

Safety and Quality Culture Excellence

Campden BRI's 7th Annual Seminar



CULTURE
EXCELLENCE

White paper

Talking Safety and Quality Culture Excellence at Campden BRI's 7th Annual Seminar

Virtual seminar 8 and 9 December 2021

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Graduating in 2018 with first class honours in Environmental Health from Cardiff Metropolitan University, Emma received the Michael Morrison Memorial Award for best student performance as well as high commendation from the Chartered Institute of Environmental Health. In October 2018, Emma secured a Knowledge Economy Skills Scholarship (KESS2) PhD studentship with Cardiff Metropolitan University's ZERO2FIVE° Food and Drink Research Unit. In collaboration with a food manufacturing partner, Emma's project focuses on an in-depth assessment of hand hygiene compliance and food safety culture to inform bespoke intervention implementation. KESS2 is a pan-Wales higher level skills initiative led by Bangor University on behalf of the HE sector; partly funded by Welsh Government's European Social Fund convergence programme for West Wales and Valleys.



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

Now in its seventh year, Campden BRI in partnership with TSI, delivered the Safety and Quality Culture Excellence conference to an online audience on the 8th and 9th December 2021. Exclaiming that “*Christmas had come early!*”, Bertrand Emond opened the session with a run through of what we could expect from this year’s guest speakers. Day one would focus on how to keep safety and quality “*top of mind*” by exploring examples from **OSI, Kerry, McCormick, McDonald’s** and **Aryzta** before a roundup of global and supply chain updates from **SSAFE, Walmart, Integralim, Zhinong Yan Collaboration** and **BRCGS Global**. The last session would shed light on how to embed positive culture right from the start with a look at experiences from new ventures at **HelloFresh** and **Cerealto Siro Foods**.

Of course, from a wider business perspective, maintaining quality culture excellence is no less important for departments and colleagues supporting front line production staff and so day two would provide valuable examples of how to create positive, culture-based, relationships with colleagues. From **Aryzta**, we would hear about enhancing food safety culture by working closely with human resources, about how to drive positive environmental behaviour at **Coca-Cola Hellenic Bottling Company**, the resulting – growing - interest in reporting company ‘ESG’ (i.e. Environment Social Governance) from **Grant Thornton** and the benefit of utilising motivational drivers to increase training effectiveness from **Austin Welch, Sage Media**.

And finally, keeping abreast of the latest culture research would look at how food safety culture can impact hand hygiene compliance in practice from KESS2 PhD Student **Emma Samuel** of the ZERO2FIVE° Food and Drink Research Unit at Cardiff Metropolitan University as well as a fascinating overview of the risk management and communication tool ‘Bowtie’ from **Andrew Collins** of Campden BRI. Dr Joanne Taylor would close the conference by sharing the latest Culture Excellence news including new platform developments and dashboard updates.

Bertrand reminded the audience that these sessions were “*for you*” and everyone was encouraged to get involved by adding their comments, suggestions, thoughts and ideas on Spark Up’s virtual white board. To get things started, the audience were asked to share which activities they utilised to keep the safety and quality culture conversation going ...

THE TOP FIVE RESPONSES, AS VOTED FOR BY THE AUDIENCE:

“Food safety gift vouchers - reward staff that raise food safety issues and report non-compliance”

31

“I present virtual awards after every site audit. This simple act has driven amazing change in line staff”

30

“Develop a mascot for food safety and quality...with no words needed they think about food safety and quality”

25

“It is about food safety and quality ownership at any level ...”

20

“Develop a strong strap line for food safety ... what we walk past, we tell others we accept”

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Part One:
**KEEPING SAFETY AND QUALITY
CULTURE TOP OF MIND**



DAY ONE

OSI: Food Safety Week Activities – Strengthening Our Culture Of Food Safety

SHARON BIRKETT, Vice President Global QA Operations

As OSI are primarily a business-to-business company, customer and consumer trust is built on a long-standing reputation of producing and supplying safe food products to the meat industry. Without a visible brand, Sharon Birkett explained to the audience that it was a “*real honour*” to have the continued faith and trust of their customers who essentially place their own brand on OSI’s products. A global organisation, OSI operates 57 facilities in 18 countries and territories and so the challenge of aligning *all* shop floor team members with the OSI values is no mean feat. Acquisition and facility sub-cultures are often adopted into the OSI family and so food safety campaigns are an important tool to facilitate culture communication and awareness.



As an organisation, OSI launched a campaign - ‘Food Safety Always’ – targeting 3 simple behaviours; to **Look** (out), **Speak** (up) and **Act** (now). Not only are employees at OSI encouraged to look out for themselves, but also for others, with an expectation to always be proactive in identifying food safety risks. If concerns are realised then staff are encouraged to “*expect excellence*” and never be

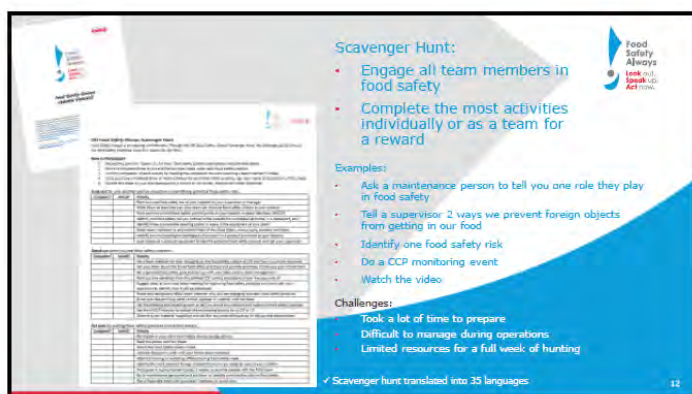
complacent, ensuring that action is taken immediately if food safety issues arise.

Communicating OSI’s values across the organisation is also given a boost during their cross-organisation ‘Food Safety Week’. Held in September, 53 locations participated in 2021 with 95% of the company subsidiaries sharing culture content such as videos and supporting documents. Essentially, the week celebrates, reiterates and raises awareness around OSI’s ‘Food Safety Always’ campaign which seeks to embed culture in the “*hearts and minds of every team member*”. In excess of 1500 hours preparation (including development of a leader ‘tool kit’) and 2000+ hours dedicated to activities during campaign week was ably supported by executive champions across the organisation who encouraged participation. Culture ambassadors were appointed in different geographical and functional areas who could communicate with site champions who in turn interacted with site leaders to ensure effective roll-out.

Key to driving Food Safety Week, the leader toolkit included the all-important Vice President of Global Quality Assurance message (demonstrating top-down leadership), an overview of the brand values and a host of creative content. The toolkit was translated into 12 languages with the launch video and food safety ‘scavenger hunt’ translated into 35 languages to ensure inclusivity. Engagement and communication featured strongly in the drive to educate and inform with simple activities such as having an additional email ‘signature line’ and food safety colouring placemats that staff could take home for their families to interact with.



Employees were also provided with a 'pledge card' that they could sign and place on the food safety 'pledge wall' which was well received. Time capsules, incorporating anything that symbolised keeping food safe were also assembled - to be stored safely until 2022! OSI found that interactive-centric activities helped to keep the campaign fun while still delivering important food safety messages.



Many activities took place on the shop floor – implemented as a team – with interactions including individuals explaining their role in food safety and supervisors reiterating important messages such as how foreign objects can be prevented during food production.

As OSI provided an extensive list of creative content, each participating

site had the freedom and flexibility to customise their events to suit their needs. However, an initiative on such a large, global scale is not without its challenges. Managing activities around operations was difficult to prepare for in advance, particularly during the scavenger hunt, as tasks and duties understandably drew staff away.



The success of Food Safety Week was demonstrated in team members (new and old) becoming more aware of the efforts OSI take to continuously produce safe food and increased familiarity with the underpinning values surrounding Look Out, Speak Up, Act Now. Sharon noted that undoubtedly, being able to customise the activities to suit sites was highly beneficial. This not only ensured that the messages being communicated were consistent across the organisation but also helped to engage team members with OSI's values, many of whom continue to use the toolkits regularly.

Highlights from OSI's Food Safety Week can be found [here](#).

KERRY: Inspire Food And Nourish Life – Safety First Quality Always

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

World leading, business to business, taste and nutrition solutions company KERRY employs over 26,000 staff in 149 manufacturing locations across 31 countries. Campbell Mitchell explained that KERRY's purpose is to *"inspire food and nourish life"* which is conceptualised through innovation (inspiring) and sustainability (nourishing). The message '**Safety First Quality Always**' is the *"mantra"* KERRY employees aspire to, being an integral and deeply embedded aspect of day-to-day operations across the organisation.



The message is simple and identifiable and to ensure the company values are communicated effectively, activities often centre around World Food Safety Day in June. Campbell shared an example from the Suhar (Oman) facility where implementation of the Culture Excellence food safety culture survey was supplemented by a host of food safety activities including collaborations with external partners such as Johnson Diversey and pest control provider ATYAB, poster competitions, multi-lingual allergen training sessions and virtual CCP, OPRP, PRP and GMP training. Similar to OSI, KERRY also implemented a food safety pledge board and Campbell noted that World Food Safety Day is an ideal opportunity to refresh and remind employees that *"Food safety is everyone's business"*. Essentially, KERRY give facilities the flexibility to plan their own activities and for employees in New Germany (South Africa), competitions included a pop quiz, word search, crosswords and recognition of the highest achiever on the *"Golden 6"* factory inspection audit (GMP).

Indeed, driving activities around calendar or celebration dates has proven a successful strategy for KERRY. September sees a week of activities focused on safety and quality engagement driving 'brand' values. Again, partner and customer involvement in the campaign reminds employees why standards are important, not only inside the organisation but externally too. Highlights from KERRY's food safety and quality culture campaigns can be found [here](#).



MCCORMICK UK: Food Safety Culture Activities

Zoe Shuttlewood, Food Safety and Quality Systems Lead – EMEA



Zoe Shuttlewood introduced McCormick, in the business of manufacturing, marketing and distributing flavour products including condiments, spices and seasonings to the entire food industry. Facilities are located in 27 different locations with products sold across 150 countries and territories. Zoe, heading up the EMEA food safety culture programme, explained to the audience that feedback from their

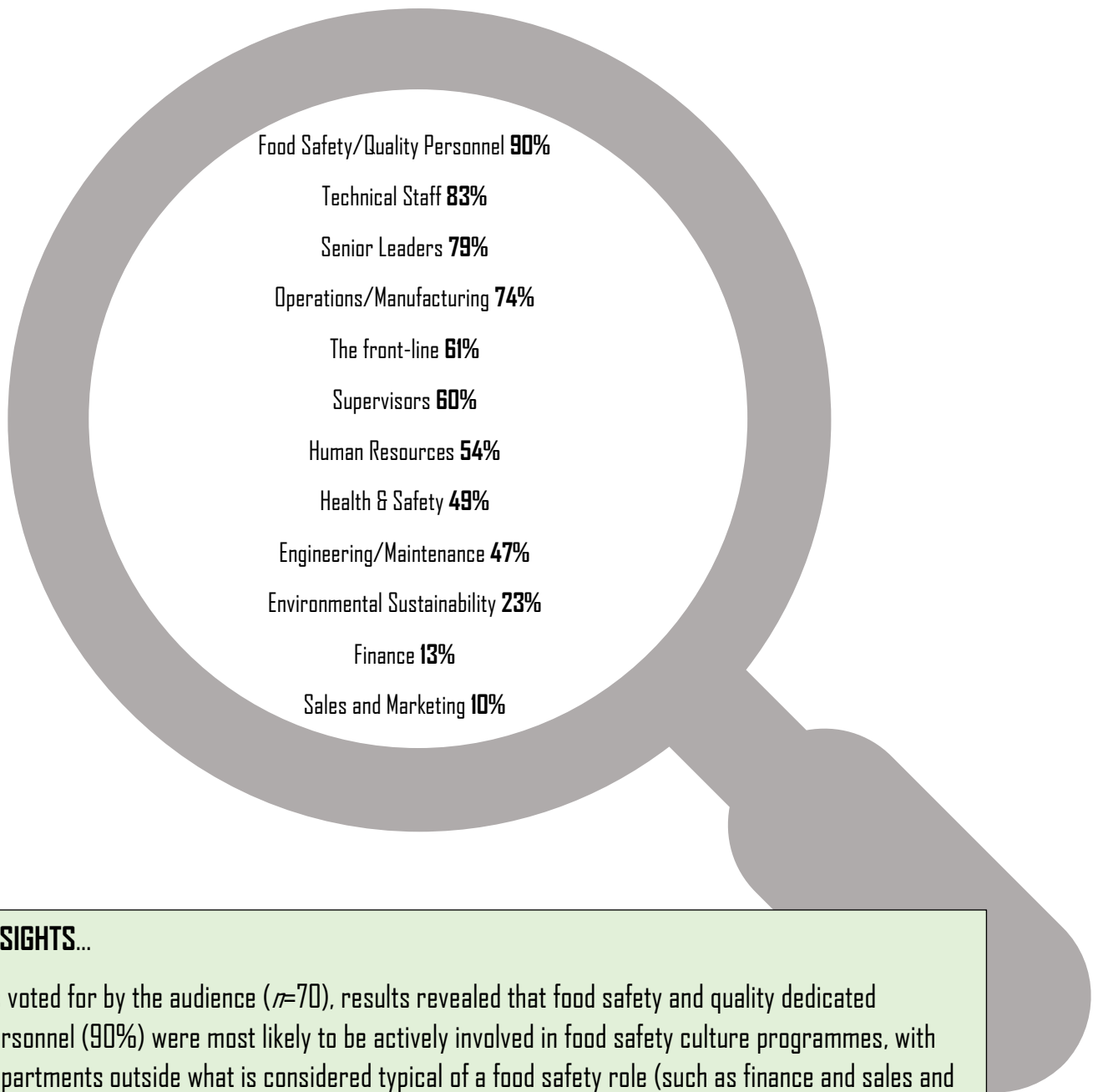
Culture Excellence survey had highlighted that *“communication was critical”* and a key dimension that required focus to drive McCormick’s messages forward to improve culture. Understandably, with having a wide geographical reach, varying culture perspectives existed across the organisation and it was beneficial to reinforce McCormick’s values so that consistency prevailed.

