



# FUTURE REIMAGINED

**55th** Virtual Annual Meeting

05 > 07 OCTOBER 2021

# FOREWORD

In 2021, our industry continued to navigate its way through the pandemic and tumultuous global environment. Nonetheless, the petrochemical industry is fully reloaded and more than ever committed to enabling – and even leading the sustainability transformation of our economy and society, as illustrated at the 55th EPCA virtual Annual Meeting entitled “Future Re-imagined” held 5-7 October 2021.

Over three eventful days, we “Reimagined” - **Industry, Sustainability and Success** - how to make transformation happen. The answers and paths forward came from more than 30 inspirational speakers from diverse fields: selected leadership and talents from the C-suite, strategy, logistics and supply chain, investors relations and finance, HR and communications departments, the European Commission, and pioneers from other sectors. All of whom passionately debated and shared their valuable insights, stories and ideas that have the potential to lead our industry into a new reality.

Over 900 virtual attendees from over 30 countries were keen to hear how industrial transformation is already happening throughout the entire value chain. However, the sustainability transformation of our society and industry still requires further innovation to reshuffle the existing industrial systems from manufacturing to distribution, transportation and business models to bring our CO2 footprint down and increase the circular approach. This massive transformation means a lot of investment in many different dimensions at the same time, which would have to be financed.

Beyond mastering industrial processes and business strategies embracing the green transformation, the petrochemical industry is also actively engaged in a more holistic and profound transformation. Companies are reflecting on their purpose, redefining their mission towards creating long-term value for a broader set of stakeholders.

As illustrated over these three eventful days, the petrochemical industry is fully engaged in addressing the three dimensions of the Environment Social and Governance (ESG) paradigm shift.

Whilst transformation is currently underway, and ambitions are high, the ultimate goal requires greater collaboration between the public and private stakeholders. The passionate debate over these three days was certainly a steppingstone for further collaboration.

This report provides the reader with key highlights through a thought-provoking and energetic three days. We hope it will effectively complement and enrich the reflections on our collective way forward for those who participated and will benefit those who could not attend.

We wish to warmly thank all of the speakers who took part in this adventure, Karin Helmstaedt for moderating the debate, our loyal gold sponsors – BCG, Ovinto, Port of Antwerp, and silver sponsors - Argus Media, Brenntag, ICIS, Oiltanking and S&P Global Platts, for their generous support, our external partners for the smooth technical organisation and last but not least the entire EPCA Team.

Nobody wins alone, and EPCA is proud to facilitate the exchange between all the players in the petrochemical value chain and beyond.

Looking forward to seeing you in 2022 and continuing this transformation journey - Together!

**CAROLINE CIUCIU**  
*EPCA CEO*  
*January 2022*



# PROGRAM OVERVIEW

*DAY 1* 05.10.2021  
**SUSTAINABILITY  
REIMAGINED**

**14:00**

*Future Reimagined*  
Opening conversation

**14:10**

*Setting the Industry Agenda*  
Curtain raiser interview

**14:25**

*Leadership Reimagined*  
CEO forum + Live Q&A  
**Focus on:** big trends, economic outlook, international trade, supply chain, feedstocks, energy supplies

**15:25**

*EPCA Calling*  
Interview

**15:30**

*Supply Chain Reimagined*  
Case study talk + Roundtable

**16:55**

*EPCA Calling*  
Day wrap up conversation

**17:05**

*Virtual Happy Hour*  
Online networking

*DAY 2* 06.10.2021  
**SUSTAINABILITY  
REIMAGINED**

**14:00**

*Future Reimagined*  
Opening conversation

**14:10**

*Setting the Sustainable Agenda*  
Curtain raiser interview

**14:25**

*Leadership Reimagined*  
CEO forum + Live Q&A  
**Focus on:** Green Deal and circular economy in practice: regulation, investment, profitability and scalability

**15:25**

*EPCA Calling*  
Interview

**15:30**

*Finance Reimagined*  
Strategic dialogue + Live Q&A

**16:15**

*Session sponsored by BCG*  
Sustainability transformation  
A source of value creation in Chemicals  
Session + Audience Q&A

**16:55**

*EPCA Calling*  
Day wrap up conversation

**17:05**

*Virtual Happy Hour*  
Online networking

# DAY 3 07.10.2021

# SUSTAINABILITY REIMAGINED

14:00

## *Future Reimagined*

Opening conversation

14:10

## *Setting the Success Agenda*

Curtain raiser keynote speech

14:25

## *Leadership Reimagined*

CEO forum + Live Q&A

**Focus on:** inclusive business strategies, stakeholder capitalism, workforce and future leaders development, corporate and individual sustainability leadership

15:25

## *EPCA Calling*

Interview

15:30

## *Diversity & Inclusion Reimagined*

Roundtable + Live Q&A

16:55

## *EPCA Calling*

Day wrap up conversation

17:05

## *Virtual Happy Hour*

Online networking

DAY 1

# INDUSTRY REIMAGINED

05.10.2021



## DAY 1

# CREATING AN INDUSTRIAL TRANSFORMATION

*The petrochemical industry has actively demonstrated its ability to respond with agility and efficiency to a crisis. Indeed, this has been highlighted even more during the Covid-19 pandemic, where contribution and collaboration were critical. However, the European Green Deal and Fit for 55 Package mean a paradigm shift and a profound transformation of our economy and society. Our industry is strongly committed to playing an active part in this transformation and we dedicated the first day of the EPCA 55th Annual Meeting to find out how the sector can play a leading role in this process.*

## RESPONDING TO NUMEROUS CHALLENGES IN A BOLD WAY

Answering the “how” is at the core of our transformational mission. We need to rethink our entire industrial systems from manufacturing to distribution to transportation and our business models. This means we need to reinvent ourselves by adapting our manufacturing, procurement, supply chain strategies and practices. As well as integrating further sustainability, carbon footprint reduction and the circularity of materials across our value chain.

To summarise the words of **Martin Brudermüller**, Chairperson of the board, BASF SE:



***“Our industry is indispensable to achieving the challenges laid down by the Green Deal. Now, this transformation needs to be accelerated while retaining our global competitiveness.”***

This calls for bold decisions. There are different pathways to achieving the goal of carbon-neutrality by 2050, which involves uncertain parameters in every choice made. For example, reducing the CO2 footprint of our manufacturing processes will require the massive electrification of our industrial facilities. This will need an enormous boost in the production of renewable energy, as well as the development of the necessary infrastructure to deliver it. The development of the hydrogen sector is also taking off, with many countries putting hydrogen strategies in place.

## INNOVATIVE TECHNOLOGY EMERGING

Nascent technologies are responding to the low-carbon call. We can see an example of this at A.P. Moller – Maersk’s Ocean and Logistics, where they are decarbonising ocean shipping with their first fully bio-methanol powered ocean-going container vessel - the fuel production is expected to start in 2023. In addition, there will be eight dual-fuel containerhips operating on both fossil fuels and carbon-neutral bio-methanol. Maersk are also taking their entire supply chain into account by exploring the options for delivering goods with electric trucks and running warehouses on renewable energy.



*“We’ve chosen to already start the renewal of our fleet with a view of being carbon neutral to avoid a chicken or egg situation where the ship manufacturers wait for the fuel, and the fuel manufacturers wait for the ship orders.”*

**Vincent Clerc**, CEO Ocean and Logistics at Maersk, speaker in the “Leadership Reimagined” session.

Developing the technology is not seen as a problem by our industry – we’re already on that path. However, scaling-up the production of technological solutions is currently a barrier to the carbon-neutral transition. This calls for huge investments, a regulatory framework that supports its development, and perhaps a global carbon tax as a driver for change to support growth, which is something **Vincent Clerc**, CEO Ocean and Logistics at Maersk, recommended during the EPCA session.

*“Becoming the first climate-neutral continent is a Herculean task. However, the European chemical and plastics industry leads the way with sustainable innovation.”*



**Klaus Schäfer**, CTO Covestro, speaker in the “Leadership Reimagined” session.

## STAYING COMPETITIVE IN A GLOBAL MARKET

Shifting our modes of production from the current linear approach to a circular, closed-loop system, where materials are recycled and reused, is a second strand of the transition challenge.

Here too, change is already underway. For example, the industry has developed ways to increase the use of green feedstocks with bio-based raw materials and recycled materials. But rolling out this transformation will require enormous capital, which may lead to higher costs for consumers.

For a start, the transformation needs a tremendous amount of renewable energy, innovative new manufacturing processes, digital solutions and more integrated and circular supply chains. It also needs legislators to move away from stricter targets to create an environment where this transformational shift is encouraged and challenges addressed.

In terms of our workforce, we need to create an ecosystem where all players work together, allowing ideas to flow within the chemical industry and between upstream industry and downstream users. We also need to attract young, diverse talent to drive the change forward.

