normal?

Material shortages are a HUGE issue for most manufacturers right now; probably only second to the lack of workers. For the metal packaging business, steel shortages have been particularly alarming especially considering the price increases coming with the scarcity. For this quarter's Roundtable we contacted several leaders in the steel supply and processing space to get their insights into the situation as it stands today and what they foresee for the future.

Question: Steel shortage is at the forefront of everyone's mind right now. What are the mills telling you? Will the supply catch up with the demand anytime soon? Will prices continue to escalate?

Don Hardy

These are good questions and ones that everyone involved is pondering. Economies are attempting to regain supply balance following a global market upheaval. We are seeing a broad spectrum of companies reporting supply chain disruptions in their businesses. Steel is one of the basic products included on this list. USA steel producers were operating capacities at about 82 percent when the pandemic hit in March 2020. Consequences of the pandemic drove utilization below 60 percent by mid-April where it remained until early August of last year. It has now just recently recovered to near 82 percent in June 2021. While this cycle was underway, steel users were attempting to rebalance their capacities and inventories with the evolving pandemic market demands. Many companies worked down steel inventories due to the uncertainty of the times. As the peak of the pandemic eased, steel users found the need to source steel for emerging post-pandemic market demand. Steel supply in many products became insufficient to meet escalating demand resulting in increasingly higher spot market prices with little availability which continues to the current day. Similar conditions also are occurring in other countries.

Don Hardy
President, Arbon Steel



John R. Frangakis
Chairman and CEO, Reynolds Services, Inc.



Paul Reineke
Director of Marketing, Lakeside Metals



Leaders in the steel supply and processing space

We see a likely scenario that additional steel production capacity scheduled to open this year will slowly begin to bring steel output nearer demand levels. Until that occurs, very tight market conditions will prevail.

John Frangakis

Our steel suppliers are making a conscious effort to support our needs, meet contractual volume commitments, all while being as flexible as possible with the mix of products we require in this unprecedented steel market. We continue to navigate through various supply challenges, some more unique than others, as our manufacturers have similar challenges in meeting customer demand.



Our team does not see any relief in the short-term. Demand and supply will converge as non-traditional supply chains are explored and utilized to fill shortfalls.

Demand for steel in multiple consuming industries spiked simultaneously which will continue to increase pricing as long as demand is outpacing current supply.

Paul Reineke

In 37 years of marketing tinplate I have never experienced a marketplace where supply and demand were so out of balance. The steel industry has been consolidating for years, and when Covid disruptions and shutdowns hit in the second quarter last year the supply side dwindled. A few months later, demand picked up with government stimulus, home improvement, more at home cooking, followed up by pent up demand and infrastructure bills. All the inventory normally buffering supply and demand was consumed over the next few months. Suddenly, steel suppliers found themselves unable to replenish inventories and started to allocate their tonnage. And now we are in a full-fledged steel shortage. Normally imports would fill in the supply needs in this situation but their local markets are experiencing a similar imbalance, and with ocean freight tight, with skyrocketing prices, foreign suppliers are not providing any relief.

Economic professors will be using this market to teach the law of supply and demand's effect on pricing for years to come. In this case, demand outpacing supply is not temporary –this will likely last into 2022 and at that time we may see an entirely new price level for tin mill products.

Question: What is key to freeing up supply?

Don Hardy

Time. Unless fundamental long-term change in demand is underway, which we don't see as yet, this seems a bubble of time where virtually everyone is in the market at the same time. Once inventories are replenished the initial surge should subside and more traditional times return.

John Frangakis

We feel the key to freeing up supply is driven by economics. We see strong global steel demand right now which is leading to tight supply. A decrease in demand, an increase in capacity to meet demand, or a combination of both will be key to freeing up supply longer term.

[Continued on page 24](#)



IMDPA ANNUAL CONFERENCE *Preview*

Tuesday, October 5

IMDPA Memorial Scholarship Golf Outing and Banquet

Wednesday, October 6

- Annual Membership Meeting
- Keynote Presentation by Gary Hemphill, Managing Director and COO of Beverage Marketing Corporation, *Trends in the U.S. Beverage Market and Its Packaging*
- Motivational Presentation by Lisa Ryan, Engagement & Retention Expert *Manufacturing Engagement: Smart Strategies to keep your top talent*
- Marketplace Financials
- Awards Luncheon
- Breakout sessions
- Tabletop Exhibits and Sponsor Hosted Hospitality