As an organisation, McCormick have identified that:

- Taking a simple message and repeating it frequently is just as effective as having one big event;
- Incorporating site (local) knowledge can bring out the best approaches to keep food safety messages top of mind;
- Incorporating company updates as part of shift briefings (not necessarily focused on food safety) and keeping company notice boards up to date with quality and food safety messages are useful;
- Celebrating events such as World Food Safety Day are better supported if tools and tool kits are available for sites to utilise as they ensure the organisation disseminates the same message;
- Communicating key food safety messages from leaders – at all site levels – can be supplemented by quizzes, spot the difference (and cake and donuts!) to reinforce messages. Anything that will create interest and engagement is helpful;
- Key calendar dates – such as Halloween – can also be used to embody food safety in many creative ways. One McCormick site developing a range of posters highlighting *“What scares our customers?”* using photographs from staged foreign body horrors!

In McCormick’s experience, Zoe explained that allowing sites to have a level of *“flexibility”* demonstrated that everyone had taken a slightly different approach. For one site in particular, World Food Safety Day was used as the launch point for a week of training activities. This ensured that minds were focused on food safety with training in a range of different topics. However, Zoe reiterated that for McCormick, food safety culture was more than just one day and so having a simple message that encompassed the organisation’s aspirations repeated at every opportunity reminds everyone of the cohesiveness necessary in a factory environment.

POLL: WHO IS ACTIVELY INVOLVED IN YOUR SAFETY/QUALITY CULTURE PROGRAMMES?



INSIGHTS...

As voted for by the audience ($n=70$), results revealed that food safety and quality dedicated personnel (90%) were most likely to be actively involved in food safety culture programmes, with departments outside what is considered typical of a food safety role (such as finance and sales and marketing) involved the least. Interestingly, front-line staff (61%) secured the edge over supervisor involvement (60%) by a margin, and so increasing engagement among middle managers (e.g. supervisors, line managers, department managers) may be beneficial to ensure company messages are reiterated often during huddles, shift hand-over and team briefings (as we heard from McCormick). Even though sales and marketing may not have direct contact with food, they will be directly involved with customers and will often have first-hand knowledge of the most frequent complaints or congratulations, which may be a valuable addition to improving and enhancing culture programmes.

McDONALDS: Keeping Food Safety Top of Mind

Professor Bizhan Pourkomaian, Global Food Safety Director

Enhancing food safety culture in quick service restaurants such as McDonald's is a vast undertaking. Operating in 118 countries with 3-4000 suppliers and around 3-400 distribution centres, Bizhan explained that many aspects must cohesively come together to ensure consistent supply to around 39,000 restaurants globally.

Therefore, maintaining culture can be an onerous task as each component in the chain is influenced by national, regional and local cultures as well as the 'culture' created at the restaurant itself. Bizhan remarked that in-restaurant cultures are an important consideration as it will be influenced by "*people*" who quickly develop their own working "*micro culture*" which essentially influences behaviour.

However, for McDonald's employees, a strong food safety culture is epitomised by "*choosing*" to do the right thing even when "*no-one is looking*". To ensure that this message is embedded across the organisation, McDonald's focus on four key drivers, being: **Talk, Measure, Model, Reward**.



Talk. McDonald's believe that for a strong food safety culture to exist, it must be discussed every day. Even in discussions outside professional work, "*talk*" is more important than we realise when it comes to food safety expectations and standards. Bizhan noted that as well as talking it was also important to remember to

"*listen*" to each other, especially at the very top-level of the organisation. The importance of food safety for the business should always be appreciated by those who lead so that it can move forward progressively and innovatively. This enables the right food safety information to be shared from the top down when developing training, activities, campaigns, videos, and even in communication with suppliers.

Measure. To be able to understand how food safety culture can be "*elevated*", establishing meaningful KPIs and metrics will inform the business of "*how*" the food safety culture supports McDonald's system to continuously serve "*safe food*".

Conversely, performance measures can also indicate if food safety culture initiatives have had an adverse effect on food safety or the business. Either way, it is important to know what worked and what did not or else there is no room to improve. Focusing on leading indicators – such as training, food safety investment, reducing incidents, auditing results and remedial actions taken – are aspects that collectively highlight areas that are making progress or are falling behind. Undertaking food safety culture assessments regularly can support continual improvement as it will quickly identify problem areas, and equally, those which are performing well.

Model. Food safety culture is always “set” by leaders, with Bizhan noting that these are naturally the people we tend to “follow”. We model our behaviour on those that we “look up to” and even though this could be someone “at the top”, it can just as easily be a colleague or subordinate from a hierarchy point of view. For this reason, McDonald’s leaders will always demonstrate positive food safety behaviour at any site they visit and have clear accountability for food safety performance at leadership level.



Reward. Quite simply, for McDonald’s, food safety is about **people**. Praise and recognition for a job well done is important. However, Bizhan highlighted that in some cultures it is not customary to single out individuals for reward. In those situations, a group award is more acceptable and so being familiar with local customs is

vitally important in a global organisation. Depending on how much impact you hope to make with campaigns or initiatives that recognise and reward, consideration should be given to markets, segments or global achievements as this will influence message frequency. Employees must be rewarded for their efforts because this “*is the thing that you will achieve*”.

For McDonalds, these are behaviours that they hope their people will “*want to do*” not feel they “*have to do*”, which is hugely beneficial for all the food safety cultures they are celebrating around the globe.

ARYZTA: Food Safety Week – An integral part of enhancing Food Safety Culture

Dr Christa Klos and Alison Wright, Food Safety and Quality, Aryzta Bun Bakeries Europe

Christa introduced the audience to the Aryzta commitment to food safety, the highlight being a week of activities celebrated in June. Now in its third year, *“Hands up for food safety”* and *“Better Together”* are slogans that underpin the campaign, together with **Sifiri**, the company's blue mascot who acts as the food safety ambassador, encouraging staff to always *“See it, fix it, report it”*.



Indeed, 'hands' feature prominently in Aryzta's food safety initiatives, forming Sifiri's face (depicted by a blue glove), in signage and documents and also the basis of the company slogans. Whenever food safety is discussed, the hand symbol is incorporated to reiterate and reinforce the company message. Christa explained that when employees see these symbols they should automatically *“think food safety”*, which messages Aryzta hope to connect with hearts and minds to encourage - *“with a hand on the heart”* – ownership and accountability.



Aryzta also extend these company values to their customer and supplier networks because this is the culture they hope to inspire to drive food industry standards forward. Recognising that food safety culture encompasses the whole company environment, and thus is *“Better Together”*, Aryzta constantly strives for excellence every day. To ensure that the formula remains successful, the Culture Excellence tools measure progress and help to identify *“what is possible”* in future. However, food safety week is the *“event of the year”* in which the company celebrates, engages and rewards efforts that continuously make a *“food safety difference”*. The activities during this week link everything the company does to strive for food safety excellence together and ensures that everyone stays connected on the same *“food safety level”*.



The agenda for food safety week includes presentations, food safety educational games, demonstrations, a foreign material find as well as essential training in aspects such as hand hygiene. A pledge wall is created - using hand prints - upon which all staff are encouraged to make their 'food safety' pledges and to celebrate their contributions to safe food production.

Events are supported by a toolbox which help to bring food safety to life, creating a casual environment where employees can have fun while celebrating serious topics which is the Aryzta way.

For Aryzta employees, food safety week is all about feeling part of something great and that everyone's contributions make a difference. As Christa noted, food safety is *"always a journey – there will be no end"* but it was important to always make sure to *"have fun on the journey"* and to remember that the route was always much more pleasant when it was celebrated together!

DAY ONE: SPEAKER QUESTION AND ANSWER SESSION

Q: How do you measure the effectiveness of these activities (individually or as a full programme)?

A: **[OSI]** Effectiveness is measured in two ways; by conducting very short survey feedback quarterly and through the Culture Excellence survey annually. All aspects are covered from communication and messaging to measuring food safety culture. These surveys have given the organisation a lot of information that is insightful and valuable and helps to plan the future strategy and direction.

A: **[Aryzta]** Similar to OSI, we use the Culture Excellence survey too. We've been pleased to see that people are more empowered and that they feel that leaders give them that empowerment more and more. This, in the end, is what we hope to achieve at Aryzta. It is one thing to celebrate food safety week, but this is really about food safety every week. Every meeting we have, and in everything we do together, first up on the agenda is health and safety and food safety. We actively see the collaborations that people bring to every day meetings. This creates an environment of engaging encouragement and accountability.

Q: Did you find that people engage easily or is there a trick to getting people to join in?

A: **[McCormick]** Communication is key. Communicate with your sites. For example, there may be regional differences as we've found in the UK – the differences between the North and South of England. Also, recognising what is 'fun' for your sites is important to encourage engagement. A good plate of cake or biscuits always helps!

A: **[McDonald's]** What makes people engaged is understanding what century people live in! The audience in our restaurants is very different to those in corporate. Having a break with some cake and so on helps to keep the environment relaxed – the simple things. However, young adults today do not even *talk* on a phone so when you bring them things like cake, they run a mile! What we've learnt at McDonalds is that different age groups, different generations, they all learn differently and need different approaches. It is important to understand those dynamics to secure engagement and success.

A: **[Bertrand Emond]** Indeed! I heard about one business who used a board game to send messages about food safety, it had a food safety theme. The business was worried that young people would not engage with this - but they did!

A: **[Aryzta]** Working out the influences at each facility and the different styles of people is always helpful. For example, some employees want to sit back while in other areas you will have 'ring leaders' or those that want to do things quietly behind the scenes. It's important to target different people so that you can try and draw everyone in together. Understand what works well and what might engage or disengage them. These tactics work really well.

Q: What advice would you give to small businesses with limited resources?

A: **[Aryzta]** Even as a large organisation, we do not spend huge central resources to organise these events. We do not even have a defined team organising our activities. It does not need to be complicated so there is little to 'invent'. Focus on a few ideas and keep it simple. It isn't necessary to do much to get to the point that you want to reach. Make sure to work with your people at the sites and just keep it simple.

A: **[KERRY]** I think it's also a bit like environment activities – think global, act local. Get people involved to help, site by site. It has to come from the people in our experience. It doesn't work if it's solely designed by corporate.

A: **[Bertrand Emond]** Any activities or events, no matter how small, are a huge step forward. Although what we've heard so far today may seem 'grand' in scale, the aspects are transferrable even to small businesses. The principle of having a day or afternoon to celebrate food safety is a good start, especially if it is hooked on a celebration like Global Handwashing Day. Food safety pledges – on walls, on notice boards, on labels hung on a mug tree in the canteen – are simply intentions and an example of how we all feel and think about food safety where we work. These are a useful visual prompt that act as a reminder that food safety is a priority. Developing strong company values, and even a mascot or slogan, can be introduced on all signs around the site or in documents. Putting food safety on any meeting agenda is always helpful, especially if it centres around your strategy. This keeps the conversation and communication going and reinforces the business aims.

Q: But who trains the site management team?

A: **[Bertrand Emond]** This is something that Campden BRI and the Culture Excellence team can help with. We can organise a range of interactive workshops to introduce the concept of culture, to get an understanding of why a strong food safety and quality culture is critical to the success of the business; to get an understanding of ways you can characterise, measure and strengthen your food safety and quality culture; to get an understanding of all the dimensions and elements of culture; to help to ensure that staff have a common understanding and provide an opportunity to reflect on the topic; to share best practice, examples and resources; to help to implement successful action plans and manage change effectively; and to get an understanding of what your role is as a leader and what you need to do drive and sustained positive behaviours to achieve a shared goal of food safety and quality culture excellence.

Part Two:

GLOBAL AND SUPPLY CHAIN UPDATES



DAY ONE

SSAFE: Food Safety Culture Tool

Quincy Lissaur, Executive Director, SSAFE

For many of us, Quincy's insights capture how we all feel about food safety culture. That it's about trying to get employees to do the *"right thing at all times"*. Not thinking – just doing. The benefits for business are numerous including cost savings, happier staff (less attrition), improved business reputation and staff empowerment. In broader terms Quincy noted that food safety culture is also rapidly becoming a requirement for many food businesses to address, featuring in Global Food Safety Initiative's policy as well as Codex Alimentarius. While the BSI's forthcoming PAS 320 (the 'how to' document) will guide businesses with implementation, SSAFE can assist businesses with measuring change.