## HOW THE SUPPLY CHAIN HAS BEEN REIMAGINED

Over the past years the **EPCA Supply Chain Program Committee (SCPC)** has focused on investigating how to accelerate the digital and sustainable transformation of the petrochemical supply chain.. This time, the SCPC joined forces with the team of **Professor Ann Vereecke** from the Vlerick Business School to explore existing solutions and successful stories that prove it is possible to reduce carbon footprint and transform the structure of the supply chain from linear to circular. As part of the programme, two virtual workshops were run with experts from companies within the petrochemical ecosystem, taking an end-to-end supply chain perspective: from the upstream companies, over chemical manufacturers, to the downstream users (such as FMCG, textile and packaging companies who rely on the petrochemical supply chain for raw



materials), to the retailers, and finally to the end consumers. The main findings were presented by Ann Vereecke during the 'Supply chain reimagined' session. The workshops highlighted that strengthening the links between partners in the supply chain is crucial to make the supply chain more eco-efficient and reduce its footprint. Similarly, implementing circular economy requires a close collaboration amongst players to create loops and conditions for re-using or recycling material, stimulating companies to develop new ideas - and hopefully new business models- for a more sustainable production.



***“Markets are ready for changes and to take challenges and turn it into opportunities. But the circular economy requires innovative products and new services.”***

**Marc Löffler**, Head of Tech Service, International Packaging, Mauser Packaging Solutions, speaker in the 'Supply Chain Reimagined' session.

## BUILDING TRUST IN THE ECOSYSTEM

Of course, to truly become a sustainable, smart supply chain, an ecosystem has to be built which goes beyond the traditional supply chain. This process will also require vision, ambition, and significant investment. The first step is to establish a framework where reliable, sustainability-related data can be collected and shared.

However, the reluctance to share data is still a major barrier. To tackle this reluctance, we need trust and a clear regulatory framework. Therefore, setting out a roadmap to identify trusted partners is a major step forward.

***“Ecosystem thinking is crucial to accelerate circularity. If we take small steps together, we can create a big impact.”***



**Julie Lietaer**, Founder of Ariadne Innovation, speaker in the 'Supply Chain Reimagined' at the EPCA Annual Meeting.

Essentially, what is clear from the preparatory interviews and the workshops is that value comes from bringing together representatives from different stages - upstream and downstream - in the supply chain. Sectors that are closer to the consumer than petrochemical or chemical companies are at a distinct advantage in realising the needs of consumers sooner, particularly the need for circularity in the supply chain. Hence, they can be a source of inspiration for the upstream players in the petrochemical supply chain and a partner in making it happen. All those involved in the workshops agreed that the trick is to think big but start small and progressively implement new processes within the ecosystem.

More findings are available on the project report accessible on the EPCA website:

<https://epca.eu/news/digital-innovations-sustainable-petrochemical-supply-chain>

## VISION AND AMBITION

All the speakers on Day 1 of the EPCA Annual meeting agreed that the petrochemical industry is fully engaged in supporting and delivering the Green Deal. As an energy-intensive sector, we have the responsibility to reduce our emissions, and our vision is to achieve this in a competitive way.

Companies now need to prepare to transform their supply chains into more sustainable, smarter ecosystems, collaborating beyond the traditional supply chain. As remarked during the preparatory phase of the SCPC research: "It takes vision and courage to move away from the traditional focus on the operational performance of the supply chain - balancing cost and service - towards a focus on designing the supply chain that serves the world best in terms of long-term, sustainable performance".

**Kate Johnson**, General Manager at Shell Chemicals Europe, summarised this first day dedicated to Industry Reimagined:



***"Rather than talking about it as if it's something vague in the distant future, we really should talk about something we should get started on now. So, it's a question of how are we going to work together to make that happen."***

**The Port of Antwerp chemical cluster is a key player in the European energy transition and a showcase for circular economy projects in our industry. EPCA would like to thank the Port of Antwerp, Gold Sponsor, on Day 1 for investing in our shared vision and our event.**



# Creating the right chemistry is our second nature

**Port of Antwerp. Feel the chemistry.**

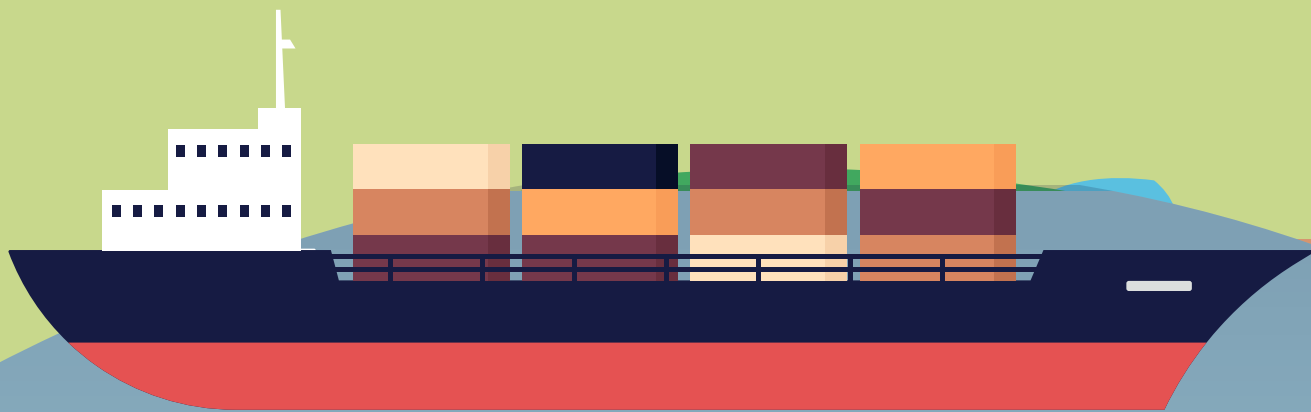
Each success formula starts with a human connection.  
Passionate people coming together in exciting partnerships  
to open up great new possibilities.



DAY 2

# SUSTAINABILITY REIMAGINED

06.10.2021



## DAY 2

# SUSTAINABILITY REIMAGINED

Moving our industry towards sustainability requires new partnerships, a shift in mindset and the right financial environment. **Diederik Samsom**, Head of Cabinet of Vice-President, **Frans Timmermans**, European Commission, set out some inspiring words: "You can't run too far ahead of the rest of the world because then you kill your own industry. But you can go a bit further than the rest of the world and then your industry becomes a world leader." So, how, as an industry, can we do this?

## FORGING PUBLIC-PRIVATE PARTNERSHIPS

For the transition to happen collectively, **Eelco Hoekstra**, CEO of Vopak, called for more public-private partnerships.



*"We need to share ideas, new technologies and use shared infrastructure to reduce the amount that will be needed to fund the transition and to make efficient and effective progress."*

## CREATING A MINDSET SHIFT

**Jacob Duer**, President and CEO of the Alliance to End Plastic Waste noted that the people who are entering decision-making today have grown-up with the sustainability problem:



*"The world the kids of the early 90s are taking over is a world under distress; the challenges are very different."*

For example, 5-7 years ago plastic waste was not a prominent issue; while today it is an urgent one. To understand the new challenges and achieve a shift in mindset, the first step is to listen, he said.

At the same time, the factors that define leadership are also transforming. From being based on the size of the company, leadership is now about innovation, customer-centricity, inclusivity and, of course, sustainability.

## THE NEED TO OPTIMIZE REGULATORY AND FINANCIAL FRAMEWORK CONDITIONS

Under the Green Deal, the European Union's greenhouse gas emission target has increased from 40% to 55% cuts compared with 1990 levels. The overall aim is that Europe will become the first climate-neutral continent by 2050. With a higher target comes the need to revise different pieces of sectoral climate-relevant legislation which is why the European Commission published the 'Fit for 55 package' in July 2021, which includes revisions to the EU Emissions Trading System and a proposal for a Carbon Border Adjustment Mechanism (CBAM).



*"Our industry is in a unique position to deliver on the Green Deal ambitions"*

said **Neil Carr**, President EMEA & India at Dow.

To support this regulatory shift, Mr Carr called for a solid European investment framework which prevents investment leakage and for sufficient and accessible public funding to create an environment where the European chemical industry can remain competitive and, at the same time, be a frontrunner and leading the industry transformation worldwide.

Agreeing that being at the forefront of transformation is the ambition of the European chemical industry to become the world sustainability leader, **Martin Brüdermüller**, Chairman of the Board, BASF SE and CEFIC President, warned that:



*"It is crucial that the EU creates a truly supportive environment that acknowledges the need for individual transformation pathways by developing sectoral roadmaps for the industry."*

Clearly, a new kind of cooperation between politics and industry is needed to drive the sustainability agenda forward. Indeed, as the European Green Deal is rolled out, collaboration needs to be optimised so that the industry can deliver in a way that allows it to be competitive and contribute to the green transformation.

## REINVENTING FINANCE

Our industry is transforming, and the finance market is also reinventing itself under the incentives of regulators, including the EU. Investors are introducing Environmental, Social and Governance (ESG) into their strategies and tools, such as green bonds, and are developing ESG metrics and standards to rate investments. Companies are also reporting more on their sustainability initiatives and data.

