



## The Free World Stands with Ukraine

By Kerry Stackpole, FASAE, CAE, PMI CEO/Executive Director



Kerry Stackpole

Do you remember the first televised war? The war was taking place in Vietnam during the 1960s. Television brought the war into American homes every evening. It's said President **Lyndon Johnson's** decision not to seek another term as president was influenced by the nightly images of American soldiers on patrol, helicopter evacuations, combat ambushes, and planes dropping bombs. The images were shocking and brutal like war itself.

Today, the sovereign democracy of Ukraine is under attack by Russia. The war is being televised live 24/7. The images are no less brutal and shocking. The situational analysis is compelling, whether it comes from correspondents on the ground in Ukraine, former military strategists, or from the president of Ukraine, **Volodymyr Zelenskyy**, leveraging the technologies of the moment to address world leaders in his search for essential military and economic support.

The refugee emergency grows by the day even as countries surrounding Ukraine open their borders to families fleeing the war. The United Nations High Commissioner for Refugees estimates more than 1.8 million people have fled to Poland, with another 1.3 million heading into Romania, Moldova, Hungary, Slovakia, and other European nations. Those refugees represent only about 10% of Ukraine's population, so this crisis is likely to get far worse unless a way to stop the war arrives soon.

To aid the Ukrainian refugees, assistance organizations have seemingly endless needs. UNICEF estimates it needs \$41.5 million in 2022 to meet water, sanitation and hygiene needs alone. Emergency food relief and non-food items such as surgical medical kits, first-aid kits, family hygiene kits, baby diapers,

maternal health kits, disinfectants and bottled water are all in demand. Many relief organizations located in neighboring countries are seeking financial aid. These organizations include the International Committee of the Red Cross, World Central Kitchen, United Way Worldwide, Razom for Ukraine, World Vision, UNICEF, Samaritan's Purse, the International Rescue Committee, Doctors Without Borders, Care, and dozens of others engaged in protecting those forced by war to flee their homeland. Ukrainian refugees need your generosity and financial support in whatever way possible in these dire times.

All of which brings us to the incredibly good fortune of America. We enjoy the benefits of freedom of speech, of the press, religious choice, and peaceful assembly. We have the right to petition our government for a redress of grievances. The U.S. Capitol is an enduring symbol of democracy recognized throughout the world.

Plumbing product manufacturers have a proud history of safeguarding democracy and preserving freedom and independence in the world. The work of plumbing industry manufacturers has helped meet critical and escalating needs for safe water and sanitation to those in need around the globe. We are being called upon once again. The words of **Mother Teresa** remind us that "none of us...ever do great things. But we can all do small things, with great love, and together we can do something wonderful."

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## Two Key Venues Identified for PMI22 in Louisville

Plumbing Manufacturers International has contracted with two key venues for the PMI22 Manufacturing Success Conference, to be held Oct. 24–27 at the Omni Hotel in Louisville, Kentucky.

PMI will host an event and private tour at the **Louisville Slugger Museum and Factory** during the conference. There, you will go behind the scenes of baseball bat production and see how these run-makers have evolved over the years. You'll be able to see and hold bats used by all-stars such as **Mickey Mantle, Johnny Bench, Cal Ripken Jr., and Derek Jeter**. Count the notches **Babe Ruth** carved into his Slugger after each home run. And if you have the nerve, step into a batting cage and take a swing at pitches thrown up to 90 mph.



The **Muhammad Ali Center** will be the venue for the PMI22 Aspiring Leaders Program, where industry leaders at all organizational levels gain a greater awareness of their leadership style and their impact on team performance. Dedicated to the life and legacy of “The Greatest,” the center tells the story of the incredible life led by this three-time heavyweight boxing champion and cultural icon. The center is organized around six core principles that Ali exemplified — confidence, conviction, dedication, giving, respect and spirituality. Through dramatic multimedia presentations, interactive exhibits, historical video and countless images and artifacts, you will learn why Ali made and left such a significant impact on our world.



### Louisville - many attractions on the banks of the Ohio

PMI's members and guests can look forward to the many attractions of this city on the banks of the Ohio River. While the city is known mostly for horses, baseball bats and Muhammad Ali, Louisville also boasts famous distilleries, an outstanding dining scene, mild fall weather, and easy access to the beautiful countryside surrounding the city.

A tour of the Kentucky Derby Museum, where every day is Derby Day, is often first on a visitor's list. Located at the historic Churchill Downs racetrack, the museum offers “The Greatest Race,” a 360-degree immersive sound and visual race experience that will get your heart racing and emotions soaring. A walking tour of the track and a gift shop, cafe and various exhibits will round out your visit.