To achieve this, Quincy explained that SSAFE decided to work with leading organisations (Campden and TSI) to develop a starter tool that companies could use to assess their 'people' aspects – probably one of the most important components in terms of food safety culture. This represents one dimension of the Culture Excellence framework (as depicted below) and is an excellent entry point for small businesses to explore.



Indeed, the 'people' characteristics are often the common starting point in any food safety culture assessment programme as they are relevant to businesses of all sizes, anywhere along the food supply chain. In many respects, it is a great place to start the culture journey as it captures how individuals within the business perceive the prevailing culture. Consequently, SSAFE have developed an assessment tool, that although is aimed at small businesses, can also be utilised by larger companies (particularly those who want to explore the food safety commitments of their suppliers or contractors for example). The tool is free, available in 56 different languages and once complete, provides insightful benchmarks that can be used to inform progressive actions.

To date, Quincy explained that 750+ companies from 90 countries have registered an interest in the SSAFE tool with 150+ businesses completing the assessment so far. These responses have enabled SSAFE to build a food industry profile and early results have revealed some interesting findings. By way of example, Quincy highlighted that although people believe they have authority to act in the event of discovering a food safety problem (with an average positive

response rate at 79.2%), they are far less likely to be praised for their effort (with an average response rate at 66.5%). With regard to training on the other hand, participants indicate that although new information is being provided (79.4% agree), training frequency (70.3%) and enjoyment (68.5%) fairs less well. This suggests that even though the training content is relevant and informative, there needs to be a concerted effort towards making training programmes more accessible and fun.



Nevertheless, Quincy also noted that SSAFE recommend that if you undertake an assessment using the free tool, it makes sense to continue beyond the people landscape. A strong food safety culture can be highly beneficial as ultimately it saves costs and makes for a more effective, stronger, organisation. Quincy added that everyone must work together to strengthen food safety culture right across the industry as almost 70% of food fraud typically occurs within the four walls of a business. This suggests that industry-wide there is a relatively weak culture of food safety and so understanding how strong (or not) a culture is, is fundamental for businesses moving forward.

The SSAFE assessment tool and further information can be found [here](#).

WALMART: News from North America

Louise Bamber, Food Safety and Quality Director, Walmart International

Global Walmart. From North America, Louise introduced the Walmart perspective, firstly highlighting the company's input into BSI's forthcoming PAS 320 guide and their contribution towards embedding food safety culture in industry. Sitting on the Steering Group panel, Walmart not only contributed financially to develop PAS 320 but also used their own Global Center of Excellence to review content, collect feedback, make suggestions and provide a global perspective on content. Louise noted that Walmart look forward to the guide being published, by it being adopted in industry, and to encouraging suppliers in the Walmart chain to use the guide in their own businesses. The PAS 320 will help to build a consistent food safety culture outlook that will lead businesses all over the world through their culture journeys.



Canada. In a move similar to the USA and Europe, Canada is now including management commitment within their statutory/regulatory framework meaning increased focus and attached importance – hopefully - will prevail. This has led to a lot more focus in Walmart's supply base and heightened awareness among consumers about food

safety in general. It has also been interesting to observe Canada's COVID response and reactions to safeguarding health and wellness. This has been especially helpful in reinforcing food safety culture around hygiene standards (e.g. handwashing and cleaning procedures) and Walmart are watching closely to see whether or not this high-level hygiene focus will be maintained.

As we heard from other speakers, Walmart also created a lot of events and content for World Food Safety Day with the Canadian branch creating videos about what food safety means to them as Walmart Associates. These events have been so successful the team are planning a month-long food safety celebration (not just one day) next year.



Mexico. Currently, there is more direction and intention from the Mexican Government to focus on food safety which will be introduced through several regulation changes. One such change is looking at much clearer food labelling which helps to draw customer attention to what they are buying and eating. In turn, this has helped to focus more attention in Walmart stores on food safety aspects which is necessary when we consider food safety in a wider context (e.g. security and integrity).

Louise highlighted that internally, like Canada, Mexico also made the most of the Government response to COVID with many in-store changes leading to an increase in the number of independent audits being used to assess hygiene and safety standards. This has led to healthy competition between stores and food safety teams have worked hard to embed the food safety framework into the business. Mexico have also seen a lot of growth in omnichannel initiatives (e.g. online shopping) due to COVID restrictions and so Walmart are looking at the end-to-end process much more closely to understand how cloud stores operate and how customer orders are picked and fulfilled. A range of KPIs have been developed to target improvements and drive

accountability throughout the process which will help to progress these food safety initiatives positively.



USA. Moving on to America, Louise explained to the audience that it had been interesting to see how the FDA had been steadily growing their commitment to food safety. They are taking action on their *own* food safety culture to be able to enforce it in the food industry. This should not be surprising to many as Frank Yiannas, previously Walmart's Vice President in charge of food safety, is now firmly in post as Deputy Commissioner for Food Policy and Response at the FDA. His new era of Smarter Food Safety is built on four core elements, most excitingly, number 4 which calls out the requirement for food safety culture in the food industry.

This is leading to change in behaviour and approach in supply chains, in Walmart and right across the food industry. Walmart have joined several independent groups to support this welcomed change including **Stop Foodborne Illness** which is focused on driving the food safety agenda within the US Government.



Consumer Food Safety. Walmart are also a proud financial sponsor of the **Partnership for Food Safety Education**. This is a non-profit organisation formed following the signing of the Memorandum of Understanding in 1997. They support education for consumers around food safety and sponsor a network of educators called the 'BAC Fighters' specialising in providing training to underrepresented communities. Focusing on four core food safety practices – operating clean, separating, cooking and chilling – the messages are simple yet really resonate. This is the primary tool used across the USA to educate people on food safety.

Ultimately, Walmart are striving to bring food safety culture to everyone's attention – from stores around the globe to domestic environments – aiming to use their strengths to collaborate with partners and transform systems on which we all rely.



Food Safety Culture: A European Perspective

Bruno Sechet, Food Safety Consultant and Managing Director, Integralim

"We have included food safety culture in EU legislation! Yes! We've done it!"

So what do we do now? Are we done yet?"

Bruno Sechet, 2021

Great questions. Ones we are certain many audience members will have been asking themselves too. Now that we have firm commitment and recognition that food safety culture is essential for all food businesses, what are the next steps?

For Bruno, while the food safety culture concept continues to strike interest in businesses, quite how it can be *"improved"* still remains a mystery to many. Using examples from around Europe, Bruno summarised the pillars that appear to represent some of the biggest challenges for industry.



Management Commitment. In Spain and France, more than 50% of food professionals believe that the biggest constraint to winning in food safety culture is their top management. Bruno explained that this results in a lack of leadership commitment and so we need to ask ourselves how we can make leaders understand how important culture is for business. We must not forget that of

290,000 food companies in Europe, 99% are SME's and these small companies, those which typically have the most difficulty in understanding the food safety culture role, also form many of the links in our supply chains.

Keep it simple. Bruno explained that feedback from industry demonstrates that auditors are failing to address the food safety culture elements by demanding far too many requirements which hamper performance measures. As stakeholders, Bruno believes that we all need to make things easier for everyone through simplification. Even down to the way that we engage and communicate with each other, and especially with suppliers, focusing on the *"why"* we do what we do (the food safety aspect). It seems much more important than the *"how"* we do it - and all the documentation that the 'how' inevitably involves.



Collaboration. Bruno also asked the audience to think about who they are collaborating with. Even though food safety culture is about “*people*” it is also about how those people collaborate and work together. Everyone has a role to play from collaborating with customers, authorities, , suppliers, contractors and colleagues. We’ve seen this today with collaborations between Campden, GFSI, SSAFE, BSi and the private and public sectors to name a few. But we also have a duty to involve the authorities so that everyone is focusing on the same food safety culture goals. Bruno noted that there is currently no plan on how authorities will effect the regulatory changes in Europe. And so yes, there still appears to be much more food safety culture work to be done!

Food Safety Culture: Updates from China

Zhinong Yan, PhD, Senior Advisor Walmart Food Safety Collaboration Center,
ZN Collaborations LLC

Zhinong, having worked in China for the last seven years, brought his experiences of the food safety changes that he has witnessed in recent years. Starting in 2014 with the translation of Frank Yiannas' food safety culture book – and again with the second publication in 2016 – coupled with the great work the Global Food Safety Initiative (GFSI) has done in promoting food safety and food safety culture, Government officials in China are now starting to recognise just how important this topic is.



For example, while Zhinong was working with Walmart Food Safety Collaboration Center (WFSCC), the GFSI position paper on food safety culture was translated into Chinese by GFSI local group as was Food Safety Magazine's dedicated food safety culture issue. These documents helped to create the core values, the four food safety pillars, and were freely available on the

company's food safety knowledge hub website to spread awareness.

A visit from Bertrand was also incredibly helpful during Zhinong's Forum on International Food Safety Education as well as university lecture input where Bertrand shared and promoted the benefits of food safety culture. The BRCGS have also undertaken a lot of work in China helping to raise awareness of food safety culture and drive food safety standards forward. This input, these stories, are what helps the Chinese food industry to make change. However, while food safety culture has made great progress in China, some challenges still exist. The importance of food safety culture to business and securing investment and commitment from leaders takes a lot of communication and training still. For many, especially in SMEs, food safety culture *"is just nice to have"*, serves as a slogan and does not have much of the work required in place to support it (like creating foundational pillars and strategy). However, multi-national companies are providing good examples, and so understanding how those large businesses can support local, smaller companies, would be highly beneficial.

Currently, a lack of educational and training resources makes raising awareness difficult, and University lectures still do not necessarily include food safety culture in their programmes. Thus, relying on large businesses and organisations like GFSI and Walmart to make a commitment to lead on education and training is essential. Zhinong noted that more promotion from stakeholders such as governments, trade associations and companies is also needed. They are well-placed to share their own experiences and knowledge with Chinese food businesses. Sharing scientific evidence is also helpful especially when correlations are drawn between food safety culture, behaviour and food safety outcomes. These stories are what China use to help people to understand food safety culture in business.

Evidently, for food businesses in China, collaboration is key, and their continued food safety culture progress is an exciting journey.

How Companies Have Dealt With BRCGS Culture Requirements

Angela O'Donovan, Head of Standards and Paul Munday, Head of Global Sales, BRCGS

Angela brought the audience an update on how companies have dealt with the food safety culture requirements of BRCGS Issue 8, in particular what has been challenging and what has been successful. Introduced in 2018, to date, around 20,000 companies have been certificated to the new food safety culture clause globally which states, quite clearly, that it is senior managers who need to define the way. To that end, Angela noted that achievements are expected to be evidenced in actions *and* in documented records and paperwork; it is essentially a combined process.

Consequently, the BRCGS has been asking companies and auditors to share feedback about what they believe are some of the most challenging aspects, which included a range of factors from misunderstanding at senior management levels to the way in which the auditor conducts the inspection.



From a senior management perspective, Angela noted that quite often during assessment, the auditor will be provided with a copy of the HACCP plan when they make enquiries about product and food safety culture. It is therefore vital that senior managers are trained in what product culture is, and to understand that it is not the role of the quality manager to develop the food safety culture strategy. It has also become apparent that sites need more support and solutions about what “good” looks like. This is a question that is often asked, and Angela remarked that it had been great to see such a range of examples as to what “good” does actually look like during today’s presentations. This is the type of information that helps businesses struggling with their culture journeys and so the white paper will be incredibly useful for many.

The feedback also revealed that there is also discord between the two behavioural dimensions; that of being objective (e.g. the technical perspective) or subjective (e.g. those that the people decide). It is incredibly difficult to evidence the subjective which often relates to aspects like empowerment, effective communication streams and new starter coaching. Demonstrating and evidencing the company DNA, when it is effectively a subconscious behaviour we are dealing

with, is complicated. There is also disparity between businesses, with small businesses often struggling to document their vision or strategy whereas large businesses often have more resources to achieve this element. Conversely, small businesses or sites have the potential to develop the strongest cultures because of the very fact they are small. Similarly, from the BRCGS perspective, while it can seem difficult to monitor continual improvement (as culture change can take many years to embed), since the clause was introduced in 2018, the number of non-conformities raised year on year have slowly and steadily decreased.

For auditors on the other hand, additional training may be necessary moving forward as some believe that it is their role to audit the food safety culture, whereas what they should be aiming to do, is evidencing food safety culture “*in motion*”. This type of evidence can generally be found on notice boards, in changing rooms and public spaces. They should be asking if there is investment in people - are adequate tools available – is there coaching - do they have KPIs? A typical and simple example; if the damaged soap dispenser takes four weeks to fix, what does that say about the food safety culture within an organisation? An auditor should be looking at how quickly this was remedied because this feeds directly into the site’s food safety culture. Even during an inspection, be aware of who answers the auditor’s questions about food safety culture. Is it the technical managers or is everyone speaking about it? If it’s just the technical manager, then chances are that food safety culture is not embedded in the organisation and then it becomes far more difficult to progress. And one final tip that an auditor suggested, was to move the assessment of this clause to the very end of the audit. This gives the auditor a chance to “*experience*” the culture first-hand before completing the assessment.