This raises the question: What qualifies as sustainable finance?

With more than 800 ESG-related initiatives out in the market claiming to setting standards, providing clarity, providing metrics, giving ratings etc. there is a strong wish from the capital market to go towards consolidation.

To that purpose, the newly created International Sustainability Standards Board (ISSB) is currently working on a global framework for sustainability and ESG reporting, in close cooperation with the existing framework providers.

*"Financial reporting is a mature and well-understood environment. Yet even here, stakeholders have two to three years to implement new requirements. For a less mature environment like sustainability reporting, it seems logical that stakeholders will require at least a similar amount of time to implement the new requirements."*



**Andreas Barckow**, Chair of the International Accounting Standards Board (IASB), speaker in the "Finance Reimagined" session.

## GREEN INVESTMENTS

However, “ESG is not a mean to an end and does not indicate change” warned Yair Reem, VC investor and Partner at Extantia Capital. The real change is to find the technologies that will help decarbonising our society.

There is a need to have a pragmatic approach to what constitutes green investment. Transition takes time, and brown technologies need to obtain a green label that will allow them to complete the transition phase.



*“Existing clean technology will lead us to 2030, but to reach the 2050 target we need to develop further, advanced technologies and make them affordable for the mass market. Venture capital has a role to play in accelerating the development of the missing technologies to be adopted by the industry.”*

**Yair Reem**, VC investor and Partner at Extantia Capital, speaker in the “Finance Reimagined” session.

The benefits of issuing green bonds for companies, go well beyond the financial dimension of the investment. It is also a way to support and promote sustainability projects both internally and externally and to contribute to a different narrative.

This is the example of Arkema, who issued its first green bond in October 2021 using proceeds to finance the construction of a new bio-based materials plant in Singapore. As highlighted by **Marie-José Donsion**, CFO at Arkema:

*“Issuing green bonds was a way to create a link between the company sustainability strategy and its financing strategy, a great opportunity to talk about products with reduced carbon footprint in line with younger customer’s expectation and innovative technologies.”*



Our public engagement in the age of responsible capitalism is critical. As challenging as the next few years will be, we are the most fundamental industry that can bring a prosperous, sustainable and equitable future.

*“We have one shot at getting the investment framework right so that European producers can be frontrunners in the industrial transformation in line with the EU Green Deal. This need is linked strongly with getting the metrics harmonised fast to advance ESG policies and have a constructive dialogue with society.”*



**Katja Wodjereck**, Commercial Director EMEA for Industrial Solutions at Dow, closing the Day 2.

EPCA would like to thank the Boston Consulting Group (BCG), our Gold Day 2 sponsor, for facilitating a highly interactive session which looked at sustainability transformation as a source of value creation for the chemical industry.

While markets for sustainable chemicals are finally emerging - boosted by changing sustainability requirements and the new customers' demand - the transformation requires massive investments and the build-up of new capabilities and technologies. Chemical companies who are leading this process will emerge as winners in a sector which will experience far more volatility and discontinuities ahead.

BCG speaker's Jens Burchardt, Partner & Associate Director and Matthias Baeumler, Managing Director & Partner gave an engaging presentation followed by a lively audience Q&A moderated by Dr. Jan Friese, Managing Director & Partner. The BCG publication ["Chemical companies Need a Bold New Approach to Value Levers"](#) served as input to the content presentation.







The **ChemCo of the future** needs to **transform** towards a **sustainable set-up**

**BCG Offerings**

**De-carbonizing a hard-to-abate industry**

High abatement cost relative to value add impose economic challenges for de-carbonization measures

**Managing volume to value shift**

Historic growth paradigm changes—demand shifts in a transparent and resource-efficient economy

**Managing value chain and future capability requirements**

Value creation shifts downstream—new capabilities required to monetize impact-based offerings and business models

**Investing in innovative growth markets to overcompensate risks**

Preemptive investments and transformational moves to actively shape and benefit from newly arising value pools

**New way of business steering**

New thresholds for capital allocation and financial management, complemented by ESG related KPIs and portfolio management



**Defining climate ambition and abatement roadmap**

Definition of holistic climate strategy and quantified reduction roadmap



**Shaping the sustainability transformation**

Managing transformation for winning in a sustainable world



**E-hydro-carbon opportunity**

Evaluation of Green Hydrogen and power-to-X opportunities



**Capture opportunities in a sustainable world**

Development of strategic moves for tapping into emerging value proofs



**Prepare for green markets**

Invest in creating an offering that satisfies increasing demand for low-carbon base materials



**Managing ESG performance and ratings**

Development of tangible, short-term measures for improvement of ESG-performance and rating

**BCG**

Case Experience

**1100+**

TSI, sustainability and ESG engagement

**120+**

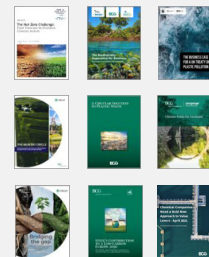
climate strategy projects across sectors (scope 1, 2, 3)

**50+**

circular economy projects across sectors and value chains

**BCG**

Thought Leadership



Thought leadership reports on addressing climate and circular challenge

Experts and trusted partner to government committees and coalitions

Catalyst for cross-sector partnership mobilization



**CONTACT PERSON**



**Matthias Bäumlner**  
Managing Director and Partner



**Jens Burchardt**  
Partner & Associate Director



**Esben Hegnholt**  
Managing Director and Partner

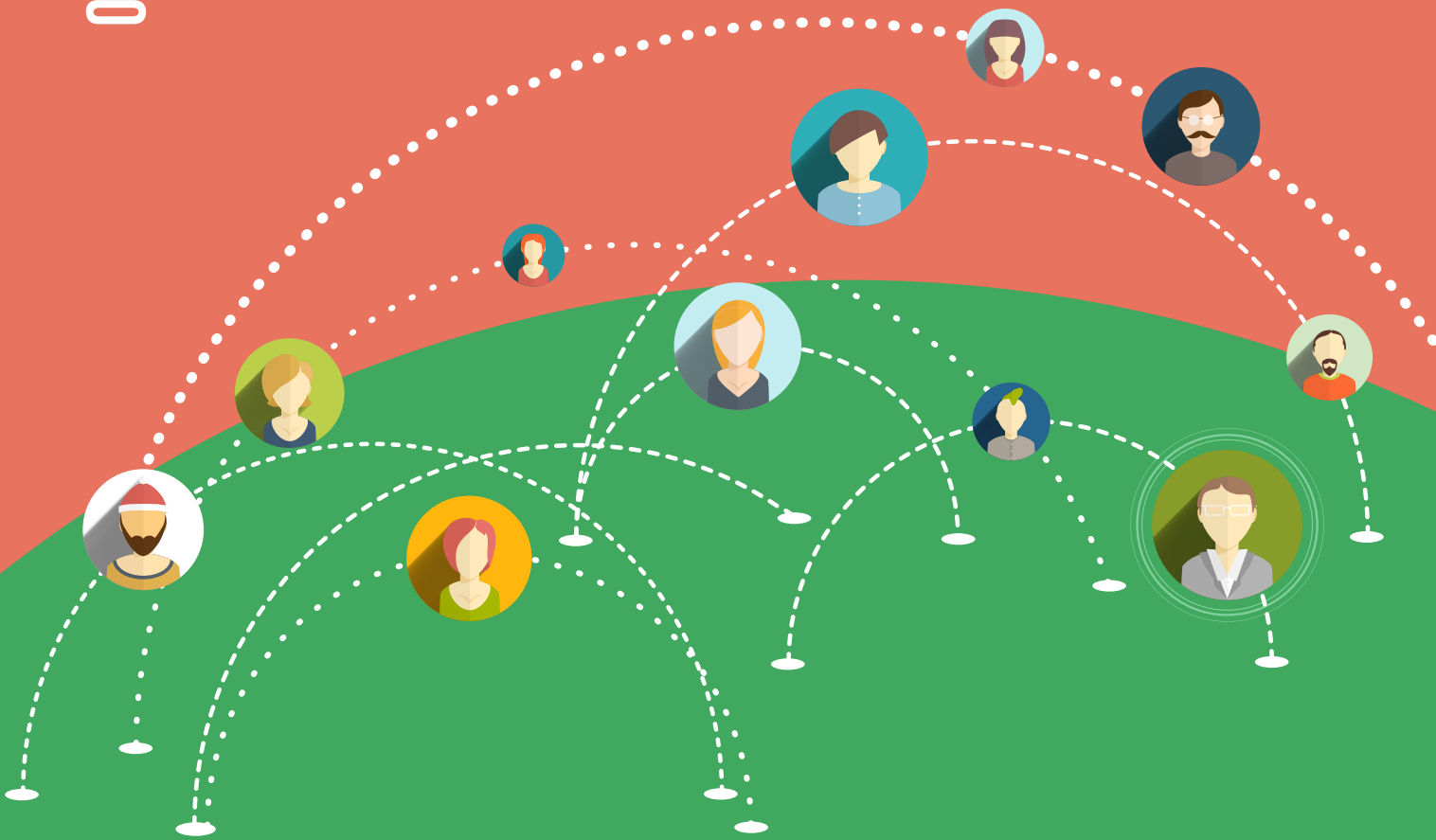


**Jan Friese**  
Managing Director and Partner

DAY 3

# SUCCESS REIMAGINED

07.10.2021



## DAY 3

# SUCCESS REIMAGINED

*While much conversation centres on mastering industrial processes and business strategies to embrace the green transformation, a growing number of leaders are shifting away from a pure [‘shareholders capitalism’ towards a more multi-stakeholder model. Companies also need to reflect on their purpose and redefine their mission towards creating long-term value for a broader set of stakeholders.*

