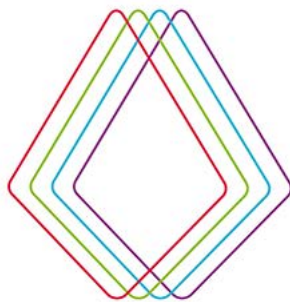


Safety and Quality Culture Excellence

Campden BRI's 8th Annual Seminar



CULTURE
EXCELLENCE

White paper

Talking Safety and Quality Culture Excellence at Campden BRI's 8th Annual Seminar

Virtual seminar 13 and 14 December 2022

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Contents

CULTURE AND ENVIRONMENTAL SUSTAINABILITY	6
Update: Culture Excellence/Taylor Shannon International (TSI) - Building a culture of environmental sustainability	7
Kerry: Case Study	9
Mahou San Miguel: Case Study	11
ACTIVITIES TO KEEP THINGS TOP OF MIND THROUGHOUT THE YEAR AND ACROSS THE WHOLE BUSINESS INCLUDING FOOD SAFETY DAY/WEEK	15
Dunbia (A Division of Dawn Meats): Case Study	16
Hilton Foods: Case Study	18
Lamb Weston: Case Study	20
GLOBAL AND SUPPLY CHAIN PERSPECTIVES AND UPDATES	26
Update: Codex Alimentarius	27
Update: SSAFE	29
Update: BRCGS update on BRCGS Global Standard for Food Safety Issue 9 and how companies have been dealing with the culture requirements SSAFE	32
Update: Culture Excellence/Taylor Shannon International (TSI) – New developments	34
CULTURE AND CORPORATE RISK MANAGEMENT	36
Grant Thornton LLP (Corporate Finance and Performance): Case Study	37
Instinctif Partners (Brand Reputation): Case Study	40
Partners& (Insurance Broking and Risk Management): Case Study	42
Update: Cultural due diligence in mergers and acquisitions	44
Campden BRI BowTie: Effective risk management and communication tool	46
HOW TO MANAGE DIFFERENCES IN NATIONAL CULTURES AND THEIR IMPACT ON CULTURE	50
McDonald's: Case Study	51
Arla: Case Study	53
Aryzta: Case Study	54
Grupo Bimbo: Case Study	56

A WARM WELCOME TO THE THIRD VIRTUAL SAFETY AND QUALITY CULTURE EXCELLENCE SEMINAR from Bertrand Emond

For the third year in a row, the 8th annual Safety and Culture Excellence seminar has been delivered virtually by Campden BRI in partnership with Taylor Shannon International (TSI).

During the introduction of the event, which took place during two sessions on 13th and 14th December 2022, Bertrand Emond opened with a comprehensive overview of 'What is culture?'. There are various definitions of culture that all emphasise it as something that is shared throughout an organisation.

"Shared values, beliefs and norms that affect mind-set and behaviour toward food safety in, across and throughout an organization."

GFSI TWG, 2018

"Prevailing attitudes, values and practices, taught directly and indirectly, to new employees."

Taylor, 2011

"It's how everyone thinks and acts to make sure food is safe!"

FSANZ, 2021

"The way we do things around here."

Bower, 1966

In the context of food safety culture, there is a shared responsibility and accountability within food businesses. This means finding a way to ensure that people are doing the right thing right at all times, even when no one is watching. A positive food safety culture means that no matter the external influence (time pressures, financial pressures, etc.), food safety is of the utmost importance under all circumstances. Consumers need to have trust in every step of the supply chain, so there is responsibility for this at each stage. It is becoming increasingly apparent that this does not stop with food safety; culture relating to quality, environmental sustainability and health and safety are also inextricably linked.

Bertrand gave an overview of the elements of the peer-reviewed Culture Excellence model, with its four categories and 20 dimensions, which have been proven to be important elements in the determination and improvement of culture.



Updates since the last seminar:

- **Culture is now in law in some countries**

Amendment to retained EU Regulation 853/2004 on the hygiene of foodstuffs to include culture requirements for all steps of the supply chain. Food business operators need to establish, maintain and provide evidence of an appropriate food safety culture. Guidance has also been introduced for enforcement.

- **World Food Safety Day – 7th June 2022**

Key messages to reflect on from the day included; “if it is not safe, it is not food”, “everyone is a risk manager”, “Food safety is based on science”, “Strengthening collaboration improves food safety” and “Food safety has a direct impact on health”.

- **World Quality Week – 7-11th November 2022**

The theme for World Quality week was “quality conscience: doing the right thing.”

- **WHO Global Strategy for Food Safety 2022-2030**

The World Health Organisation has released its strategy for food safety for the next 18 years which included the strategic objective to “facilitate communication, capacity-building and engagement with food business operators and foster a food safety culture”.

Coming soon:

- **PAS320 Practical Guide to Food Safety Culture**

Due to be released early 2023 – watch this space!

Part One:

CULTURE AND ENVIRONMENTAL SUSTAINABILITY



Update: Culture Excellence/Taylor Shannon International (TSI) - Building a culture of environmental sustainability

RINGAILE BULATOVIĆ-SCHUMER, Director of Culture Development

Company Profile: The Culture Excellence model has been designed to assess and improve quality, safety and sustainability culture globally, and the model has been developed using over 20 years of research in the field. With headquarters in the UK and UAE, Culture Excellence have worked with companies from over 90 countries. The work carried out by Culture Excellence and their partners is now branching into further areas, such as environmental sustainability.

Ringaile started by asking the attendees to take a poll, “Who is assessing or planning to assess culture of environmental sustainability?”, in which 43% said yes and 16% said no (40% did not answer).

Building a culture of sustainability: Culture Excellence have developed the environment module of their model – it has been successfully translated into over 60 languages and now has four years of benchmarking data which can provide a roadmap for broader ESG (environmental, social and governance) initiatives. The module was first rolled out with Coca Cola and many other companies, such as, Kerry, Starbucks, Hello Fresh, Müller and Mahou San Miguel, have now started their environmental sustainability culture journey.



Culture shapes how we feel, think and act, and it's a challenge to try to influence attitudes and behaviours, including what is being done when no one is watching! Starting from the top down and thinking about leadership, it's really important to think about how you can make your culture work for you. We now know that even if a company has

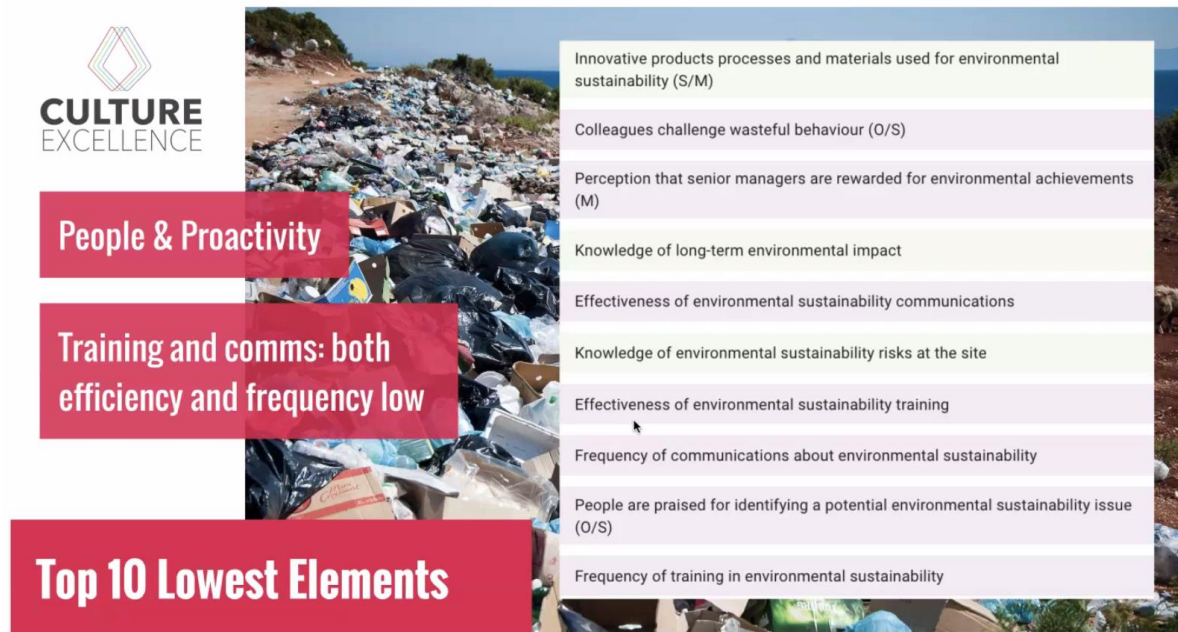
the best systems in place, if the culture is not right then incidents can still happen. We need to start thinking of environmental sustainability in the same way that we think about food safety when it comes to embedding it into the purpose and processes of the company. As leaders, we need to think about a large range of factors. One of the most important aspects of leadership with regard to culture management is to ensure that all leaders in the business are passionate about and aligned with the business vision and values. Leaders need to respect and support the processes and systems in place and be aware and responsive.

So what does the data we've collected over the last three years tell us?

- Environmental sustainability has been the lowest-scoring module out of the 4 modules
- Environmental sustainability has had the biggest variation of scores within a module.
- Within the module, process is the strongest category; indicating that companies can rely on the systems they have in place.

- People is the lowest-scoring category, indicating a need to empower colleagues and introduce reward systems.

This suggests that more work is needed to get ahead.



Putting vision into practice: This is really where we see how things actually work within participating businesses in practice (i.e. is their vision put into place in practice). From assessments where we asked about priorities regarding environmental sustainability, 83% reported the perception that companies put cost above environment.

Interestingly, when asked “where do you consider your company to be in the environmental sustainability journey?” The most common answer was “making process, taking practical steps to improve.” Indicating that most companies asked did not perceive themselves to be leading the way, which was one of the answer options.