Paul provided the audience with insights as to how BRCGS customers are dealing with the food safety culture excellence aspects, in particular, those who are the start of their culture journey. Some of the most common questions raised by customers include how they prepare, plan and set expectations before moving on to implementing the

assessment itself. While this can often depend on organisation size and geographic location for example, Paul noted that the very next question is quite often: “*What’s the return on my investment?*”

Admittedly, Paul explained that this was quite a difficult question to answer initially, but since the culture excellence programme has evolved over the last few years, it has become more and more apparent that the ROI is not necessarily a monetary value, although organisations have realised that this is another benefit. Indeed, what BRCGS have learnt is that the culture excellence investment is quite often related to the people. This might be a reduction in staff attrition or simply the benefit of increasing integrity and trust. People wanting to work for the organisation and attracting the best talent. People who are happy in their job and trust in their leadership. All these aspects alone help to build a positive impact for the brand, the company reputation, which in turn helps to create a culture within the business that is proud. These are

all excellent examples on how the investment is returned, as fundamentally, people can make or break a culture.

Another question that often comes up with Paul and his team, is who should be involved in the culture excellence assessment? Companies often want to know if agency staff or part-time workers should be included and for Paul, anyone who works in your business or represents your organisation should be involved. All employees, agency, temporary or permanent, all contribute to your operation and are therefore involved in the company culture. Everyone plays a part in what is essentially the output of the business. Indeed, the BRCGS have also realised that there is an ROI to measuring part-time or temporary staff because if, as a business, you want successful relationships with recruitment agencies, and have the training correct from the very beginning (at the front-end), this reduces errors or safety issues among temporary workers and again, builds consistency, trust and positive brand image.

So when it comes to measuring “*success*”, which is a continual journey in food safety, BRCGS culture excellence is all about having a positive impact on business growth for all the people involved in the organisation.

More information about BRCGS is available [here](#).

Part Three:

BUILDING A POSITIVE FOOD SAFETY CULTURE AT NEW SITES



DAY ONE

HelloFresh: Building A Positive Safety Culture

Janet Cox, Associate Director of Food Safety and Compliance

Having taken up a post with the company just over a year ago, one of Janet's first projects was to develop and execute a quality and safety strategy across the company's international markets. No problem, right? Janet is a firm believer that having tenacity in spades is essential when you assume a technical role. However, for this task, she needed a truck-full.



Tenacity and determination. Even though HelloFresh as a business felt ready to begin their journey, there were a number of essential factors that needed to be put in place first. Janet explained that the culture strategy needs people who are willing to be “*with you*” every single step of the way. Also, and even though there is plenty of evidence available demonstrating what positive safety and quality culture can

bring to your business, the reality is still about maintaining the “*operation*” of that business and what it does for the customer; the bottom line. So being able to weave safety culture benefits into the day-to-day operational execution of the business was vital to create a pathway to success.

In particular, Janet found that working across multiple geographies, time zones, cultures and demographics, it was critical that everyone involved was starting from the same page. This involved creating the strategy first, being sure to align the approach with the international senior leadership team based in Berlin. Subsequently, this was aligned across the multiple countries that HelloFresh is active in. This was a time-consuming process, requiring multiple meetings with numerous stakeholders across different functions and many different departments. However, it was really important to spend the time up-front making sure that everyone was on board with the vision and strategy the business had conceptualised and created. **JC's Top Tip: Be ready to have the same conversations many times over until the message is clear. Keep on going and be prepared for knock-backs. Challenges happen. Business priorities shift, so adapt, be flexible – but keep going.**

Finding the right approach. Janet realised that it was important to find the right approach and structure for delivering the strategy. Following a benchmarking exercise of different options, HelloFresh chose Campden BRI and the Culture Excellence tool to support their initiative, realising that it provided a holistic approach relevant to all the markets that HelloFresh is dealing with. It covers the four key areas that the business requires in their culture strategy being sustainability, safety, food safety, and quality. It is well established, outputs can be customised by regions and markets and it measures the return on investment. One of the most important factors however was the ability to translate the tool and reach



employees in their own language. **JC's Top Tip: Flexibility and adaptability – choosing the right tool to support the strategy is important. HelloFresh is dealing with employees who speak 60 different languages and so effective communication is paramount.**

Top-Down Modelling. Reiterating other speakers from today's programme, having leaders communicating and visibly committing to the strategy is key. Even when progress is not going as well as hoped, always remember that leading is necessary even during knock-backs. Janet highlighted that all the good work can be undone in an instant with a wrong conversation or message. A collaborative approach is vital, and for any campaign to be successful, the process and application needs to be modelled from the top down. **JC's Top Tip: Senior managers must be able to model a "safety first" work style, continuously demonstrating it in everything that they do. But to do this, they first need to understand their responsibilities. Investing time and effort in open communication pays dividends.**

Communicating. Keeping employees updated with project progress is another important aspect. Janet explained that every stage needs to be shared so that engagement does not wane. This includes time scales – when things will happen and what that means for employees – which can take many forms. For HelloFresh this has included messages on TV screens, posters in distribution centres, QR codes that managers can share with staff, anything that makes the information visible, visual and multilingual. Everyone needs to have access to the information and as a business, you need to understand how employees can feedback. How do they raise safety concerns and what are the ways that two-way communication can be facilitated? **JC's Top Tip: At HelloFresh, an anonymous reporting line has been successful; employees can share anything without revealing who they are. This helps to build trust inside an organisation.**



Ground-up thinking. Creating a strong safety culture really starts from the ground up. As we heard earlier from Paul Munday at BRCGS, HelloFresh decided very early on that all employees needed to be involved in the benchmark process. It was essential that everybody had access to the survey and Janet's journey during the project's first year has concentrated on building a sound foundational approach to support the business

strategy. The Culture Excellence survey will be rolled out across the business in early 2022 so the efforts made during the planning stages are really starting to flourish. **JC's Top Tip: As you build the safety culture from the ground up, remember to include the third parties that you work with. Include them in conversations, keep them abreast of progress so that they can communicate effectively with their own employees.**

Training is critical. Celebrations too. Embedding the safety culture in the training programme is essential and HelloFresh have achieved this by creating their training academy programme. This will be executed across the HelloFresh markets after the action plans are initiated following the Culture Excellence survey. **JC's Top Tip: Celebrating every success is important. Whether big or small. A recognition card for a small achievement or a virtual thank you makes a big difference.**

Ultimately, for Janet and the HelloFresh employees, the first year of the safety culture journey has proven that continuous improvement is what keeps the momentum going. It is important to know that the project is delivering expectations and so evolving, learning and re-assessing what has been done can inform the next steps for success.

Tenacity anyone? We think Janet has plenty enough to share!

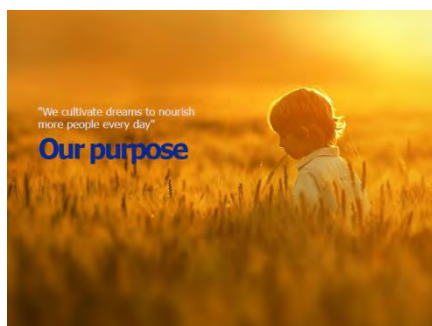
CEREALTO SIRO: How To Create A Positive Safety And Quality Culture From The Start And Sustain It

Rachel Foulkes, Technical Manager, Cerealto Siro, UK

Cerealto Siro operates across eight sites in four countries including Spain, United Kingdom, Portugal, Italy and Mexico. With just over 3,500 employees, in 2014 the company acquired a warehouse in Worksop (UK) and proceeded to build a bespoke facility which was completed in 2017. Supplying major UK retailers and B2B clients, the company manufactures rice cakes, everyday biscuits and cereal bars.



From empty warehouse to a state of the art, leading, manufacturing facility, Rachel explained that everything that goes along with running a food business needed to be started “*from scratch*”. Creating and implementing policies and procedures while on-boarding 200 new employees and managing a high volume of work was no mean feat. Working closely together as a team – management included – the business was determined to embrace the right culture attitude from day one. In 2019, the two founding businesses (Grupo Siro and Cerealto) merged to form the now Cerealto Siro, and the company took the opportunity to revise the company values. This coincided with the BRCGS Issue 8 implementation which supported the business in terms of their safety culture ambitions and action plan.



Cerealto Siro's purpose is to “*cultivate dreams to nourish more people every day*” with a vision to increase turnover, growth, strategic partnerships whilst improving sustainability. The company's core values – that employees live and breathe every day – include Positive Attitude, Result Orientation, Teamwork, Consumer Orientation and Commitment. These values ensure that everyone is striving towards one common goal.

Rachel highlighted that setting up a new factory, employing people without previous food industry experience and transitioning from European company into the UK, there were many challenges to overcome. However, the company decided to build their food safety culture strategy around the Culture Excellence model, focusing on People, Process, Purpose and

Proactivity. Being a new business, still in its infancy, the culture at Cerealto Siro was still very much in the development stage and so fast implementation was necessary. Competition from other manufacturing companies in the local area meant that low labour market activity and fast growth impacted training and so the business had to make sure they offered something different to attract the best people.



This included a suite of 'Brilliant Basics' that include annual culture and engagement surveys, an ambassador programme, Worksop leadership team, corporate app, newsletters and reward and recognition programme. The surveys in particular have been beneficial in that they have helped the business to focus the strategy going forward.

Pride is another factor that Rachel explained makes the business culture thrive and the accreditations that the business have achieved demonstrate that the results *"really speak for themselves"*. In future, and now that the factory culture has been established, the focus has turned to maintaining continuous improvement especially through training. This will be achieved by benchmarking the Culture Excellence results against industry leaders to enable the food safety plan to develop and grow. To always strive for excellence is something that the business strongly believe in, and senior level support has been key in that regard.

For Cerealto Siro, *"rowing in the same direction"* is something that gets talked about a lot at the Worksop factory. It ensures that everyone is heading in the same direction and that the culture continues to go flow from strength to strength!



DAY ONE: THE TAKE-HOMES!

- Leaders must have a visible voice during the culture initiative – either by video, signage, posters, documents or in person. Food safety culture curation starts at the top and leading by example is key.
- Having a simple brand, campaign, slogan or mascot can greatly improve engagement.
- Campaign preparation is important; consider language barriers, local site needs, inclusivity and accessibility. Making tools flexible and customisable helps with site buy-in.
- Have clarity on the principle messages being communicated: What is the purpose of the campaign initiative? What will it hope to achieve?
- Campaign initiatives can be resource intensive and so how effectiveness or success can be measured is an important consideration.
- Having a campaign ‘week’ ‘month’ or ‘day’ can give an initiative focus. Activities need not be complicated and can include simple approaches such as a food safety pledge wall that serves as a daily reminder to all team members.
- Executive champions, ambassadors, geographical and functional champions can help maintain campaign ‘buzz’ as well as disseminate important information, milestones and timescales.
- External partners (suppliers and experts) and customers can provide useful input into collaborative activities including webinars and training that reinforce company messages and values.
- Reward and recognition are important if people within your organisation are to remain engaged as they will feel valued for their efforts.
- SSAFE Food Safety Culture tool is a useful entry point for small food businesses and larger organisations who wish to explore their supply chain cultures.
- Collaboration is key; internally and externally to the organisation. Learning by collaborative enterprise means no-one gets left behind.
- Consider what your operation says about your culture if you were a visitor: Who talks about it? What demonstrates your progress? Where could you do better?
- When the going gets tough, the tough keep going. There will sometimes be knock-backs on your culture journey but be prepared to keep moving forward. Start from the ground-up; visualise what you hope to achieve and consider what you need to do to get there.

Part Four:
**QUALITY CULTURE AND THE
WIDER BUSINESS PERSPECTIVE**








DAY TWO

ARYZTA: Collaborating with HR to enhance food safety culture

Dr Christa Klos and Alison Wright, Food Safety and Quality, Aryzta Bun Bakeries Europe


Following on from Christa's insight into 'Food Safety Week' Aryzta-style yesterday, today we explored how Aryzta manage their food safety culture relationships beyond production departments. Christa noted that as HR is all about *"people"*, and that those people ultimately form the vital culture components, it was important to include HR in supporting and driving food safety strategy. But first, as a business, it is also important to understand what culture means for the organisation *and* employees. Christa said that while plans and strategy are critical, they must also be capable of creating a culture that ultimately *"works"* in reality.

FOR EARLY REFLECTION



- Being an Employer of Choice is about everyone – the culture we shape, the engagement we build and the connections we develop with each other
- Culture weaves through everything - it is living and breathing
- Culture is something that you have to work at - If you don't shape it – it will shape you
- 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 – 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

3 13.02.2022



Christa noted that as culture *"weaves through everything"* it should be regarded as something that *"lives"* and breathes which takes work and commitment. In Aryzta's experience, if the culture isn't *"shaped"*, left to its own devices, it will quickly shape itself. Therefore, having clear culture aspirations – such as which behaviours are acceptable and which aren't – will aid in communication, how you reward and recognise achievements and how you, as leaders, shape the journey. Aryzta recognise that their continued success depends upon the quality, commitment and responsible behaviours of its people, day in day out, and so *"the way we do things around here"* is deeply embedded in the company values being 'Integrity' 'Ownership' 'Customer Focus' 'Creativity' and 'Care'.

Essentially, at Aryzta, culture is not only a passion for good quality and safe food but food that *"serves inspiration"* which relies on building a culture of ownership and accountability throughout the entire organisation in which HR play a vital role. However, regardless of the department an Aryzta employee works in, the core values are the same for **everyone**. Aryzta recognise that an *"engaged employee"* is more likely to be an *"inspired employee"* and an *"inspired"* employee is what the company want. In 2020, this called for a re-developed 'Integrated Talent Management Process' so that everyone – food production or otherwise – had an opportunity to develop and grow their potential at the business.

