Annual Report 2015/16

Advocacy for innovation and contemporary regulation
The national voice of the hygiene, cosmetic and specialty products industry

Mission
Providing indispensable membership services to facilitate growth and productivity for a globally competitive industry

Values
Respected, credible, honest, influential, science and evidence-based

This Annual Report covers the period 1 May 2015 - 30 April 2016
“Accord Members make a significant contribution to the Australian economy”

Accord is the respected voice of a dynamic industry. Our Member companies are leading businesses ranging from large multinational firms to smaller Australian-owned enterprises; local manufacturers to product importers.

Our valued Associate Members are companies who provide specific services and expertise for our industry.

Accord Members make a significant contribution to the Australian economy, employing over 15,000 full time equivalent positions, operating over 180 offices and over 60 manufacturing/formulating sites around Australia. Product sales are approximately $10 billion at retail level and 80% of Members export product.

Accord Members are committed to manufacturing. 55% of Members have manufacturing/formulating sites in Australia and over 50% support local manufacturing through use of Australian contract manufacturers.

In addition, Accord Members are innovative, with 55% investing in local research and development.

16% of Members operate as micro/small enterprises, 64% as medium enterprises and 20% as large enterprises.

All this despite the high level of regulatory oversight imposed on our industry. As well as all needing to comply with federal regulations administered by ACCC and NMI, there are five major chemical-specific product/ingredient regulators in Australia: over 94% of members have dealings with NICNAS over 71% have dealings with the TGA, and many Members also come under the jurisdiction of the APVMA, Biosecurity Australia and FSANZ.

On top of this are state & territory regulatory requirements e.g. relating to the environment, transport, and workplace health & safety.

Results from Accord Industry Size & Scale Survey 2016

Products for healthy living and a quality lifestyle

Our industry’s products are essential for everyday living.

Each day across the nation in homes, public places, commercial premises, institutions, industry and agriculture, our industry delivers effective solutions that promote health, and add value, convenience and comfort to daily life.

In some cases, products become experiences inextricably linked to aspects of life and identity.

Our industry spans the full range of formulated products: cleaning and hygiene products, disinfectants, personal care products, cosmetics, sunscreens, perfumes & fragrances, oral hygiene products, adhesives, sealants and protectants.

These products play integral roles in:

- Safeguarding public health – Maintaining essential standards of hygiene and sanitation in institutions, hospitality, manufacturing and agriculture
- Promoting personal wellbeing – Helping us to look and feel our best, as well as providing opportunities for self-expression, individuality and pampering
- Keeping the wheels of commerce and industry turning – Fulfilling specialised applications in institutions, industry, manufacturing and agriculture

All these benefits are essential to safe, healthy living and maintaining a quality lifestyle.

Maintaining comfortable homes – Enabling us to keep our everyday surroundings clean and comfortable, making the home a relaxing place to unwind or to welcome and entertain guests

Enhancing quality of life – Giving us greater personal freedom through innovative time- and effort-saving technologies

Boosting confidence and emotional wellbeing – Assisting us to look and feel our best, as well as providing opportunities for self-expression, individuality and pampering

About our Industry

Accord Annual Report 2015-16
**advocacy strategy**

**Goal:** to operate as a highly performing, responsive, communicative and well connected team (locally and internationally) capable of efficiently delivering the industry’s goals

Accord is recognised as the peak representative body for formulated products. We have built a prominent profile with stakeholders and influencers in government, bureaucracy, the media and in industry. Accord is viewed as our industry’s leader in local consultative processes, and as a policy ‘solutions provider’ in the pursuit of common, uniting objectives that create a strong business environment for our Members.

Our reputation and influence are the fruit of sound governance, strategic foresight, and strong emphasis on indispensable Member services over many years. A dynamic team of business professionals and a committed board of directors lead Accord. But our great strength is also in the support and engagement of our Member companies – annual growth in membership and the ongoing commitment of many long-term Members underpins, and is testament to, all that Accord achieves and provides by way of value-add to companies.