Key Message:

**Environmental sustainability culture is lagging behind food safety and quality.
This assessment allows a baseline to be determined which allows a basis
on which to build and improve.**

KERRY: Case Study

Campbell Mitchell, Quality & Food Safety Director, Middle East, Indian Subcontinent and Africa



Company Profile: With over 22,000 employees and 121 nationalities, Kerry manufactures a vast variety of products including nutrition solutions, taste ingredients and food and drink solutions in 31 countries.

The world is currently in crisis. With population growth, climate change and food poverty, we are facing unprecedented times globally. Of total greenhouse gas emissions, 26% are caused by food production (Our World in Data, 2019) therefore the food industry has a responsibility to address these challenges. Kerry recognise that there is a lot of work to be done in making the food industry more environmentally sustainable and are committed to positively contributing to the world.

This is something that Kerry feel passionately about and that their customers do too. Encouragingly, there is increasing consumer appetite for sustainable products to be brought to market. To meet all of the requirements of consumers the food industry faces a tough challenge.

Kerry's purpose is to "*inspire food and nourish life*", directly linking to innovation and sustainability. The aim is to be a customer's most valued partner, creating a world of sustainable nutrition. The Kerry company values are shared with all colleagues throughout the world and inform the actions taken in both the short-term and long-term.

The '&' Consumer



Our Values



Courage

We're brave, speak up, and inspire others to get the best results.



Enterprising Spirit

We're accountable and care about the business as if it were our own.



Inclusiveness

We're welcoming, authentic, and see strength in diversity.



Open-mindedness

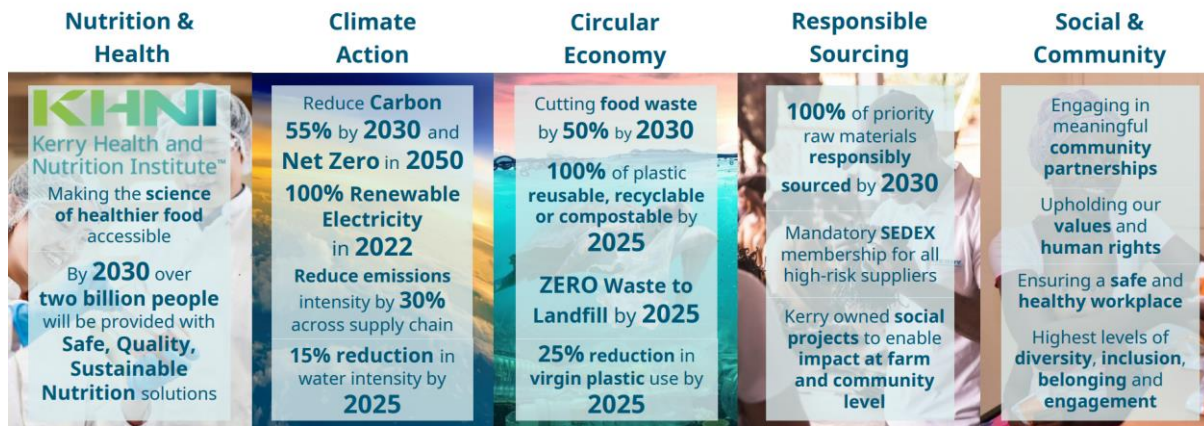
We're curious, innovative, and believe in possibility.



Ownership

We're bold, think big picture, add value, and grow together.

In addition to their values, the Kerry sustainability strategy has been developed to help create positive change and maximise impact, making products better for customers, better for people, better for society and better for the planet. By implementing this strategy, the company hope to achieve the aim of providing over two billion people with safe, quality, sustainable and nutritional solutions by 2030.



Culture Excellence modules for food safety, quality, health and safety and environmental sustainability have been adopted and utilised throughout Kerry in the Middle East and Africa. Campbell reported this to be a really useful tool in order to establish a baseline of culture in particular areas. Key benefits include:

- The 'Areas of opportunity' feature is a powerful tool that allows baseline assessment and identifies areas for improvement.
- Environmental sustainability is perceived as a strong strategic initiative for Kerry and this was reflected through high scores within the vision, values and strategy dimensions.
- Extremely useful to understand what employees think of the health and safety and environmental sustainability strategies within the company and identify areas for improvement and further engagement.
- Every employee does not need to answer every question, however all results are statistically significant.

Key Message:

The food industry has a massive job ahead of them with regards to environmental sustainability – we all have a responsibility to contribute.

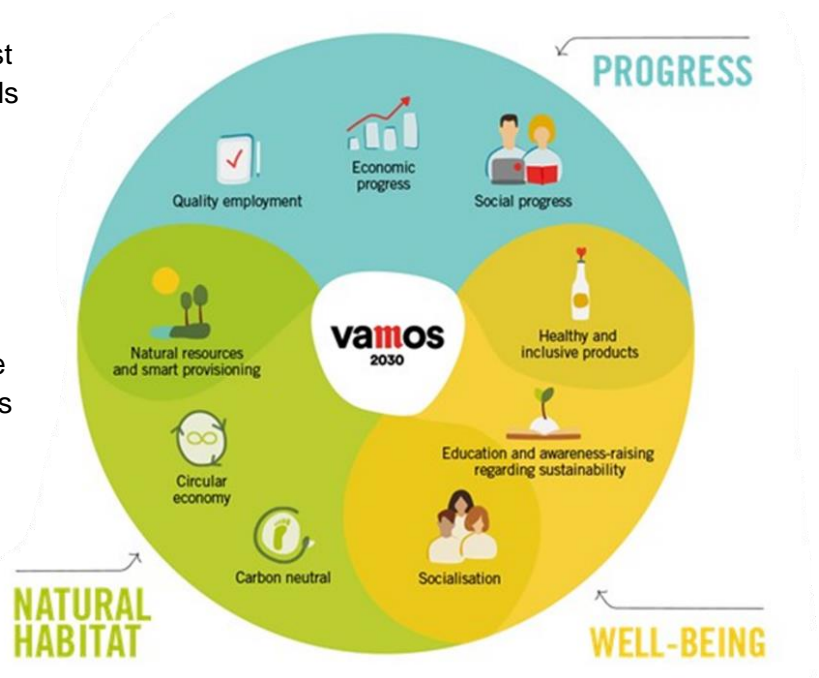
MAHOU SAN MIGUEL: Case Study

Bruno Martinez Falagan, Environmental Director



Company Profile: Family owned, 130 years old with 10 breweries (eight in Spain and two in the United States). The business employs over 4000 professionals and prides itself on its focus on people and process. Key goals for the business are to progress, prioritising wellbeing and the natural habitat.

The business has found that the biggest challenge towards achieving these goals has been to “change the mindset” towards various areas, such as socio-economics, environment, consumption and preserving resources. In order to progress and grow as a business work is needed to ensure economic and environmental sustainability. They have found that there are ample opportunities to create value, whether that be income, efficiency, cost reduction or brand reputation. As a business, Mahou San Miguel have shared company goals and strategies with their suppliers and customers as they believe each step of the supply chain has a part to play to achieve their environmental sustainability goals.



In order to promote sustainability in the company, we are implementing changes and practices, some of them are:



Internalise the environmental variable in all the activities of the company → Environmental sustainability as an additional criteria for strategic decisions

- Life Cycle Assessment tool that allow us to assess the environmental impact
- Internal value chain “compensation” procedure to assure long term Carbon footprint commitments



Shared goals through the organisation and reporting at all levels

- Goals defined at exec team level and down the organisation
- 5 Operative working groups (sustainability circles) → cross-functional (Q&FS, Finance, MK, sales, Logistics, Industrial, etc...). Packaging and materials, Carbon Neutral, Sustainable mobility, Sustainable agriculture, Biodiversity
- Frequent Reporting in executive board, owners and other stakeholders



Training and awareness as the basis to develop a Culture of Sustainability across the organisation.





ASPECTOS A MEJORAR:

- **Training and Communication**
(Frequency and Effectiveness)
- **Rewarding**, understood as people in the plants are praised when a good work is done
- **Knowledge of the metrics**
in the case of corporate functions

Due to its alignment with the strategic goals of the business and forthcoming EU legislation, the Culture Excellence module for environmental sustainability, alongside food safety and quality modules, has been adopted within Mahou San Miguel. The first assessment was completed in 2021 which has provided a solid baseline and helped develop an action plan which encompasses transversal and micro visions which are linked into planning and budgeting for 2023.

Key dimensions for focus; training, communication, reward, metrics.



DISCUSSION

What are some of the challenges in terms of ESG in the food industry?

[Bertrand] For finding the right balance of priorities when aiming to reach key performance indicators (KPIs) / targets, such as waste, you don't want to compromise food safety in order to achieve these.

[Campbell] Pressure goes hand in hand with cost cutting, waste reduction, utilities usage reduction etc. Decisions in these areas need to be made as a group of stakeholders with different priorities. If you have a strong food safety culture, you're preparing everyone to make the right decisions – collaborative decisions with shared responsibilities and priorities.

[Ringaile] Who gets the final say is very tricky; this is where alignment of leadership and communication of priorities is key.

What do you think is most important with ESG? Law, customers etc?

[Bruno] Currently, the main driver is the regulation (at least in EU). Despite this there's still a big gap between society and regulation. ESG is becoming a more common requirement/ consideration for consumers which wasn't the case 15 years ago. In any case, retailers will play an important role in accelerating (or not) the process.

[Ringaile] This needs to be promoted from the leadership down – there is a need to address needs of the future as well as now and we need to bear in mind that different countries have different regulations with regards to the environment.

[Bertrand] Intense scrutiny on ESG performance, and in order to do this you need to have data and a plan – this is a driver for companies.

Is there likely to be a change in regulation regarding environment, similar to that for food safety and quality culture?

[Ringaile] Perhaps, would not be surprised but might take a little while.

