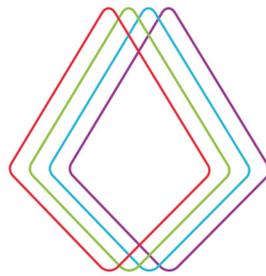


Safety and Quality Culture Excellence

Campden BRI's 6th Annual Seminar



CULTURE EXCELLENCE

Talking Safety and Quality Culture Excellence at Campden BRI's 6th Annual Seminar

Virtual seminar 3, 7 and 16 December 2020

Author: Emma Samuel

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Cardiff
Metropolitan
University

Emma's PhD project (collaboratively supported by a food manufacturing and processing business partner) focuses on assessing hand hygiene compliance and food safety culture with a view to implementing bespoke interventions to enhance food safety behaviour. KESS2 is a pan-Wales higher level skills initiative led by Bangor University on behalf of the HE sector in Wales; partly funded by the Welsh Government's European Social Fund (ESF) convergence programme for West Wales and the Valleys.

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Seminar programme: webinar: 3, 7 and 16 December 2020

Safety and Quality Culture Excellence

- Chairs** Bertrand Emond, Campden BRI
Dr Joanne Taylor, TSI Co-Founder, Culture Excellence
- Panel leads** Ringaile Bulatovic-Schumer, Director of Culture Development, Culture Excellence
Dr Kevin Kane, University of Salford/Culture Excellence Advisor
- Author** Emma Samuel, KESS2 PhD Research Student, ZERO2FIVE Food Industry Centre,
Cardiff Metropolitan University

Welcome and introduction

Bertrand Emond, Campden BRI

Session 1: Driving positive change

Tina Harris, Hilton Food Group
Stine Grimmer, Orkla
Naomi Malloy, Premier Foods

Session 2: Culture at a distance

Haydn Mann, Cargill
Tariq Naeem, Almarai
Jean-Rene Grailhe, Wessanen Group

Session 3: Social enterprise, SMEs and new developments

Kitty Rostron, University of Salford
Quincy Lissaur, SSAFE
Fiona Humphries, BRCGS
Dr Joanne Taylor, Culture Excellence

Web links:

[Campden BRI - Science and technology for the food and drink industry](#)

[Culture Excellence \(cultureexcellence.com\)](#)

[Talking safety and quality Culture Excellence at Campden BRI's 5th annual seminar white paper from Campden BRI](#)

A warm welcome to the first virtual Safety and Quality Culture Excellence Seminar

from Bertrand Emond

Now in its sixth year, Campden BRI in partnership with Taylor Shannon International (TSI), delivered the Safety and Quality Culture Excellence seminar suite to an online audience on the 3, 7 and 16 December 2020. Promising what would be a “virtual feast” for food safety professionals, Bertrand Emond (Head of Membership and Training, Campden BRI) opened the session with an overview of what we could expect from this year’s remote – but no less delicious - menu. Three two-hour sessions would lead us through the intricacies of driving positive food safety culture change in practice (Session 1), managing culture at a distance in times of COVID-19 (Session 2) as well as a review of new culture trends and topics exploring how small food businesses can be supported in developing their own food safety culture journey (Session 3).

By way of introduction, Bertrand looked back on the many positive and exciting food safety culture developments that had taken place around the globe in 2020, including:

- The launch of [GFSI's 2020 Benchmarking Requirements](#) including unannounced audits to encourage businesses to be ‘audit ready’ at all times and new elements relating to food safety culture. This builds on the GFSI’s commitment to the topic as contained in their 2018 position paper ‘[A Culture of Food Safety](#)’;
- Following BRCGS’ lead in advancing food safety culture, IFS 7, SQF 9 and FSSC 22000 all now include food safety culture requirements applicable to all parts of the food system;
- In the USA, at the [GFSI 2020 Conference](#), Frank Yiannas (Deputy Commissioner for Food Policy and Response at the US FDA) reiterated once again how important food safety culture was while announcing the launch of the FDA’s ‘[Food For Thought](#)’; part of an initiative designed to support a ‘New Era of Smarter Food Safety’. At the core of this initiative is food safety culture, demonstrating that ‘strong cultures’ embrace food safety;
- In the UK, the FSA continue to progress their ‘Regulating Our Future’ plans with further research published looking at ‘[Organisations, Culture & Food Safety](#)’. This builds on earlier work in 2012 including development of a [toolkit](#) for Environmental Health Practitioners to assess culture during inspections;
- In Australia, Dairy Food Safety (Victoria) shared insights into their food safety culture journey, highlighting the importance of a mature culture and benefits for business. Factsheets as well as a copy of DFS’ food safety culture maturity assessment model are [freely available here](#).
- Serving as a reference for international food trade standards, the Codex Alimentarius Commission – in recognising the importance of maintaining a positive food safety culture – approved guiding principles for inclusion in the October 2020 revision of the [General Principles of Food Hygiene](#) (CXC 1-1969, page 3);
- As a result of this, the general requirements for food safety culture have also been adopted into EC Regulation 852/2004 which can be found [here](#);
- Publication of the BSI’s Publicly Available Specification (PAS) 320 ‘A practical guide to a culture of food safety’ is expected in Q2, 2021 which will offer ‘how to’ guidance on implementing the new regulatory and standard requirements.
- In September 2020, the [final Committee Report investigating the BOEING 737 MAX design](#), development and certification was released. Although it makes for a sober read, as a case study, there are many hard lessons that are relatable to the food industry. It

highlights the fundamental flaws of having conflicting interests and a toxic organisational culture;

- The second World Health Organization (WHO) World Food Safety Day (WFSD) was celebrated on the 7 June 2020. Many food companies around the world use WFSD as a focal point to create exciting food safety engagement and often generate useful resources which can inspire your own plans. Resources (in many languages) are also available on the [WHO WFSD](#) site;
- Other useful resources continue to be found at [stopfoodborneillness.org](#) and [fightback.org](#).
- And finally, Campden BRI and Intertek Alchemy's [2020 Global Food Safety Training Survey](#) (now in its sixth year) revealed a very clear message; food safety culture is on the rise. It is therefore imperative that the message - and requirements - start cascading all the way down the supply chain. More information and survey infographics can be found on Intertek Alchemy's website [here](#).

Bertrand reminded the audience that 'culture' is the "shared values, beliefs and norms that affect mind-set and behaviour toward food safety in, across and throughout an organisation" (Global Food Safety Initiative, 2018). As a result, the derived benefits of working on culture throughout the supply chain are obvious, including increasing customer satisfaction, employee motivation, enhanced abilities, better decision making and gains in revenue and growth to name a few. As the work progresses, 'people' get stronger and stronger until eventually they choose to do the right thing at all times (even under pressure and most certainly when no-one is looking). TSI's Culture Excellence programme - assessing 20 dimensional food safety culture components across four key categories – can support that culture journey with an in-depth assessment of the prevailing workplace culture.



Culture Excellence Model (2021)

Tina Harris, Group Head of Quality

Hilton Food Group



Founded in 1994, the Hilton Food Group (HFG) now operates over 17 facilities, is involved in three joint ventures and has a workforce nearing 5000. Tina spoke of HFG's values and the importance of having strong company principles to underpin the company purpose being "**Growth through Total Partnership**". HFG's driving force is to ensure that all retail partnerships prosper against the competition, and so understanding how staff perceive quality and safety sparked HFG's involvement with the Culture Excellence programme. The survey enabled HFG to not only identify their strengths and weaknesses but also, how they compared to other businesses in the field. The results were used to drive improvements and support the company ambition to create an "*audit ready culture*" at every facility.