First Impressions are the ones we remember! **ARYZTA**
SERVING INSPIRATION

Our **Integrated Talent Management** Process based on 4 key areas including Acquisition, Onboarding, Development & Retention.

Acquisition & On-Boarding Programme

- Pre-Start Date communication
- Day 1
- Induction for success! [culture – safety / food safety]

Learning & Development programs

- Everyone can grow at ARYZTA
 - core competency learning
 - future leader development

Talent Management Programs & Retention

- Supports employees in having targeted development plans for engagement, career planning, growth opportunities & retention.



Food Safety & Quality 

This included a new on-boarding programme which actively increases communication with new employees before their first day at work (something which HR can actively engage in), a new learning and development programme (enabling anyone to take ownership of their own development in the

company) and a talent management programme that supports employees with a targeted plan to achieve their goals. Indeed, investment in developing employees and “future leaders” ensures the business stays agile, relevant and continuously adapts to support sustained performance from everyone. Ultimately, the Aryzta Talent Management programme is fundamental in driving the culture forward, which in turn leads to successful business plan outcomes.

Thus, an integrated food safety plan is something that Aryzta strongly believe in. We met SIFIRI (the blue food safety mascot) yesterday but in addition, Aryzta also strive to educate food safety in creative and engaging ways which may be one-on-one conversations about roles and responsibilities or by tugging on heart strings through personal food safety pledges. For an employee this might be a pledge to always raise food safety issues while for the CEO it could be a pledge to always talk about food safety when they visit an Aryzta bakery. Christa noted that these pledges are a visual commitment to food safety that Aryzta hold people accountable to by keeping them on display, taking about them and living them. This is the culture that you will find at Aryzta, one that is dynamic, thriving and very much alive.

We are aligned with a common goal **ARYZTA**
SERVING INSPIRATION



FORMAL

- Strategy
- Roadmaps
- Culture programs
- Positive leadership
- Communication for Alignment
- Communication forums & messages
- What gets rewarded
- Engagement & retention strategies
- Shared KPIs
- Programs - what they cover

INFORMAL

- The standards we live by
- The expectations we set
- Who is included in opportunities
- The encouragement given to step up and out
- The way that set backs and step forwards are managed
- Someone is always watching

THE GLOBAL PROGRAM



ZERO HARM

SERVING INSPIRATION 

Consequently, keeping the ‘culture’ well-fed and nurtured, means rewarding employees in many different ways including staff lunches, BBQ’s or bonus schemes. Aryzta always think outside the box and quite often dare to be different. This might include promoting a food safety misdemeanour and formally thanking and

rewarding the team or individual who discovered it. While this might not be the norm, Aryzta have learnt that transparency, trust, engagement and commitment are necessary in an organisation that strives for success. Celebrating weaknesses is sometimes just as important as celebrating strengths because it shows that people are actively thinking about food safety at all times. However, Christa highlighted that it was just as important to reward others who

contribute to the food safety programme including the supplier community. Aryzta view this as 'preventative culture' in many respects and so the company values are widely shared so that everyone can play their part. Quite simply, everyone involved in the Aryzta culture see it, hear it and know about it and all departments and functions (internally or externally) are aligned to one common goal.

Excellence, Everywhere, Everyday recognising our people.

ARYZTA has a number of programmes to recognise its employees:

- Employee of the Month & Employee of the Year
- Food Safety & Quality Awards through SIFIRI Moments
- Incentive Programme – formal and informal
- Safety Awards
- Site BBQs to celebrate events
- Lunch and learns and fun activities throughout the year
- Annual Christmas Party
- Family Day Events

We use all opportunities to recognise employee's efforts daily, which can be evidenced through the engagement levels of ARYZTA Employees.



Food Safety & Quality 

But to keep the programmes alive, recognising “*Excellence, Everywhere, Everyday*” is fundamental. Aryzta know that if you value people and those people feel “*valued*” they will usually go “*above and beyond*”. Empowering people is the recipe for success and building a “*community*” that fosters and encourages openness, respect, trust and fairness a must. The people at Aryzta are valued because quite simply, they are the critical ingredients for business success.

COCA-COLA HELLENIC BOTTLING COMPANY: Driving Positive Behaviours On Environmental Sustainability in Coca-Cola Hellenic

Hele Talur, Head of Environment, ICSC Coca-Cola Hellenic Bottling Company

Hele Talur of the Coca-Cola Hellenic Bottling Company (CCHBC) brought a wider culture perspective to the audience – through the eyes of environmental sustainability. CCHBC is responsible for the bottling operation, for producing the Coca-Cola product and for servicing the route to market. The CCHBC portfolio mainly contains soft drinks (e.g. Coca-Cola, Sprite) but also includes local beverages such as natural mineral waters for some European countries and also a non-carbonated range which includes ready-to-drink teas and coffees.

In CCHBC, there is a long history of working with sustainability topics. Touching on the three main pillars of environmental compliance and sustainability including the economic, social and governance (ESG) responsibilities, the first CSR policies were established in 2004 before different sustainability policies and procedures were subsequently fast-tracked into operation.



In 2008, CCHBC began disclosing the Dow Jones Sustainability Index for the company as well as the CDP which covers water security and climate topics. This was followed in 2016 by the first set of science-based targets addressing the carbon emissions linked to Coca-Cola production and by 2018, the 'World Without Waste' strategy was released. This relates to packaging and how the business not only produces its products but how the packaging is collected and re-used across the globe. In 2021 the new science-based targets for carbon emissions were released and a 'Net Zero' by 2040 ambition announced.

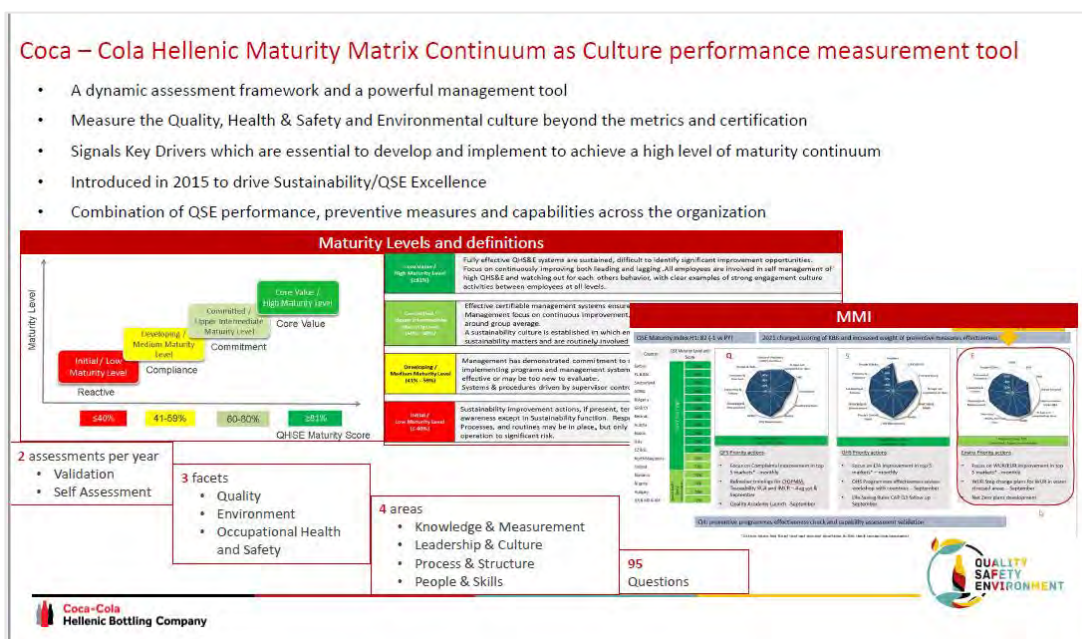
While the work and dedication to meet ESG benchmarks takes effort, CCHBC's endeavours are frequently recognised by external bodies and audiences worldwide. However, Hele noted that while being recognised "*externally*" is very important, it ultimately relies on the work that CCHBC does "*internally*". This includes having a "*one-pager*" QSE Strategic Priority framework which is communicated company-wide. Continuously adapting, the purpose remains relevant now and for future and has a strong focus on 'Leadership and Culture'.

'Culture' is something that is very important at CCHBC and relies on having "*good people*". Hele explained that this meant supporting 'good' communication, engagement and cross-functional collaborations and partnerships.

It would be impossible to achieve the sustainability targets being aimed for without having the right people in post. This also ensured that 'Innovation and Digitalization' remained current with mindsets fixed on fostering internal innovative solutions through the advanced use of digital technology and AI. For the QSE priorities to succeed, a dynamic change management processes ensured programmes and governance remained on track and that non-value systems or processes were eliminated.



But to drive performance improvements forward, it is necessary to ensure that all employees have clear visibility of the achievements being made together with an understanding of what their responsibilities are. Performance with sustainability targets are also shared with stakeholders and external audiences as the milestones are met and transparency in that regard is key.



Alongside CCHBC's performance targets, several QSE behavioural programmes have been developed to support and drive culture forward including the annual 'Food Safety and Quality Excellence' programme, the 'Coca-Cola Safety Always' campaign, the 'BEE' – Behavioural Environment Excellence – and "*functional*" awarding which applies to the entire supply-chain operation.

The culture measurement tool used at CCHBC is the 'Maturity Matrix Continuum' which has a defined scorecard indicating 'reactive' 'compliance' 'commitment' and 'core value' traits. This helps to track progress and gives a clear visual depiction of where improvement is necessary.

CCHBC believe that food, quality, sustainability and safety culture excellence are synergistic operational components that must work in harmony to achieve the company aims and targets. External benchmarking is therefore completed using TSI's Culture Excellence tool which is linked to CCHBC's 'Maturity Continuum' and performance measures. This provides a holistic perspective on the business culture and an indication of how it is performing in the market.

GRANT THORNTON: ESG Reporting Requirements And Its Impact On Culture

Rob Harris, Senior Manager, ESG Assurance

Rob explained to the audience that his role at Grant Thornton in the ESG Assurance Team is to help businesses collate and process their non-financial data. ESG, as we heard earlier from Hele Talur, represents the 'Environment' 'Social' and 'Governance' aspects of a business. While many of us are more familiar with the 'E' (Environment) factors which generally encompass carbon footprint and greenhouse gas emissions for example, the broader 'ESG' agenda includes the societal impact that an organisation needs to consider as part of their business strategy. Therefore, understanding how your business has a direct impact on ESG and developing metrics and setting targets around the three pillars may include:

Environment	Monitoring resource depletion, water use, hazardous waste, hazardous by-products, air and water pollution, deforestation, carbon footprint etc.
Social	Often least developed compared to the other two pillars; the pandemic brought into sharp focus how we as businesses work with our people with regard to health and safety, wellbeing, working conditions and work diversity (e.g. working from home), employee retention, training etc.
Governance	Making sure you have strong processes and controls in place to govern the way the business works including how executive pay is benchmarked or modelled, political lobbying, donations, independence and diversity, board and executive structures, tax strategies, the transparency of your reporting functions and which metrics you report for ESG etc.

It is clear to see why ESG risk reporting is so important. Rob described ESG as a current “*hot topic*” which first came to mass-media attention in 2015 following the UN conference in Paris and COP26 in Glasgow. These events highlight that a concerted, collaborative, effort is the only way forward in improving climate change and businesses have an important role to play in meeting the desired targets. In that regard, the [TCFD \(Task Force & Climate Related Financial Disclosures\)](#) is the most recent development in the business world, which aims to create a consistent reporting disclosure framework which will be beneficial for the business as well as investors and stakeholders. From January 2021, all premium listed UK companies must now report under TCFD and the Government have made it clear that this is likely to be expanded to large private UK companies from April 2022 (year-end 2023).

Businesses must therefore be able to develop metrics that are valuable and will provide “*data*” that can lead to positive action including disclosing the findings. For external stakeholders in particular, this data will ensure that businesses are evidencing how they recognise and mitigate the risks that are associated with their operation. Rob noted that preparation for ESG reporting was therefore key and should include integrating risk management (climate risk, social risk and governance risk) into a framework that will help businesses determine what their “*risk appetite*” is (i.e. is the business risk-averse or a risk-taking). This will inform how those risks should be governed and how they are mapped out, discussed and managed in the short and longer-term.



A climate risk assessment for example is a good way to indicate which ‘social’ and ‘governance’ aspects a business may need to develop to safeguard the reputational risks that may occur if something goes wrong. For stakeholders and investors in particular, Rob noted that if risks are known but no action is taken then this is an unfavourable investing proposition for many. It is also important to remember that operational risks are not always obvious and should include being aware of how global warming is affecting countries within your business portfolio and consequently, any local regulation or legislation that must be adopted and complied with (often within specific timescales).

However, while being ESG ‘risk aware’ on a local, national or global scale is essential, investing in enablers will also be critical. This may include tools for capturing and measuring data or having the right people with the necessary skills in place. Without these components, it will be impossible to track ESG performance and make decisions which are based on the evidence rather than supposition. Training, shaping and directing internal cultures will ensure that ESG becomes part of the business’ way of thinking. Ultimately, businesses need to reach a place where compliance extends beyond minimum requirements and proactively looks to developing mitigation strategies that include the “*worst case scenarios*”.