[Campbell] Within the recent food safety conference in Dubai the message was, "if it's not safe it's not food". To do things sustainability you must have a good food safety culture.

Everyone was encouraged to get involved by adding their comments, suggestions, thoughts and ideas on Spark Up's virtual white board.

SPARKUP QUESTION submitted by attendees:

We find it hard to balance all the priorities and KPIs around food safety, quality, health & safety and environmental sustainability. How are we able to combat this?

[Dr Joanne Taylor, TSI] It's not a surprise that there are many different competing priorities for different companies, however environmental sustainability plans can equate to increased employee pride, money saving and positive perception of brand. It's really important that the priorities of the company are discussed – there's absolutely nothing wrong with cost being a priority but it's about understanding that environmental sustainability is also important is key.

SPARK UP RESPONSES during Part 1

"Great to hear so many people are planning to assess their environmental sustainability culture this year"



"I find it useful to link to our ESG agenda and targets"



"We find it hard to balance all the priorities and KPIs around food safety , quality, health & safety and environmental sustainability"



"is there likely to be a change in legislation around environmental culture, similar to quality culture?"



"Can we link this to ISO14001 and other ISO standards around sustainability- can we link the assessment"



"I suggest that we do more assessments than audits. Assessments give room to praise the good things that are going on and give suggestions for improvements, while an audit is strictly yes/no."



Part Two:

**ACTIVITIES TO KEEP THINGS TOP OF
MIND THROUGHOUT THE YEAR AND
ACROSS THE WHOLE BUSINESS
INCLUDING FOOD SAFETY
DAY/WEEK**



DUNBIA (A DIVISION OF DAWN MEATS): Case Study

Julia Hewerdine, Group Food Safety and Quality Manager



Company Profile: Dunbia employs over 5200 people in the UK and is a division of Dawn Meats. They have 12 processing facilities in the UK which export meat products to over 50 countries globally.

Dunbia's food safety culture journey started in 2015. Food safety was already a cornerstone of the business and this was demonstrated by successful sites that scored highly in certification audits and had great customer feedback. Despite this, the company was really aware of the dangers of complacency, therefore instigated a food safety strategy rebrand. This needed to include the concept of an "*industry-leading food safety culture*" and be tangible and accessible for all colleagues.

Food Safety, Quality & Animal Welfare mission is to be recognised as having an industry-leading culture of food safety, quality, technical innovation, and animal welfare.

Following the development of this new strategy, the inception of Food Safety Week came in 2016 with its inaugural event happening in 2017. There was real business appetite for this to be not a week of activities but a real focal point for culture change in the business. The week itself is guided by the Food Safety and Quality leadership team but owned by individual site Technical and Quality teams and all colleagues have the opportunity to take part – even if this means time away from production lines to attend!

Each site has a stand for one week with the same base information tailored to each site. This stand is the main focal point for the week and is decorated and manned by the site Technical and Quality teams.

Each year, a member of the Senior Management team is responsible for choosing a Food Safety Week theme; there is a daily theme with 2-3 key messages chosen for each theme in order to not overwhelm. Past themes have included; handwashing, temperature control, personal protective equipment (PPE), traceability, pest control and foreign body control.

Dunbia's aim is to bring fun to usually dry subjects! Examples of activities offered during past Food Safety Weeks:

- UV handwashing challenge
- Senior management engagement
- Match the allergen to the product

- Foreign body sorting
- Loading fridges correctly
- PPE dressing games
- Pledge boards
- Selfie frames
- Mass training events
- Talking head videos from colleagues around their impact on food safety
- Talks from external experts, e.g. customers, retailers, suppliers, Food Standards Agency (FSA), Food Safety Authority Ireland (FSAI), Department for Environment, Food and Rural Affairs (DEFRA)

In addition to these activities they also provide information on posters and leaflets and each day have quizzes, word searches, challenges and prize draws. In order to make this accessible for all staff the company committed to translating all of this information into eight different languages to cater for a diverse work force.

Julia explained that the pandemic added an extra layer of complexity to Food Safety Week activities, so a virtual stand was developed which included online video games, escape rooms and quizzes. There was the opportunity for colleagues to tune into lunchtime lectures focussing on key topics such as; hygienic factory design, food safety strategy and *E. coli*, among others. This also linked into their internal social app to encourage conversations around food safety and quality.

Food Safety Week is an important part of Dunbia's food safety culture development and a lot of time and effort goes into making it an engaging and thought provoking annual event, however, it is only one part of the overall strategy. Communication and recognition are key elements of food safety culture development, with Dunbia sharing food safety newsletters, making various rewards available for employees that go "above and beyond", and presenting site of the year awards.

Key Message:

Pick one or two key messages to deliver well!!

HILTON FOODS: Case Study

Zoë Shaw-Mason, Group Quality Manager



Company Profile: Formed in 1994 in partnership with Tesco to produce beef and lamb products, Hilton Foods have grown to be the global business it is today. Hilton Foods have recently rebranded with five new pillars; meat, seafood, vegetarian/vegan, easier meals and supply chain services. They pride themselves on forming strategic partnerships which allows learnings from global markets.

Hilton Foods are on a food safety and quality culture journey, with their first benchmarking survey carried out with Culture Excellence in 2019. Based on these results, quality champions were appointed at each site in 2020. Their second survey was undertaken in 2021 and the first Food Safety Week was hosted the same year. There were many learnings from the second survey – Zoe explained that the results highlighted a need for a bespoke approach to improvement interventions and that one size doesn't necessarily fit all!

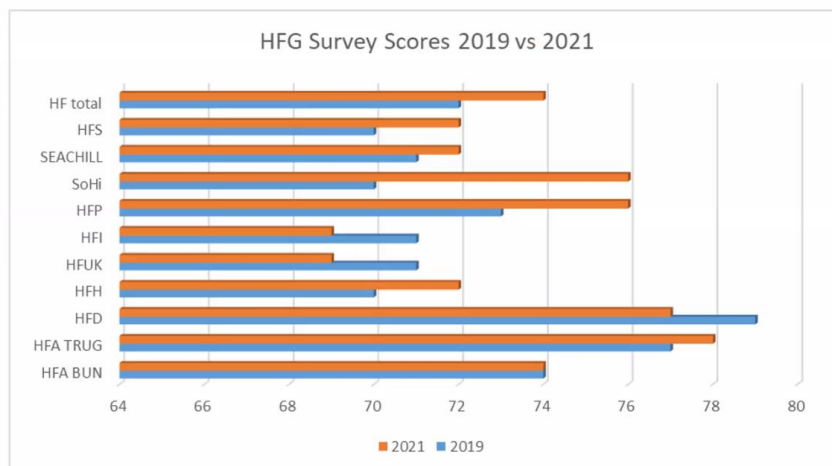


Hilton Foods Quality Culture Journey

2019 – Setting the benchmark with our first survey

2020 – Quality champions, implement improvement plans to focus work on areas identified in the survey

2021 – we completed another survey, launched our first Food Safety Week identified improvements which had worked and those which needed more focus



Keeping Food Safety Quality Culture Front of Mind at Hilton Foods - examples

SOHI Meat Solutions (Portugal)

A game has been developed based on the Champions League to monitor and reward adherence to food safety and quality KPIs. Each site department creates their own logo to represent their team. Tennis balls are awarded to each department for each KPI achieved, and there is also the chance to win extra balls for unannounced internal audits – the department with the most balls wins a reward. This promotes a healthy competition between departments and also encourages compliance within each department.



Alongside the 'Champions League', monthly food safety posters have been implemented as well as focussed training which is targeted to areas that have been identified as weaker (e.g. areas with an increase in non-conformances relating to foreign body control would trigger a foreign body training refresher).

Hilton Foods (Denmark)

This site implemented a dashboard that specifically looks at key food safety data and makes it easier for colleagues to access this information and establish an open dialogue to determine the true root cause of issues.

An overall "One Team" approach has been adopted to encourage teamwork, which is an area that was identified for improvement within the Culture Excellence survey for this site. This also includes promoting a culture of inclusion and openness with particular regard to quality related training.



Hilton Foods' next steps are rolling out a third Quality Culture survey in January 2023 and utilising these results to determine the next steps of site improvement plans. In an exciting phase of expansion, there is also a need to establish the baseline culture at newly acquired sites. Whilst the company is a few years into their journey, there will be learnings to share. However, as Zoe described; what works for one site, may not work for all.

Key Message:

Bespoke improvement actions are key to success.

LAMB WESTON: Case Study

Jennifer Weekes, Senior Director Food Protection



Company Profile: Lamb Weston is the number one producer and supplier of French fries, potato products and frozen vegetables in the United States and number two globally. They have 26 production plants and products are sold in over 100 countries.

“Our mission is to create solutions that inspire and serve our customers’ needs.”

Integrity, inventiveness, empowerment, teamwork and a drive for results form the fundamental values of Lamb Weston. Jennifer described the impact that these values have on the everyday actions of all employees. It is important, however, to understand how these values are communicated and how the company can positively influence people in order for everyone to live these values.

“Culture eats strategy for lunch and change initiatives for breakfast.”

As a company Lamb Weston strive to think about food safety culture all year long. Jennifer explained that if the company wants to make changes, the culture impacts the process of change therefore it is extremely important for all actions that will influence that change to be intentional and purposeful. Within any change initiative, awareness is key. Jennifer emphasised the importance of keeping it top of mind and being opportunistic with actions. Above all, communication is key – the message of making the right decisions even if no one is watching can be applied to everyone.

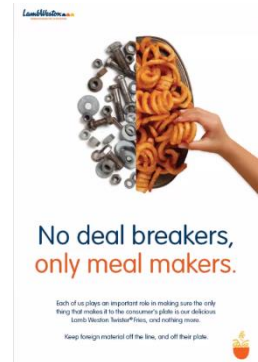
Lamb Weston have adopted stacking strategies to connect their priorities; create a campaign > assign site champions > live the values > communicate! Just one of the communication tools utilised within Lamb Weston is “The Weekly Rundown”, designed to communicate key compliance information to colleagues.