Those fond of Kentucky bourbon will find multiple places to get a taste of fine whiskey or to take an extended tour of a distillery. And if you like dinner



with your whiskey, the dining scene in Louisville will be equal to your appetite. In addition to traditional Kentucky fare, you will find restaurants featuring regional or ethnic dishes originating in many different places around the globe.

If you have time before or after the conference, enjoy Kentucky's mild fall weather by exploring the beautiful surrounding countryside. Within short driving distance from Louisville are horse farms, Mammoth Cave National Park, and various other lovely spots located among the forests and fields along the Ohio River and its tributaries.

Stay tuned for detailed information about the PMI22 agenda. Until then, look forward to seeing your PMI colleagues in Louisville!



# PMI Codes and Standards Course Updated for 2022

If you have codes and standards responsibilities, having a comprehensive and up-to-date knowledge of the latest developments in this area is an absolute imperative! PMI's two-part Codes and Standards Course — newly updated with you in mind by PMI's technical director and our industry partners — will enable you to bring valuable information to your company and position you as an essential, reliable and knowledgeable employee.

## Improved course navigation, information on California AB 100 among course updates

Perfect for both new learners and those who have taken previous versions, this on-demand e-learning course will turn you into the resident expert on the California AB 100 lead-testing law and other recent changes to codes and standards at the federal, state, county and municipal levels. Focused on the 2021-2024 code cycle, the course covers the 2021 International Plumbing Code (IPC) and Uniform Plumbing Code (UPC), as well as recent revisions to the Reduction of Lead in Water Drinking Act, Lead and Copper Rule, NSF 61 and more in only a few hours!

You'll absorb this valuable information through improved navigation that will make it easy to move between the modules of this two-part course, which is discounted for PMI members and open to non-members. Knowledge checks through the course's nine modules will challenge you to demonstrate your understanding of the material as you move through each topic. Tests gauge your knowledge at the end of each part.

## Specifically developed for today's plumbing manufacturing professional

Become an expert on codes, standards, regulations, conformity assessment, backflow prevention, water temperature control, water quality, water efficiency and conservation, accessibility, Legio-



nella and so much more. Here's a brief overview of both parts of the course:

### Part 1: Primer on Standards, Regulations, Codes and Conformity Assessment

Time estimate: 1 1/2 hours or less, including all testing

Part 1 provides the basics on standards, regulations, codes and conformity assessment for plumbing manufacturers.

#### Course objectives

- Describe product standards and their role in the plumbing industry.
- Introduce various regulations that impact the plumbing industry.
- Identify the model codes used in the plumbing industry.
- Define conformity assessment; identify third-party certification agencies and marks of conformity.

### Part 2: Standards and Topics in Plumbing

Time estimate: 2 hours or less, including all testing

Part 2 is designed for plumbing manufacturing professionals with technical experience who would like a deeper dive into standards and other important topics.

#### Course objectives

- Identify the standard development organizations impacting the industry and the standards they produce.
- Describe the concept of “backflow” and its causes, and identify the standards that pertain to backflow prevention.
- Identify the standards that regulate water temperature and the various valves used.
- Identify the minimum water quality standards and conservation requirements that impact the plumbing industry.
- Learn about the California AB 100 lead-testing law.
- Describe the role and need for accessible design in the industry, as well as some of the fundamental provisions regarding such design and installation.
- Understand and describe the regulations affecting manufactured housing.
- Discuss the facts pertaining to Legionella and water supply systems.

Learn the details about pricing and how to register at [tinyurl.com/3puzx3zx](https://tinyurl.com/3puzx3zx). If you have questions, contact **Stephanie Lass**, PMI education coordinator, at 847-481-5500, ext. 106, [slass@safep plumbing.org](mailto:slass@safep plumbing.org).

# PMI Members' Sustainability Efforts Picking Up Speed

By Judy Wohlt, PMI Communications Team, Valek and Co.

Sloan, a member of Plumbing Manufacturers International, launched a zero-landfill initiative. UL, another PMI member, announced its commitment to setting science-based targets to reduce greenhouse gas emissions. And PMI member LIXIL promotes sustainable practices throughout the entire product lifecycle.

While PMI members may be at different points on their sustainability journeys, their goals are the same: to minimize environmental impact, achieve profitability and growth, and deliver safe, useful products. To support its members, PMI is building thought leadership on sustainability through the new PMI Zero Waste Initiative.