Rob noted that in terms of the TCFD reporting requirements, companies will need to be reporting on ‘Governance’, ‘Strategy’, ‘Risk Management’ and ‘Metrics and Targets’ and so planning ahead and incorporating ESG into business strategies now is a sensible approach. The aim is to report findings publicly (e.g. in the annual report) under each of these pillars. Risks must therefore be well understood with strategies developed to gather data which can monitor progress. The implemented strategy and metrics must also demonstrate assurance that they are relevant and effective.

Linking ESG performance back to ‘culture’, Rob highlighted that taking a proactive approach to measuring and analysing data will ensure the business remains sustainable and resilient.

Why it's a good thing

Today's business environment is more volatile, uncertain, complex and ambiguous than ever before.

Being a sustainable business can give you a competitive advantage in today's world where consumers and stakeholders want to see businesses being more responsible.

Measuring and monitoring these metrics can also help to increase operational resilience and cut costs.



Recent events have brought uncertainty to mind for many businesses and accountability is being demanded more often by customers and stakeholders alike. Investors are keen to be investing in businesses that can demonstrate they are “*responsible*”, but the benefits can certainly improve internal resilience by lowering energy and waste costs for example.

Moving forward, Rob suggested the following tips – things businesses can start doing immediately as well as in the longer term.

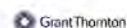
How to move forward

Things to start doing now

- Collect data
- Think about culture and internal changes
- Try and link it all together

Longer term

- Discuss and develop a clear strategy
- Look ahead at potential future reporting requirements
- Examine the risks specific to your business



Rob reiterated that “*data*” (i.e. the evidence) needs to be at the heart of all business decisions and that data needs to be relevant. Non-financial data is inherently more complex to measure and may contain gaps and irregularities and so how it is collected and monitored for quality and analysed is essential. As it takes effort to develop performance metrics that link all ESG components together, communicating direction and progress to everyone in the organisation will ensure they are clear on their role in the company strategy.

SAGE MEDIA: Visual Storytelling, Cognitive Science & Learning Design

Austin Welch, Co-Founder, Sage Media

Sage Media specialise in learning design and film production, combining visual storytelling and learning models with research and cognitive science. Conducting work around food safety culture education in recent years, Sage Media have leveraged these factors when seeking to modify employee behaviour as opposed to simply increasing education and awareness which does not always translate into practice. Indeed, working with a business to address sexual harassment issues in the workplace, led Austin to reflect that knowledge seldom equals behaviour and that learning programmes should be developed which create new information and knowledge that has an emotive or personal impact.

As the “*chasm*” between knowledge and “*hoped for*” behavioural outcomes do not increase through knowledge sharing alone, Austin noted that “*motivation*” was probably one of the strongest drivers to achieving the desired behaviour. However, extrinsic motivators (i.e. those motivators that exist outside of the behaviour itself) are often found to be ineffective and so change needs to be enabled from within (e.g. an intrinsic motivator could be driven by a passion for a hobby and the willingness to learn something new). In this way, the “*reward*” becomes the “*action*” of the activity – the doing - which an individual feels connected with rather than relying on “*extrinsic*” aspects whose ideologies often align with the motivation of others. Austin noted that capturing intrinsic motivators in a learning or training capacity requires skill which is based on three primary drivers which include:

Autonomy	Individuals need to feel that they have free-will in all decision making. No-one wants to be told what to do. It is more satisfactory for the learner to find the path autonomously. In terms of food safety culture, what may be relevant to someone in food production may not be the same as training for the finance department and so being aware of the unique roles the learner brings to the organisation will help to determine the correct mode of delivery.
Relatedness	Individuals need to feel they can relate to the learning topic. This might be a relatedness to the company they work for (i.e. its vision and values), to colleagues in their team or department or in respect of their duties (i.e. having a related impact for family and friends who may consume their food products). As an employer, creating learning vision and values that align with employee principles will increase learning potential and behavioural outcomes.
Proficiency	All individuals want to feel that they are good at their job and so being ‘proficient’ at it is important. However, being proficient relies on having the correct learning design in place that provides the skill and ability to achieve this.

Some of the tools Austin has identified which tap into intrinsic motivators include inductive learning and class debrief. Inductive learning (as opposed to deductive learning) is when individuals are encouraged to use the evidence before them to create inferences independently and to learn by working through the process with others. By way of example, typical handwashing training (where learners are given facts and figures by the trainer) are found to be less effective than posing a work-related problem such as a product recall that might be linked to poor hand hygiene. Discussing the root cause and encouraging feedback from employees about what may have gone wrong and what can be learned is likely to have a greater impact on

behaviour. This “*investigative*” approach will develop autonomous thinking, create a relationship to job or role and ultimately improve proficiency.

AUTONOMY	RELATEDNESS	PROFICIENCY
Inductive Learning		
Class Debrief		
Asynchronous Learning	Community Polls	Spaced Learning
Choice of Capstone Projects	Presenter Enthusiasm	Gamification
“Which-Ways”	Discussion Forums	Job Aids
Self-Defined Goals	Manager Support	Wiki/Just-in-Time Resources
Self-Evaluation	Cohorts	Progress Bars
Take It Further	Catchall Email Addresses	Positive Encouragement

Individually, each motivational aspect can be addressed through many different learning techniques as noted here. Regardless of national culture, demographics, country or language, these three drivers are perceived as common to everyone and can be utilised in training development. Creating a learning programme that is underpinned by a motivational learning model should certainly prove more effective to achieve desired behaviour or outcomes.

Further information and a food safety culture training ‘scorecard’ developed by Austin and Sage Media can be found [here](#).

DAY TWO: SPEAKER QUESTION AND ANSWER SESSION

Q: In practice – how and when do you get your HR colleagues involved in culture?

A: **[Aryzta]** Definitely HR is part of our culture. They are actually driving a lot of the improvement processes and action plans including food safety culture. As an example, we do the HR assessments, we support the teams and organise them, but in the end when we sit down and look at the results and think ‘what does this mean?’, it is actually HR that is picking this up and coordinating this. Because it is an intrinsic part of their role in the end to work on all of these culture aspects in the company.

[Bertrand Emond] This obviously makes sense to Aryzta, but a lot of organisations are actually struggling with getting HR involved – so do you have any tips that can help?

[Aryzta] I think it’s part of the company, what comes from the top. Leaders say – what is the role of HR in general? How is the role of HR ‘defined’? And if their role is defined to include ‘culture’ it helps a lot. Of course in a daily business, you need to sit at a table and you need to – as a person – relate to the company and colleagues from HR, to work with them and give them ideas. One of the main things is really from the top, to define the role of HR and to make it clear in the company that it is a normal thing, to work this way and to work together. But it is a long road, it does not happen overnight even if it is defined. In the end, as we’ve just heard in the presentation before, it is not only the question of ‘telling’ HR but wanting them to do the work too (and for HR colleagues to want to be involved). They have their own ideas and if we involve them in thinking about culture it is a completely different situation because they will take over in the end because they understand. I mean at Aryzta we do food safety culture but we also do all the other ‘cultures’ the same way. Really involving everyone in the business.

Q: How do you reward people?

A. **[Coca-Cola Hellenic Bottling Company]** First of all it is extremely important to reward team and individuals. People are very competitive – at least in our business – but I believe elsewhere as well. We have different levels of rewarding in place. As I presented, we also have a supply chain and so we make every country and every function is aware what the criteria entails and usually there are several elements in the reward programme. And we also have a reward programme by function so we say who is the best country for QSE, who is the best country for the planning, who is the best country for logistics and so on. In the QSE of course all quality, environment, occupational health and safety are involved but also the function-level, means Supply Chain award includes quality, food safety and health and safety. They are all part of the rewarding criteria. We also combine soft elements as well like culture which we call ‘engagement’ and also the hard KPIs which is about operational efficiency as a part of the criteria. And everyone works by the same rules. Everybody knows at the beginning of the year what the criteria is and we give updates on progress at six months. This

gives employees an opportunity to accelerate performance if they are not where they want to be. By the end of the year it is published and during the annual conference we usually present the results and reward the best teams. So rewarding is a very important part of our culture.

The rewarding programme is across all 28 markets but it also goes down to plant level. Everyone is equal and has equal opportunity. There are plant-based awards, planning awards – across all the different sub-operational functions. Plus, at the company level, we have the ‘Andrew David Cup’ (the oldest board member of the company) which includes sustainability. We recognise our heroes.

[Bertrand Emond] Hele, you mention you have heroes - the ones that win all these awards - but do you also have villains as well? I’m thinking of Austin’s presentation! You know you have a carrot, but you also have a stick!

[Coca-Cola Hellenic Bottling Company] Actually, actually, we do have villains! So if, for example, a country has a fatality, this is considered a disqualifier in the awarding criteria. If you have a food safety incident in the market, this is a disqualifier. We use this as an important part of the rewarding tools.

Q: Have you seen a move from financial directors to spend more time on the culture of their businesses?

A. **[Grant Thornton]** Yes. Definitely. I think there has been a move within the last couple of years, probably brought into sharp focus because of the pandemic and what everyone has been through in the last 18 months, has actually brought culture and ESG to the forefront. Trying to retain talent in the business is absolutely part of a financial director or CFO’s role alongside the other members of the board, to really bring culture to the forefront and make sure that they are getting it right. I think from an investor’s point of view as well, they are interested in how the culture of the organisation performs. From an ESG perspective, I’ve had lots of conversations with banks recently who have been talking about effectively having loans or finance with ESG metrics or targets attached to them. So in terms of you having to have a certain level of an ESG benchmark performance to secure finance. I haven’t seen it yet in terms of wider culture metrics as I guess culture is so hard to measure. But actually, we are seeing it more and more with investors and stakeholders who are definitely interested in that aspect from a due diligence perspective.

[Bertrand Emond] This is interesting because you also mentioned looking at all risks and especially those that are associated with brand reputation. The culture effectively translates into the ‘Glassdoor’ or ‘Indeed’ rating that become visible to the outside world – posted online by employees (current and past). People see this and that can have quite a damaging impact on your brand and retaining and attracting talent. Those opinions could suggest that the environment is toxic and I just wondered if you had seen anything like this at Grant Thornton in terms of awareness of that type of risk?

A. **[Grant Thornton]** I think so yes. That type of risk is just becoming more and more prominent and more and more transparent in the online world that we are now living in. So I think any small amount of dissatisfaction, just one person’s voice, can be massively

damaging to a business' culture or certainly how it's perceived externally. That certainly is coming up the agenda and people are more and more aware of trying to get that right to limit the damage that is possible.

Q. Do you have an example of a specific training activity that you feel has worked really well to improve food safety behaviour?

A. **[Sage Media]** That would be a long conversation! But yes, recently, I think one of the greatest comments or pieces of feedback about the efficacy of the training Sage Media conducted was in relation to a programme we built for Hershey. It was about three years ago and it was a mix of a film (in narrative form) that was about a fictitious food company that launched a product to market without proper due diligence. And because of the fact that they wanted to convey the complexity of the world in which Hershey resides, we needed to create a story that would touch on every department so mergers and acquisitions, finance, sales etc. Hershey have started to bring the original cohort back through again now, three years later, and the Head of Culture sent me a message saying how amazing it was that the cohort had remembered the storyline and the learning points after all this time.

For me though, the bigger question is 'what' worked? Why was there that retention and that's why I say there is a much longer conversation around how we create these films that connect emotionally with people and that's the power of storytelling and why it is such a big tool in my tool box as a learning designer. We also aim to drive a level of curiosity because curiosity by its nature is intrinsically motivated. I can't force you to be curious about something. You either are or you aren't but storytelling provides me that opportunity to kind of pull people through a narrative and ask them how they would behave in that situation. If you were in the department and they made an acquisition of a new machine and started making modification to it, would you change the cleaning schedule in this situation? Would you look into it? So it's also tapping into that critical thinking and then the story becomes what we refer to as the 'corporate mythology'. It becomes this myth that people can then discuss around what is acceptable and what's an unacceptable level of risk. Unfortunately though, there is not one size fits all. But what I'm interested in is efficacy in behaviours and that's the biggest thing that we look for. So we look at what we need to do with the training and then follow up the outcomes.

[Bertrand Emond] So you would typically go back and follow up? Six months or a year later? To measure the behaviour change. How does that work?

[Sage Media] To give you another example and this is a newer project that we've just rolled out with Kerry, as you go through the curriculum, the entire build-up is to create your own specific SMART goal that you create autonomously, on your own. And we just rolled that out about two months ago and so there will be a 60 day, 90 day follow up to see if they've committed to accomplishing the goals – are they actually executing the SMART goal they've created. We're also looking for them to create three different SMART goal – short, mid and long term goals.

[Bertrand Emond] So the work you did for Hershey – that was for the C-Suite – top management. That’s an interesting audience in itself isn’t it? And that’s often a question that we get – how do you get senior leaders on board if they’re not convinced to start with?

[Sage Media] Well in both Hershey and Kerry it was a great situation because we had top-level buy in from the start. With Kerry, we rolled out the programme in August to the CEO one-on-one and so that’s an amazing commitment. To get the CEO to sit down and go through the actual curriculum and put together his own goals. At Hershey, they had the C-Suite buy in and originally the curriculum was just going to be for 300 or so leaders (C-Suite and VP level) but once the leaders went through the curriculum we secured buy-in and they scaled it up. What’s great about intrinsic motivators is that they are the same for the CEO as they are for someone unloading at the dock. It doesn’t matter what the education level is, and that’s what’s great about storytelling, everybody for the most part goes home at the end of the day and watches TV, movies, but you are always learning something. And we use that exact same model of education through entertainment to reach a very wide audience regardless of education level.