Jennifer highlighted some successful initiatives that have been implemented by Lamb Weston:

- Poster campaigns around specific 'hot' topics, such as foreign material contamination.
- Food Safety Star – a week long event focussing on compliance and ethics, the theme for 2022 was food safety.
- Corporate-wide contest with random prize draws – designed to ensure that leaders are living the strategy.
- Swag – branded merchandise including posters, balloons, t-shirts etc.
- Food safety day – including food safety trivia, logoed t-shirts, shared food and meals to bring colleagues together.

- Plant contest with prizes for the winners – designed to raise awareness of foreign material contamination.
- Celebrating food safety wins, e.g. audit scores.
- Award nominations – all employees are able to nominate people for awards as part of Lamb Weston's Hero programme which can relate specifically to food safety behaviours.
- Recognition for employees' with specific focus on food safety and quality.
- "Food Safety University" – a training course with a 13-day curriculum which includes a graduation ceremony upon completion.
- Hands on training is available for all employees for areas relevant to their role, e.g. sanitation and microbiology, to progress their learning and experience.



Key Message:

Be optimistic to spread desired messages, live the message and communicate!



DISCUSSION

Are there any tips on getting support functions to engage? (Sales, Marketing, Human Resources etc)

[Zoe] Effective buy in within each business varies, however we have found that collaborating with support functions is effective in engagement. Within one site we've implemented a quality KPI that is appropriate for each department including marketing and sales to make sure that they are involved and this feeds into the leaderboard discussed.

[Julia] We used collaboration as a key theme of food safety week. To ensure food safety and quality are at the forefront of people's minds, we asked different stakeholders in the business to talk about how food safety affects them in their role.

[Jennifer] Incorporating food safety into onboarding and induction training and also encouraging ongoing food safety training for all employees is important. We ensure that corporate (management) get involved wherever possible as it's key to have leadership buy-in which trickles down to frontline staff members in the form of leading by example and more tangible elements such as time and budget.

What about buy in from Operations? It must be difficult to balance production schedules and food safety activities?

[Julia] Food safety week stands focus on simple, quick information that can be delivered during scheduled breaktimes. During food safety weeks we do ask for extra flexibility around breaktimes to ensure that everyone can participate as we recognise that these activities will benefit the company in the long-term so a small disruption to the production schedule is justified!

We all agree that we must ensure food safety standards are adhered to during manufacturing, but do you put any focus on food safety standards at home?

[Julia] The culture of food safety is something that operates throughout people's lives so we do include activities around food safety in the home too. This has included a talk from the Food Standards Agency Scotland on food safety villains in a domestic setting. Anything that encourages conversations around food safety is a winner.

What are some approaches to discuss consequences of food safety failures?

[Zoe] People are sometimes fearful of mistakes costing the company money or they think that something bad will happen if they confess to having made a mistake. We're all human and we know that sometimes things do go wrong, so having a fearless approach to communication is something that we really want to encourage. Promoting collaboration between departments and with the quality team and developing ways of communication that work for everyone is key. Ensuring that a true root cause analysis is undertaken is a means to understanding issues and preventing recurrence but it also demonstrates that the company wants to improve and employees will feel empowered to highlight issues. Since implementing this strategy of fearless, open feedback and communication, our sites have seen significant quality improvements and been able to implement appropriate long-term preventative action.

[Jennifer] Lamb Weston's bi-weekly fireside chats focussing on different subjects are a forum, open to all, which enable discussion around key topics.

How often do you use incidents from the media to demonstrate the importance of food safety?

[Jennifer] We do use high-profile examples to demonstrate why we do what we do e.g. baby formula contamination in the US. Discussing recent recalls and court cases help drive the point home and fight complacency.

[Julia] Consequences of actions has been a topic for food safety week and we have used headlines of incidents to support this. Any particularly relevant cases would be communicated throughout the year.

[Zoe] Hilton Foods carry out lots of work on horizon scanning and food fraud and this is shared with colleagues as and when required.

SPARKUP QUESTIONS submitted by attendees:

Are there any ideas to start up small?

[Julia] Keep it focused – it is easy to get overwhelmed. Pick one or two topics to cover well. A win is getting one key message across.

[Zoe] Have one simple message.

[Jennifer] Be opportunistic – look at company KPIs and find something that resonates across the business. If this happens to be something that affects the bottom line then you'll likely get more resource and leadership resource.

In relation to keeping food safety top of mind across the business, how can internal audits be used to drive these messages?

[Zoe] We've made the results of internal audits visual with the tennis balls in the Champion's League game seen in the SOHI Portugal example – we wanted to drive healthy competition between departments and communicate and celebrate food safety wins.

[Julia] Internal audits should be used not as a stick, but a tool to encourage improvement – the findings of internal audits can be used to focus the approach of interventions. There are opportunities to link food safety culture with other areas, such as lean manufacturing through audits.

[Jennifer] We've found that the manufacturing plants that measure and monitor performance within internal audits perform more positively in KPI and culture assessment. It is key to ensure that results are communicated with colleagues, both positive and areas for improvement, as this can form part of your preventative strategy.

[Andrew] It's important to note how language around communication of audit performance may be construed. There needs to be a level of psychological safety for colleagues to feel able to raise issues without fear of retribution.

SPARK UP RESPONSES during Part 2

"To support the launch of our Safety Community in Selfridges we pitched the teams against one another to see who could put on PPE as quickly as possible. Quite silly but good engagement!"



"Love the idea of escape rooms for teaching food safety!!"



"Love the variety of creative ideas Julia presented. Great ideas for keeping the ideas fresh and exciting for their teams."



"Love the idea of the Champions League, encourages improvement using healthy competition"



"One team approach is fantastic to ensure food safety is not just the role of the QA team! Well done Hilton Foods!"



"I think it is so important to recognize regional/cultural differences and interests and apply those when developing culture activities. One approach is not always the best. Thanks Hilton for reminding us of that."



"Food Safety and Product Quality University is an interesting idea"



"Some fantastic ideas on here. Some businesses on the call may not be as well established as those who delivered presentations. Any ideas/suggestions on how you start off small?"



"The benefits of internal audits and the insights they provide for food safety culture is definitely underestimated at the moment. Sites can use this tool to drive poor quality and safety culture."



"I suggest that we do more assessments than audits. Assessments give room to praise the good things that are going on and give suggestions for improvements, while an audit is strictly yes/no."



"I agree that the language of audits is less engaging. Assessments or spot checks seem a little less informal and allow for positives to be called out too"



Part Three:

GLOBAL AND SUPPLY CHAIN PERSPECTIVES AND UPDATES



UPDATE: Codex Alimentarius

Steve Wearne, Chairperson



Profile: Codex Alimentarius is a joint venture, which spans 59 years, between the World Health Organisation (WHO) and Food and Agriculture Organisation of the United Nations (FAO). Its aim is to protect global food safety.

Steve started his presentation by explaining the impact the Covid-19 pandemic has had on the food industry. Global food supply chains have become pressured and there have been distinct changes to how food is sold, traded and consumed. As with any change, there are challenges to overcome.

So what does food safety culture mean with this backdrop of global challenges?

Food safety culture is a living and ever-evolving frame of mind with regards to food safety and its management. This shift has highlighted the need to ensure that food safety culture is included within the Codex standards. In 2021, a requirement to measure and improve food safety culture was included within the General Principles of Food Hygiene standard (first adopted in 1969). This standard provides the foundation on which food business operators should build their business.

Management Commitment to Food Safety

Fundamental to the successful functioning of any food hygiene system is the establishment and maintenance of a positive food safety culture acknowledging the importance of human behaviour in providing safe and suitable food. The following elements are important in cultivating a positive food safety culture:

- commitment of the management and all personnel to the production and handling of safe food;
- leadership to set the right direction and to engage all personnel in food safety practices;
- awareness of the importance of food hygiene by all personnel in the food business;
- open and clear communication among all personnel in the food business, including communication of deviations and expectations; and
- the availability of sufficient resources to ensure the effective functioning of the food hygiene system.

Codex Alimentarius, 2021

The next task is to ensure that the rest of the standards are updated with this aligned approach. Steve explained the complexity of this task with regards to ensuring that this message can be globally communicated effectively and clearly, regardless of language or nationality differences. By highlighting food safety culture as a key part of food safety management, the 188 member states are sending a clear message of its importance and relevance today.

Moving from speaking about food safety culture internationally, Steve then started discussing food safety culture within the United Kingdom. The Food Standards Agency recognises the role that food safety culture has in compliance. Foodborne illness outbreaks still occur in the United Kingdom and lack of a positive food safety culture can often be attributed to being a fundamental root cause of outbreaks. A specific example of this is the *E. coli* O157 outbreak in 2005. This remains the largest ever outbreak in Wales and second largest outbreak in the UK. Over 500 people became ill with one fatality, Mason Jones. Ultimately, the case ended with twelve months imprisonment for the business owner, William Tudor, and a ban from operating a food business. There were serious and repeated failures to comply with critical food safety practices, evidence of

falsified records and a lack of cleaning and contamination control. The independent inquiry into the incident in 2009 highlighted the role that culture had to play in this incident. One of the recommendations from this enquiry was that in order to achieve an effective food safety management system, it needs to be based upon an understanding of food hygiene principles and embedded into working culture and practices.

As a result of this inquiry, the FSA embarked upon original food safety culture research culminating in the development of the food safety culture diagnostic toolkit for enforcement in 2012. This toolkit allows inspectors to determine key indicators for a positive food safety culture with a particular focus on microbiological contamination control for smaller businesses. The implementation of this toolkit has and will continue to contribute to preventing foodborne illness outbreaks in the UK.