*This shift is known as ‘stakeholders’ capitalism’ which also encompasses employees, the environment and communities in which they operate. This shift certainly involves the Boards of Directors in re-imagining the success formula. It also requires multiple initiatives to attract, develop and retain the leadership, talent and skills needed to drive ESG strategy and outcomes.*

This is not an easy journey, especially in times of a pandemic. As **Gina Fyffe**, CEO of Integra Petrochemicals, pointed out in her opening speech, “Leadership is not something that you can magically turn on in a crisis. You can only be a leader if people are willing to be led”. During the pandemic, leaders had to learn to deploy trust and consistency, know the staff and support them in decisions, be visible, calm and available when needed.



***“The challenges we face are too great, too complex and too important for us to tackle them the same way that we did in the past. Instead, we need fresh thinkers who bring diverse ideas, diverse perspectives and diverse solutions. Essentially, there is no better time than now for us to reimagine a different future.”***

**Jim Fitterling**, Chairman and CEO of DOW, intervening in the Curtain Raiser Interview.

## EXAMPLES OF INNOVATIVE SOLUTIONS

Companies are already transforming. During the Leadership Reimagined session, **Emmanuel Faber**, shared his seven years’ experience at the helm of Danone, during which time he transformed the company into a global environmental leader, and ultimately into an “Entreprise à Mission” – a purpose-driven company that takes into account the social, societal and environmental impacts of its activities.

The story dates back to a decade ago when the food industry faced a ‘perfect storm’. The company decided to lead the transformation by shifting to more vegetal and organic products and including scope three emissions in the accounting report to make investors aware of the carbon footprint. This move also helped the company attract more talent, as graduates increasingly look for a job with purpose and positive impact.



***“Taking ESG into the heart of your strategies is a more resilient strategy in terms of financial metrics than not doing so,”***  
Emmanuel Faber said.

Likewise, during this session, **Jacques Vandermeiren, CEO of the Port of Antwerp**, spoke about how the port has been transformed from a passive landlord to an active community builder, integrating ESG, Sustainable Development Goals, and Green Deal objectives into the port’s strategy. But there is still more innovation to come:



***“Our role as proactive community builders can be a catalyst for change. We want to be the spark to ignite that change. Already we are working to do just that with our Antwerp@C project, which means regrouping seven industrial players within carbon capture and storage. As a result, this project could potentially become the most mature CCS-project on an industrial scale worldwide.”***

Looking at challenges beyond 2030, hydrogen is widely considered the game changer in the energy transition and the Port of Antwerp aims to play a crucial role in supporting the transition by working together with industry players and opening discussion with other regional and global authorities.

As a resident of the Port of Antwerp, TotalEnergies is part of this vibrant community, and the company itself has embarked in a remarkable transformation, shifting more focus on renewables to become a multi-energy company,

**Jean-Marc Durand, Senior VP Refining Base Chemicals Europe at TotalEnergies** is leading the conversion of the Grandpuits refinery in France into a zero-crude platform for biofuels and bioplastics and joined the panel of experts for the Leadership Reimagined session to walk the audience through this challenging transformation.

***“Everything at TotalEnergies starts with ideas and we consider the sustainable transition as an opportunity. In the case of Grandpuits we implemented a very bold and ambitious repurposing programme.”***



said **Jean-Marc Durand**.

A massive investment for a forward-looking and long-term project, which was initially well received by stakeholders and local communities. “But the devil is in the details” warned Mr Durant, and once the process took off from the blocks, it started generating worries among those communities, contractors and the company’s employees).

***“You need to embark all the communities to make the transition a success”*** added Mr Durant, especially when it comes to your employees, whose skills and competencies are at the core of your transformation journey.

## IMPROVEMENTS AND WORK IN PROGRESS

A key part of this transformation is diversity and inclusion, areas we strive to improve on in the petrochemical industry, which is why, in 2015, the EPCA commissioned its first Diversity and Inclusion baseline study on gender diversity with a focus group from within its community. Now, the study has been repeated by members of the **EPCA Talents of Today, Leaders of Tomorrow (TTLT)** committee led by **Gina Fyffe, CEO of Integra Petrochemicals**. The objective has been to find out if there have been marked improvements and what remains to be done.



***“Different voices and views lead to a better outcome. There is always a solution. It is about how fast you can find it and implement it. Essentially, people want to see changes and progress, and they want it now because later is too late. We - as an industry - need to be believed to be successful.”***

**Gina Fyffe**, TTLT Chairperson and CEO of Integra Petrochemicals introducing the “Diversity & Inclusion Reimagined” session.

The latest study has found that the chemical industry has improved its female share in supervisory boards, but little progress has been accomplished in Executive Committees. Overall, the female share in the companies surveyed is the same as in 2015 (24%), and for companies that measure operations, the representation of women in the white-collar group has slightly increased (5%).

There is also tangible progress on transparency, tracking and mentorship – with more CEOs on board – and companies offering more training programs with flexible conditions.

**SPEAKERS DURING THE DIVERSITY AND INCLUSION SESSION AT THE EPCA ANNUAL MEETING SHARED THEIR THOUGHTS:**

***“We need to continue delivering world-class services, while at the same time renew our organization to keep up our competitiveness for the long run. This includes developing more diverse and inclusive teams with a broad set of expertise, experience and backgrounds, that will work together to solve the challenges of tomorrow.”***



**Ingjerd Nettestad**,  
VP Corporate HR  
at Odfjell.

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***“As shown by the EPCA/McKinsey report, the industry still faces a challenge to materialise its gender diversity ambitions. Though lots of ideas have been shared and action plans have been started, the gaps are still larger than what we collectively would like to see. It is encouraging to see how companies are doubling up on the effort to accelerate the closure of this gap.”***



**Hernan Rein**,  
Global Director  
Human Resources,  
VOPAK.

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***“While the chemical industry has made improvements in mentorship and tracking, there is clearly a need to drive more inclusion, sponsorship and management awareness down in the organisation to make diverse talents more successful. In addition, the change we already see in supervisory boards needs to arrive in the executive committees and the broader organisation.”***



**Dr. Chantal Lorbeer,**  
Associate Partner,  
McKinsey & Company,  
Inc.

## MORE STILL NEEDS TO BE DONE

Deeper efforts are needed to develop inclusive cultures and behaviours, more inclusive environments, and more opportunities for a more diverse talent pool. Likewise, senior management ownership and cascading gender equality within the organisation needs improving.

Beyond the figures, the main takeaway from the 2021 study is that collaboration and exchange between companies in the sector is needed to find shared solutions to this industry-wide challenge. Now is the opportunity to further improve inclusion within the petrochemical industry and ultimately engage in a more holistic and profound transformation.

The full report is available to download here: <https://epca.eu/news/diversity-and-inclusion-reimagined-report-2021>

## LOOKING AHEAD TO 2022

While expressing their hope to meet in person at the next EPCA Annual Meeting Delegates also shared their valuable feedback on topics that industry makers are keen to discuss.

The transition towards a climate neutral, circular and sustainable society will require additional technologies with investment and innovations to match, which in turn require an optimal business environment. Concerns have been expressed about the competitiveness of the EU industry and the criticality of policy support to make those investments viable. Companies will continue to reflect on their purpose and redefine their mission increasingly embedding ESG into the fabric of their culture and operating models.

Advancing ESG goals and preparing for a carbon neutral world also requires continued efforts to attract, develop and retain leadership, talent and skills. Diversity and Inclusion policies playing a key role in that respect.

Finally, the industry will definitely benefit from a further reflection of what we learnt after more than 2 years of Covid-19 pandemic, how we adapted and

what changes we have structurally implemented in our companies.

However, the last word is from **Hartwig Michels**, EPCA President;

***“We need to create a new narrative – this industry can and does lead the sustainability transformation. Indeed, we are an industry that provides the solutions for this transformation of the European economy to happen. So, we need to highlight the value of our industry to society in a much stronger way. However, the critical element for the long-term success of our industry is our people. A new narrative for our industry will further support our businesses to attract and retain new talents. Along those lines, the annual event showed that diversity & inclusion are not just buzzwords; they are core to the future wellbeing of our industry.”***



EPCA would like to thank Ovinto, Gold Sponsor, on Day 3 for investing in our shared vision and our event. Ovinto's mission is to connect rail freight and bring more transparency, efficiency and capacity in the petrochemical supply chain.