A strong survey start

Although still at the beginning of their Culture Excellence journey (having completed the survey in 2019 at 11 sites encompassing 2,500 employees) the initial survey score of 70-79% was a promising start. While the top three scoring dimensions – Empowerment, Foresight and Values – understandably aligned with the company's strong overall philosophy, the bottom scoring aspects were Training, Investment and Reward. Tina noted that while this was disappointing, the Culture Excellence platform had enabled HFG to delve deeper into the survey responses, identifying key differences in training practices across the group. For example, it transpired that operator factors were a training issue in Australia while in Ireland, it was aspects in the supervisory team. As a result, HFG developed targeted interventions which highlights one of the key benefits of the Culture Excellence programme; the multi-level data platform available to all of its members.

Campaign launch and COVID-19

HFG launched their culture campaign to raise awareness and secure "*buy-in*" just as COVID-19 hit in March 2020. Although this was a stumbling block initially, efforts were quickly transferred online with a number of virtual quality culture workshops arranged, quality culture champions identified and utilisation of a company-wide HFG app for campaign promotion. Food safety culture posters (translated for sites at their request) reminded operators why HFG were doing this, highlighted culture champions, shared some of the survey results and reiterated HFG's commitment. A logo, representing HFG's dedication to quality and food safety was also launched serving as a reminder to all staff to "*Step up to quality*".



A top 'Quality' step up

Tina highlighted some of the innovative ideas rolled out to promote the quality and safety culture campaign at HFG sites, including:

- Hosting 'Celebrate Quality Day' held over two days to ensure all-shift involvement with 'Quality Products' as gifts and prizes;
- Holding monthly quality focus groups;
- Product tastings with manufacturing line personnel;
- Supervisor expertise training creating 'Quality Heroes';
- Using quality culture notice boards in SoHi Portugal;
- The creation of 'HFP Champions League' at Hilton Foods in Poland which helps to track improvements and drive site change;
- A 'Training Academy' at Hilton Foods Denmark;
- Using the 'Cookie Challenge' in Australia which brings people out of the factory and into the NPD kitchen to create a cookie from scratch. An interactive and innovative way of learning using cookie development (from scratch) as a way to reiterate quality food safety aspects.



Examples of HFG Denmark's Training Academy using 6 simple slides (left) and HFG Australia's Cookie Challenge (right)

Key lessons learnt

The HFG campaign, while still in its infancy, is slowly gaining momentum and Tina emphasised that **clear communication** was absolutely key for success especially at the start of the project. Getting the message "*right*" ultimately dictates how the project is promoted by sites (and thus engaged with) from the beginning. Operating virtually, although complex to start with, has become the norm for many organisations in 2020 and so HFG found that **really having structure for meetings** is vital. The distribution of the first survey also taught HFG a valuable lesson, most notably that **timing is crucial**. It had taken 2-3 months for an incremental survey roll out during 2019 and, in hindsight, a 2-3 week company-wide window would be preferred as momentum can quickly wane. Tina noted that the aim is to find a way of making the **best and biggest impact** and so planning and structure are essential.

Being **mindful of cultural differences** was also important. HFG realised very quickly that certain interventions being pushed into sites were not going to work and so coordinating and supporting efforts with sites instead was necessary. HFG are really clear that "**different things work in different sites**" and clarity and adaptability are key during the planning stages. Any culture campaign needs a central point of contact for coordination, support and

drive. Teamwork and functioning as a 'group' ensures that all campaigns get up and running but with a clear and common agenda for success.

What's next for HFG?

- HFG will retake the survey in 2021 during an appointed 2-3 week window and plan on increasing the number of sites involved.
- The second survey results will be an opportunity to review interim and ongoing improvements and, of course, to celebrate the successes.
- In the meantime, the journey to step up to culture continues apace!

Orkla is the leading branded consumer goods company in the Nordic and Baltic region with a 300-strong portfolio of local brands and a philosophy that *"food safety is a matter of trust"*. Orkla have their own in-house Food Safety Standards (the 'OFSS') based on the BRCGS standard but with supplementary requirements unique to the brand. The OFSS are implemented at every food and drink factory and storage and distribution company within the Orkla group and a regular specialised audit routine ensures compliance.

Choosing TSI Culture Excellence

Following a successful working relationship with Campden BRI, and knowing that TSI had extensive experience of complex organisational structures, Orkla chose the Culture Excellence assessment model to evaluate their food safety culture. Orkla's relevant OFSS businesses included 40 companies with a combined 140 production or storage and distribution sites around the world, all with very different national cultures. It was therefore essential to have access to a survey in many different languages.

To ensure that lessons could be learnt during survey development, Orkla decided to pilot the culture survey in the first instance at nine selected companies (covering just 36 production sites located in seven different countries) before roll out across the brand. In June 2019, companies were invited to participate during Orkla's annual Food Safety and Quality Conference, with champions identified at each participating facility who subsequently helped to drive survey uptake and disseminate information. Collaboratively, Orkla also assisted TSI with facilitating an Estonian version of the survey and supplemental material.

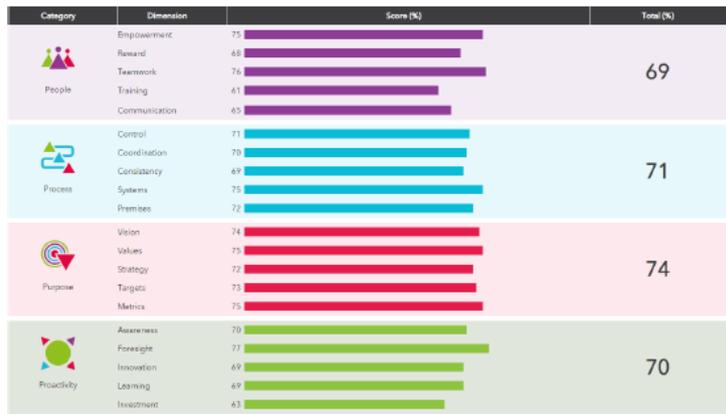
Overcoming survey challenges

Stine noted that survey distribution lasted nearly 8 weeks; almost twice as long as originally planned. Inevitably, as some sites had projects underway, the survey roll-out was delayed. In other instances, sites required paper copies and so all responses, once complete, needed to be entered into the system manually which was time consuming. There were also a number of IT issues with online survey distribution (such as overcoming local firewalls) and some local language translation challenges. Nevertheless, around 2400 personnel eventually took part.

Survey results

Overall, Orkla scored 71% (Grade B). While they had hoped for better it was still regarded as a sound starting point. Strengths included Foresight (Proactivity) and TeamWork (People) which was pleasing as the scores were relatively high. In contrast, the main weakness was Training (People) which was unexpected as all staff must be trained on an annual basis. The survey indicated room for improvement as training was consistently rated poorly across all sites. On further investigation with key personnel, Stine noted that it is not always apparent to employees that they have 'received' training - sometimes it needed to be spelled out!

Result: 71% and grade B



Orkla's Culture Excellence survey grade by dimensional aspect

Each site was tasked with evaluating their results locally with additional support if required. From a corporate perspective, sites were supported through development of accessible eLearning tools and digital training. Stine highlighted that one of the few COVID-19 benefits was that all Orkla training migrated online and so there is a much higher attendance rate as people no longer need to travel to Norway!