UPDATE: SSAFE

Quincy Lissaur, Executive Director



Company Profile: SSAFE is a global non-profit organisation founded in 2004 in response to the Avian Influenza outbreak and aims to strengthen global food supply chains and identify emerging issues. SSAFE understands the importance of working to develop and improve food safety culture in all stages of the supply chain.

Increasingly food safety culture measurement and improvement is becoming included within regulatory frameworks – Quincy shared his excitement to see that Codex Alimentarius is now focussing on food safety culture which means that this will be implemented globally. Quincy explained that many SSAFE members were undertaking measurement strategies which highlighted that the organisation was missing a key element of food safety culture awareness from the free resources available – a measurement tool.

SSAFE have worked with Culture Excellence to provide a free to the market measurement tool focussed on the “People” category of the Culture Excellence model. Whilst this may not provide a full picture of an organisation’s food safety culture, it provides a good starting point for the journey. SSAFE have identified five key components in this journey;



- Strategy
- Leadership buy-in
- Assessment and measurement implementation
- Practical and tactical initiatives
- Communication and continuous assessment and improvement

Providing this tool has also allowed access to aggregated, anonymised data for a view of the “People” element of food safety culture across the global food industry. Uptake of the tool is good with 480 completed assessments to date, however there is more to do. Uptake has been highest for SSAFE members in the USA, Mexico and Spain.

Results

There were 15 statements relating to the five dimensions of the “People” element of the Culture Excellence model and using a 5-point Likert scale (Strongly Agree to Strongly Disagree), participants were asked to provide their views.

The below tables show attitudes towards each dimension and then the average score for each individual statement. The higher the score, the more positive the attitude.

Dimension	Average
Teamwork	78
Empowerment	77
Training	74
Communication	74
Reward	71

Element (Question)	Average
People help each other	78.9
People have authority to take action in the event of a food safety problem	78.7
Perception that managers trust and value people	78.6
New information provided by training	78.2
Relevance of training	78.1
There are good opportunities to develop knowledge and skills	77.1
Practical impact of training	76.9
There is a good team spirit	76.5
Perception that managers notice good work	76.4
Perception that managers communicate well	76.1
Colleagues challenge unhygienic behavior	73.8
Effectiveness of food safety communications	73.1
Frequency of communications about food safety	72.5
Frequency of training in food safety	69.8
Enjoyment of training	69.1
People are praised for identifying a potential food safety issue	66.1
Promotions and rewards are issued fairly	65.9

Armed with this data, the Culture Excellence team were asked to suggest recommendations for potential improvements that could be made to address the lower scoring elements. These areas have been proposed as opportunities for improvement, which could be applied to individual businesses.

These opportunities are detailed overleaf.

	EMPOWERMENT	TEAMWORK	TRAINING	FOOD SAFETY COMMUNICATION	REWARD
FINDING	Managers trust, value and empower staff but are less likely to challenge unhygienic behavior	Colleagues help each other but team spirit may be low	Training is seen as relevant and providing new information but tedious	Communication (low 70s score) has room for improvement	"Reward" is the area with greatest opportunity for improvement across the food sector
OPPORTUNITY*	Increase focus on the practical ways for colleagues to positively challenge each other (when, where, how)	Examine the root cause and work on increasing team spirit across the business	Enhance the enjoyment and impact of training	Increase quality and frequency of communication	Ensure clear, fair, positive and proactive approaches are implemented to deal with food safety issues and risks

*Opportunity: the thoughts provided here are for general consideration and should be assessed within the context of each individual business to determine whether the ideas are appropriate and fit for purpose.

Quincy suggested that it would be prudent to consider these opportunities in the context of your company to determine whether they could work in practice. In April 2022, feedback from key SSAFE members was gathered to identify what they had done with the data and how they had approached it. All have developed a strategy around food safety culture, and from there focus was placed on obtaining leadership buy-in. Once this was obtained, the implementation of assessment and measurement was initiated, including practical and tactical initiatives. Continuous communication, assessment and improvement was found to be a key aspect for adopting and sustaining food safety culture strategy.

Key Message:

**There is a need to continually drive and reassess food safety culture
In organisations – there is no finishing point.**

UPDATE: BRCGS update on BRCGS Global Standard for Food Safety Issue 9 and how companies have been dealing with the culture requirements SSAFE

Angela O'Donovan, Head of Standards



Company Profile: Brand Reputation Compliance Global Standards was founded in 1996 to develop harmonised food standards across the supply chain. Twenty-six years on they currently offer nine standards that aim to provide the most robust product safety benchmark for food, packaging and non-food manufacturing practices across the entire supply chain.

The concept of the measurement and improvement of food safety culture was included in issue 8 of the BRCGS Global Standard for Food Safety, however there is still more to do! With this in mind issue 9, auditable from 1st February 2023, includes more robust requirements around the measurement and improvement of food safety culture within food and drink manufacturing businesses.

It is because of their importance that food safety culture requirements are on the first page of the standard and are a **fundamental** requirement (clause 1.1.2). This means that in order to obtain certification, sites must adhere to these requirements. Food safety culture needs to have buy-in from senior leadership, involve everyone in the organisation and be managed throughout the organisation. Here we can see the wording used in the standard, and on the right-hand side highlighted in red are the new additions for Food Safety Issue 9.

Safety and Quality Culture



Clause 1.1 Fundamental

The site's senior management shall demonstrate that they are fully committed to the implementation of the requirements of the Global Standard Food Safety and to processes which facilitate continual improvement of food safety, quality management, **and the site's food safety and quality culture**

Clause 1.1.2



Clause	Requirements
1.1.2	<p>The site's senior management shall define and maintain a clear plan for the development and continuing improvement of a food safety and quality culture. The plan shall include measures needed to achieve a positive culture change.</p> <p>This shall include:</p> <ul style="list-style-type: none">• defined activities involving all sections of the site that have an impact on product safety. As a minimum, these activities shall be designed around:<ul style="list-style-type: none">• clear and open communication on product safety• training• feedback from employees• the behaviours required to maintain and improve product safety processes• performance measurement on activities related to the safety, authenticity, legality and quality of products• an action plan indicating how the activities will be undertaken and measured, and the intended timescales• a review of the effectiveness of completed activities. <p>The plan shall be reviewed and updated at least annually, at a minimum.</p>

The wording in red is additional clarification as to what is expected from sites. This gives ideas on activities to focus on, including; communication, training and relevant food safety information. BRCGS auditors do not, and cannot, audit the culture of the site, Angela clarified – they will be looking for the management, planning and implementation of a tangible food safety culture plan. As the requirement has been expanded to include more detail, Angela highlighted the importance of making sure food safety culture plans are updated to reflect this and that available tools are utilised.

One of the most common non-conformities relating to clause 1.1.2 (issue 8) was that sites failed to consider the whole of the clause, had not kept documented evidence and failed to review in an appropriate timescale. This clause is dual coloured which means that assessment of the requirement includes both records, systems and documentation and production facilities and good manufacturing practices.

Key Message:

Make sure to keep documented evidence of activities!
This is key for audit purposes, but also important to track your own progress.

QUESTION:

So, how are companies dealing with these requirements?

[Paul Munday – BRCGS Head of Commercial]: If this question was asked two or three years ago, the answer would be massively different. The concept of business culture and its measurement and improvement is much more familiar and is accepted as being part of running a business now. It's finally becoming apparent that there are tangible benefits to investment in culture improvement. BRCGS had over 300 enquiries in 2022 about food safety culture assessment which highlights the shift in perception. This can really enhance the ways food safety is managed. With the BRCGS culture assessment tool, the voices of businesses are starting to be formed. Understanding that culture is a journey and allows businesses to grow, become stronger and see tangible year on year improvements.

UPDATE: Culture Excellence/Taylor Shannon International – New Developments

Ringaile Bulatović-Schumer - Director of Culture Development



There have been exciting new developments at Culture Excellence with a new structure and new content – and a new and improved platform 2.0! Ringaile detailed that this was rolled out to existing clients over the past year.

The Culture Excellence model is continually developed based on client feedback – there have been some improvements to make the platform easier to use and more intuitive. Culture Excellence are continuously working to provide new ways to interpret the data collected.

Key changes include:

- **Individual questions;** the option to view strengths/weaknesses has been removed to so as to encourage companies to take a more holistic approach to their strengths and weaknesses.
- **Yearly comparison;** new functionality for individual sites and individual roles to really see improvements.
- **Improved benchmarking;** additional benchmarking categories for country, region, industry element level and company element level.
- **Priorities;** introduction of year on year comparison, and comparison in a tabular format.
- **Hotspots;** this has always been a particularly useful functionality to identify pockets of risk and excellence in order to identify what to tackle first and what to celebrate – new functionality to select sub-group.
- **Positives and barriers;** additional ways of viewing the data have been implemented.
- **Risk;** introduction of the ability to track perception of risk over time.
- **Progression;** clients that have undertaken the assessment for 2+ years are now able to track their own progression over time.
- **Increased anonymity**
- **Additional support;** Culture Excellence can provide action planning sessions, leadership training and community support to support your culture journey.



DISCUSSION

With data from over 8000 sites - are there any trends you're able to share?

[Ringaile] We've seen that lower scoring dimensions are training, communication and investment, however it is so important to look at your own data and focus on your individual site. National culture has a big impact and also which industry you are in.

Key Message:

Follow your own site and look at your baseline.

Are there certain countries that need more focus on food safety culture than others?

[Quincy] I think the main focus needs to be small and medium sites – that is where the greatest challenges as well as where opportunities lie. Larger businesses can help drive food safety culture standards and practices and help support smaller businesses in their supply chain to strengthen and improve theirs.

[Ringaile] It really depends on organisation – developing countries sometimes have the best food safety cultures. This is why it is so important to compare with your own baseline, not another company or country.

[Angela] There's the potential to assess BRCGS Food Safety non-conformities by country to identify any trends, however there is a need to be mindful of the culture and ethics of the country and also of those working in the sites.