# Stop hiding your transports from each other !

Digitize, connect...  
and go for sustainable  
customer satisfaction







# THANK YOU TO OUR SPEAKERS

*Speakers are listed in alphabetical order by last name*

# ARNET JAN

*GROUP CEO  
BERTSCHI AG*



Jan Arnet has served as Chief Executive Officer of the Bertschi Group since August 2018. He has been working at Bertschi since 2004, holding several managerial positions.

Jan joined Bertschi as Head Merger & Acquisitions in 2004. From 2005 to 2008 he acted as Managing Director of the newly acquired subsidiary Nordic Bulkiers in Gothenburg, Sweden. From 2008 to 2011 he was appointed Managing Director BU Solutions, with responsibility for the Group's market entry in the Middle East. In 2011 he was appointed Group CFO of Bertschi and from 2013 to 2018 he headed the Group's largest Business Unit, Liquids Logistics Europe.

Before joining Bertschi, Jan held the positions of CFO and Deputy CEO at a subdivision of the Swisslog Group (2001 – 2003), Group Controller at Mikron Machining Technology (1999 – 2001) and several positions within Customer Relationship Management at UBS (1989 – 1999).

Jan lives in the canton of Lucerne, Switzerland and is married with two children. He studied Business Administration, holds a Master's degree in Corporate Finance and completed an Asian International Executive Programme at INSEAD in Singapore. Since 2019 he has been member of the EPCA Supply Chain Program Committee (SCPC).

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Dr. Andreas Barckow is an experienced and highly regarded leader in the field of international accounting. From 2015 to 2021, he served as President of the Accounting Standards Committee of Germany (Deutsches Rechnungslegungs Standards Committee e.V.).

He has been an active participant in numerous advisory bodies to the IFRS Foundation and the IASB, including membership of the IASB's Accounting Standards Advisory Forum and the IFRS Advisory Council. Moreover, he is an acknowledged expert in IFRS Standards, having previously served as the lead technical partner for financial reporting matters in the German member firm of Deloitte.

Dr. Barckow holds a Diploma and Doctorate degree in Business Administration from the University of Paderborn and is an Honorary Professor at WHU Otto Beisheim School of Management.

He started his term as Chair of the International Accounting Standards Board in July 2021.

# DR. BARCKOW ANDREAS

*CHAIR  
INTERNATIONAL  
ACCOUNTING  
STANDARDS BOARD*



# BÄUMLER MATTHIAS

*MANAGING  
DIRECTOR  
AND PARTNER  
BCG*



Matthias Baeumler is a Managing Director and Partner in the Hamburg office.

He has more than 20 years of consulting experience in Chemicals having worked in Europe, Asia, North America and Middle East for global companies along the entire chemicals value chain.

He is specialized in growth strategy, sustainability, business/ operating model re-design, and M&A. He leads BCG's sustainability activities for chemicals in Europe.

#### Relevant project experience

Developed corporate and business strategies for several leading chemical companies, incl. definition of growth areas, portfolio re-positioning, capability roadmap and transformation agenda

Supported several business transformations for multiple companies in specialty chemicals and commoditizing product markets

Reviewed business model and supported market entry in future growth markets in agrichemicals

Supported several sustainability strategies in areas of Climate action, Circularity and ESG management

Assessment several emerging sustainability-driven value pools in chemicals for different customer markets and chemical product segments

Supported definition of a new sustainability measurement concept in collaboration with multiple stakeholders

Defined value proposition for leading NGO in ESG standardization and sustainability measurement

Helped multiple chemical companies in M&A activities from target screening, Due Diligence to value enhanced integration

#### Education

Matthias holds a Diploma in Industrial Engineering from the Technical University of Berlin, Germany



# BOWMAN JEANNE-MARIE

*VP, CHIEF TALENT  
& DIVERSITY OFFICER  
LYONDELLBASELL*



Jeanne-Marie Bowman is Vice President, Chief Talent & DEI Officer with LyondellBasell responsible for a broad array of Global Talent and Diversity programs including Talent Acquisition, Workforce Planning, Learning, Employee Engagement, Performance Management, and development of leaders at all levels.

Over a 30-year career, Jeanne-Marie developed in-depth experience in delivering innovative and pragmatic solutions in talent management, organizational design, large-scale change and leadership development. She has extensive global experience across industries, has worked in Germany, Dubai and in the U.S., and has held senior level roles within several global companies such as Motorola, Dell, Al-Futtaim and Novartis. In her previous roles, like in her current role, she has partnered with business leaders to develop and implement talent and diversity strategies to help achieve sustainable growth.

Jeanne-Marie holds a Master's of Science degree in Industrial and Organizational Psychology from Springfield College, as well as an MBA in International Management from McGill University.

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# BRUDERMÜLLER MARTIN

*CHAIRMAN OF THE BOARD  
BASF SE*



Martin Brudermüller was born in Stuttgart in 1961. From 1980 onwards he studied Chemistry at the University of Karlsruhe, Germany, and received his degree in 1985. After earning his doctorate in Karlsruhe in 1987, he did a postdoc at the University of California, Berkeley, United States

He is responsible for the divisions Corporate Legal, Compliance & Insurance; Corporate Development; Corporate Communications & Government Relations; Corporate Human Resources; Corporate Investor Relations.

# BURCHARDT JENS

*PARTNER &  
ASSOCIATE DIRECTOR,  
CLIMATE IMPACT  
BCG*



Dr. Jens Burchardt is a Partner & Associate Director at BCG Berlin and BCG's global expert on climate impact and low emission technologies.

He has led numerous projects on climate strategy, emission reduction and energy transition for clients in energy, industry and the public sector.

He is also the author of several landmark BCG publications on climate change and a regular speaker on emission abatement and carbon policy for policymakers, boards and media outlets.

## Relevant BCG experience

Collaboration on advancing corporate climate action with the World Economic Forum (WEF)

Supporting the presidency of COP26 to shape priorities, prepare country negotiations

One of the most ambitious national emission roadmaps to date—with the German industry

Several net zero and low-carbon growth roadmaps for ministries, industry associations

National coal exit strategy for a European government

Climate strategy for a major German automotive OEM (scopes 1-3)

Climate and sustainability strategies for several major airlines

Climate change and coal exit strategy for a multi-national mining conglomerate

Emissions baselining, climate change strategy & CO2reduction agenda for a chemical player

One of the most ambitious CO2reduction programs globally for a European refinery player

Low-carbon hydrogen strategies for several major international utilities/power producers

Go-to-market and growth strategy for H2/PtXfor a major electrolyzerOEM

New clean technology agenda for an international utility (H2, CCU, PtX, ...)

'Net zero' solutions strategy for a European oil & gas major

Prioritized pathways to 'zero-carbon shipping' for a large global container shipping company

Climate strategy for a large US power generation player

National renewable energy vision for a Middle East government

## Education

Doctorate in Corporate Finance (Dr. rer. pol.), European Business School

Master of Business Administration (MBA), University of Pittsburgh

Business diploma (Dipl.-Kfm.), European Business School

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# CARR NEIL

*PRESIDENT,  
EMEA & INDIA  
DOW*



President, Dow Europe, Middle East, Africa and India  
The Dow Chemical Company.

Neil Carr is President of Dow Europe, Middle East, Africa and India – a position he assumed in June 2018. In this role, Carr is responsible for designing and leading the growth agenda for this critical and dynamic region.

From April 2016 through February 2020, Carr served as Business President of the US \$4 billion global Coatings and Performance Monomers portfolio. This fully integrated portfolio provides a range of products from raw materials to industry leading, innovative, next-generation coatings solutions.

Carr has had an extensive career as a leader of businesses and functional organizations for Fortune 500 companies in the chemical and pharmaceutical industries in both North America and Europe. This has included leadership positions for businesses including paints and coatings and specialty additives businesses, as well as for procurement and logistics support organizations.

Carr holds an MBA from the Kingston Business School, London, as well as an Economics degree from Cardiff University, South Wales.

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# CASPARIE THOMAS

*VICE PRESIDENT,  
OPERATIONS  
AND HSSE  
SHELL*



Thomas Casparie is responsible for Shell's European chemicals and refining business and took up his role as Senior Vice President, North West Europe on August 1, 2021.

In this role, he will lead the transformation of Shell's Pernis (Netherlands) and Rheinland (Germany) refineries to be two of Shell's five core Energy and Chemicals Parks. These Parks will serve growing customer demand for low-carbon solutions like biofuels, hydrogen, sustainable aviation fuels and CCS. Thomas will also oversee the growth of Shell's chemicals business in key European markets at Shell's Moerdijk Chemicals Park (Netherlands), as Shell shifts to supply more performance chemicals and meet customer need for sustainable and circular products. Thomas provides strategic oversight, leadership and accountability for safety, commercial business and operations results.