Key lessons learnt

Piloting the survey at a few sites first was beneficial as it highlighted issues that could be addressed before implementation across all companies, sites and locations. Identifying an **appropriate time** to implement the survey with satellite companies is recommended as, if other projects are underway, progress can be delayed. Small issues such as **IT infrastructure, accessibility** (paper vs online) and local **translations** can also hamper progress so never underestimate the unexpected!

What next for Orkla?

- Orkla are coordinating a second culture survey round for 2021 to follow up on progress and a new Food Safety and Quality Conference is planned for March 2021.
- Unlike the 2019 survey, Orkla have decided that the 2021 survey will be extended to management.

Naomi Molloy, Site Technical Manager Premier Foods Carlton Bakery

Premier Foods Carlton bakery, home to family favourite brand Mr Kipling cakes is just about to embark on their Culture Excellence journey.

Naomi Molloy, Site Technical Manager at Premier Food's Carlton Bakery joined the first session and discussed some of the reasons why Premier Foods Carlton bakery partnered with TSI and Campden BRI as their food safety and quality culture excellence partner.

What can you tell us about the Carlton Bakery site Naomi?

We bake one billion Mr. Kipling cakes at our 50,000sq metre purpose-built factory in South Yorkshire every year. The factory employs approximately 700 people which increases to more than 1000 during our peak production months. Many of our colleagues have worked at the bakery for over 20 years including families, spanning generations. This demonstrates the fierce loyalty our colleagues have to the brand, the business and the site.

What are some of the food safety culture challenges encountered at such a large site?

Carlton is a challenging site both in terms of size, complexity and at every stage of production it's important that both long-serving operatives and seasonal workers are trained to understand and follow our food safety quality management system, our food safety culture and our company values.

And where does the technical role and remit sit within this culture?

The technical role is to support the senior management team within the Carlton site to help shape the food safety and quality culture. The hearts and minds of our shop floor colleagues are shaped not only by the direct line management but by how the technical team respond, coach and support the daily activity.

What prompted Premier Foods to do something about the culture?

We had identified some challenges in the site's culture and the need for a plan to better support improving this. By developing the skills and behaviours in our colleagues, we knew we could maximise quality and production standards. However, this can only be achieved by understanding how employees currently feel and actively supporting their development to make everyone feel truly engaged in why a food safety culture matters.

What happened next?

As a site leadership team, we reached out to all our colleagues on site, recognising the importance of improving our food safety culture and ensuring that it was embedded into our workforce DNA and core values. This mindset was embraced and together, we completed a food safety culture maturity model, ensuring that we were very honest about the site's

positives and negatives and what we wanted to achieve. We signed up to the Culture Excellence programme which gave us several tools and techniques to support this culture change. However, we recognised that despite best endeavours, initiatives can run out of steam and we wanted to avoid this.

How did you overcome this?

I knew that for most companies the food safety culture journey required a clear roadmap and 3-8 years' worth of work. I therefore reflected on what I needed to do and started to better engage with the senior leadership team but this time with more direction and purpose. The foundations underpinning the site strategy were agreed as; People Safety, Food Safety and Engagement. Across our business, we recognise that many of the principles driving culture change also applied to Health and Safety and therefore, we were able to drive both agendas forward together.

Did you use any resources or materials in the early development stages?

Yes. The commitments were printed and a 'foundations' board created to illustrate the company strategy so every time the senior leadership team attend the weekly meeting, they are surrounded by the site's strategy and the foundations upon which it was built. This is an opportunity to continuously refer to the commitments made by the team. The 'visual' was developed further so that clear icons representing each foundation are now associated with every strategic work stream and a strategy document was created. Committing the plans to paper really helped to focus the team and we are now unified behind the objective of food safety at Carlton, which is to drive improvements in our food safety and quality standards through food science and culture change.

What's next for Carlton on their culture journey?

We identified what we believed to be the immediate blockers to behaviour change and drew up a simple strategy with just four actions; actions that the senior leadership team would complete to ensure the success of our 'new' way of working. This included:

- Gaining commitment: We re-emphasized that food safety and quality is everyone's responsibility, incorporating clear goals for the management team which were cascaded down to the supervisory team. Each level has clear food safety goals, as well as health and safety goals.
- Creating time: Education and collaboration are critical to our new way of working and we need to ensure that all staff have ample opportunity to understand their role in food safety through meaningful discussions. Cross-functional input is vital to ensure processes and procedures are meeting the site requirements and that 'buy in' is secured. At Carlton we value offline tasks as much as online production tasks and will always provide adequate resource to complete both.
- Building mentors: We have paired our Technical Leads with our Front-Line Managers to help support and mentor the operational teams to better identify when to intervene on the lines. This is driving better understanding, training and more collaboration between teams.
- Completing the Culture Excellence Survey: We're removing some of the obstacles and challenges by developing our strategy and commitment to placing our food safety culture first. Once we've done the groundwork, we can roll out the survey!

Key take home messages from Session 1

- Clear communication (within and across sites) is essential;
- Always plan ahead – collaborate and anticipate other projects and work priorities;
- Expect the ‘unexpected’ as it may inadvertently cause campaign and survey delays;
- The new virtual way of working has benefits and drawbacks: Training can be successful on-line but meetings need planning and structure;
- Working on culture need not stop during a pandemic – creative use of technology (such as a company app or intranet) can be used to promote campaigns and buy-in;
- Mentors and champions are important to drive promotions, survey uptake and create engagement opportunities;
- Consider that what makes your business unique may also make for interesting challenges (such as language barriers, IT infrastructure, cultures and local traditions) – groundwork may be necessary before implementing a survey, assessment or campaign material;
- Clever campaign branding and logos remind people that food safety is everyone’s business;
- Senior management buy-in is key - this will support your campaign momentum, credibility and provide direction.

Haydn Mann, Regional Technical Director, Cargill Protein Europe and Asia

Building on the insightful early culture journey of Hilton Food Group, Orkla and Premier Foods in session one, Haydn Mann opened the second session with a timely and topical presentation on *'Building a new team in a virtual environment'*. The new working normal is, for many, an online world and so creating an engaging and vibrant, thriving 'team' dynamic from scratch is no mean feat. Cargill, operating in 70 countries with 160,000 employees worldwide, shared the challenges they faced in 2020 to *"nourish the world"* albeit it from a social-distance.

Food safety strategy planning

Back in January 2020, part of Cargill's Protein business in Europe and Asia (CPAE) improvement plan included reviewing how the food safety and technical team operated. In the initial planning stage, a centrally located meeting was arranged in Asia so that CPAE's food safety strategy for the next 2-5 years could be developed. Then COVID-19 hit and the subsequent travel bans quickly came into force. Everyone began working from home which brought many challenges but none more so than for the team who had yet to work together, let alone meet. Haydn explained that in this situation establishing the 'team' values before any of the work planned could be shared with country and facility teams was essential. More importantly, given the diversity of the newly formed group, embracing and understanding cultural differences was key to developing a successful team dynamic from the outset.

Knowing me knowing you ...