Where is next in the world for food safety culture regulation?

[Quincy] It cannot be denied that there is a tremendous amount of value to focusing on improving food safety culture. Codex has set the baseline, but this is not the top line. If you want to be top of the game, you need to step up and exceed the regulations.

[Angela] EU food safety agencies are currently using BRCGS as a benchmarking tool to help them risk assess and prioritise which sites to focus their attention on. They see how the benefits of a good food safety culture on site help reduce non-conformities and this in turn decreases the burden on enforcement agencies.

Part Four:

CULTURE AND CORPORATE RISK MANAGEMENT



GRANT THORNTON LLP (CORPORATE FINANCE AND PERFORMANCE):

Case Study

Maddie Wollerton-Blanks, People Consulting Lead



Company Profile: Offering professional advisory services, Grant Thornton offers solutions to strengthen businesses and stakeholder confidence.

Why focus on culture? Culture is increasingly being used as a driver up and down the supply chain. Regulators are now considering culture as a large part of governance, and it is increasingly being seen as a tool to attract talent – prospective employees want to be assured of the right culture fit for them.

Internally, culture management and improvement can unlock business potential. Within their consulting work, for example, Grant Thornton have seen access to preferential lending rates based upon positive aspects of company culture including environmental credentials and people engagement.

Maddie stressed, however, that culture management cannot be a tick box exercise; there is a need to implement a strategic, holistic culture management system. The elements below have been identified by Grant Thornton as key considerations for culture change:



Change: Grant Thornton work with businesses going through change including large scale change, such as mergers and acquisitions. Clients often approach the business to address cultural differences and support integration, whether that be proactively or remedially. Clients that proactively seek out these services tend to have smoother and more successful mergers by identifying key differences from the outset.

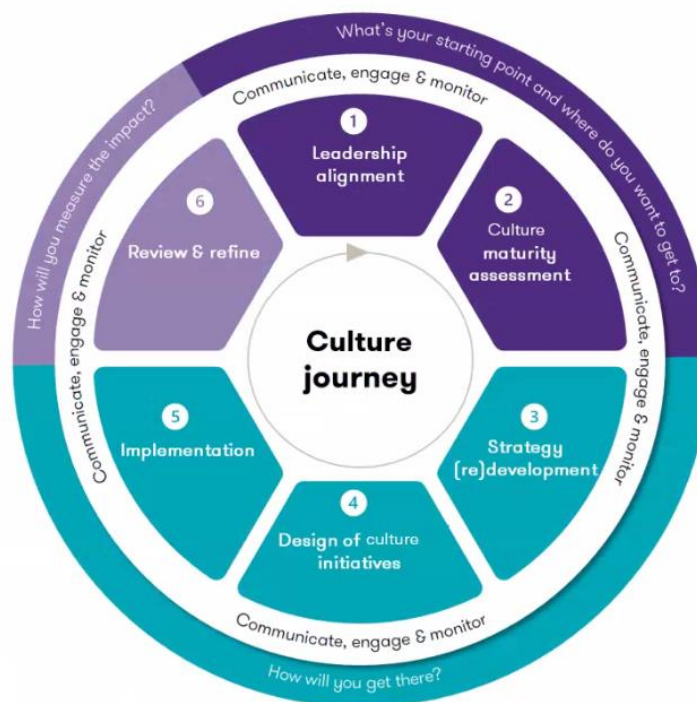
Evolution and Innovation: The business also support clients with identifying the cultural impact of idea generation, challenging current ways of working and mitigating identified risks.

Decision Making: Often, integrations and decisions have been made that impact culture within a business. Grant Thornton offer post transformation analysis in order to review lessons learnt, particularly where stakeholders felt a lack of ownership or authority as part of the transformation process.

Focussed Productivity: Despite engagement of stakeholders, there can often be a lack of alignment around strategic business objectives. A service offered by Grant Thornton is support with alignment centering to achieve business objectives.

Making the Change

Across their consultancy activities, Maddie highlighted the finding that making specific changes is a cyclical process – this allows for opinions and values to change over time whilst also maintaining a consistent process.



In order to be able to measure the impact and success of the desired change, companies should be gathering all applicable and available quantitative and qualitative data. Most companies have a wealth of data available to them – why not utilise this?

In order to really sustain the changes implemented, it is important to assess KPIs to ensure they are embedded within the business. Doing this not only facilitates continual reviewing and monitoring, but also ensures leadership buy-in, wherein lies true accountability. To imbed the desired culture change in business as usual, resource is needed, which is why leadership alignment is paramount.

Key Message:

**Companies generally have a wealth of quantitative and qualitative data
available – use this to create sustainable change**

INSTINCTIF PARTNERS (BRAND REPUTATION): Case Study

Julia Johnson – Partner, Instinctif Partners' Risk and Crisis Team



Company Profile: Instinctif Partners is a business communications consultancy offering values-based professional advisory services, including risk and crisis management counsel.

Julia began her presentation with a quote from the American investor and philanthropist Warren Buffett:

“Lose money for the firm and I will be understanding. Lose a shred of reputation for the firm and I will be ruthless.”

Money can be re-earned relatively easily, but it can take a lot more time and effort to reclaim a reputation. Food safety incidents can be one of the most serious reputational errors to recover from.

As in many areas of life, prevention is better than cure when it comes to protecting brand reputation. Julia explained that protecting reputation begins with the risk programme and embedding food safety culture within the risk management system is key. Ensuring that there is a robust recall and crisis management plan is also fundamental. A positive culture is itself partly demonstrated by these preventative actions.

Prevention is
better than
cure

The benefits of implementing a proactive food safety culture programme are; potentially fewer crises to deal with; a more motivated, loyal and stable workforce; and better handling of recalls when they do occur; problems being discovered sooner, more proactivity and transparency in addressing them, and transparent communication, leading to swifter restoration of trust. All of which help to protect reputation.

Of course, there will be challenges, but there are ways to mitigate the impact of these:

Challenges	Potential Solutions
External events cannot always be foreseen	Integrate food safety culture into the business's risk management programme. Be transparent and embody company values. Ensure you have crisis plans in place including a social media strategy and practise your plans. Consider worst case scenarios.

Challenges	Potential Solutions
Every issue is different – it's impossible to map out responses to every situation	Test traceability systems and hold mock recalls and simulation exercises. Ensure that there are documented procedures and that these account for key people being unavailable.
KPIs are often focussed on commercial measures, not food safety	Introduce food safety messaging into all leadership team communications. Highlight positive behaviours in addition to less positive ones. Put discussion of food safety culture on the agendas of all appropriate management meetings. Encourage the senior leadership team to be visible on the factory floor.
Different sites within the same business can have widely varying cultures	Recognise this! Implement bespoke plans created by the people at those sites. Allocate activities to individual functions and make them accountable. Feed back solutions to those people highlighting problems.

Key Messages:

- **Be prepared**
- **Be proactive, not defensive**
- **Rehearse realistically**
- **Ensure food safety is at the heart of everything the business says and does**
- **Recognise, measure and reward positive behaviours**
- **Treat every site individually**

PARTNERS& (Insurance Broking and Risk Management): Case Study

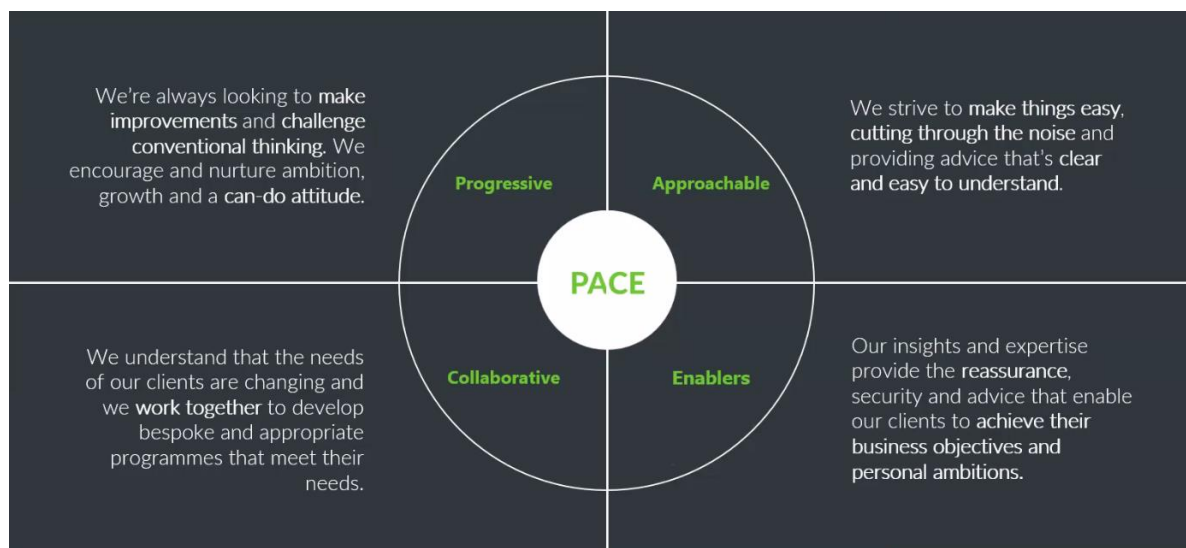
Jonathan Miller, Sales Director



Company Profile: 'Partners&' offers specialist insurance advice and risk management for businesses and individuals.

Jonathan opened his presentation with the claim that “*the biggest asset a company has is its culture*”. He went on to expand that by understanding your culture, you can maintain it as your business grows.

Partners& have identified the “PACE” values as those that underpin everything that they do. They’re committed to continually sharing these to ensure that all members of their organisation are aligned and “living in” these values.



Their communication strategy has contributed to securing and maintaining customer relationships and winning business accolades, and they are now the fastest growing insurance broker in the UK.