**regulation strategy**

**goal:** achieve minimum effective and internationally aligned regulation with no barriers to trade

**innovation strategy**

**goal:** promote the opportunities for technology and science to enhance the reputation of industry as an innovative solutions provider, enabling increased growth and investment

**member companies**
The document contains information about Accord's activities and achievements in the cosmetics and related industries. It highlights Accord's engagement with industry, governments, policy makers, and other stakeholders to promote science-based regulation and address inaccuracies in media coverage. Key points include:

- Accord's efforts to influence policy through representation on Standard Australia committees, participation in forums hosted by federal Health and Industry ministers, and involvement in the high-profile Health/Industry opposition bench.
- The development and release of media statements addressing common myths and misconceptions about the cosmetics industry.
- Accord's advocacy for regulatory reform, including the removal of cosmetic products and ingredients from certain categories and standards.
- Collaborative work with other organizations and international networks to promote innovation and best practices.

This document serves as a record of Accord's ongoing commitment to ensuring accurate and evidence-based regulation for the cosmetics industry, and its efforts to collaborate with other stakeholders to achieve this goal.
Goal: to achieve minimum effective and internationally aligned regulation with no barriers to trade.

Accord is instrumental in pushing forward a range of reform measures for the benefit of all Members, for Australian consumers and for the economy.

Our industry is burdened by overly complex, nationally inconsistent and poorly designed regulation that is often out of step with other advanced economies. Our key priority is to pursue reformed, lighter touch regulatory systems, achieving:

- Lower cost regulation
- Internationally aligned regulation
- Greater innovation, trade and investment opportunities for industry
- Greater range of products, ingredients and technologies available in Australia
- Faster time to market
- Greater flexibility and certainty in product claims

We ensure industry’s voice is heard through active involvement in regulatory consultation, decision-making and national policy development.

We adopt a principled, evidence-based approach to our inputs and representation, harnessing local industry partnerships and relationships with key policy and decision-makers to achieve a business environment with minimum, effective regulation. We also promote adoption of the Australian Government Guide to Regulation and Accepting Trusted International Standards policy, which aims to reduce the regulatory burden on industry by removing unnecessary red tape and promote innovation, trade and investment.
regulation strategy

It would be an understatement to say it has been a busy year in regulatory reform for our sector. The impact of regulatory reform on our industry is currently being felt. These include reform of industrial chemicals regulation, implementation of the National Industrial Chemicals Notification and Assessment Scheme (NICNAS) and the Council of Australian Governments (COAG) Chemicals Scheme. We have been working with stakeholders to develop a fundamental change to our current regulatory system, taking into account the results of a substantial feasibility study (FTC Study on Market Regulation). The COAG reviews, in particular, have been fundamental to changes in cosmetics regulation, both in Australia and internationally. The COAG review process is providing a timely opportunity for the regulator and the industry to work together to deliver a truly effective system.

COAG Review of industrial chemicals regulation

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The first COAG review relating to cosmetics was an assessment of industrial chemicals in recognition that the current regulatory system, including the Australian Government’s NICNAS, is too burdensome, and implementing a more effective and streamlined system could support industry growth and sustainability.

We have received two submissions and participated in 11 meetings relating to the TGA Review and Therapeutic Goods category. We have also provided specific comments regarding non-therapeutic and non-agvet products.

For our Members, the most significant progress against our ‘7-point Implementation/Regulatory Strategy’ agenda are: 

- The COAG review of industrial chemicals regulation.
- The TGA review of the therapeutic goods framework.
- The ACC metastudy on sunscreen reform.
- The ACC study on domestic and consumer product safety.
- The ACC environmental and water safety strategy.
- The ACC water supply and wastewater strategy.
- The ACC global advocacy and communications.
- The ACC chemical sustainability strategy.