Haydn noted that getting to know each other by sharing a *"bit of life"* (personal and professional) added a *"human"* element to a distanced online world. The team needed to understand individual strengths and weaknesses as well as the different experiences and skills members shared between them. This would help the team to *"fit together like a jigsaw"* and so, by asking genuine questions (showing genuine interest), the virtual connections slowly started developing trust. Haydn noted that occasionally, and in online meetings especially, it is very easy to multi-task and focus too much on the previous or upcoming meetings and so finding the right balance is important. If you are actively engaged in listening then questioning around a topic is genuinely interesting and rewarding for all present. Nevertheless, Haydn remarked that even while trying to genuinely understand more about everyone's respective cultures, a level of candour was still missing. It was much less comfortable to challenge people on a personal level online and so the team worked really hard to create an environment where openness was appreciated.

In this regard, Haydn questioned whether you *"trust someone first until you lose that trust because of bad behaviour, or, do you distrust someone first instead?"* It is sometimes easier to decide in person but difficult when contact is through a computer screen. But, during the last six months of 2020, and with hard work and commitment, that level of candour has increased exponentially. The team has also worked hard to make sure that all operational and technical teams endeavour to develop similar trust levels through well thought out connectivity and through learning to build a common thought process.

WhatsApp, WeChat and break-out rooms

As the team was keen to build a sense of 'community', the idea of using WhatsApp to share quick snippets of company news (e.g. plant X passed an audit, here's the score etc) was explored. It transpired that in Asia and China WhatsApp is not used, with the social chat application WeChat preferred instead. So while setting up WeChat for everyone working outside of Asia was a challenge, the team overcame the hurdle and now WeChat is the main social media platform used by all. Similarly, and in reflecting on the fact that 'trust' generally happens between meetings (through dialogue and social interaction), Haydn highlighted that making sure virtual break-out sessions for coffee and lunches were factored into meetings proved useful as it gave the team an opportunity to vent frustrations, catch up or simply talk about the weather. Relationships, as well as trust, usually develop in the 'real' not 'virtual' world and so getting to know each other better proved beneficial, and as the group matured, the dynamic became more powerful.

Planning virtual meetings is key

Haydn explained that prior to every virtual meeting an outline agenda was shared so that everyone came to the meeting prepared. The team also agreed that planning the meetings in advance ensured that only those that were "*needed*" were invited to join. Those that were not invited knew that they had been left out for a deliberate reason and so it was "*ok*" not to be present. This again was rooted in the level of trust that the team had developed through spending time together. This is a relatively new meeting concept for the new team (that not everyone needs to attend every meeting) and so people are still getting comfortable with the idea of keeping attendees appropriate depending on meeting outcome and content.

Time zones had also proved to be an issue on occasions and so the group decided to hold some meetings outside European time zones which suited the Asian time zone better (and vice versa). Having a better balance and flexibility, as well as planning meetings in advance, meant they were less likely to get knocked out of the calendar and build an inclusive environment for our diverse team. Video functions also proved highly beneficial as it helped with engagement and for putting faces to names. Plus, being able to read body language is useful and it certainly discourages "*multi-tasking*"!

Having clear goals and embracing transparency

As the group move forward, Haydn remarked that they often asked themselves if they are functioning in the right areas. The team believes it is important to be certain about how they are "**adding value**" and they see their role as one of **coaching, mentoring, using knowledge and sharing insight**. Members also work really hard to encourage operational and technical teams to look at systems being developed at the business and to **embrace the notion of adding value** instead of just "*ticking a box*" in the compliance audit. Throughout the process, **sharing goals as well as failures** and ensuring that the same messages were cascaded throughout the business, incorporated into metrics and talked about in presentations, were also highly important.

What next for the regional team?

- Always make sure "WHY" is part of every single communication; develops a sense of purpose and clarity;
- Create common goals and continue to question the 'value';

- Continue to create spaces for teams to be authentic and for individuals to be themselves;
- Build in virtual breaks and informal 'getting to know you' lunches;
- Celebrate personal accomplishments;
- STOP multi-tasking and ask genuine questions – listen and encourage answers;
- Always keep communicating and adapt to the feedback you're given;
- Understand your meeting agenda and reflect this in who you invite and why;
- Show you really care and always value teamwork and effort.

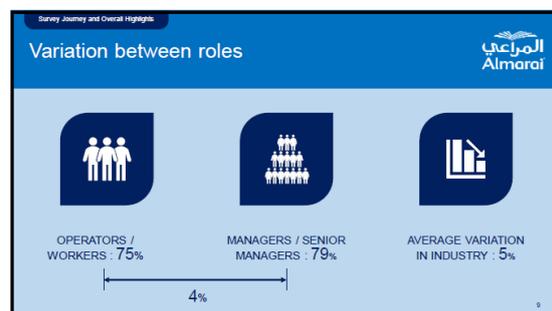
Tariq Naeem, Group Quality Audit Manager, Almarai Company



Founded in 1977, Almarai are the largest producer and distributor of food and beverages in the Middle East. Around 42,000 employees in nine countries on four continents produce 650 products under seven brands in three different food categories. To give an indication of size and scope, Almarai produce around 1.5 billion litres of milk and 2.5 billion bread products every year. The company own five farms (cows and poultry), have a 200 million chicken capacity and operate 8000 trucks in the Middle East region. Ranked 6th in Forbes Food Companies Worldwide, Tariq Naeem explained that Almarai prides itself on producing “Quality you can trust” and the company’s 10,000 daily quality checks certainly ensure that the philosophy holds true.

Culture Excellence survey journey

Since November 2018, the Culture Excellence survey has been implemented at four Almarai sites, is currently underway at one and in progress at a sixth. Response rates have varied with one plant in Jordan achieving 58% while another facility in the Kingdom of Saudi Arabia achieved 100%. Tariq highlighted that a range of communication tools – including emails, posters, videos in local languages and, on occasions, face-to-face meetings and toolbox talks – have so far resulted in a cumulative survey score of 79%. Across the sites that have participated, total survey scores have ranged between 74-85% with an average completion rate of 74%.



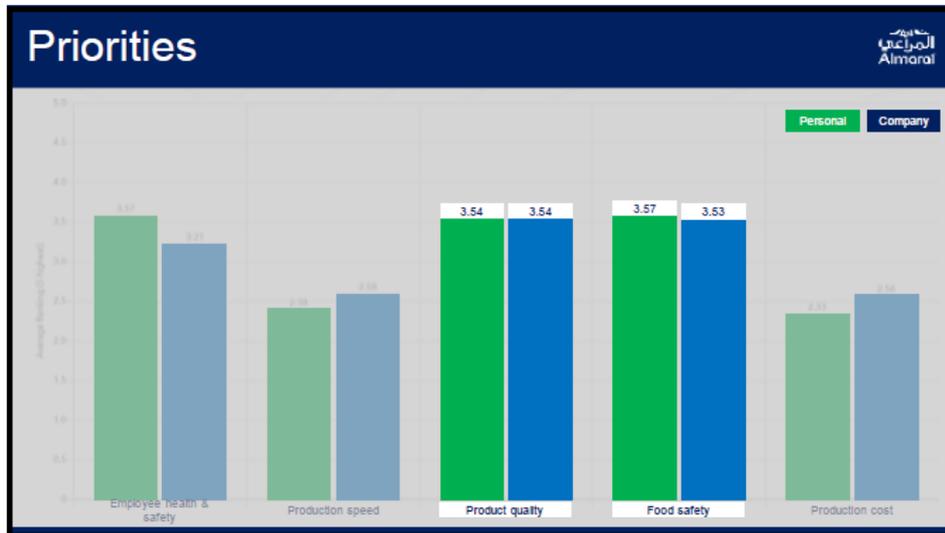
Almarai survey response rates by role (left) and variation in responses between roles (right)

As indicated by the image above (on the left), from a target population of 12,600, responses were received from 9,259 employees in a variety of roles and functions. These survey results helped Almarai establish that attitudes (e.g. between operators and senior members of staff) have a variation rate of 4% which Tariq regards as one of the most critical components of culture assessment. With a typical industry variation of around 5% - and although at 4% Almarai are clearly ahead of the norm - narrowing the gap is important as it indicates that operator/workers and managers/senior managers are aligned in their attitudes, beliefs and thinking regardless of any cultural differences across countries of operation.