Thursday, October 7

- Keynote Presentation by Daniel A. Abramowicz, Ph. D. CTO, Crown Holdings, *The Commercialization of Digital Printing for 2pc Beverage Cans*
- Global Trade Issues, Regulatory Update and Metal Packaging Innovation
- Luncheon and Raffle Prizes

IMDPA Education Committee Report

Engaging with schools and students throughout unprecedented times

By Sarah Jacks, Committee Chair



It's hard to believe 2021 will be the third year of the Education Committee. Wow! So much has changed since the inaugural year. Committee members have learned a lot as we continue to adapt and focus our efforts to meet the needs of our industry during the COVID times and into the future.

In its short existence, the Education Committee has seen our industry grow like never before, creating an increasing need for rising talent to join our industry. The Committee's goal has been and will remain committed to engaging with colleges and universities offering programs relating to the packaging and graphics industries. Last year our student competition was impacted by the COVID pandemic, and while we weren't able to fully execute the competition as we planned, we were thrilled to receive several entries for our Student Design Competition,

and to award three students with scholarships for continuing their studies at their respective schools.

We're excited about our involvement with schools and helping students throughout these unprecedented times. While we can't as easily meet face-to-face with students at their schools, with the help of the IMDPA social media platforms as well as support from our newly formed webinar committee, we plan to connect with students virtually to provide meaningful content to encourage students to follow the IMDPA and its activities. By engaging with students and the key members of these programs, we are eager to gain recognition and momentum and introduce exciting student competitions in future years at the IMDPA annual conference.

We look forward to hosting these students at the annual conferences in hopes of bringing these talented young individuals into our industry upon their graduation! Also... stay tuned as virtual career fairs are in the planning stages where members of the IMDPA can share career opportunities within the industry. Check the website and future IMDPA newsletters for updates. **[FM]**



IMDPA Events



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2021 Industry Events

<p><u>Latamcan</u></p> <p>September 22-24 Ciudad de México, Mexico</p> <p><u>IMDPA Annual Conference & Golf Outing</u></p> <p>October 5-7 Oak Brook, IL, USA</p>	<p><u>Canmaker Summit October 2021</u></p> <p>October 12-14 Prague</p> <p><u>Asia CanTech</u></p> <p>October 25-27 Bangkok, Thailand</p>
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IMDPA Membership

Welcome! New Members

We are pleased to have the following industry personnel as new members of our Association and look forward to many years of participation in membership activities.

Derrick Beck The Ohio Art Co. Ohio USA	Scott Coney J.L. Clark Illinois USA	Florian Combe Crown Bevcan EMEA UK
James Bullington LSINC Alabama USA	Richard Hoffmaster J.L. Clark Pennsylvania USA	Gwen Hetherington Scanavo Ltd Canada
Laken Laird LSINC Alabama USA	Robert Stringer Crown Cork & Seal Pennsylvania USA	
Gyas Uddin J.L. Clark Illinois USA	Scott Whitten Hannecard Roller Coatings Ohio USA	
Dean Van De Hey J.L. Clark Illinois USA	Wayne Marshall Canpack Pennsylvania USA	
Stephen Lloyd Sandon Global UK		

Dates and Deadlines:

Webinar: Immigration Biden Administration Policies

July 28 [Register](#)

Quality Award Entries
Due 9/6 [Submit Entry](#)

Early Bird Conference
[Register](#) by 9/24

Decorators of the Year Award

Entries due 9/3

[Nominate a Decorator](#)

2021 Conference Sponsorship and Tabletop signups

Due 9/17 [Sign Up](#)

Condolences



We are saddened to report the passing of long time Honorary Member, Joe Kwain in January, 2021.

Joe was a long time member and an officer of the Metal Decorators Suppliers Guild and one of the founding members of the Scholarship Golf Outing. In 1994, The Suppliers Guild was merged into the NMDA and Joe was instrumental with the transition to having all the industry members belonging to one Association.