Before his current role, Thomas led Shell's chemicals business globally from 2019-2021, and this followed his position as Vice President Chemicals Americas, with responsibility for the Americas region of Shell's Chemicals business from 2017 to 2019. Thomas has extensive chemicals experience. He was part of Shell's Chemicals Leadership Team from June 2012 when he was appointed Vice President for Chemicals Operations where he had responsibility for supply, logistics, customer centres and HSSE. Thomas then became Vice President for Global Base Chemicals & New Business Development in February 2014.

Thomas joined Shell in 1996 after graduating from the University of Utrecht, Netherlands with a degree in Theoretical Physics. His first role was Retail Loyalty & Marketing Project Manager in Shell Netherlands. Subsequently, he held a variety of commercial, operational and marketing roles in the Retail business and in 2005, Thomas became the General Manager for the Dutch Retail Business. Before joining Chemicals, Thomas was General Manager, Retail Network Planning, with responsibility for strategy and planning for all Retail locations globally. He played a critical role in increasing Retail's ability to grow in markets such as China, India, Russia and Indonesia.

Thomas is married with two children. Although originally from the Netherlands, the family considers London (UK) home. He is a member of the Windsor Leadership Trust and plays an active role in the community through various roles in the Arts scene. He also plays competitive hockey, and has a passion for cooking and football.

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# CIUCIU CAROLINE

*CEO  
EPCA*



Caroline Ciuciu took up her role as EPCA Chief Executive Officer on January 1, 2017. Under her leadership, in close cooperation with the Board and advisory bodies, EPCA embarked on a transformation journey into the leading European ideas marketplace for the global petrochemical community.

Building upon the unparalleled reputation of the EPCA Annual Meetings, Caroline actively developed the second, programmatic pillar of the organisation. She launched a program portfolio connecting thought leadership and corporate sharpness to generate fresh ideas for a smarter and inclusive development of the sector. This includes the Digitisation in the Petrochemical Supply Chain, a series of research studies and events, in partnership with Vlerick Business School, and a multidimensional exploration of the Talent Management and Leadership, with the support of Accenture, EY and the Antwerp Management School.

Caroline's organizational overhaul includes rejuvenating the EPCA team, revisiting EPCA governance and redesigning its digital communications strategy. Prior to her current role, Caroline Ciuciu held several positions in government relations and regulatory affairs in France and Belgium. Her industry career started in 1998 with COGEMA/AREVA in France, followed by three years in FORATOM in Belgium. She then moved from the nuclear energy sector to metals and mining, joining ERAMET in Paris in 2007. In 2012 she became EU Public Affairs Director of Albemarle Europe and moved back to Belgium. Caroline graduated in International Private Law and Business Law at the University of Paris I Pantheon-Sorbonne.

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# CLERC VINCENT

*CEO  
MAERSK OCEAN AND  
LOGISTICS*



In December 2019, I was appointed CEO of Ocean & Logistics in Maersk holding the responsibility of leading an enterprise wide transformation to become the integrator of container logistics.

As a CEO, I am ultimately responsible for the organization's financial performance for the Ocean and Logistics segments, and I do so by focusing on my passion to engage with the organization and to serve our customers' needs as well as enabling our teams to move to a new digital world and create sustained value across the value chain.



# DONSION MARIE-JOSÉ

*CHIEF  
FINANCIAL OFFICER  
ARKEMA*



Born in 1971, Marie-José Donsion is a graduate of France's École supérieure de commerce de Paris (ESCP Europe).

Until 2018, she was Senior Vice-President Finance of Alstom and a member of its Executive Committee. Prior to this, she held a number of operational financial positions in Alstom's subsidiaries in France and around the world. Before joining Alstom, Marie-José Donsion began her career at Coopers & Lybrand where she worked in the audit division between 1994 and 1997.

Marie-José Donsion is currently Chief Financial Officer of Arkema since 1st June 2018.

# DUER JACOB

*PRESIDENT AND CEO  
ALLIANCE TO END  
PLASTIC WASTE*



Jacob Duer is the President and Chief Executive Officer of the Alliance to End Plastic Waste, a global non-profit organisation that was established in 2019 to help end plastic waste in the environment. Today, the Alliance has convened over 80 member companies, strategic allies and supporters representing global companies across the plastic value chain and organizations that share our vision.

By bringing together industry, government, civil society, development agencies and investors, Jacob is leading the Alliance's mission and strategic direction to invest a targeted \$1.5 billion over five years to develop, accelerate and scale solutions. The latter are focussed on integrated waste management systems and technologies, engaging communities and ultimately catalysing capital towards a circular economy.

Jacob has more than 20 years of experience with the United Nations, focusing on chemicals and waste management, environment and sustainable development. Currently based in Singapore, he has lived and worked with the United Nations in Austria, Senegal, Kenya and Switzerland.

# DURAND JEAN-MARC

*SENIOR VP REFINING  
BASE CHEMICALS EUROPE  
TOTALENERGIES*



Jean-Marc Durand began his career in 1996 as a process engineer during his national service at the Zeeland refinery in the Netherlands after an internship at La Mède refinery in France.

In 1998, he joined TotalEnergies' Technical Department in Normandy, France, before returning to the Zeeland refinery as Head of the Process Department.

He moved into the operation of refining units at the Feyzin refinery in France in 2005, then took over as Head of Operations at Donges, France, and Head of the economic group at the Antwerp complex in Belgium in 2013.

In 2017, he was appointed General Manager of the Lindsey refinery in the UK, where he led the site's modernization, and in 2020 he took over at the Grandpuits-Gargenville complex in France, shortly before the announcement of the project to convert the plant to a zero-crude site producing biofuels, biopolymers and recycled plastics.

In September 2021, he became Senior Vice President, Refining & Base Chemicals Europe, with a seat on the Management Committee of TotalEnergies' Refining & Chemicals segment.

Jean-Marc Durand holds degrees from the Ecole Nationale Supérieure de Chimie in Paris and IFP Energies Nouvelles.

# FABER EMMANUEL

*FORMER CHAIR  
AND CEO  
DANONE*



Founder of the One Planet Business for Biodiversity coalition.

Former co-Chair of the Consumer Goods Forum.

Former Chair and CEO of Danone.

# FITTERLING

## JIM

CHAIRMAN  
AND CEO  
DOW



Jim Fitterling is the chairman and chief executive officer of Dow, a global materials science company with 2020 sales of approximately \$39 billion.

He has played a key role in the company's transformation, from lower-margin, commodity businesses to one more deeply focused on higher-growth, consumer demand-driven markets that value innovation – with the goal of creating the most innovative, customer-centric, inclusive and sustainable materials science company in the world.

Fitterling was named chief executive officer-elect of Dow in March 2018, prior to becoming CEO in July 2018. He was elected chairman in April 2020. Before that he served as president and chief operating officer of Dow. From September 2017 through March 2019, he also served as chief operating officer for the Materials Science Division of DowDuPont, an \$86 billion holding company comprised of The Dow Chemical Company and DuPont, created with the intent to form independent, publicly traded companies in materials science, agriculture and specialty products sectors. On April 1, 2019, Dow separated from DowDuPont.

During his 35-year career at Dow, Fitterling has held leadership positions in many of the Company's business units, in corporate development and in business operations. In addition, he served as the business lead in Dow's successful launch of its next-generation sustainability goals. At his direction, in January 2019, Dow became a founding member of the Alliance to End Plastic Waste (AEPW), an initiative to accelerate efforts to drive innovation, provide much-needed resources, and take decisive action to put an end to plastic waste in the environment.

He joined Dow in 1984, two weeks after graduating from college, and has spent a third of his career in Asia. He earned his bachelor's degree in mechanical engineering from the University of Missouri - Columbia.

A passionate advocate for inclusion and diversity, Fitterling leads Dow's drive to diversify its global talent. He actively serves as Executive Sponsor of Dow's Global African Affinity Network and is widely recognized for his work supporting LGBT non-discrimination and LGBT+ workplace equality. In 2018, he was named #1 LGBT+ Executive on the "OUTstanding in Business" list published annually by INvolve. In 2021, he was inducted into the OUTstanding Hall of Fame. He joined the Out Leadership Global Advisory Board in 2019.

Fitterling serves on the Board of Directors for 3M. He also serves as the Vice Chair of the Board of Directors of the National Association of Manufacturers and Chair of the Board of Directors for the American Chemistry Council. In addition, he is a Trustee of the Herbert H. and Grace A. Dow Foundation; on the Board of Directors for the U.S.-China Business Council, Business Roundtable, and the Detroit Economic Club; and a member of the American Heart Association's CEO Roundtable, the Business Council, the U.S.-India Strategic Partnership Forum, the World Economic Forum's International Business Council, and the Dean's Engineering Advisory Council for the University of Missouri's College of Engineering.