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innovation strategy

Goal: to promote the opportunities for technology and science to enhance the reputation of industry as an innovative solutions provider, enabling increased growth and investment.

Accord proactively develops initiatives and resources that promote our industry’s commitment to sustainable innovation in the development of products essential to safe, healthy living and maintaining a quality lifestyle.

Our initiatives promote best practice and public awareness of the positive social, environmental and economic contribution of our industry and its products. These include community programs, public information resources along with industry codes and guidelines.

We also help facilitate our Member companies to expand their innovation potential, productivity and growth through a suite of tailored opportunities, partners and resources. Still in the initial stages of development, this will include unique or facilitated access to opportunities, information, services and experts in innovation, with a particular focus on small to medium Australian manufacturers.
innovation strategy

Sustainability Charter

Accord’s Sustainability Charter articulates our sustainability mission, vision and principles.

Mission

To promote and coordinate a range of sustainability initiatives on behalf of the industry.

Vision

To be leaders in production and supply of hygiene, cosmetic and specialty products, our products for use across consumer, commercial and industrial applications.

Principles

Economic progress: To promote and coordinate a range of sustainability initiatives on behalf of the industry.

Encouraging a voluntary, whole-of-business ethos and practices; generating tangible measures of improved environmental impacts, social and economic progress; and effectively communicating our industry’s essential role in protecting and promoting the health and wellbeing of Australians and our environment.

Sustainable procurement organisations EcoBuy and Sustainable Choice NSW accept Recognised accreditation as evidence towards product listing on their respective databases.

Recognised is a unique and unique Accord endorsed initiative that identifies environmentally preferable commercial cleaning products.

What’s in it? Provides consumers with ingredient information on all-to-choice and enhance confidence in households products, leading companies have embraced “What’s in it”.

Industry codes & guidelines

Industry Codes and Guidelines all help ensure industry-wide best practice or evidence-based information on the vital role of the cleaning industry in preventing and controlling infection and illness throughout our community.

Look Good Feel Better

An initiative of the Australian cosmetic industry, Look Good Feel Better creates ongoing essential services that are dedicated to improving the wellbeing and confidence of people undergoing cancer treatment.

Responsible Supplier Checklist

The valuable sustainable purchasing list for Members is based upon an ideal behaviour model and covers potential purchasing impacts under six key “Checkpoints”.

Phosphorus Standard

Accord’s national Phosphorus Standard has formed part of the laundry industry’s contribution to protecting Australian waterways since 1964, establishing sector-wide benchmarks for phosphorus content in household laundry detergents.

Look Feel Better

An initiative of the Australian cosmetic industry, Look Good Feel Better creates ongoing essential services that are dedicated to improving the wellbeing and confidence of people undergoing cancer treatment.

Watch this space!
“We are a resilient industry that looks to the future with optimism”

Innovation and a commitment to excellence are the glue that bind our industry together, despite continued Government policy setbacks.

In my message to members last year, it was my pleasure to reflect on the ten years of effort and achievement that followed the launch of Accord on 7 April 2005. Cataloguing Accord’s many profile building activities and stewardship initiatives highlighted one critical element instrumental in this success: the cohesion of our diverse and forward looking membership.

Ours is a relatively resilient industry, a fact borne out by our ability to stand on our own two feet compared to other industries that have, until recent policy changes, relied heavily on government handouts.

There will always be a place for products that make life easier, safer and more enjoyable. And that is exactly what our industry’s countless hygiene and cosmetic products do. Where would we all be without products we use every day for grooming and self-expression like soap, shampoo, deodorants, fragrance and beauty products?

Our industry has a future not just because our products are essential for the lifestyle we often take for granted, but also because we are an industry that looks to the future. By being forward looking, industry members identify and understand the evolving nature of our industry and supports an industry sector where businesses, investment, innovation and employment can flourish.