Membership Statistics
(as of May 1, 2021)

Members 446; Honorary, 24; Privileged, 21; TOTAL: 491

Interested in becoming a member? Join us! www.metaldecorators.org/membership

The Aluminum Can ADVANTAGE

Article

Why Metal? – The Aluminum Can Advantage

Key Sustainability Performance Indicators for the Aluminum Can

Source: <https://www.aluminum.org/aluminum-can-advantage>

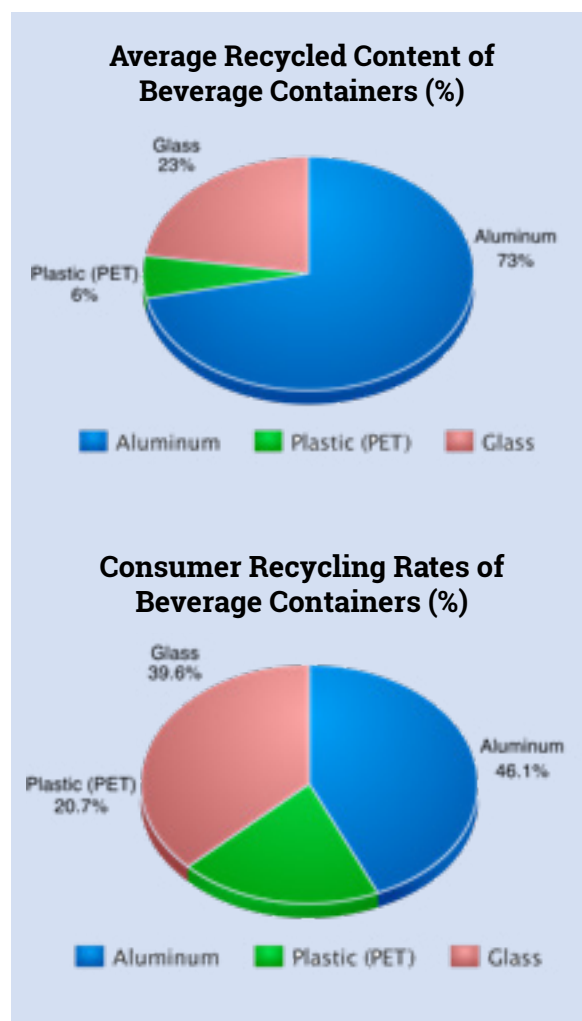
Aluminum cans are the most sustainable beverage package by virtually every measure. Aluminum cans have a higher recycling rate and more recycled content than competing package types. Aluminum cans are far more valuable than glass or plastic, helping make municipal recycling programs financially viable and effectively subsidizing the recycling of less valuable materials in the bin.

Average Recycled Content of Beverage Containers

Aluminum cans are unique in that they are most often recycled directly back into themselves meaning that the average can has a very high percentage of recycled content. This means that aluminum cans have more than 3X the recycled content than EPA estimates for glass or plastic, with 73 percent recycled content on average.

Consumers Recycle More Aluminum Cans

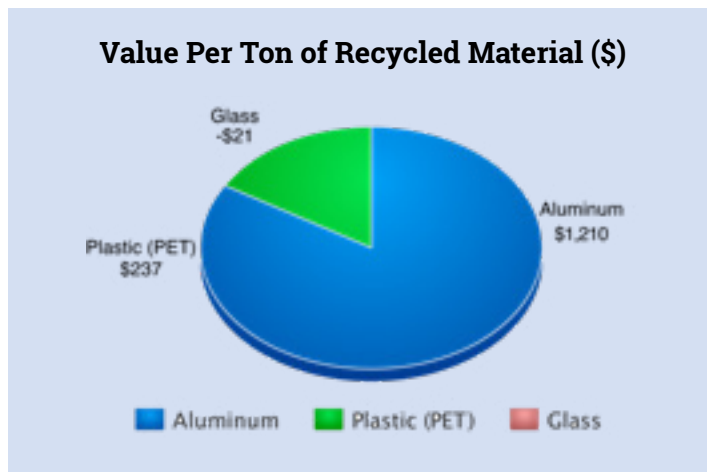
The consumer recycling rate for aluminum cans, which measures the amount of domestic aluminum can scrap recycled as a percentage of cans available for recycling, dropped to 46.1 percent in 2019, lower than the 2018 rate of 49.8 percent but above the 2017 number of 45.1 percent. The 20-year average for the consumer recycling rate is around 50 percent. Aluminum packaging represents only 3



percent of the weight but nearly half of the economic value of recyclable material generated by a typical single-family home.

Value of Recyclable Material

Aluminum cans help make municipal recycling programs possible. Many such programs rely on re-selling recycled material and the high value of aluminum in the recycling stream effectively subsidizes the recycling of less valuable materials in the bin. The report finds that aluminum can



scrap is worth \$1,210 per ton on average versus \$237 per ton for plastic (PET) and -\$21 per ton for glass.