Q. If the panel could give a company one piece of advice, who would you say was the most important point of coordination outside of your FSQT in terms of culture?

- A. **[Sage Media]** For me, it would be to build a coalition. We’re always talking about not going it alone and especially if the organisation is in a silo, create that coalition. This is something that we hear from many different practitioners of food safety culture, bring in somebody from all the different departments so that you can create a holistic culture plan because they will bring their own knowledge and experience to the conversation to address things that even as a food safety expert you might not be thinking about. Once again, for HR, how are we recruiting, how are we on-boarding, how are we dealing with retention. Mergers and acquisitions is a fascinating topic and something that really bites people in the rear because they acquire these companies that aren’t up to scratch culturally. So bring M&A into the conversation so that they are informed and educated. Built that team so that you are not the one sole person doing this.
- A. **[Coca-Cola Hellenic Bottling Company]** I would add that it’s really important for the different functions to understand the role of food safety culture. You know it is very, very critical before things start going wrong to do things right and to understand the pre-requisites and what’s involved.
- A. **[Aryzta]** And I can fully agree with what Austin (Sage Media) said. You need this team, select the right people, in every department. Even if it is siloed, you have people with different drivers in the background, and you need to find the people that really want to do something. It is not just about spreading it out and choosing anyone, you need to find those that really want to do something and you will find them if you really look. Build that team and use them as the ambassadors to go out and support the message. Maybe I can also make one small addition to the HR topic from earlier, because when Austin talked, I thought it was interesting about the intrinsic factors – and how to bring HR into the culture fold – is that we essentially have ‘change’ in all areas of safety (food, health

and safety, quality) across the organisation and so we keep it at the start of every meeting. And people do want to do something when we discuss the topics because it is always the first thing that we do. It has priority. Always the first thing we say and what we talk about. People want to join in because they are all aware and they are at the forefront of managing and driving change.

Part Five:

RESEARCH PERSPECTIVES

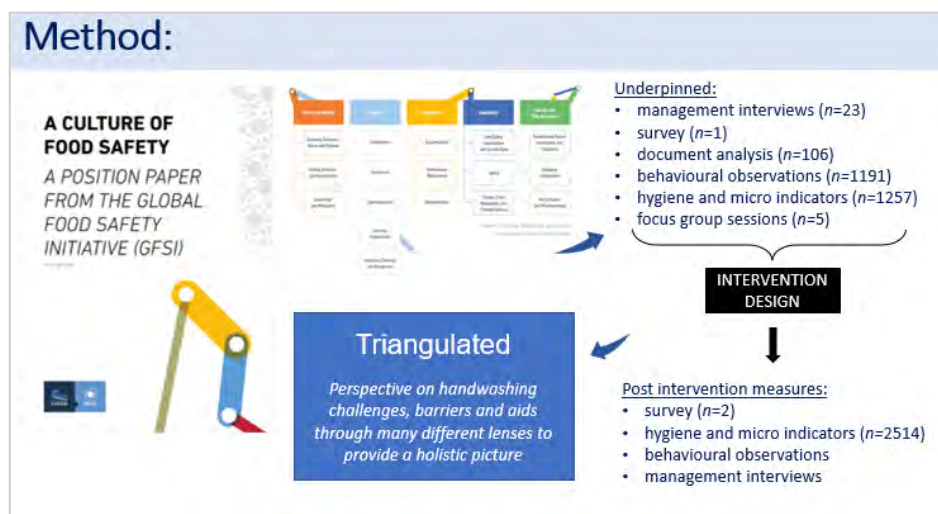


DAY TWO

Assessing Hand Hygiene Behaviour In Food Manufacturing – Towards Interventions to Improve Compliance

Emma J Samuel, PhD Research Student, ZERO2FIVE° Food and Drink Research Unit, Cardiff Metropolitan University

Based at the ZERO2FIVE° Food and Drink Research Unit at Cardiff Metropolitan University, Emma's PhD project takes a novel approach to exploring strengths and weaknesses in food safety culture using hand hygiene compliance as an indicator. Funded by European Social Funds and Welsh Government through the Knowledge Economy Skills Scholarships at Bangor University, the research projects aim to bridge academia with industry to bring science-based solutions to operational issues.



Emma's project used a triangulated technique to assess culture characteristics thought to be influencing hand hygiene behaviour in food manufacturing. This ensured that the condition (i.e. the washing of hands) was explored from many different angles (top-down and bottom-up) as were the attitudes and perceptions towards food safety, food safety behaviours and hand hygiene routines and expectations. Emma chose to underpin the project design with the principles of the Global Food Safety Initiative's guide to food safety culture, which ensured that the data collection and analysis was logical and had a comparative benchmark to follow.

Gathering evidence.

Focus group sessions were found to be particularly insightful in terms of tracking food safety culture attitudes through the hierarchy. For example, while food safety and handwashing beliefs at senior management level were positive and aspirational, a lack of

documented expectations (e.g. a vision, mission or strategy) diluted the message by the time it

Findings: Manager hand hygiene perspectives



reached the shop-floor. In turn, the implications for policy or procedural documents meant that instructions were often vague; particularly inside production departments where decisions as to when gloves should be changed and hands washed, were left to production operatives to determine.

Nevertheless, Emma found that when posed with general handwashing questions in the all-staff survey (i.e. that is was a critical behaviour to support food safety), responses were positive, while for specific statements (such as the expected handwashing duration as stipulated in company procedure) there was less certainty. From a culture perspective, this would suggest that characteristics related to the 'people', 'consistency' and 'hazard and risk awareness' dimensions were not as strong as they could be, and that this had an association with the imprecise way in which handwashing expectations were communicated. As a pre-requisite for example, considering the exact hand hygiene expectations inside production departments will help direct training content and procedural documentation to progress food safety culture maturity.



Hand hygiene behaviour. Behavioural observations revealed that the average handwashing duration before production entry was 9 seconds (including the application of soap and wetting hands). However, the changing routine in combination with handwashing was found to be well established with a high number of handwashing attempts observed. Non-compliance was often associated with a failure to wash hands for the required duration, not conducting a thorough

handwashing attempt and the propensity to apply soap to dry hands rather than wetting first (as required in company procedure and advocated by the World Health Organization).

Interestingly, Emma found that almost half of all pre-production handwashing attempts failed to result in the application of sanitiser; the last step in the hand hygiene procedure. This appeared to have an association with dispenser locations and while they were available, they were often positioned adjacent to soap dispensers above the hand sinks which were difficult to access when the changing rooms were busy. Emma noted that although on face-value these small observations appear trivial, they also provide a glimpse into how the site culture manifested.

Intervention development. Emma developed a suite of proposals based on the evidence gathered alongside best practice, legislation and accreditation requirements. As we have already heard from many speakers during the conference, co-creation of food safety events and activities is necessary to secure buy-in and engagement.

Interventions:



Handwashing steps

ZERO2FIVE

Food Safety Centre
University of Birmingham
Food & Drink Research Unit
Campus Development
Product Innovation Centre

Initial Solutions:

- Focus on increasing **handwashing durations** and **handwashing quality** pre-production
- Mixed-mechanisms: In-situ changing room training ('show and do'); clear signage indicating handwashing actions; trialling the use of video; increasing equipment availability; trialling the use of handwashing timers...



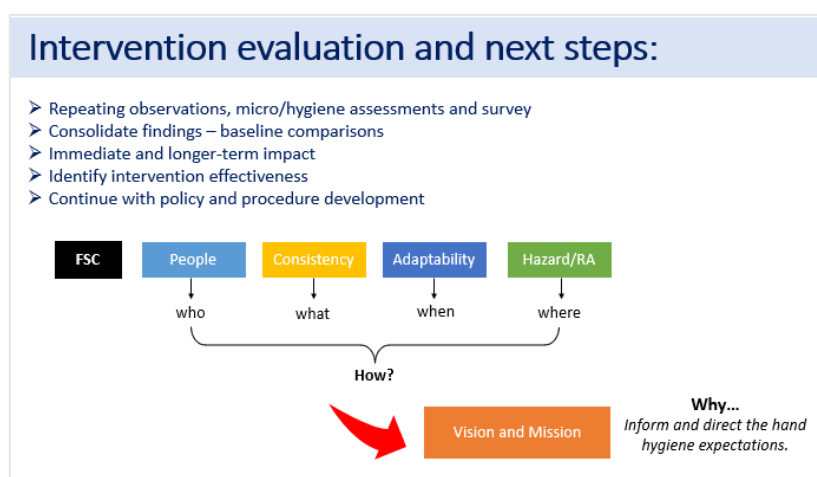
FSC
People
Consistency
Adaptability

Feedback on the proposed interventions was gathered in focus groups where production operatives in particular were keen that handwashing training should be interactive, in-situ (i.e. in their place of work), short and not necessarily based on “*reading documents*”. Interventions included handwashing timers (the ‘Wavewash’) and an instructional video on loop in one changing room demonstrating an exemplar handwashing routine. Supporting the intervention was the addition of clear, visual, signage above hand sinks which depicted the necessary handwashing actions and short training sessions at all sites (in a ‘show and do’ style) which gave employees an opportunity to ask questions and to share their own thoughts and beliefs about handwashing.

Evaluation outcomes. The final evaluation of the research study and the use of a food safety behaviour such as handwashing to indicate food safety culture strengths and weaknesses will be completed in 2023. Emma hopes that this will shed light on how food safety behaviours are shaped by culture in practice and provide the business with valuable insight into the dimensions where improvements can be made.

Emma noted that although bespoke interventions require time, commitment and resource, considering food safety culture dimensions in a campaign design may lead to sustained changes in behaviour. However, the study also highlighted that food safety culture assessments need to be multi-directional and that an

incremental approach is beneficial, as not all stakeholders are ready for change at the same time. Hand hygiene behaviour is complex and unique to the circumstances, and acknowledging the maturity of the food safety culture that will be shaping practices is probably an important consideration in any food safety behavioural change programme.



Risk Analysis: Codex Alimentarius Paradigm


Andrew Collins, Global Safety Lead, Campden BRI

Over the last couple of years, Andrew has been working with a number of companies outside the food industry to understand how they manage hazards and risks as there are many commonalities to be found within food businesses. In particular, the focus of Andrew's presentation is what he considers the "*Cinderella*" of the Codex Alimentarius paradigm, being 'Risk Communication'. While typically, food businesses are good at assessing the risks and managing the same, communication during the entire risk management process is less effective.

The Essence of Risk Management

Being in control of "what you do" is about being able to answer 3 basic questions:

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



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Andrew noted that as is often encountered in the aviation and air industry, bridging the gap between safety communication and culture is probably one of the most important priorities. Applying similar principles in the food realm, being fully in 'control' of food production risk management comes down to these three basic questions.

When it comes to risk communication in a food safety management space, the information is often displayed in tabular form that requires an understanding of the information being portrayed. Having enough knowledge and skill to interpret that data accurately, so that gaps in essential detail are not lost, is therefore essential

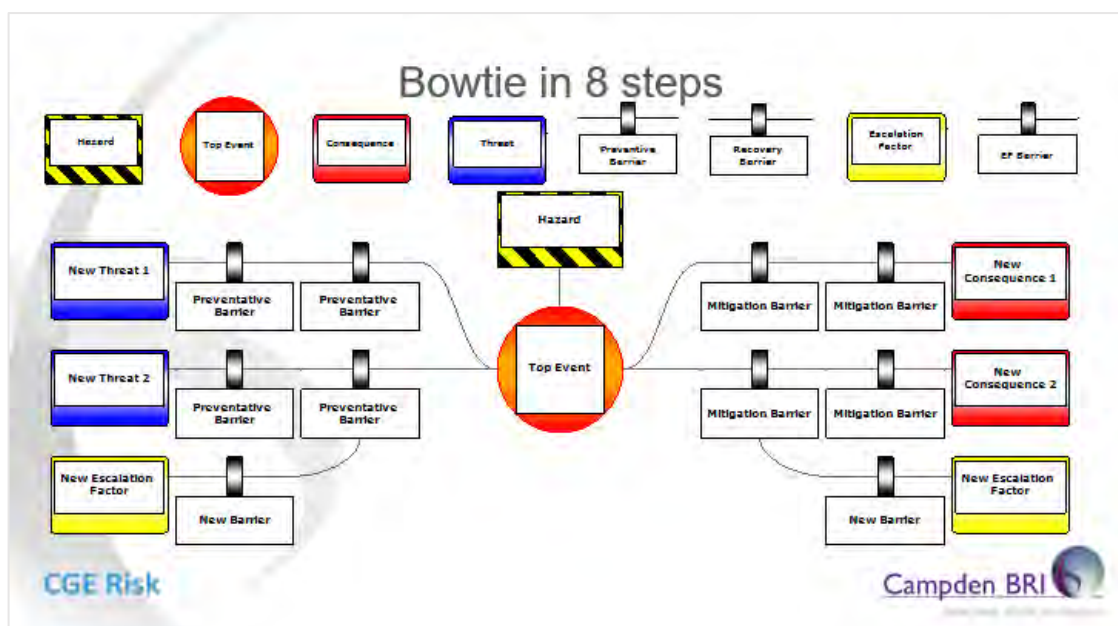
PRP Table

Prerequisite Programme	Hazard(s) managed by the PRP	Control Activities	Monitoring procedures	Corrective Actions	Record Keeping (Y/N)
PRP 5.2: Pest Control Programme	Introduction of pathogens	Integrated pest management system, including: Bait boxes, EFKs Door Management, Roller shutters, Window screening, Waste management.	Planned visual inspection of facility to observe conformance with procedure Contractor visits including field biologist visits etc	Trending results Revise and/or renew pest control activities	Yes, log book completed by contractors. Internal audit records/ GMP audits
	Introduction of chemicals				
	Introduction of physical hazards				
PRP 6: Hygiene	Introduction of pathogens	Cleaning Schedules, 'clean as you go' procedures CIP procedures Protective clothing procedure Personnel Hygiene procedure	Visual inspections of equipment and PPE, Observation of chemical handling procedures and management of tools and equipment.	Remove and replace items Retraining of personnel	Yes on Cleaning schedules, internal audits and GMP audits
	Introduction of chemicals				
	Introduction of physical hazards				