On April 22, Earth Day 2022 offers a great opportunity to highlight all the crucial actions PMI and its members are taking to support sustainable practices and contribute to climate change mitigation. This year's Earth Day theme of "Invest in Our Planet" encourages U.S. businesses to champion the benefits of a green economy.

Public demand for sustainable products and practices has become loud and clear. American shoppers spent about

**HAPPY  
EARTH DAY**  
•REDUCE•REUSE•RECYCLE•



\$150 billion on sustainable products in 2021 — 25% of all goods sold, according to the U.S. Chamber of Commerce.

The stack of environmental legislation for the plumbing manufacturing industry grows taller every year — calling for measures, such as reduced single-use plastic packaging, new plumbing code revisions and enhanced appliance efficiency.

How are plumbing manufacturers answering the public's call for environmentally friendly products and business practices?

### **Making a green impact**

PMI members have been making strong progress in their sustainability efforts, which are picking up speed. The following are only a few of many examples.

PMI member LIXIL has created its Environmental Vision 2050 to achieve net-zero carbon emissions, focusing on climate change mitigation and adaptation, according to a recent LIXIL news release. Along with its suppliers and customers, LIXIL promotes sustainable practices throughout the entire product lifecycle, including raw materials procurement, manufacturing, and product use and disposal. LIXIL has created green procurement guidelines for procuring parts and materials with the least environmental impact.

PMI member TOTO USA describes sustainability as "part of its DNA" on the company's website. In addition to being one of the largest buyers of Georgia Power's green energy, TOTO reported that it recycles post-industrial gray water within its operations to reduce potable water consumption and repurposes clay slurry for other manufacturing processes, such as tile.

The International Water, Sanitation and Hygiene Foundation, PMI member IAPMO's philanthropic arm, has launched a new Community Plumbing Challenge (CPC) in Alabama to confront a critical sanitation challenge there. Many low-income homeowners

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ers are not able to afford onsite sewage disposal systems and, instead, use straight piping that releases sewage above ground. With the help of several PMI members, the CPC will first focus on a weeklong project to upgrade five homes and create a framework for ongoing plumbing industry support to the Black Belt Unincorporated Wastewater Program. Ferguson will donate all plumbing products, Uponor will provide funding, and LIXIL will supply all plumbing repairs and upgrades.

Sloan plans to extend its zero-landfill initiative from its headquarters to other facilities, according to a recent article on Sloan's website. The company avoids sending waste to a landfill by either reusing, recycling, upcycling or donating materials. Sloan's focus also includes

## Toolkit Can Help Tell Your Earth Day Story

Plumbing Manufacturers International members continue to make progress against sustainability and waste reduction goals, and PMI has announced a Zero Waste Initiative to gain further momentum. In the spirit of celebrating Earth Day, we can all take action and promote our green initiatives using the Earth Day 2022 Action Toolkit ([tinyurl.com/2p9yj53a](https://tinyurl.com/2p9yj53a)).

The site encourages businesses to promote and share their sustainability initiatives on social media by using the Earth Day hashtag #InvestInOurPlanet along with the sample posts available for your use. This theme is focused on engaging the more than 1 billion people, governments, institutions and businesses who participate in Earth Day to recognize a collective responsibility toward accelerating a transition to an equitable, prosperous green economy for all.

Like other economic revolutions, inventors, innovators, businesses and inves-

reducing greenhouse gas emissions and achieving a net zero carbon footprint over the next few decades.

By committing to reducing its carbon emissions, UL continues to align its sustainability strategy with the United Nations Global Compact, according to a UL January news release.

PMI member Moen's waste reduction and recycling initiatives have been chalking up sustainability wins. The company reported that it has recycled nearly 82% of its manufacturing waste, almost 20% of all water used, more than 13 million pounds of metal, 6.5 million pounds of cardboard, and 3.8 million pounds of solid waste. Moen reuses 70% of all water used in product testing, too.

## Infrastructure law, Earth Day resources make taking action easy

The Environmental Protection Agency took an important sustainability step in March when it issued a memorandum to guide how states and tribes will spend \$43 billion in water infrastructure. The money will be allocated through the Clean Water State Revolving Funds to deliver clean, safe water and replace lead pipes for all Americans, especially disadvantaged communities.

The funding is part of the Infrastructure Investment and Jobs Act that was enacted in November 2021. EPA's memo discusses how states and borrowers will be granted spending flexibility, such as combining funds with additional funding sources to finance the most urgent water infrastructure projects.



tors are the most likely to drive significant change. As these change agents step up efforts, we can join in to drive green innovation and create value for both our companies and society.