More Can Be Done

While the aluminum beverage can is by far the most recycled and recyclable beverage container on the market today, more can be done to increase can recycling in the United States. In 2019, 50 billion cans – more than \$810 million worth of aluminum – ended up in a landfill, a major loss to the economy and the environment. Making a can from recycled aluminum saves more than 90 percent of the energy required to make a new can.

The energy saved by recycling 100 percent of aluminum cans could power 4.1 million homes for a full year.

The Aluminum Association engages in educational activities and advocacy efforts to drive increased recycling of aluminum across the supply chain. Increasing aluminum can recycling rates is a concrete step that can save resources and energy, grow the economy and help shore up recycling systems of all types in the United States. **[FM]**

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Distinct Changes in Labor Law Resulting from the Pandemic

Another One for the Records...

By John Phillips

As a specialist in labor law, John examines one of the most challenging workplace issues in decades: the impact on employers and employees; and expected labor law trends employers can expect in 2021 and beyond.

First, some version of remote work is likely to stay for many employers.

The extent of remote work will, of course, depend on the nature of the company and each employee's role within the company. But, especially for administrative, professional, and some executive employees, we can expect a continued push for more remote work. A company's ability to mandate that all employees return to the workplace has necessarily been diminished by the fact that many employees were able to perform their jobs remotely. And many employees enjoyed working from home during the pandemic. So we should expect to see continued hesitancy from many employees to return full-time.

This will raise a number of legal issues that employers will have to work through. Some of the issues that immediately come to mind are: **(1)** Whether, and to what extent, an employer will mandate a full return to work policy, taking into consideration employee morale issues and legally-mandated accommodation considerations. **(2)** Tax and corporate issues—for example, some employees may have moved to another state or spent a significant amount of time working in another state during the pandemic. This raises income and payroll tax compliance issues, corporate governance compliance issues, and state- and local-labor and employment compliance issues for companies that often are not even aware that their employees have been working in states in which the companies otherwise do not operate. **(3)** As a corollary to the last issue, employees may also encounter workforce availability and staffing issues. Many cities have seen a number of residents leave over the last year, and it's

not yet clear whether that will be a long-term trend. Some employees may not want to return to where they previously lived. Employers can expect to work through these issues as they mandate all employees return to the workplace, and they may find that some employees prefer not to move back. As a result, it may become more difficult for some employers to find talent.

Second, employers can expect an increased focus on workplace leave, medical issues, and accommodation requests.

During the pandemic, the federal government and a number of states and localities passed laws mandating Covid-related leave and accommodation requirements. At the same time, more and more states and localities continue to pass state and local paid sick leave laws. And, of course, there is a renewed push at the federal level to pass some form of paid sick or family leave law. These increasing number of laws—and the increasing complexity of these laws—are being combined with employees' increasing willingness to seek accommodation and leave. As a result, employers should expect many more accommodation and leave requests. This trend is not going away any time soon; instead, employers will need to ensure that they know what laws govern their workforces, have policies in place to implement those legal requirements, and have supervisors and managers trained in order to make sure their companies are meeting their legal requirements.

Third, and as a corollary to the last point, employers should expect more requests for religious accommodation, not just medical accommodations.

For example, many employees may have issues with the Covid-19 vaccines on medical and religious grounds. Conversely, other employees will have issues returning to work with employees who choose not to get the vaccine. Employers will need to balance these competing issues in order to maintain employee morale, keep a productive

[*Continued on p16*](#)



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Opinion: Distinct Changes...Cont. from p14

workforce, and meet their legal obligations under federal and state laws.

And finally, employers should expect more labor and employment regulations over the next several years.

We expect that federal agencies will implement employee-friendly regulations on wage and hour, union, workplace safety, and a number of other issues. We can also expect more scrutiny from the federal agencies such as the Department of Labor, the Equal Employment Opportunity Commission, the Occupational Safety and Health Administration, and the National Labor Relations Board. There is also momentum in Congress to pass sweeping changes to labor law, and, as mentioned, to implement new paid leave requirements. And, of course, state and local governments continue to pass their own labor and employment laws, creating a patchwork of legal requirements that can be difficult to understand and comply with. In this environment, perhaps the biggest impact employers can expect is a need to proactively focus on labor and employment issues as part of their business, to avoid more expensive issues down the line. **[FM]**



John Phillips is an associate in the Labor and Employment Department in the Houston office of Seyfarth Shaw LLP. He is Board Certified in Labor &

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John's practice focuses on labor and employment matters, including litigation in federal and state courts, and before administrative agencies.