In 2018, Fitterling received the College of Engineering Alumni Award from the Mizzou Alumni Association for professional accomplishments and service to the university. He was honored in 2017 by the American Institute of Chemical Engineers (AIChE) with the "Doing a World of Good" Medal, for his dedication to safety in engineering, his advocacy of diversity and inclusion in the workplace and his professional and personal commitment to mentorship, and was inducted in the Great Lakes Bay Region Junior Achievement Hall of Fame in 2016 for his business and community leadership.

Fitterling lives in Midland, Michigan, USA.

**DR. FRIESE**  
**JAN**  
*MANAGING DIRECTOR*  
*PARTNER*  
*BCG*



Jan Friese is a Managing Director and Partner at BCG and currently leading BCGs chemical sector in Europe.

He joined the firm after his PhD in organic chemistry and a postdoctoral stay at the Scripps Research Institute in La Jolla in 2003.

Jan has successfully executed more than 100 projects in commodity and specialty chemicals and has 18 years industry experience.

In his work, he supports chemicals- and life science clients on their strategic agenda, large scale transformations, application of advanced analytics to create more value e.g. in supply chain and helps them to define their approach towards a more sustainable setup.

Having graduated in science from the University of Edinburgh, Gina's career in petrochemicals spans the last 40+ years.

After a short period in biomedical research, she spent 10 years at Exxon Chemical in marketing, steam cracker operations, and shipping both in the UK and the Brussels international HQ.

During her time at Exxon she was a founding member of WISTA (Women In Shipping and Trading Association), with 5 industry friends. WISTA has since grown into a global organisation offering training, support and networking opportunities to women in the industry,

Having founded the trading and logistics company, Integra in 1989, most of her career has been in trading and supply chain. In addition to her Integra and related company board positions, Gina heads the EPCA TTLT board advisory committee, and sits on the board committees of the SCIC (Singapore), GPCA (Mid East), BTS Tankers Singapore, a charitable medical foundation in Europe, and two Asian based independent Family office Boards.

Gina is a regular speaker at conferences on shipping, logistics and petrochemicals for the main consulting companies. In Asia as part of her commitment to social welfare, training and education she talks and works with companies to develop strategies for social impact investing both at local start-up and government body levels. On a personal level, Gina is married with 2 university and post grad aged children. In her spare time she hopes to finally finish her diploma in fashion jewellery design and manufacturing at JDMIS in Singapore eventually, continues co- writing a book on Scottish social history in conjunction with the Scottish and Celtic history dept. of the University of Edinburgh.

**FYFFE**  
**GINA**

*CEO*  
*INTEGRA*  
*PETROCHEMICALS*  
*PTE LTD*



# HOEKSTRA EELCO

*CHAIRMAN & CEO  
ROYAL VOPAK*



Eelco Hoekstra joined the Executive Board of Royal Vopak in Rotterdam in 2010. He was appointed Chairman of the Executive Board & CEO as per the 1st of January 2011. He has over twenty five years of experience in the international tank storage industry. After joining Vopak in 2003, Mr Hoekstra took up the position of Managing Director of Vopak Horizon Fujairah in the United Arab Emirates. In 2005, he relocated to Buenos Aires, Argentina, where he assumed the position of President of Vopak Latin America. In 2008, he was appointed Division President of Vopak Asia in Singapore.

Mr Hoekstra holds a Master's in Economics from the Erasmus University in Rotterdam, The Netherlands. He is a member of the International Business Leaders' Advisory Council for the Mayor of Shanghai (IBLAC); a member of the Advisory Board of the Rotterdam School of Management; a member of the Advisory Board of the Erasmus Trust Fund Foundation; a member of the Executive Committee of the European Petrochemical Association (EPCA); and an active member of the World Economic Forum (WEF).

# JOHNSON KATE

*HEAD OF SUSTAINABILITY AND  
DECARBONISATION  
SHELL CHEMICALS AND PRODUCTS*



Kate Johnson was appointed General Manager Intermediates EUAF with effect from January 1st, 2017. Based in the Netherlands, she is accountable for the commercial delivery, and P&L, for a range of Chemical products in EUAF (Solvents, propylene oxide-related products, Ethylene Oxide, Styrene Monomer and Higher Olefins and Derivatives) with a team of about 100 people in a variety of commercial roles. The challenge in the role comes from the variety of markets as well as leading the community.

Kate joined Shell in the UK in 1986 after completing a chemistry degree. Her career in Shell has been largely in Chemicals - in commercial roles in different product lines, as well as in projects. Outside of Shell Chemicals, but within Shell, Kate has enjoyed stints in crude oil trading, Group Finance, procurement and the Shell bitumen and sulphur businesses.

She is recognized for driving performance and growth with an energizing and collaborative style with ability to quickly adapt to new situations and lead teams to respond. She is a challenging but caring leader who builds environment of trust.

She also has a passion for diversity - representing the Downstream Businesses in the Shell Netherlands executive committee for the Shell women's network as well as having been on the steering committee for D&I for the European Petrochemicals Association.

# KOHLPAINTNER CHRISTIAN

*CEO  
BRENNTAG SE*



Christian Kohlpaintner (nationality: German), born in 1963, joined Brenntag as a Member of the Management Board and Chief Executive Officer effective January 1, 2020.

The Ph.D. chemist has more than 25 years of management experience in the chemical industry. This includes international executive roles in both China and the US where he lived and worked for several years. Christian Kohlpaintner began his professional career at Hoechst, where he held various positions in Germany and the US. Afterwards he moved to Celanese, where he worked amongst others as Marketing Director and as Vice President for Innovations.

Between 2003 and 2009, Christian Kohlpaintner worked for Chemische Fabrik Budenheim, where his last position was CEO.

In 2009, he joined Clariant in Switzerland as a member of the Executive Committee where he was amongst others responsible for the growth-oriented business areas and the region of Asia.

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Julie is a Commercial Engineer from KULeuven and holds a master's degree in Financial Management from Vlerick Business School.

She has several years of experience as a business consultant at Arthur D Little, and business analyst at Barco.

She is active as a board member of the Belgian textile federation Fedustria, Textirama Foundation, and various educational institutes in Belgium. Julie's expertise lies in knowledge of fibres and sustainable yarns, as well as in circular product development projects.

# LIETAER JULIE

*FOUNDER  
ARIADNE INNOVATION  
CO-CEO  
EUROPEAN SPINNING  
GROUP  
AMBASSADOR  
FOR SUSTAINABLE  
TEXTILES*





## LÖFFLER MARC

*HEAD OF TECH SERVICE  
INTERNATIONAL PACKAGING  
MAUSER PACKAGING  
SOLUTIONS*

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## LORBEER CHANTAL

*ASSOCIATE PARTNER  
MCKINSEY & CO*



Chantal Lorbeer is an Associate Partner with McKinsey's Munich office. She is a core member of McKinsey's Chemicals & Agriculture Practice, with strong experience in strategy and growth transformations.

Chantal is leading McKinsey's perspective on strategic diligences & capital markets in chemicals, works mainly on strategy, growth transformations & M&A and drives Diversity and Inclusion topics within McKinsey and in the industry.

She is the founder of the Women in Chemicals roundtable and drives the roll-out of the Advancing Women Executives program to Europe.

Prior to joining McKinsey she worked as a project manager for the European Union. Chantal received her PhD in Chemistry from Ruhr-Universität Bochum, Germany and pursued a postdoc at Massachusetts Institute of Technology, Cambridge, USA.



## MICHELS HARTWIG

*PRESIDENT  
PETRO-  
CHEMICALS  
DIVISION  
BASF SE*

Hartwig Michels joined BASF in 1992 where he started his career in the Finance department. Having held senior managing positions in Controlling and Global Marketing in Germany and Singapore, he headed different global and regional business units. In 2008, he became President of BASF's Procurement.

Hartwig Michels was appointed President Region Europe & MEA in 2013 and assumed his current position as President Petrochemicals Division in 2017. He has a background in banking and studied Business Administration at the University of St. Gallen, Switzerland.

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## NETTESTAD INGJERD

*VP CORPORATE  
HR  
ODFJELL*



Ingerd Morland Nettetstad joined the global chemical tanker and terminals operator Odfjell SE, currently with 2294 employees, to lead HR as VP Corporate HR in October 2019. Odfjell Tankers currently operates a fleet of 80 chemical tankers that sail worldwide, while Odfjell Terminals is JV-partner in five tank terminals located in the US, Belgium, Korea, and China.

Ingerd Morland Nettetstad came from the oil and gas industry, where she was head of HR in Europe for Oceaneering and has previously held various managerial positions. She holds an M.S in Human Resources and Industrial Relations from the University of Minnesota, Carlson School of Management.