Every year, earthday.org coordinates events around the world to showcase

global support for the environmental movement. If your organization is holding an Earth Day event, register your event at [earthday.org/register](https://earthday.org/register) to be part of the global celebration. Also, you can partner with Earth Day at [tinyurl.com/3rac6e8p](https://tinyurl.com/3rac6e8p) and work together to support the movement.

# Remote Work Is Here to Stay. What's Next?

By Judy Wohlt, PMI Communications Team, Valek and Co.

Workplace experts report that most employees want to continue working remotely and flexibly post COVID-19 – and suggest employers accommodate them. Plumbing manufacturers and other companies that offer employees work flexibility can realize clear benefits, such as improving retention rates, supporting sustainable practices, and boosting diversity, equity & inclusion (DE&I) efforts.

But there's no one-size-fits-all approach and confusion remains about how companies should decide which policies to set. "We need to offer workers choice and flexibility," said workplace consultant and New York Times bestselling author **Lindsey Pollak**, a past conference speaker for Plumbing Manufacturers International. At the same time, employers need to be easy on themselves as they figure out what the new "normal" will look like. "We need to stop and say, 'This is really hard,'" she added.

About 86% of employees want to work from home at least two days a week, according to a Bloomberg Wealth article. Employees already proved that working remotely improves overall productivity and allows for better work/life balance, which makes it more challenging for companies to return to traditional in-office schedules, said **Laurel Farrer**, remote work expert, founder and CEO of Distribute Consulting, and a past PMI Manufacturing Success speaker.

## Set clear policies, track progress

Employers can reap many benefits – and provide a level playing field for all employees – by focusing on how work gets done instead of where it happens, Farrer said.

Start by setting clear policies and guardrails and watch out for unwritten rules, Pollak suggested. For example, she discussed one company's policy that allowed individual employees to work in the office based on their comfort

levels. Some people worked from home more than others. However, leaders followed an unwritten rule that "if you cared about your job, you'll come into the office," Pollak said. "That's unfair and inequitable."

Instead, she advised setting a clear schedule and spelling out the exceptions. A company may require everyone to work in the office three days a week and the other two days from home. However, she said giving workers the option to choose which days they're in the office allows them to better manage personal commitments.

Pollak offered tips, such as setting standard hours for those working from home, so they know when it's time to shut down or quit answering emails.

Tracking progress and tweaking your policies are critical to success. Pollak suggested conducting regular employee engagement surveys to find out what is and isn't working. "If 90% of your remote employees say they're not feeling included in meetings, it's time to make a change," she said. To be successful, leaders must be transparent and regularly communicate with employees about policy changes.

Organizations are still figuring out home office set-ups and standards for those working remotely. Farrer noted that employees will underperform in the wrong setting, so guidelines for workplace safety and ergonomics are a must. "You can't measure performance equally if one person is working with lightning-fast internet and a state-of-the-art computer setup and another is working on their kids' laptop with spotty internet at a coffee shop," Farrer said.



For plumbing manufacturers and other businesses with employees that must perform work onsite, flexibility looks a bit different. Employers can offer manufacturing workers flexible start times – such as a two-hour window to start their shifts, shift swapping – with management approval – to accommodate personal schedules, and compressed work weeks where employees work fewer days but longer shifts, according to an Industrial Maintenance & Plant Operations article.

## Make working in-person appealing with incentives, targeted activities

If businesses want people to return to the workplace, experts suggest making the experience worthwhile and appealing. Setting rituals, being deliberate about planning in-person activities, and offering fun incentives can help.

Some companies offer free lunches and a social hour on days they require employees to be in the office, Pollak said.

Brainstorming and creative sessions proved to be challenging via Zoom during the pandemic. Pollak recommends planning those sessions when all workers are scheduled to be in the workplace. Choose one day a week for everyone to work in-person so no one is left out, too.

Companies need to rethink their open-office configurations to support specific

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in-person tasks, such as brainstorming. Farrer noted that creative teams among marketing and product development are often the most motivated to return to the office. “They want – and need – spaces to sit together with a whiteboard and share their creative energy,” she said.

Junior employees want to spend time in the office, too. Younger workers have been missing out on mentoring, training and seeing their leaders in action, according to Pollak, who has written four books guiding companies to successfully navigate today’s multigenerational workplace. “Many young people see the office as a place to meet people and make friends, so don’t discount this important reason to return to the workplace,” she said. “Loneliness, anxiety and depression rates were much higher with Millennials and Generation Z during the pandemic – more than any other generation.”

A Centers for Disease Control and Prevention (CDC) survey noted that people between the ages of 18 and 24 were the most likely to experience mental health issues from the isolation caused during the pandemic. Almost 75% of respondents in that age group reported at least one adverse mental or behavioral health symptom while more than 50% of those ages 25 to 44 reported similar adverse symptoms.