Some of the key challenges for growth are staff retention, productivity, attraction of talent and inflation. In these uncertain times, these issues are becoming increasingly prevalent. Companies now cannot afford to not proactively manage and communicate their culture. These challenges all have links with cultural value and understanding and managing culture is key to allow companies to address them.

Partners& today

Building a platform to be the best



£130m of customer premiums placed annually



450 employees including experts in key risk areas and trade sectors



National footprint; global capability



Growing industry recognition



An ecosystem of partners extending our reach as resilience advisers



Investment in our Academy developing our people across 5 core disciplines

Our Vision

Goals for 2025



The UK's #1 advisory business



A Net Promoter Score of 70%+

Jonathan highlighted that this cultural strategy will enable Partners& to reach their goals for 2025 and beyond and that it was important to communicate this.

Key Message:

Having shared values, beliefs and norms allows you to grow in a sustainable way.

UPDATE: Cultural due diligence in mergers and acquisitions

Daniel Abatemarco, PhD



Profile: Background in social psychology and has just finished a PhD focussing on cultural due diligence at the University of Gloucestershire.

During a lecture in “Strategic Management” at University St. Gallen, Switzerland, Professor Müller-Stewens said the following:

“If the acquisition of a company costs you one million Swiss Francs, the post-merger integration costs you another one million Swiss Francs, and if you do not believe this, then it costs you two million Swiss Francs.”

This is something that resonated with Daniel and it suggests that if one doesn’t believe that the ‘soft factors’ are important during important business decisions, then it will be expensive! Daniel explained that the aim of his PhD project was to create a guide for cultural due diligence and post-merger activity based on practical experience and this included the development of three research questions;

1. What is the nature of cultural due diligence during mergers and acquisitions planning and post-merger activity?
2. What is the relationship between the nature of cultural due diligence and merger and acquisition success?
3. Can there be effective integration of culture due diligence principles into existing merger and acquisition theory?



Daniel then explained the key findings of his PhD project which will greatly contribute to the understanding of mergers and acquisitions and how to address cultural aspects of these.

- Culture has relevance when considering mergers and acquisitions
- You cannot measure culture specifically as it is so complex – instead, seek to understand it
- A qualitative and quantitative approach is required to understand company culture
- Post-mergers are often not run as a project like the initial merger, but resources are needed to continue this work in order to enact sustainable change
- Building a “we” feeling is key to ensuring success post-merger

Key Message:

As with post mergers, any cultural change should be managed and adequately resourced in order to make it sustained and effective.

UPDATE: Campden BRI Bowtie: Effective risk management and communication tool

Andrew Collins, Global Food Safety Lead



The essence of risk management is being in control of “what you do”.

There are three basic questions we should ask ourselves:

1. Do we understand what can go wrong?
2. Do we know what our systems are to prevent this from happening?
3. Do we have information to assure us they are working effectively?

As the fundamental elements of risk assessment remain the same regardless of industry, what learnings can we take from other industries to use within food safety hazard communication? Aviation experts Baines Simmons defines the importance of risk communication by saying, “bridging the gap between management and workforce is the most important priority for creating an effective safety culture” (2018).

Andrew stressed that by ensuring effective risk communication, we benefit culture and also strengthen resilience.

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[Campden](#)

Risk communication is a two way trust process; one must be trusting of the information being communicated and also trust the information communicator themselves. If you don't trust the messenger, then you will not trust the message. There may also be tendency to take different messages from the information communicated based on your feelings towards the communicator. When looking at driving culture, therefore, it's important that we understand data but also how we communicate this effectively.

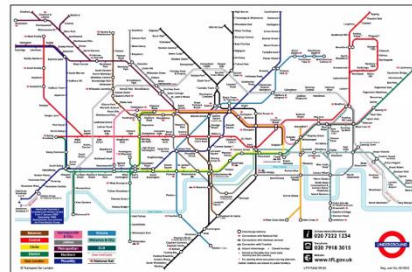


As an example; if you were to put the modern day London Underground as a geographically accurate map, whilst interesting, this does not provide the information required (next stop on line, intersections etc) in an easily digestible way, hence the reason why it is depicted as it is.

London Underground Modern Day



London Underground Map

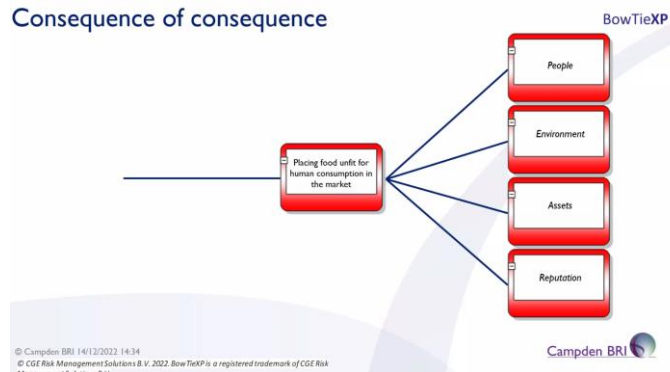


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The Bowtie Tool was developed as a process risk management tool and has successfully helped deliver improvements in occupational health and safety in the pharmaceutical, aviation and the oil and gas industries - indicating that it has the potential to be applied in the food safety field.

BowTie is a visual and qualitative method of assessing risks and takes the traditional table format of risk assessment and converts this into a visual risk communication tool. The goal of the system is to systematically analyse hazards in a structured way that supports decision making and identifies areas for greatest impact. By using visualisation when assessing risks it is quite easy to see where there are significant risks and what preventions and/or mitigations need to be in place.

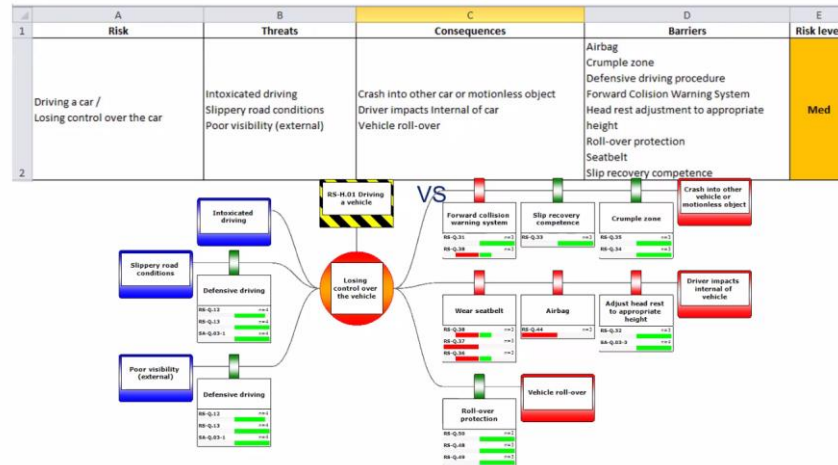
Consequence of consequence



Within the program, there is additional functionality that allows you to input audit information which can visually flag ineffective barriers. Similarly, this can be used within incident management to help investigate incidents and establish timelines; identify barriers/controls that were not functioning as intended and form part of your corrective action plan.

4. Continuous barrier monitoring and audit

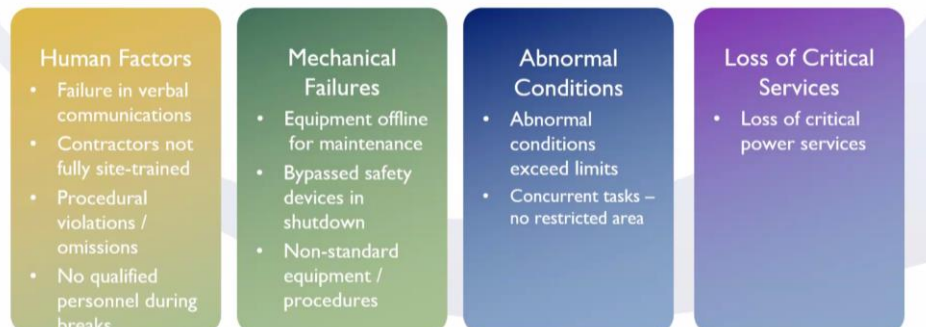
BowTieXP



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Further functionality includes an escalation factor with the ability to determine how barriers could be defeated by decay (e.g. power failure for critical equipment) or rendered ineffective by certain conditions. Andrew explained that there are four main escalation categories: human factors; mechanical failures; abnormal conditions; and loss of critical services.



Andrew highlighted that there is a guidance documented from the Health and Safety Executive which may be beneficial for further insight - <https://www.hse.gov.uk/pubns/books/hsg48.htm>.

Key Message:

Risk communication is a two-way trust process; one must be trusting of the information being communicated and also trust the information communicator themselves.

SPARK UP RESPONSES during Part 4

"How do you measure success of communication and engagement activities"



"Culture is key to having a high performing organisation"



"It was said Culture now is regulated in EU, how is it being done? is it part of an audit, are there requirements"



"How do you / can you influence business leadership to see Quality and Safety culture as more of a priority when they are predominantly profit / cost driven in their direction/thinking?"



"Having clear values - aids to shape culture through aligned behaviour which is acceptable to the organisation"



Part Five:

HOW TO MANAGE DIFFERENCES IN NATIONAL CULTURES AND THEIR IMPACT ON CULTURE



CULTURE
EXCELLENCE

McDONALD'S: Case Study

Bizhan Pourkomailian, Global Restaurant and Distribution Food Safety Director



Company Profile: Founded in 1940 in the United States, McDonalds is now a global quick service restaurant chain with over 38,000 restaurants globally.

When it comes to having restaurants in 115 countries globally, naturally it is important to consider managing differences across national cultures. Even within those countries, cultures are varied!

If we take a look at different greetings across the world, Bizhan suggested, this helps to demonstrate the differences we experience with culture. The aim is the same across the world, but the way in which it is done is different, which is what Bizhan has experienced when relating this to different working environments/restaurants.