We are fortunate to operate in a vibrant industry sector and, while we share the same day to day challenges all businesses have, it is disappointing that we still have the added burden of poorly designed government-imposed regulations, and in particular the poorly designed regulation which leads to over-regulation of low-risk products.

Good examples of this over-regulation of low-risk products in the Australian regulatory system include:
- treating low-risk cosmetic products as if they are dangerous industrial chemicals,
- treating sunscreens as if they are medicines for oral or injectable use,
- treating sanitisers for use on dairy farms as if they are hazardous pesticides,
- failing to appropriately recognise products and ingredients approved by advanced nation regulators which should be considered as meeting trusted international standards, and,
- imposing unique and often unjustified Australian-only standards and rules, which are out of step with other advanced nations.

Facing these challenges, and reflecting the forward looking nature of our industry, the Accord board has approved a new Accord Strategic Plan. The new plan builds on Accord’s successful strategic platforms of the past, accounts for the evolving nature of our industry and supports an industry sector where businesses, investment, innovation and employment can flourish.

Our strategic plan focuses on:
- Accord’s core role as an effective industry advocate,
- our industry’s strong commitment to innovation in all its forms, including sustainability, and,
- the need to reduce the burden of costly and poorly targeted regulation.

As we all know, innovation is the key to growth and continued success. The blogger Jamie Notter said that “Innovation is change that unlocks new value”. Unlocking new value or unlocking growth could be a theme our governments also embrace as they consider new policies to improve the Australian regulatory system.

It is encouraging that, in the example of Uber ride sharing, governments can modify regulations to enable this innovative business model to flourish, quite quickly, yet disappointing that it can be so difficult to change regulations to stop treating low-risk products as if they are medicines or industrial chemicals.

Details about the new strategic plan and activities can be found throughout this annual report, as can information about our achievements over the last year.

Accord continues to engage constructively with regulators and meet reasonable and scientifically supported demands for product improvement or new industry programs. For example, as a responsible and responsive industry we have worked closely with regulators to address concerns about plastic microbeads in skin exfoliating products and wipe products blocking sewers in the past year.

As a parting word I would like to express our industry’s sincere hope for a return to stability and maturity in Australian politics and government. Transformative change and innovative ideas are needed and it is a concern that we have not had a steady hand on the tiller of government, calmly implementing nation-building policies. Five Prime Ministers in five years does not help build business and consumer confidence. A return to considered policy and stronger ministerial oversight of Australia’s regulatory agencies is a sincere wish.

I would like to express my thanks, once again, to my fellow board directors, the hard working Accord secretariat and especially those members who are actively engaged in our various committees and industry working groups. We have plenty of work ahead of us and our success is only made possible by the ongoing support and engagement of our member companies. Thank you all.

Chris Pedersen
Chairman, Accord Australasia
April 2016
How can we get regulatory reform, and particularly that of ‘industrial chemicals’, back on track for low-risk cosmetic, household and specialty products?

Australian consumers are extremely savvy and in constant search of improved products and technologies which will enhance their daily lives. As too are the local businesses our commercial sector serves.

The very essence of our industry is therefore driven by innovation. And so for our consumers and businesses alike, we need to be better linked globally. It is critical that local regulation becomes better aligned to these realities.

And while this is happening in some quarters (such as our product based pre-market regulatory systems, albeit slowly), it is disappointingly absent in ‘industrial chemicals’ reform.

As far back as 2008, the Productivity Commission provided the federal government with a landmark research study recommending major policy changes for streamlining Australia’s overly complex system of chemical-based product regulation.

But unfortunately, the industry has struggled with years of delay and frustration with a system that today remains out-of-step with that of our major trading partners and other advanced markets like the European Union and the USA.

In the May 2015 Federal Budget we finally saw concerted action to commence more meaningful industrial chemical regulatory reform.