## NIBOER LAURA

*SPECIALIST BUSINESS MODEL  
INNOVATION – CIRCULAR ECONOMY  
SABIC*



Laura Nieboer is a Specialist Business Model Innovation in the Circular Economy team at SABIC. She works on the transition towards a circular plastics industry. Her focus lies with special projects, such as closed loop, and strategic development of new business models for SABIC.

Laura has a background in sustainable development, business, and sustainable entrepreneurship. She is an expert on the circular economy in the food and plastics industry.



# NOORDHOEK HEGT MARK

*CEO  
NXTPORT INTERNATIONAL BV*



Strong, inspiring and visionary executive with extensive experience in managing tank terminal operations in three continents. Proven track record in building highly motivated leadership teams, responsible for managing profitable turnarounds, start-ups and growth projects.

Strong analytical, strategic and innovative thinker with a focus on execution and professional attitude. Extensive oil, gas and chemical market knowledge. Passionate for entrepreneurship, innovation and people development.

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# REEM YAIR

*PARTNER  
EXTANTIA CAPITAL*



Yair is Co-founder & Partner at Extantia Capital, a climate first venture capital fund focused on deep decarbonisation technologies. We invest in exceptional climate-tech founders who build the next "Gigacorns", companies that are ultimately capable of saving in excess of 1Gt of CO2 emissions per year (2% of global emissions) and are also commercially viable with scalable business models.

Previously, Yair was Managing Director at Hasso Plattner Ventures and a cyber technology leader at Israel's Unit 8200. Yair holds a BSc. in Electrical Engineering from Technion/Israel, Executive MPA from Hertie/Germany, and AMP from Wharton/USA.

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# REIN HERNAN

*GLOBAL DIRECTOR  
HUMAN RESOURCES  
VOPAK*



# DIEDERIK SAMSOM

*HEAD OF CABINET  
FOR EXECUTIVE  
VICE-PRESIDENT  
EUROPEAN  
COMMISSION*



Diederik Maarten Samsom (born 10 July 1971) is a Dutch environmentalist and retired politician who led the Labour Party (Partij van de Arbeid PvdA) from 2012 to 2016.

Since November 2019, Diederik Samsom is Head of Cabinet for Executive Vice-President of the European Commission, Frans Timmermans.

Elected to the House of Representatives between 30 January 2003 and 14 December 2016, he was elected PvdA parliamentary leader as well as party leader on 16 March 2012. Before his election to the House of Representatives, he was CEO of a green energy company and a campaigner for Greenpeace Netherlands.

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# DR. SCHÄFER KLAUS

*CTO  
COVESTRO*



Dr. Klaus Schäfer has been the Chief Technology Officer of Covestro since 2015. He is responsible for the areas Process Technology, Engineering, HSE and Procurement and coordinates the global production network of Covestro.

Before being appointed to the Board of Management of Covestro AG, Dr. Schäfer was Head of Production and Technology in the Polyurethanes Division, Country Representative in China for the predecessor company Bayer Material Science and Managing Director of the German site operator Currenta. Before that, Dr. Schäfer worked for Erdölchemie in Cologne and BP in Grangemouth, Scotland.

At the beginning of 2019, Dr. Schäfer took over as chair of DECHEMA e.V. and in 2020 was appointed to Germany's National Hydrogen Council. Besides this, he chairs the Energy, Climate Protection and Raw Materials Committee of the German Chemical Industry Association and is a member of the Executive Committee of the German Energy and Power Industry Association.

Dr. Schäfer was born in Brühl, Germany, in 1962 and gained a PhD in physics from Cologne University.

# VANDERMEIREN JACQUES

*CEO  
PORT OF ANTWERP*



Jacques Vandermeiren is the current CEO of the Antwerp Port Authority (from January 2017). Before joining the Port Authority he was active at Elia, the network operator and listed company, where he held various management positions since joining it in 2001 and became CEO in 2012.

Vandermeiren has occupied various directorships with among others Febeg (Federation of Belgian Energy Companies) and the Federation of Belgian Enterprises. He is currently an active board member of the dataplatform NxtPort, Kunsthuis Opera Ballet Vlaanderen and the Belgian coffee brand Vascobelo. He is also co-founder, and since May 2018 Chairman, of the Belgian sustainability platform The Shift, as well as co-investor in Qpinch, which generates energy from waste heat.

Vandermeiren graduated as Master of Laws, a qualification which he later supplemented with a master's in European Studies, a middle management course with Vlerick Business School and an "advanced management Program INSEAD". He is married to Barbara Baeckelmans, with whom he has three children. He lives in Antwerp.

# VEREECKE ANN

*PROFESSOR AND PARTNER  
VLERICK BUSINESS SCHOOL*



Professor Ann Vereecke is Professor and partner at Vlerick Business School, and Professor at Ghent University. She has been Faculty Dean of Vlerick Business School from 2008 till 2018. She graduated as an engineer at Ghent University, and has obtained her PhD at Ghent University in 1997, having been a visiting PhD candidate in INSEAD (France).

Ann teaches Operations and Supply Chain Management in the MBA, Master and executive programmes at Vlerick Business School. She is actively involved in executive teaching and in research projects for a broad range of companies in many industries. She has been visiting Professor in Operations Management at Rotterdam School of Management.

She has served on the board of POMS (the US-based Production and Operations management society) and has been president of EurOMA (European Operations Management Association) and Vice President of VIL (Flanders Institute for Logistics). She currently serves on the board of the food company Ter Beke, Picanol Group and of North Sea Port.

Her main interests are Supply Chain Management and manufacturing strategy, in particular international manufacturing strategy. She has published several articles in these areas.

# VERSTRAETEN DIRK

*SENIOR EXPERT  
LOGISTICS  
COVESTRO  
DEUTSCHLAND AG*



Dirk Verstraeten is an established logistics specialist in both operations and procurement in the chemical environment. Over a 30-year long career at Covestro, Dirk held several positions in logistics and procurement. He is currently Director Global Logistic Procurement.

Dirk has a bachelor in Logistics and a Master in Business Administration and Management.

A long-time member of the EPCA Supply Chain Program Committee, Dirk is the SCPC Chairperson since 2018, driving further the committee on its digital and circularity journey.

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Loic joined ExxonMobil in 1990 and is currently the Senior Vice President of Performance Derivatives, where he leads ExxonMobil Chemical Company's Global Business Units that deliver value to customers with today's and tomorrow's solutions. His portfolio spans the company's polyolefins, plastomers, specialty elastomers, butyl, intermediates, adhesives, and the synthetics global businesses, each of which presents a myriad of touchpoints with agriculture, hygiene, medical, automotive, tire, industrial, packaging, and construction sectors.

Loic also leads EMCC's digital innovation, new business incubation, and advanced plastic recycling ventures around the world.

Prior to assuming this role, Loic held leadership positions in manufacturing, sales, and corporate strategy across ExxonMobil Chemical and ExxonMobil Fuels and Lubricants companies. As Senior Vice President of Global Fuels, Loic was responsible for ExxonMobil's fuels value chain from crude acquisition to midstream and refining economics to retail operations.

Loic is a board and executive committee member of the Greater Houston Partnership. A native of France, Loic is married with one child and enjoys traveling and golf. He currently resides in Spring, Texas.

# VIVIER LOIC

*SENIOR VP,  
PERFORMANCE  
DERIVATIVES  
EXXONMOBIL CHEMICAL  
COMPANY*



# WODJERECK KATJA

COMMERCIAL  
DIRECTOR EMEA  
DOW



Katja Wodjereck serves as Commercial Director for Europe, Middle East, Africa and India for Dow Industrial Solutions. She is accountable for the long-term strategy and the regional P&L of a \$ 1,2 billion industry-leading portfolio that offers a wide range of products and services that enables more sustainable manufacturing, consumer and energy solutions. She was appointed into her current role in August 2018.

Wodjereck joined Dow at the end of 2001. During her 19-year career with Dow, she has held several leadership positions in commercial, asset management and marketing across various businesses and market segments including Packaging & Specialty Plastics, Energy and Microbial, Oil, Gas & Mining and lately Industrial Solutions, besides international assignments in Latin America and corporate leadership positions as director of Dow Antwerp, Belgium.

Wodjereck graduated in International Business Management from the University of Applied Sciences Trier, Germany and Universidad Viña del Mar, Chile and holds an MBA from the Dow Northwood Executive MBA program.

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# HELMSTAEDT KARIN

MODERATOR



Karin Helmstaedt is a Canadian-born journalist, moderator, and TV host based in Berlin. She studied in Toronto, Montreal and Paris, and embarked on her journalistic career in sports, writing for newspapers and magazines before making the move into broadcasting.

Since 1999 she's been one of the most constant faces on Germany's foreign broadcaster Deutsche Welle, presenting a variety of news and culture magazine formats as well as special live events. She currently anchors DW's Arts & Culture news in English. Fluent in three languages, Karin is also a sought-after moderator and consultant for conferences and events around Europe, with experience in a growing range of sectors including communications, civil protection, rail transport & logistics, raw materials, petrochemicals and plastics.

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