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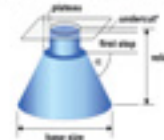
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Summertime, and 2-Piece Deco's Not Easy!

Various ink properties and issues affected and compromised by the excessive ambient and decorator temperatures of summer

By Carl Thomsen – INX International Ink Company

It's been a long cold winter; made longer and colder by the limited social and professional interaction we've experienced in the past 15 months. Spring brings warmer temperatures, outdoor activities, and optimism. But inevitably, spring leads to summer. We find that most labels run very well in the summer or winter, but both seasons can be problematic in a few situations.

Viscosity

Warm ink is generally less viscous and flows more readily, transfers well down the roller train, and lays down better on the can. You may be able to turn it down and maintain the label's target density and tone.

Misting

However, reduced viscosity often means an increase in misting, usually on a "full-wrap" color, and sometimes on a color with something less than full coverage. First, compare your cans to the target density. If you are running heavier than target, simply turning the keys down to target may reduce misting considerably. If misting is excessive when your cans match

the target density, turn the ink down, and if you observe no change to the visual density or tone, you are running past the ink's saturation point. Restricting ink film to its saturation point or below often reduces misting to an acceptable level. If ink key adjustment isn't an option or doesn't help, roll temperatures, nip pressures, and parallelism should be checked and adjusted as necessary to reduce misting. Note: There is nothing your in-plant ink service technician can add press-side to increase viscosity. But if the ink is not already a "full strength" formula, your service tech may be able to add more base colorant to increase its strength to allow you to turn it down, and therefore reduce misting.

Solvent Loss

Ink solvent evaporation can be a major problem associated with excessively hot conditions, especially for those inks with minimal print coverage areas on longer runs. When a limited amount of ink is distributed to the roller train, it rolls in the hot fountain, sometimes for hours on end. If no fresh ink is added the vital wet ingredients may evaporate. The ink is literally drying out in the fountain and on the rolls, compromising transfer from

8 AWESOME Facts about Metal Recycling

Source: <https://livegreen.recyclebank.com/column/the-list/8-awesome-facts-about-metal-recycling>



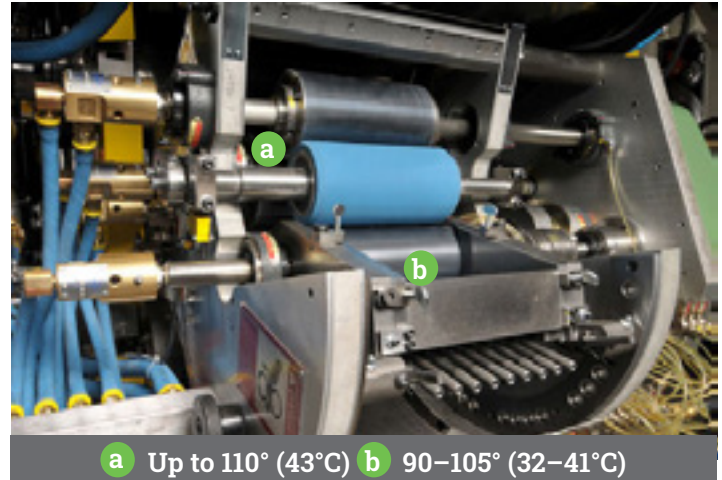
Why seeking out recyclable metal containers over other, less-recyclable vessels is a good move for green living

- 1. Steel is the most recycled material in North America.** The metal comes not only from cans but also from construction scraps, automobiles, and appliances, and it can be turned right back into steel that can be used in the same applications.
- 2. Recycling aluminum uses 90 percent less energy than making primary-production (virgin) aluminum!** This is likely the reason that almost half of North American's aluminum supply comes from secondary production (recycled aluminum).
- 3. Metal recycling is fast.** It can take as little as 60 days for an aluminum can to be recycled and returned to the supermarket shelf as another can of soda!

roll to roll and ultimately providing a stippled and maybe even porous laydown on the can. Another serious related problem is the possibility of rolls exploding. Remember, the ink not only provides color to the can, it also acts as a lubricant for the inker rolls. As the ink dries out, friction will increase between the rolls. Due to the increase in heat the rolls may swell, and the nip pressure increases. This continues until the rollers get so hot they might explode. A possible solution is to put only a minimal amount of ink in the fountain to start, and add a small amount from the bucket on a regular basis. This should maintain the integrity and percentage of the solvents throughout the run. If the ink is too strong for light density or print coverage area on the can, your ink service rep typically has several wet additives at his disposal to wet and weaken the ink. This necessitates opening up the keys to achieve the target density and color on the can, keeping the inker rolls more saturated. Note: Any ink that is determined to be depleted of solvents and appears dirty and grainy on the can should NOT be returned to the bucket, it should be scrapped.