A successful hybrid work environment comes down to setting and communicating boundaries and clear policies while allowing for some give and take. “Guidelines and grace are my mantra,” Pollak said.



## Workplace Flexibility Can Boost DE&I Programs

Offering workplace flexibility with a combination of in-person and remote work can support DE&I successes.

Farrer said she’s seeing more minority leaders on distributed teams – groups working together as one unit but from various locations – than on traditional, in-office teams.

“Flexibility has allowed for this amazing level of employee growth because these businesses are measuring results based on performance without any bias,” she added. “Distributed teams remove the possibility to go golfing with the boss to schmooze and get promoted, for example.”



A flexible schedule also means equality of circumstances. As a result, workers can have full-time jobs while balancing their personal lives and challenges – to care for a young child or ailing parent or to work comfortably at home with a physical or mental health issue, Farrer said. Flexibility benefits workers who process information differently, too. She noted that introverts or people who need longer to think through their work get the uninterrupted time they require to do their jobs well.

“Many studies have come out that people of color feel like they’ve experienced fewer micro aggressions when they work remotely,” Pollak reported.

Companies can use remote work opportunities as a recruiting and retainment tool. “If you can recruit outside of your local region, you’re going to get more diverse opinions. You can even target regions that have higher diversity in race, gender or industry,” Farrer stated.

Pollak and Farrer agreed that the “Great Resignation” – where millions of workers quit their jobs in 2021 seeking better work/life balance and benefits – is motivating employers to embrace permanent remote work policies. Businesses have created new positions, such as head of remote or director of hybrid working, to better manage remote work policies, Farrer said.

“We can confidently say that hybrid working in one form or another is absolutely the new normal,” she emphasized. “This flexibility enables non-traditional demographics and minorities to have more influence.”

## Gain Valuable Visibility Through PMI Website and Publications

The Plumbing Manufacturers International website and publications capture the attention of industry



decision-makers on a continual basis. Primarily dedicated to issues and trends important to the success of the plumbing manufacturing industry, PMI communications platforms can reach a large and very specific audience with your tailored messages.

By advertising on these platforms, PMI members have outstanding opportunities to communicate valuable messages. You may choose your level and PMI communications vehicle — SafePlumbing.org, Ripple Effect monthly newsletter, or Inside My PMI, PMI's member e-newsletter published bi-weekly. All options include a post on PMI's LinkedIn company page. This ad program is restricted to PMI member companies.

### Level 1: \$10,000

Four ads in one or more of these PMI communications options:

- SafePlumbing.org (32,000 visits, 50,000 page views, over four months. Audience: PMI members and general public). Digital ad will run for 30 days during each of four months.
- Ripple Effect (Direct delivery to 1,500+ PMI members and subscribers, plus access via safeplumbing.org). Full-page ads will run in four issues, as space allows.
- Inside My PMI (Direct delivery to 500+ PMI members, plus access via safeplumbing.org). Digital ads will run in eight consecutive issues.

### Level 2: \$5,000

Two ads in one or more of these PMI communications options:

- SafePlumbing.org (16,000 visits, 25,000 page views, over two months. Audience: PMI members and general public). Digital ad will run for 30 days during each of two months.
- Ripple Effect (Direct delivery to 1,500+ PMI members and subscribers, plus access via safeplumbing.org). Full-page ads will run in two issues, as space allows.
- Inside My PMI (Direct delivery to 500+ PMI members, plus access via safeplumbing.org). Digital ads will run in four consecutive issues.

### Level 3: \$2,500

One ad in one of these PMI communication options:

- SafePlumbing.org (8,000 visits, 12,500 page views per month. Audience: PMI members and general public). Digital ad will run for 30 days.
- Ripple Effect (Direct email delivery to 1,500+ PMI members and subscribers, plus access via safeplumbing.org). Full-page ad will run in one issue, as space allows.
- Inside My PMI (Direct delivery to 500+ PMI members, plus access via safeplumbing.org). Digital ads will run in two consecutive issues.

Contact PMI for Ripple Effect and Inside My PMI deadlines.

For details download our advertising brochure at [/tinyurl.com/2rfbnfm8](http://tinyurl.com/2rfbnfm8).

### PMI Legislative Forum Scheduled for June 21

This year's PMI Legislative Forum will be held virtually on June 21. Focused on federal legislative and regulatory issues facing the plumbing manufacturing industry, the forum will feature expert speakers voicing their knowledge of trends and developments. Stay tuned for details!

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