Culture strengths and weaknesses

The highest scoring dimensions - or perceived ‘strengths’ - for Almarai included Vision (85.55%), Strategy (83.45%) and Teamwork (81.37%). Areas indicating room for improvement included Communication with an average overall score of 74.27%, closely followed by Reward at 74.49% and Training at 76%.

Although still very respectable grades, plans are already in development for each of the four business units to address some of the weaker elements. Nevertheless, when participants were asked to rank 'personal' and 'company' priorities, both Product Quality and Food Safety achieved almost identical scores which is another strong indication that perceptions and attitudes – whether as individuals or as team members - are very closely aligned for employees at Almarai.

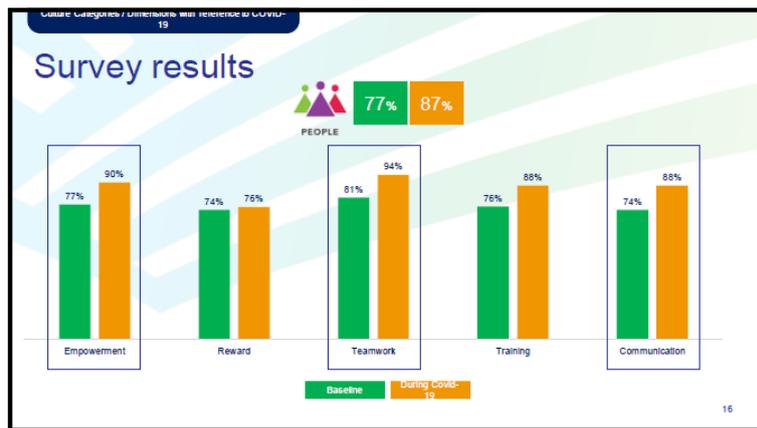


Perceived 'personal' and 'company' priorities at Almarai (survey results)

This synergistic strength may go some way to explain how Almarai became the first business in the world to achieve a coveted 'Pandemic Prepared Certificate'. Tariq proudly explained that this is a certification system created exclusively for the food and beverage supply chain and demonstrates elevated critical business planning for people, facilities and production. Launched in July 2020, the certification is tantamount to Almarai's determination to uphold values that support food safety and quality, employee health and business continuity across every corner of the brand.

Continuity in times of COVID-19 crisis

During the pandemic Tariq explained that Almarai implemented a mini Culture Excellence survey across four business units. Survey responses ranged between 76-94% but most notably, and in comparison to earlier surveys, the COVID-19 survey indicated exceptional increases for many culture dimensions at the business. Indeed, within the People category alone, Empowerment, Teamwork and Communication increased on average by 13%, pushing the overall score for the People dimension up from 77% to an impressive 87%.



Almarai comparative survey results (pre/during COVID-19)

What next for Almarai?

The Culture Excellence survey assessments have demonstrated that Almarai have a **strong culture** thanks in no small part to their **people**. Tariq noted that this is also evidenced in the comparatively consistent scores achieved in all surveys distributed at sites and the fact that the company **vision and mission** is strong enough to overcome any regional cultural differences. Without great teamwork and a strong culture, it would never have been possible to **maintain business success throughout a pandemic**. Similarly, the company's purpose remained one of putting 'people' first throughout 2020 which ensured that staff felt **empowered** to make **good decisions** (regardless of complex pandemic working conditions). Simply put, Almarai are proud that even though everyone at the company is different they are also very much the same. Strength exists in Almarai's diversity - regarded by Tariq as one big 'family'.

Jean-Rene Grailhe, Technology Manager for Clipper Tea (Part of the Wessanen Group)

Jean-Rene Grailhe ended the second session by introducing Wessanen, the leader in organic and sustainable food products. It is the largest international food brand to become B Corp certified and operates across seven countries with over 15 leading brands that are 80%+ organic, 95% vegetarian and all GMO free. Having started in Dorset (UK) in 1984 by a husband and wife team, this year – more than ever – demonstrated just how strong culture excellence was for Wessanen and their Clipper Tea site.

The slide features the Wessanen logo at the top center. Below it are three bullet points: 'In the last 20 years, we have become the leader in organic and sustainable food in Europe.', 'Today we are the largest international food brand to fully become B Corp.', and 'We work across 7 key countries, with over 15 leading and purposeful brands that are over 80% organic, 95% vegetarian and all GMO free.' To the left is a map of Europe with red dots indicating locations. To the right is a grid of 15 brand logos: Abbot Kinney's, Allos, Alter Eco, BjORG, Bonnaterra, CLIPPER, DANIVAL, DESTINATION, eco cesta, Granero, Isola BIO, källø, Crimble's, LITTLE LUNCH, Tartex, WHOLE EARTH, and Zonnatura. At the bottom left is the ecotone logo and the website www.ecotone.bio. At the bottom right is the Wessanen logo.

Wessanen Group (brands and locations)

Stop. Rewind ...

On the 21 February 2020, Northern Italy introduced strict COVID-19 restrictions forcing most of the country into lockdown. Unfortunately – or fortunately - for the Wessanen group, two sister-companies based in Italy had direct insight into the rules being enforced in Italian factories. This enabled the group to rapidly produce a suite of pandemic response guidance which were issued to all sites within the group. Just over a month later, the first preventative actions were rolled out including:

- Coordinating local crisis teams who set up daily meetings;
- Drafting the first company COVID-19 policy;
- Developing the first Safety Briefing and Notices for all employees;
- Travel restrictions introduced at all sites; and
- Restricting all non-essential visitors and contractors to sites.

By the 13 March 2020, a second version of the Wessanen policy was released to all sites, this time concentrating on increasing employee temperature checks, reviewing and updating safety notices regularly as well as producing and distributing two weekly newsletters. Astonishingly, combined hard work, dedication and team effort ensured that all these measures were in place before the United Kingdom went into lockdown on the 26 March 2020.

Staying ahead of the game

Having early insight into the restrictions in Italy and the opportunity (and foresight) to rapidly develop a robust company-wide protocol enabled the Clipper Tea site to operate without a single confirmed COVID-19 case in 2020. And while Jean-Rene recognised that the company's swift actions had been a blessing, it had not entirely been plain-sailing either. Indeed, the company faced many challenges during the pandemic and are still not entirely out of the woods yet. One particularly unexpected pandemic side-effect was a 300% increase in tea consumption once everyone started working from home. While great for business, the knock-on effect for Clipper Tea was having to deal with an almost immediate increase in production, shipment delays at border controls, implementing plant modifications and keeping on top of a volatile supply chain. However, strong long-term relationships with suppliers have ensured that service levels were maintained all year.