Dot Gain; Fill-in; and Feathering

As ambient and decorator temperatures increase, the rolls swell, cylinders expand, and the ink flows more freely. Additionally, when the looser, less viscous ink comes in contact with warm substrate, the ink will tend to spread out on the can. These factors result in dot gain, loss of stay-away between solids, feathering of ink from one solid to another, and fill-in of reverse type and images. Turning down the ink, and backing



off on form, plate and carriage pressures can help reduce the image gain that tends to increase when conditions heat up.

Ideally, we like to see ink in the fountain, and the inker rolls at the temperature limits displayed on the graphic below. However, we realize that ambient conditions, proximity to ovens, and the heat that transfers through the metal frame and radiates from the bull gear to the inker may make these optimum temperatures unrealistic. This does NOT mean when your temperatures are hotter, the ink won't run, or you can't make good cans. But it DOES mean as your temperatures exceed those displayed, the complicating factors noted above are more apt to occur, and there are limits to how the ink will be able to perform. Cans should be inspected closely and more frequently as temperatures increase. **[FM]**

4. In a landfill, aluminum and tin cans will stick around for decades. It can take as long as 50 years for a steel food can to decompose, and as long as 200 years for aluminum to break down. This isn't as long as plastic bags or diapers, but it's still quite a long time!

5. In some states, you can be paid to recycle aluminum cans. Thanks to Bottle Bills in 10 states, beverage cans and bottles can be returned for a small deposit refund, usually around 5 cents per bottle or can. There are those who've even turned collecting and returning cans into a moneymaking gig.

6. Don't forget metal lids. They're often recyclable too! People often overlook the metal lids that come on glass bottles, or even the tops of opened food cans. And while the metal itself is recyclable, some curbside programs don't accept caps because they are too small to be sorted by the equipment. So check with your recycler first, and if they are accepted try putting these lids inside of larger containers of the same kind of metal so they won't get lost in the shuffle.

7. Precious metals found in electronics are recyclable, too. In fact, metals like palladium, silver, gold, and platinum, which are found in electronics components, are among the most important metals to be recycled. This is because recycling them for production of new electronics means a reduction in environmentally damaging mining. Be sure to take your electronics to an e-cycler so they can break them down and retrieve these valuable components.

8. Scrap metal recycling is an important and essential part of the manufacturing industry. In 2015, the scrap recycling industry in the United States transformed more than 130 million metric tons of materials into raw material commodities, according to the Institute of Scrap Industries, Inc. More than half of this was steel, iron, and nonferrous metals like aluminum, copper, and lead. Using these secondary materials instead of virgin materials saves energy and reduces greenhouse gas emissions.

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INX...

[FUNDAMETALS]



Round Table Discussion, Cont. from p9

Paul Reineke

Steel is a cyclical industry and this cycle will go the other way at some time in the future. There isn't really extra tin mill supply to just turn on and fill in, especially when other flat rolled products that are easier to produce are selling at higher prices than tinplate. When tin mill products pricing gets back to a more historical relationship relative to cold rolled pricing, availability should begin to stabilize.

Question: How do you see the industry changing to accommodate the supply chain challenges?

Don Hardy

There is little doubt a stable, secure supply chain based in country of production is preferable to other options in uncertain times. We expect customers will more closely evaluate their strategic alternatives in this regard.

John Frangakis

We anticipate that there will be adjustments in the supply chain with the objective of increasing access to steel from nontraditional supply sources. We expect that all supply options, domestic and international, will be explored with the primary focus of fulfilling market demand.

Paul Reineke

Buyers will need to plan better and forecast further out than they have in the past. They need to be creative as to how to secure their demand from the limited allocation the suppliers have to offer. Some ideas that may appeal to their suppliers could be shorter terms, growth potential, regular shipments, fewer rush orders, etc... They should also think about a long term partnership with their supplier. **[FM]**

Let's keep in touch

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