Increasingly in the modern world, due to increased global movement, we are seeing a large mix of cultures and we want to ensure that we consider how to mix these differing cultures positively. In order to truly understand the fundamental reason for cultural behaviours, we need to look for commonalities. The most important thing is respect – from there we can adapt behaviours from different cultures and focus on differences, whilst recognising that there is no good and bad.



Culture is important to think about throughout a business, but food safety culture is a phrase that invites useful discussions around food safety.

Three years ago, McDonald's undertook Culture Excellence assessments across their supply chain. One of the opportunities for improvement was identified in the "Innovation" dimension of the model. Since receiving these results, they have implemented a complete digitalisation of food safety paperwork, which includes automation of certain tasks. This has meant that colleagues do not need to spend as much time completing checklists, now using tablets and not paper. They have an increased representation of live data and have alarm systems to highlight loss of control of food safety hazards. These interventions have been adopted in over 90% of the restaurants.

Bizhan shared that they have since completed a follow-up assessment, which hopefully will show a tangible improvement and also identify opportunities for improving further.

McDonald's aim is to ensure that their colleagues across the globe can see that food safety is a priority and investment is being made in the future of the business.

Key Message:

**To truly understand the fundamental reason for cultural behaviours,
we need to look for commonalities.**

ARLA: Case Study

Vibeke From Jeppesen, QEHS Director for Global Product Safety and Global Logistics



Company Profile: Arla is a global dairy company focussed on sustainable dairy production and has production sites across the globe.

From their work on food safety culture, they have developed learnings that come from implementing strategies across a range of sites globally. At Arla, they feel that they have the benefit of diversity in their workforce, which allows them to explore different options and ways of doing things.

Arla promotes the following messages.

- **Drive ONE direction**

Similarly with other companies, Arla celebrates food safety week. During food safety week, they created a Microsoft Teams background for all to use to promote their “ONE direction”. In order to get information across they developed posters to communicate relevant issues to relevant colleagues – these were translated into different languages to allow them to be utilised in different sites.



- **Learn from each other**



Keen to share experiences and ideas of what worked well and what didn't work so well, sites are encouraged to utilise ideas from each other.

- **Compare with care**

Completing the food safety and quality survey has highlighted differences, but reporting at different levels has allowed sites to compare their own results and use this as a baseline.

Key Message:

There may be differences, but there is also lots to learn from each other.

ARYZTA: Case Study

Alison Wright, Head of Food Safety and Quality (Asia and Pacific)



Company Profile: Aryzta is an international bakery company specialising in convenience bakery sector, with operations in Europe, Asia, Australia and New Zealand. Aryzta have many national cultures working across our 27 bakeries but have a set of core business values that connect them.

Alison started by sharing that for Aryzta, **“our critical ingredients remain our people – this is the philosophy of our business”**.

One of the most important activities is acknowledging and recognising that people are different and cherishing difference of cultures and heritages, providing a safe, supportive and actively **inclusive** environment. Aryzta drive employee engagement by ensuring that every individual has personal objectives of how they will achieve these core values over the year.



NATIONALITIES & CULTURE



They also ensure that expectations regarding desired and undesired behaviours are communicated in a clear and concise way to all staff. Communication, however, is a two-way street; all employees are included within engagement surveys which allows monitoring of how people are feeling, levels of engagement and inclusivity, and identification of any

opportunities for improvement. They aim to listen to what people are and are not saying to achieve this.

Food Safety & Quality

In order to truly practice inclusivity, an example of what ARYZTA do is ensure that they recognise different holidays and allow people the opportunity to share their experiences and thoughts where they are comfortable. Reward and recognition are important parts of culture, however, they are mindful of ensuring that rewards are relevant and appropriate for different nationalities in order to promote the inclusivity element.

Our recipe for success



We remember our employees are human ~ our critical ingredient for success.



- Culture weaves through everything - it is living and breathing
- Culture is something that you have to work at – if you don't it will fall over
- Be clear in **what** you want your culture to be - if the message isn't clear then you can't expect alignment
- Be clear in **how** it is shown - how do you **KNOW** it is happening
- Be clear in the behaviours that you accept and those that you don't
- Know what you reward and reinforce – remember also that the subtle messages count
- Listen to what people are saying - this will tell you what is real
- Be conscious of what you do – someone is always watching



Food Safety & Quality



GRUPO BIMBO: Case Study

Ana Cristina Morales Cardenas, Director Global Food Safety



NOURISHING A BETTER WORLD

Company Profile: Global leader in the bakery industry for over 75 years with over 100 brands. Over 200 bakeries and plants in 33 countries.

Within the last ten years, Grupo Bimbo have doubled their presence worldwide and have had impressive growth in different markets and across different nationalities. The group has defined its purpose as “nourishing a better world” and identified that environmental standards, food safety and quality, human rights, labour standards and sustainable raw material sourcing are key foundations that the company needs to get right if they are to achieve this. Grupo Bimbo are particularly keen to remain aligned with their heritage, explained Anna Cristina – in 1945 the company founders placed an advertisement in a local paper detailing their plan to “*always produce superior quality products*” and that remains paramount to this very day.

Ana Cristina stated that Grupo Bimbo are at the start of their food safety and quality culture journey and are aiming to understand the perception of food safety and quality across their business globally. The Culture Excellence assessment model was chosen to establish their baseline. Grupo Bimbo have certainly committed and have surveyed 209 bakeries, ten regional offices and their global corporate office, receiving over 30,000 responses! This has provided an excellent basis for an

understanding of the food safety and quality culture across the group. There were six key lessons identified from the results of the first survey, Ana Cristina picked out key themes / aims: align KPIs; improve consistency; avoid reinventing the wheel; improve life and work balance; and ensure staff retention.





These themes have informed the development of a food safety and quality culture strategy, which details the ways in which Grupo Bimbo are going to continue on their food safety and quality culture journey. This robust approach will contribute to the satisfaction of the aforementioned group purpose.





DISCUSSION

[Ringaile] What would be the first initiative that you would implement to drive awareness?

[Alison] It depends on the company and audience, age and maturity of the culture. An example could include running a day when you have foods of different countries and encourage people to talk about their culture and the food. Find what connects the cultures and something that speaks to everyone and that allows for the connection to be made.

[Ringaile] Maybe we could use the recent World Cup as a talking point – supporting different countries, nations like to be seen and differences acknowledged. The food industry is one of the most diverse industries, therefore we should be celebrating that.

[Bizhan] Working with many different nationalities – ask the questions: what do you like about another culture? What do you find confusing? It's all about starting a conversation in a non-judgemental way. This allows space to explain differences and the reasoning behind them. We also need to accept that there are many differences between nationalities so we might not be able to connect completely 100% of the time.

[Ringaile] Utilise tools that are available, such as technology.

[Ringaile] Do generations or nationalities have a bigger impact on culture?

[Anba] Generations has more impact in my experience – it has been a big challenge in Grupo Bimbo. Quality and food safety activities and processes may be different to what they have always done, so it requires more engagement to embed new practices.

[Bizhan] Naturally we try to overcome national differences. It is challenging to address generational culture.

[Ringaile] More has happened in 50 years to divide generations, we need to overcome in all areas not just food safety and quality.

SPARK UP RESPONSES during Part 5

"Great examples Bizhan. I love the simple explanation of the culture difference in a greeting!"



"Scores in the survey are relative"



CLOSING COMMENTS

[Joanne] Thanks to everyone – not always easy to share things that weren't perfect, but you are building on and it's so useful to see and helpful for other areas. The real magic is what you do with the data.

[Bertrand] One size does not fit all! Treat people the way they want to be treated. It's been so useful to hear about actions from all over the world.

Words of wisdom – Key messages and takeaways

As with post-mergers, any cultural change should be managed and adequately resourced in order to make it sustained and effective.

Daniel Abatemarco - PhD

Environmental sustainability culture is lagging behind food safety and quality. Culture Excellence's environment module assessment allows a baseline to be determined which allows a basis on which to build and improve.

Ringaile Bulatović-Schumer - Director of Culture Development

Bespoke improvement actions are key to success.

Zoe Shaw-Mason - Group Quality Manager

Be opportunistic to spread desired messages, live the message and communicate!

Jennifer Weekes - Senior Director Food Protection

There is a need to continually drive and reassess food safety culture in organisations – there is no finishing point.

Quincy Lissaur - Executive Director

- *Be prepared*
- *Be proactive, not defensive*
- *Rehearse realistically*
- *Ensure food safety is at the heart of everything the business says and does*
- *Recognise, measure and reward positive behaviours*
- *Treat every site individually*

Julia Johnson - Brand Communication Consultative (Risk and Crisis Team)

Make sure to keep documented evidence of activities! This is key for audit purposes, but also important to track your own progress.

Angela O'Donovan - Head of Standards

Having shared values, beliefs and norms allows you to grow in a sustainable way.

Jonathan Miller - Sales Director

There may be differences, but there is also lots to learn from each other.

Vibeke From Jeppesen - QEHS Director for Global Product Safety and Global Logistics

One size does not fit all!

Bertrand Emond - Membership Ambassador
Professional Development and Culture Excellence Lead

Pick one or two key messages to deliver well!

Julia Hewerdine - Group Food Safety and Quality Manager

To truly understand the fundamental reason for cultural behaviours, we need to look for commonalities.

Professor Bizhan Pourkomailian -
Global Restaurant and Distribution Food Safety Director

Risk communication is a two-way trust process; one must be trusting of the information being communicated and also trust the information communicator themselves.

Andrew Collins - Global Food Safety Lead

Companies generally have a wealth of quantitative and qualitative data available - use this to create sustainable change.

Maddie Wollerton-Blanks - People Consulting Lead

**Thank you to everyone who joined us at the 8th
Safety and Quality Culture Excellence Seminar.
We look forward to seeing you again soon!**