Recruitment and communication

Recruitment issues, staff shortages, monitoring staff travel overseas, tracking which countries were on and off the 'safe' list and fundamentally, managing deep rooted behaviours (e.g. social distancing) was difficult although improvements are slowly being seen. Challenges around communication on the other hand had been more difficult to manage. Keeping staff up to date during the pandemic was crucial, but coordinating information for staff working from home and staff working in the office had been tough. Jean-Rene highlighted that 'fear of the unknown' and 'fear of missing out' (FOMO) needed to be managed carefully, while at the same time the volume of emails and virtual meetings needed to remain in-check.

As a result, some of the positive actions taken to counteract these challenges included installing COVID-19 dedicated notice boards in factories giving Government and inter-company updates, daily site catch up meetings and shift manager weekly updates. Wessanen also provided clear and simple instructions using posters around sites which were changed frequently. As an incentive, production staff were given a cash bonus in April and July, weekly virtual coffee breaks were organised to share experiences of working from home and every head of department conducted a daily catch up and chat with their teams. Wessanen also ran a project to support local communities whereby staff were asked to nominate someone they knew as a key worker to receive a Wessanen food parcel. The response was tremendous and appreciated by all.

Training and Culture Excellence survey

Despite non-stop hard work and effort during the pandemic, the company still managed to conduct 1-2-1 training for operators and also continued with the Culture Excellence survey campaign. Working closely with TSI throughout 2020 ensured that everything was in place to conduct the survey safely in August. Considering all the pressures, circumstances and additional efforts to maintain production, the survey – the first for Wessanen – achieved a very respectable 76% overall (Grade B).



Wessanen Culture Excellence 2020 Survey results

What next for Wessanen and Clipper Tea?

Jean-Rene noted that the report had already been analysed to identify where additional work was necessary, cautioning that it is *“never a good idea to rest on your laurels”*. Workshops are underway which will look at how to drive all departments to push for manufacturing excellence across all sites. And of course, a concerted effort to continue working hard on communicating across all channels (e.g. at home, in the office, in the factory) using simple messages repeated over and over again: COVID - CULTURE – COVID – CULTURE - COVID - CULTURE! Keeping messages clear and simple means everyone understands what is expected and quickly bind together to complete the work.

Key take home messages from Session 2

- For many, operating in a virtual world is the new norm. Attention, focus, engagement, sincerity and authenticity are key skills everyone needs to adopt in order to build trust in online team work;
- Factor in coffee breaks, breakout rooms, virtual lunches during online meetings – this is when strong relationships between colleagues are built;
- Social media is a powerful tool to communicate good news in sites - or around the world - quickly, however, be mindful of local cultural preferences;
- Plan meeting agendas in advance and only invite those whose input is needed;
- The Culture Excellence survey can help businesses identify the gap between ‘personal’ and ‘corporate’ beliefs – aligning attitudes can create a stronger culture;
- Value your ‘people’. Teamwork and strong culture can maintain service levels in times of crisis;
- Never rest on your laurels. Always anticipate and plan for the next level;
- Communicate simply, effectively and quickly. Keep the messages fresh and use resources (such as posters, signs, notice boards);
- Avoid FOMO (fear of missing out 😊) at all costs; communicate to home-workers, office workers and factory workers alike. BUT balance this with managing email and virtual meeting overload;
- Creating thriving cultures takes time and patience. Mini Culture Excellence surveys can monitor progress and the TSI team will support your journey and pace.

Kitty Rostron, University of Salford

Opening session 3, Kitty spoke to the audience about ways of “*Doing good better*” using her experiences and research from working with social enterprises in Manchester. Owned by their beneficiaries, social enterprises are businesses with a ‘social mission’, are typically stakeholder owned and have an earned income potential (for most) of 75%+. In comparison to charity organisations, social enterprises are not limited by the donations they receive as their social missions can usually be scaled up. Social enterprises operate in all sectors of industry and although it is difficult to generalise, they do have common characteristics. The lines can sometimes become blurry when commercial businesses invest in their social values. As such, social enterprises exist across a continuum from the more socially focused to the more commercially focused.

Impressive statistics

Kitty highlighted that the UK's social enterprise sector extends to around 100,000 organisations who generated an impressive £60 billion in 2018, making a substantial contribution to UK GDP (three times the size of the contribution made by the agriculture sector). Typically, social enterprises are 34% more successful than SME's (more than half reporting growth in 2018), are incredibly innovative (56% introduced new products in 2018), are more diverse (40% have a female leader, 13% have a BAME leader) and value their people - 76% paying a living wage. Social enterprises are also incredibly agile as demonstrated in the data collected by Kitty, being a characteristic that leaders were proud of, allowing them to adapt to the market quickly and also to those that fund them. For example, at the beginning of the pandemic back in March 2020, social enterprises were able to respond rapidly to the changing needs of their clients.

Competing challenges

Nevertheless, although social enterprises are uniquely structured, they are not without their competing tensions. Kitty explained that research from around the world indicates that social enterprises are generally good at engaging with tensions up-front and finding a balance quickly which eventually becomes normalised. Social enterprises become adept at organising meetings and appointing new board members that can strategically balance the team. So while this demonstrates innovation, flexibility and resilience, tensions can still emerge when social and commercial objectives collide. Either ‘mission’ (be it social or commercial) can eventually start to drift as priorities change. Likewise, the difficulty in describing what they are as a business entity can often lead to weak or confused identities. Lack of foresight, planning and poor strategic decision making can also cause contradictions around the organisation with financial difficulties common. Notably, Kitty remarked that several of these challenges are associated with ‘Failure of Purpose’, linked back to having a lack of vision, strategy, targets and metrics.

Conflict, confusion and disappointment

Indeed, the lack of reconciliation between social and commercial can impact social enterprises in a number of ways. For example, having a Head of Finance but no Head of Social Enterprise on the board becomes unbalanced, allowing the mission to drift as the business environment changes and discussing profitability (although necessary) can be perceived as vulgar in social enterprise terms.

CONFLICT, CONFUSION AND DISAPPOINTMENT

Explaining why social mission may take second place - *'We tend to work within...established systems of doing business, so we have a head of finance but we don't have a head of social impact'* Digital Now, Co-Founder & MD

Describing the change in user from Art graduates to established artists - *'I think changes to Rebel have been, you know, incremental over the years, unavoidable, but they have undoubtedly changed the nature of Rebel...'* Rebel Studio, Founder & MD

Feeling uncomfortable describing profit in the organisation *'It sounds really gross to talk about money like that...'* HeartTheatre, Co-Founder & MD

Conflict examples from social enterprise leaders

Research findings

Kitty established that even though all organisations are complex, social enterprises have two distinct – and sometimes competing - logics; that of being social and to remain commercial. Those logics can come from inside and outside of the organisation, characterised as 'what they believe' and also 'what is expected' of them. Creating strategies and targets therefore becomes far more difficult with two logics but having 'purpose' is particularly essential for social enterprises to help them stay on track. There is no precedent or well-trodden path to follow and often those that lead social enterprises have less business confidence or less business skill. During interviews with social enterprise leaders, Kitty identified that a mixture of values, ideas and motivations could support either the social or commercial logic, and invariably on occasions, one more so than the other. While leaders knew that they needed to find a better balance, the skill or ability to do this was often lacking.