A ‘bitter sweet’ pill given the significant upfront cost – without any advance warning, industry was asked to fund the reform implementation to the tune of $12.4M over seven years, and as a result, regulator fees increased 25 percent.

Reservations were somewhat offset with firm and welcome commitments given by responsible ministers to deliver cost, time and effort savings for industry, especially for low-risk products like those of our industry. As well as support for innovation and quick introduction of new products.

“The National Industrial Chemicals Notification and Assessment Scheme (NICNAS) will move to a more proportionate risk-based framework to assess industrial chemicals, including chemicals imported into Australia,” Minister Nash said in her 26 May 2015 media statement. And most significantly she spoke of significant benefits for businesses: “Simplifying this process is expected to save business around $23 million a year and benefit all sorts of companies – from cosmetics manufacturers to products (sic) making household cleaning products. The changes will spur increased competition and innovation in the sector.”

Likewise, Assistant Minister Hendy in a parliamentary statement tabled for him in the Senate on 12 November 2015: “We’re implementing a more proportionate risk-based framework to assess industrial chemicals whilst maintaining safety standards. This means low risk industrial chemicals will get to market faster, allowing companies like cosmetics manufacturers to create new products as well as safer versions of existing products.”

Essential policy commitments such as these, which focus on reducing regulatory complexity and cost burdens, were greatly welcomed by the industry.

As too was the launch of the National Innovation and Science Agenda by Prime Minister Turnbull and Industry Minister Pyne, which recognises again the negative impact of red-tape and need for reduced duplication and/or unnecessary re-assessment locally, reiterating the government’s previously endorsed Accepting Trusted International Standards policy principle – a policy the industrial chemical reforms seem intent on ignoring.

The concerns expressed locally have also been supported by Accord’s international sister associations from the EU, North America and New Zealand.

Global standards are the way of the world now. Accord is active on a variety of committees inputting into International Standards Organisation (ISO) standards. These range from standards for cosmetics, sunscreen products and wipes suitable for toilet flushing.

Accord is also a major contributor to Australia’s input into the APEC Chemical Dialogue. Consistent global approaches also continue to put our industry at the vanguard for progressive action for consumers, safety and the environment with programs like: the ‘What’s in it?’ household cleaning products ingredient disclosure initiative; the furphies.org.au website and our support for a phase out in Australia of plastic microbeads in wash off products.

What concerns industry regulatory experts most are four flaws with the proposals released thus far:

1. The ‘reformed’ assessment approach is overly complex and uses technical thresholds and end-points that are often inconsistent with those used by leading overseas regulators.

2. Presumptions about exposure that unduly elevate low-risk products like cosmetics and mild household cleaners to higher level assessment based on their daily use, and not actual chemical hazard. High exposure only equals high risk if the chemical is hazardous, a fact the reforms in their current state appear to neglect.

3. Very little recognition is given to the fact that thousands of chemicals which would be considered ‘new’ to NICNAS may have been in use in other advanced markets for many years now.

4. Many of these chemical ingredients would have passed overseas regulator assessment system approval making them candidates for the government’s Accepting Trusted International Standards policy principle – a policy the industrial chemical reforms seem intent on ignoring.

The concerns expressed locally have also been supported by Accord’s international sister associations from the EU, North America and New Zealand.

Keeping in mind this globalisation of standards and industry approaches, plus the fact that Accord members are both importers of products as well as exporters of locally made products, one of the biggest failings of recent reforms potentially relates to low-risk cosmetic products.

Uniquely regulating cosmetics as ‘industrial chemicals’ stands in the way of innovation, exports and ready availability of the latest global products for Australian consumers. It is totally out of step with the regulatory approach of other advanced nations like the USA and EU, as well as our regional counterparts and key trading partners.

That’s why Accord commissioned an independent policy review looking at better policy options for regulating cosmetics in Australia which has now been submitted for further policy discussion.