As the two logics have often not been brought into the business in equal measures, so to the culture has not been used effectively to drive a strong purpose (and thus the vision, mission and strategy). The consequences are tensions as described earlier, when an organisation exists to achieve one thing but deep down is drawn to the other. However, between the two logics, 'purpose' appears to be particularly important and so using 'culture' as the tool to balance the two can help a social enterprise articulate what they want to achieve and ensure both logics remain consistent throughout their journey.

Taking lessons from culture and lessons from social enterprises

Ultimately, Kitty suggests that having 'purposeful culture' may be an important factor for any business. Fundamentally social enterprises exist to be 'good businesses' and lessons can be taken from their endeavours to go beyond commercial logic so that social values are combined with values that lend themselves towards commercialism. Businesses can strike a balance, face tensions head on and make space for negotiation and conflict between the two. Social enterprises are innovative and unique and Kitty emphasised that any business can consider supporting them through their own supply chains or perhaps by becoming a board member. In any event, incorporating 'good' values into any company purpose, process, people and proactivity has certainly shown to be successful in social enterprise ventures.

Quincy Lissaur, Executive Director of SSAFE

SSAFE was founded in 2004 and works to protect human, plant and animal health following the “One Health” principle. It is a non-profit organisation that responds quickly to issues to ensure the continued safe supply and trade of food around the world. As SSAFE is relatively small, it can quickly address emerging issues that affect the safe supply and trade of food around the world through collective member expertise and through collaborative partnerships which ensure that solutions are impactful and effective. SSAFE activities include individual projects, sharing good practice and engagement and collaborations through Public-Private Partnerships.

SSAFE activities

Quincy noted that some of SSAFE’s most notable projects include development of a free food fraud vulnerability assessment tool, development of a series of free educational videos on food crime prevention, development of ISO TS 34700 for Animal Welfare, developing a free food safety culture assessment tool (in collaboration with Campden BRI and TSI) and working with the BSI on the development of the upcoming food safety culture ‘how to’ guide to name a few. Indeed, many of SSAFE’s projects are subjects that have a strong correlation with ‘culture’. For example, Quincy highlighted that some research work performed by one of their academic partners suggests that 65-70% of fraudulent activity happens within the sphere of the food business itself. Suffice to say, if your organisation has a strong and thriving culture, fraudulent food safety behaviour may be far less likely to occur.



SSAFE projects and activities

The importance of food safety culture

Quincy explained to the audience that ultimately what all food businesses should be trying to achieve is a workforce that naturally and intuitively does the right thing for food safety every single time. Eventually, as a cumulative concept, the benefit will be felt by everyone across the entire food chain. In this regard, part of SSAFE’s current commitment is to ensure that food safety culture guidance and tools remain aligned. For example, aligning the policy developed by the Global Food Safety Initiative (GFSI), TSI’s Culture Excellence survey tool and the forthcoming BSI PAS (the ‘how to’ guide) will help ensure that conflict between the

Launching in Q1 (2021) Quincy remarked that the new tool will be available in 48 languages and will be targeted at SMEs in emerging markets but could be used as an initial rapid assessment for larger businesses everywhere. It is an assessment tool that will be applicable across the entire food chain and will be free of charge. This will hopefully encourage SMEs to take a proactive approach to assessing their culture and contribute to the collective industry effort to strive for food safety excellence.



SSAFE and TSI collaborative food safety culture assessment tool for SME's

SSAFE is supporting BSI on developing a 'how to' guide as mentioned by Bertrand in his introduction. BSI will open their public consultation in June-July prior to publication launch planned for September 2021. Quincy urged everyone to visit BSI's website in June and to get involved. It is a document that is being developed to help and support the industry and so feedback from the sector is key.



BSI timeline for publishing their 'How To' food safety culture guide

The uniqueness of SSAFE

Quincy closed his session by highlighting the uniqueness of SSAFE; what it can and does to support the food industry. Resources and further information about the work that SSAFE does (as well as information on becoming a member) can be found on the ssafe-food.org website.

Fiona Humphries, Technical Manager, BRCGS

Bringing the seminar to a close, Fiona joined the session to share her insight and experiences of 'culture' at small and medium sized enterprises. Needing no further introduction Fiona described the BRCGS as a leading brand and consumer protection organisation. The BRCGS role is to help Certification Programme Owners (CPOs) to navigate, implement and maintain the standard.

BRCGS and food safety culture assessment

Fiona noted that BRCGS were the first standard to include a food safety culture clause. The requirement was that sites had to understand the concept and create an action plan setting out steps to improve it. Initially, and perhaps unsurprisingly, food safety culture proved to be one of the top non-conformances, however, as CPOs began to 'demystify' it, it quickly dropped back down the ranks to fourth.

Coupled with the new clause requirements, Fiona explained that BRCGS had also worked closely with TSI and Campden BRI to launch their food safety culture assessment module which followed the same dimensional components as the Culture Excellence tool.

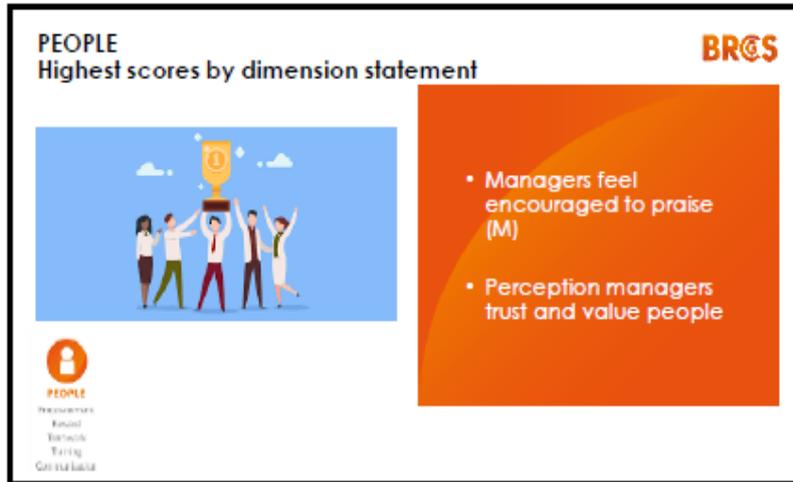


BRCGS Food Safety Culture Assessment Model

This is a survey that is entirely led by the site and is not conducted by the auditor. Nevertheless, once complete, the site can demonstrate to the food safety auditor that the module has been implemented and that a number of tasks or actions have been identified following analysis of the survey results. All staff completed the survey and the subsequent report will give the CPO a greater understanding of the culture at their site, as well as an indication of where they are strong and what work needs to be done moving forward.

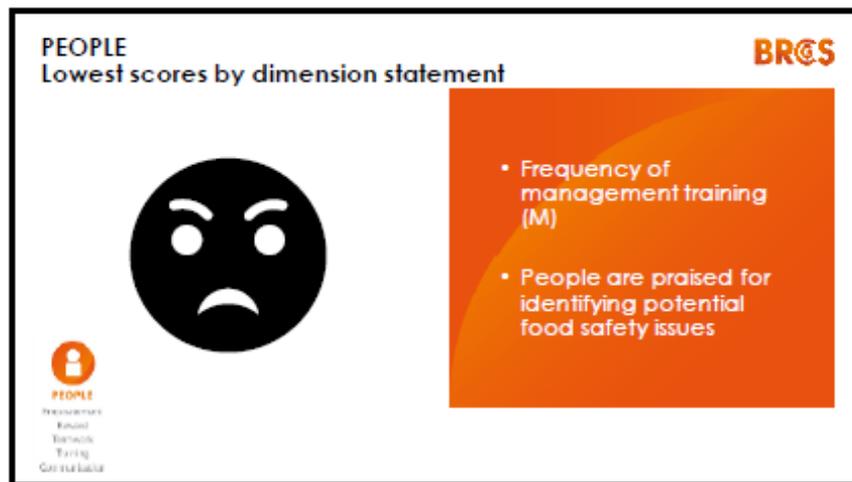
How small businesses respond

In order to provide some insight into how small businesses (those with less than 100 employees) responded to the survey, Fiona reviewed a sample of results from companies who had recently completed the BRCGS assessment module. Within the 'People' section, the highest scoring dimensional statements for managers was offering praise while operatives perceived managers as having trust and value in employees.



Highest scoring People statements in the BRCGS assessment (overall)

However, the lowest scoring People statements included infrequent management training opportunities while for operatives, identifying potential food safety issues was not encouraged.



Lowest scoring People statement in the BRCGS assessments (overall)

Similarly, in Process, the highest scoring statements included having an appropriate amount of food safety documents and records, appropriate amounts of food safety paperwork and that external visitors always followed hygiene rules. Conversely, statements scoring the lowest included the frequency of internal audits, task duplication and temporary staff working differently to full-time employees. Fiona noted that although this suggested that paperwork and systems were well received (indicating commitment) there was a lack of consistency with tasks and between employees.

In the Purpose section, food safety excellence was perceived as part of the company culture with food safety data often shared. As a result, managers were perceived as valuing food safety highly which suggests that time is taken to explain and share company goals and ambitions. On the other hand, Fiona found that knowledge of the company vision, realistic targets and information about site performance were also scored the lowest. For Proactivity, managers reported feeling encouraged to attend external events and took customer feedback seriously, although lessons learned from external food safety issues, sufficiently skilled employees and adequate budgets returned the lowest scores in this dimension.

Interestingly, attendance at external events was also one of the lowest scoring dimensions for managers in the Proactivity section, suggesting that as many small businesses encourage this as do not.

Positives and barriers

Among small businesses, Fiona highlighted that **customer focus** appeared important to staff which is thought to be **associated with pride** in a positive food safety culture. Indeed, all survey responses indicate that **'customers' are important** which is interesting and promising. Perceived **management commitment** received the highest overall scores in the sample while barriers related to physical space (i.e. the working environment) received the lowest. Fiona remarked that this is an issue that appears specific to small businesses who often grow rapidly and so space quickly becomes a premium. **Training and incentives were also perceived as barriers** to food safety culture among small businesses which is not dissimilar to some of the findings discussed by Orkla and the Hilton Food Group. In any event, these insights demonstrate the value of completing the BRCS survey and demonstrate the insight every CPO can gain.

Dr Joanne Taylor, Co-founder TSI 'Culture Excellence'

I wanted to share how enlightening it was to hear about social enterprises and the key point Kitty Rostron made about having primary focus on their social values. Ultimately, this is just part of being 'good business' and so even though you may not be a 'social enterprise', as a food business operator you are fully aware that the safety and quality of the product, and keeping customers and employees happy, is really important if you are to be a 'good' business. These are values that are increasingly under the spotlight as all businesses are being asked – and are expected – to do more and more. Organisations such as SSAFE (who are not for profit) are so very important for the industry so be sure to keep an eye on their SME survey developments. This will be an invaluable tool for the small business to assess their food safety culture so please share the information with suppliers and business contacts that you know would find it beneficial.

During a small poll that we ran last week, we asked businesses about their experience with conflict. In particular, how they manage profit over production targets and how they maintain consumer quality while caring for employees and protecting plant. Unsurprisingly many agreed that they had experienced a level of conflict and could appreciate that having all these great values is difficult to manage when pressures to remain commercial abound. So what can you do about it? Kitty highlighted some of things that you can take from her research including the notion that 'purposeful culture' is a way to balance social (being good) with commercial (being profitable). It is important to review and critique both logics (the social and commercial) and TSI's culture model can help you look for those conflicts in your business. Indeed, in the food industry there are many conflicts, from the vision and strategy to targets and even down to how much chemical is being used in production – just think - what does that conflict do to the environment? These are all conflicts that we need, and must as a good business, consider.

But being a good business also means taking care of your employees and as we heard from many of our presenters, the Culture Excellence survey is an opportunity for employees to share their thoughts and beliefs and for you track your 'culture' progress. Undoubtedly some companies have strong, positive thriving cultures that absolutely came into their own during 2020. For others just starting out on their journey, the benefits are untold even during the toughest working conditions. Embracing technology while keeping it 'human' was an important lesson from Haydn. It may be a while before we can safely return to the factory floor so learning from others is key.

Thanks to all the businesses that have taken part in this year and form year seminars, and to all of those who have completed the survey to date, Culture Excellence continues to go from strength to strength with participation from 89 countries in over 5000 locations. The Culture Excellence website (cultureexcellence.com) has a new series of informative webinars that can be accessed free of charge by non-members with additional special member links to guidance material and action planning templates. As Culture Excellence is about to venture into new sectors apart from food (more below), I am delighted to welcome the new Director of Software Development, Martin Clemmensen. Martin will be in charge of Culture Excellence 2.0 which will see a new platform with an exciting fresh look and feel.

Some of the new upcoming modules at Culture Excellence include being 'Socially Responsible' together with a new module designed to assess 'Healthy and Happy Employees'. We have also realised that many of the dimensional components within our four 'Ps' are applicable to any industry and that many lessons can be learned and shared between sectors. We are therefore going to launch a mini pilot with companies from a range of industries (outside food) in 2021 so please check the website to see how you can apply to take part in this exciting new venture. We are also running regular video discussion sessions where we choose a topic from the culture model. So far, empowerment and training are

complete but please be sure to check the TSI Culture Excellence Linked In page for announcements as more come through.

I should also mention that the survey now includes some COVID-19 questions. These are optional and are not included in all the languages as yet. They have been developed as one closed question and one open question so please be sure to discuss with us if you would like to include them in your future surveys. Suffice to say, 2020 has been a year that no-one expected. This seminar highlighted and celebrated the exceptional response from industry, due in no small part to the strength of everyone's food safety culture. We've certainly seen first-hand, even in times of crisis, how businesses are creative and can rise to the challenge even under the immense pressure of a global pandemic.

I would like to thank everyone who gave up their time to take part in the 6th Safety and Quality Culture Excellence Seminar. Those of you who joined as audience members benefited from invaluable insights from organisations large and small. Thank you to all the team at Campden BRI for the superb virtual organisation and to all my colleagues and trusty team members who made sure the programme ran like clockwork!

See you all in 2021 -
Dr Joanne Taylor



About Campden BRI

Campden BRI helps food and drink businesses succeed

We do this through practical scientific, technical and knowledge support

We work closely with industry to ensure the absolute relevance of all our activities - from analysis and testing, process validation and safety assurance to product innovation, consumer studies and training, events, databases and publications

All our activities are underpinned by a strong programme of research - steered by industry for maximum relevance

Membership-based, we provide services to companies all along the supply chain

Vision

To be the partner of choice for the development and application of technical knowledge and commercially relevant solutions for the food and drink chain

Mission

Practical application of technical excellence for the food and drink chain

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