Without proper policy consideration of such alternatives to better align regulation of everyday, lower risk household and cosmetic products with global realities, instead of treating them as ‘industrial chemicals’, there seems little likelihood that a more proportionate regulatory system with the anticipated efficiencies and opportunities will be realised.

So how can we get the reforms back on track? We need greater political stability, stronger policy oversight and more mature risk-proportionate consideration and implementation of reform options which fundamentally recognises our global environment, and enables industry to embrace innovation, growth and investment with confidence.

Any lesser outcome would be a tragic end for such a resource intensive process, one that industry and other stakeholders have invested so heavily in (both in time and money), and which commenced with such enthusiasm and hope now a decade ago.

Bronwyn Capanna
Executive Director, Accord Australasia
April 2016

from the executive director
**Accord Annual Report 2015-16**

**events**

**Accord Industry Briefing and AGM**

*Hosted by: TressCox Lawyers, Sydney*

With a focus on the economy and accessing overseas markets, presenters were Peter Jolly (Head of Global Research, National Australia Bank), Nathan Ruff (Commercial Director, MarketEngine) and John Carvin (National Business Manager, NSW Business Chamber).

**Accord Cleaning & Hygiene Conference**

*Green Chemical Futures, Monash University, Melbourne & KPMG, Melbourne*

Accord thanks Monash University Chemistry and our valued Associate Member KPMG for providing their facilities; Silver Sponsors Ecolab, and Novozymes, Bronze Sponsor Thor; and our Supporters True Blue Chemicals, D-Labs and Huntsman for their generous support of this event.

**Canberra Day**

*Parliament House & QT Hotel, Canberra*

There was excellent attendance at Accord’s annual Canberra Day. Commemoring on the evening of 12 August, attendees had the opportunity to tour Parliament House and stay for networking over drinks and canapes. We were pleased to host host current members of Federal Government, political advisors, senior Public Service officials, colleagues from sister industry associations and many Accord Members.

Canberra Day continued on Thursday 13 August with Accord’s policy seminar and networking lunch. The theme, as in previous years, was re-balancing the Australian regulatory system so that it better supports innovation and investment within our industry.

To open the event, Accord was pleased to welcome Parliamentary Secretary to the Prime Minister, the Hon Christian Porter MP who spoke on Progressing the Abbott Government’s Deregulation Agenda.

Presenters at the policy seminar were Kate Carnell AO (CEO, ACCI), Adjunct Prof John Sternert (Deputy Secretary, Regulatory Services Group, Dept of Health), Karenia Arthy (CEO APVMA), Dr Mark Burgman (MD, Centre for Excellence for Biosecurity Risk Analysis and Uni. of Melbourne), Anthea Long (Director Mutual Recognition Schemes Study, PC) and Peter Chesworth (First Assistant Secretary, Sectoral Growth Policy, Dept. of Industry & Science).

**Dream Ball**

*The Big Top, Luna Park*

Again a huge success, Dream Ball raised over $400,000 for Look Good Feel Better, including sponsorships of a record breaking 112 workmates.

This glamorous event featured Kerri-Anne Kennerley as Master of Ceremonies, performances from Anthony Callea and Tim Campbell and a moving speech by special guest Troy Henricks on the positive impact of Look Good Feel Better on his late wife Courtney and his family.

Thank you to all companies and guests for their generous support.

**thank you**

Always critical to our success is the great commitment and effort shown by our Members and service partners. Of these, the following deserve special mention.

On behalf of all members, thanks go to the executive and finance members of our board of directors.

**Chris Pedersen** (Colgate-Palmolive and Accord Chairman),

**Ceryn Little** (Estée-Lauder, Accord Vice-Chairman),

**Peter Keech** (Tasman Chemicals, Accord Vice-Chairman),

**David Brown** (Panamax, Accord Finance Director),

**Clayton Bartholomeusz** (Beiersdorf) and

**Greg Whiteley** (Whiteley Corporation).

Accord is again indebted to the following for their dedicated contributions during 2015-16:

**David Blakeley** (Chanel) as Chair of the Cancer Patients Foundation, the administering body for Look Good Feel Better.

Garth Phillips (Wedding Lunches and Event Hire), for again generously giving his time and expertise as Dream Ball Creative Director.

Members of the Accord Regulatory Affairs Committee:

**Kiran Raval** (Amway), **Mandy Kerr** (Avon), **Ken Lee** (Beiersdorf), **Andrea Powell** (Chemshell), **Clare Martin** (Clare Martin & Associates), **Alf Ozl Ali** (Chemo), **Christine Wasiowych** (Colgate-Palmolive), **Dr Mike Tichon** (Competitive Advantage), **Uma Adhar** (Ecolab), **Glenn Berg** (Edgewell Personal Care), **Annabel White** (Kinetex Cosmetics), **Dr Graeme Hely** (Engel, Helyer & Partners), **John Koppel** (Estee Lauder), **Catherine Capper** and **Van Le** (GlassSmithHire), **Flor Sansano** (Nova Pharmaceuticals), **Temi Stavroulaouis** (Johnson & Johnson Pacific), **Samantha Hass** (L’Oreal), **Dr Marilyn Katri** and **Kyras Ramirez** (Procter & Gamble), **Meagan Clarke** (PZ Cussons), **Kathy Nolan** and **Amanda Baker** (Peckett & Benckiser), **Joan Abrahamse** (SC Johnson & Son), **Mandi Godden** (Sereno Consulting), **Kevin Roden** (Thor), **Phillip Tudor** (ThudorChem), **Julie Newlands** and **Jennifer Hughes** (Unilever), and **Ed Wrightson** (Whiteley Corporation).

For specific export or technical assistance (other than listed above): **Graham Hättfield** (Castle Chemicals), **Peter Rich** (Ecolab), **Jennifer Rempe** (Edgewell Personal Care), **Margaret Richards** and **Miitza Saitzky** (Johnson & Johnson Pacific), **Neil Richards** and **Jacqueline Fegen-McGeachie** (Kimberly-Clark), **Paul Juricsck** (Sopura) and **Rianna Goodwin** (True Blue Chemicals).

We also thank our many colleagues at our international sister associations for their open dialogue and assistance on key issues, and in particular **Shannon Coombs** (Canadian Consumer Specialty Products Association) for presenting at our 2015 Cleaning & Hygiene Conference. Also thanks to colleagues from the Australian Chamber of Commerce and Industry for their help and support.

Accord again gratefully acknowledges the generous support of our Associate members: **Ident**, for designing the beautiful Dream Ball collateral and for the ongoing provision of updated images and materials; and **TressCox Lawyers**, for donating their time and expertise on many legal matters.

We also acknowledge the Look Good Feel Better national team of **Shannon Coombs** (National Manager), **Maya Zahrant** (PR & Communications Manager), **Connalith N Raittertaig** (Accounts & Admin Officer), **Nicole Jervis** (Fundraising Manager) and **Vanessa Gambin** (Program Coordinator).

**farewell**

We said goodbye and best wishes to a number of valued association and industry colleagues during 2015-16.

Sincere thanks to resigning Board Director **Rory Graton** (PZ Cussons), and long-time contributor on both the Regulatory Affairs and I&I Executive Committees **Patrick Adele** (Albright & Wilson), and long-time contributor on the Regulatory Affairs Committee **Margaret Richards** (Johnson & Johnson).

We also farewell and thank **Alison Matthews**, Look Good Feel Better Volunteer Manager.

And thank you to former Accord colleagues **Dr Julija Filipovska** (Regulatory & Technical Policy Adviser – temporary), **Grace Gonzaga** (Education & Sustainability Manager – temporary) and **Steven Grasion** (Senior Administration Officer) for all their efforts as part of the Secretariat team.

We wish you all the very best in your future endeavours.