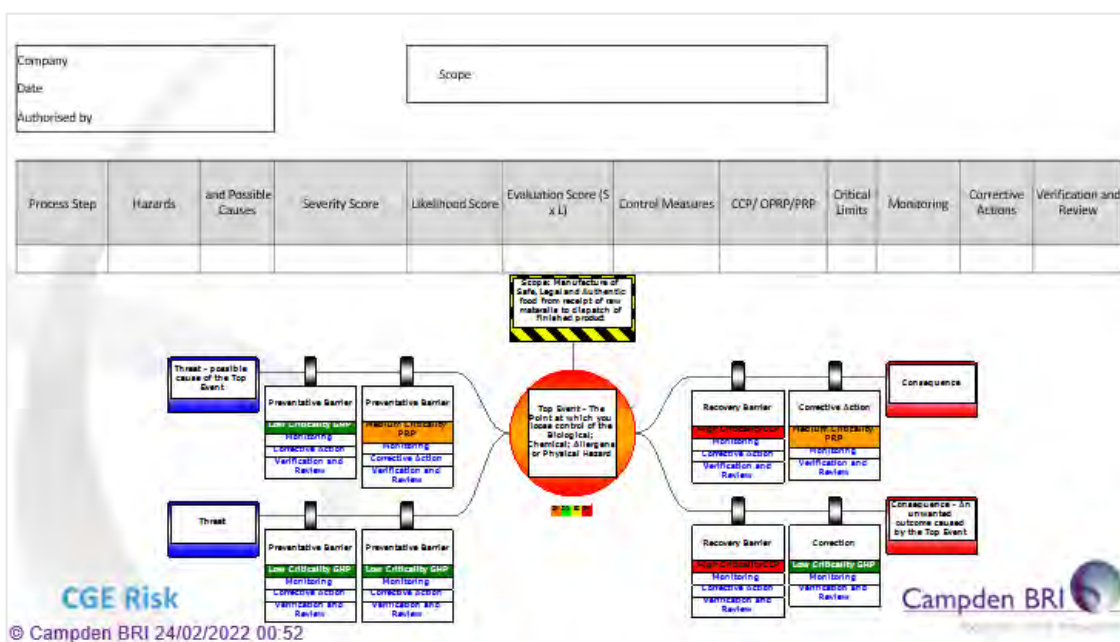
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food and drink innovation

If those gaps line up, then it is entirely possible that a potential threat or hazard could lead to a top event where we are no longer have control. Andrew noted that having effective communication tools in place can therefore empower people to act and take responsibility and certainly goes some way to bridging gaps. One systems approach that has been widely used in safety-driven businesses is the 'Bow Tie' model whereby hazard and threat aspects are consolidated into a visual framework that clearly display the process in which control can be lost.

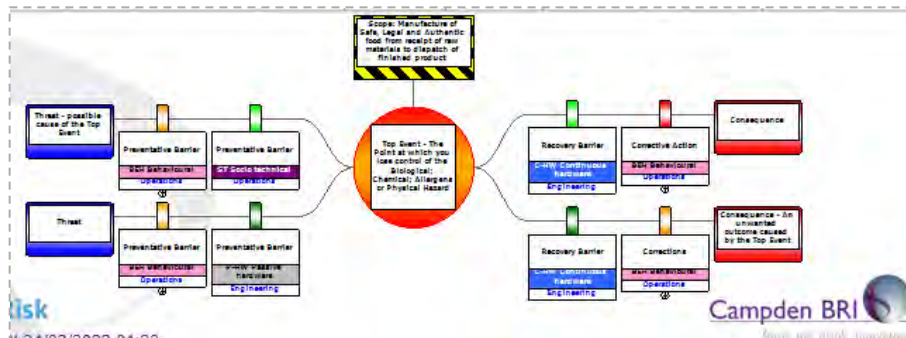


The Bow Tie model can be used to translate information contained in tabular form into a visually more appealing and comprehensible format. The above diagram clearly demonstrates the barriers that are in place to control threats and indicates where consequences can occur. Applying the model to a food context therefore provides the user with an impactful interpretation of text that clearly portrays the severity of hazards and the key critical control points. Communications supported by diagrammatic interpretations such as this are far easier to understand by anyone involved in managing and remedying risk.



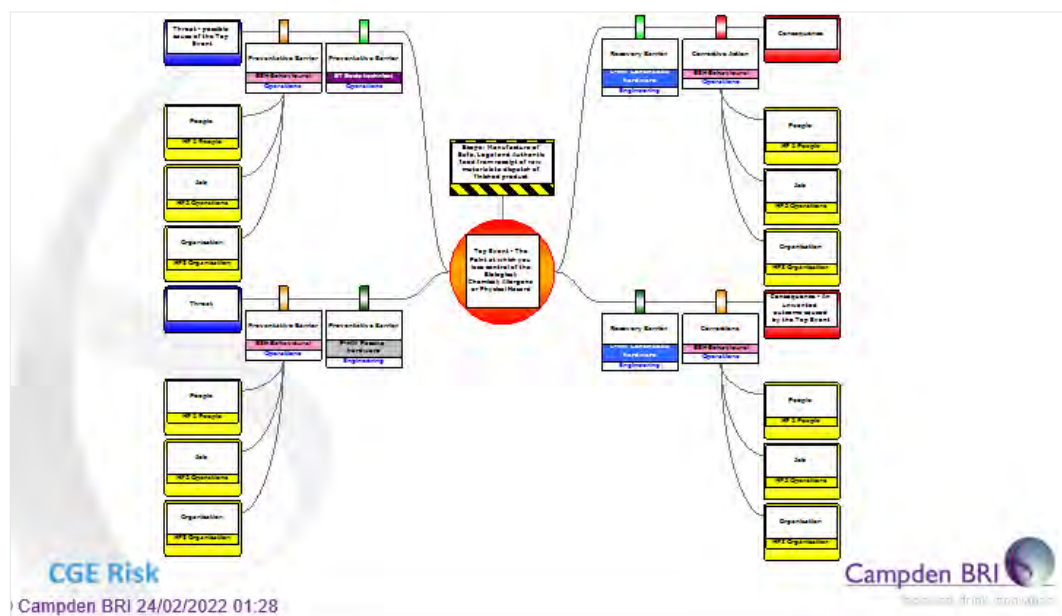
Andrew highlighted that as the establishment – and maintenance – of a positive food safety culture to support food hygiene systems was now contained in Codex Alimentarius - and with it the cautionary note to acknowledge *“the importance of human behaviour”* - disseminating information that supports individuals to conduct the correct behaviour at all times is vital. In a health and safety context, much work has been conducted to understand how human behaviour impacts safety outcomes which is still not well understood in a food production capacity. The HSE often describe this as the ‘Human Factors’ that can be broken down into three specific elements being the individual, the job and the organisation. In respect of the individual,

behaviours can be associated with attitudes, skills, habits, stress and mental health and their risk perceptions. When it comes to considering the 'job' elements, our attitude towards risk may be altered by having poorly designed or maintained equipment, unclear instructions, high workloads, roles, and duties that are repetitive or simply unpleasant working conditions. The organisational aspect therefore has a duty to counteract these factors through planning, responding positively to incidents, two-way communication, coordinating responsibilities and having good management skills that contribute positively to the safety culture.



Using the Bow Tie model, those barriers can be categorised into behaviour, socio-technical (mechanical), continuous hardware, or passive, the human behavioural barriers can therefore be colour-coded into the model

Designating responsibilities to specific departments can also be included so that everyone is aware of the level of effectiveness of the barriers in place. For example, light green can denote that a barrier is functioning well while amber or red suggest weaknesses or problems. The model can be broken down further to indicate escalation factors that may compromise barriers, and which may need further action or investigation. These could be people, operational or organisation related, and each component can contain detail as to how effective the escalated barriers may be.



But, as a highly visual system, Andrew noted that it had been used very effectively in aviation, pharmaceutical and oil and gas industries. Indeed, using the model in a food context supports our understanding of whether the controls we have in place are working effectively. Andrew highlighted that while this is a new concept for managing risk, there is extensive proof of concept in other industries. The model can be used by food businesses to make marginal gains and to have assurances that controls are working, and that the safety culture is on the right path.



DAY TWO: THE TAKE-HOMES!

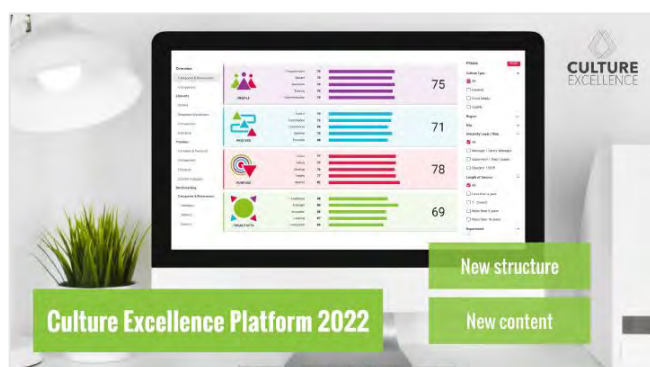
- Recognising and rewarding weaknesses is just as important as celebrating successes. Raising a food safety issue demonstrates that employees are actively thinking about food safety all of the time.
- Trust, openness, integrity and taking accountability are core food safety culture values that should be encouraged, promoted and supported across the hierarchy.
- Always think outside the box! Creative programmes and activities engage employees in food safety endeavours.
- Culture must be nurtured. Have clear focus, purpose and aims or else your culture will run away with your business!
- Treasure your 'people'. They are key to your business success.
- Internal and external performance measurements on progress are important as are sharing the milestones achieved with stakeholders, shareholders and customers.
- Consider the broader implications of organisational 'culture' and how it interlinks and impacts all operational endeavours such as environmental, social and governance risk management and mitigation.
- Identifying intrinsic motivational drivers – creating an emotional or personal attachment – are useful in learning programmes as are developing narratives that are used to explore solutions to problems.
- Exploring a fundamental food safety behaviour such as hand hygiene (that everyone involved in food production must practice effectively) can not only indicate practical non-compliance issues but also strengths and weakness in the culture that may be hindering or enabling behaviour.
- Models such as 'Bow Tie' (borrowed from safety driven industries), can be used to manage and control risk mitigation and to enhance risk communication in food businesses. The simple visualisation of data provides clear assurances that controls are working and where potential threats exist.

Closing Session:
NEWS AND UPDATES FROM TSI



Dr Joanne Taylor, TSI

Joanne Taylor thanked the audience for attending the seminar and shared some exciting developments – new and planned – in the Culture Excellence programme. For members, this has included additional ‘engagement’ questions in the general culture module as well as COVID-19 questions to provide greater insight for businesses as they move through the programme. All modules continue to be tracked across the same four categories of culture and the same 20 dimensions. This provides an insight of every module against all of the content of organisational culture in a consistent format. A new version of the CE programme has been launched and members are invited to upgrade to take advantage of the following changes:

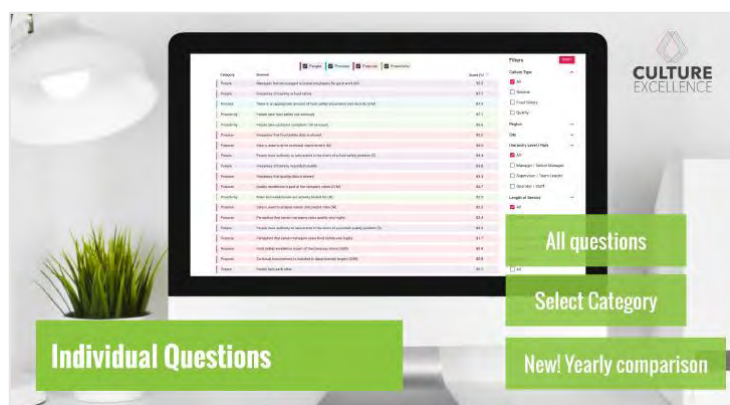


CE Platform Improvements

A new structure to the CE platform has been developed so that the content views are now presented in a new structure and the filtering options are now static on the right-hand side. Users can choose to show or hide the information they want to review which gives the dashboard a neater, cleaner view that is easier to navigate.

Individual Questions Page

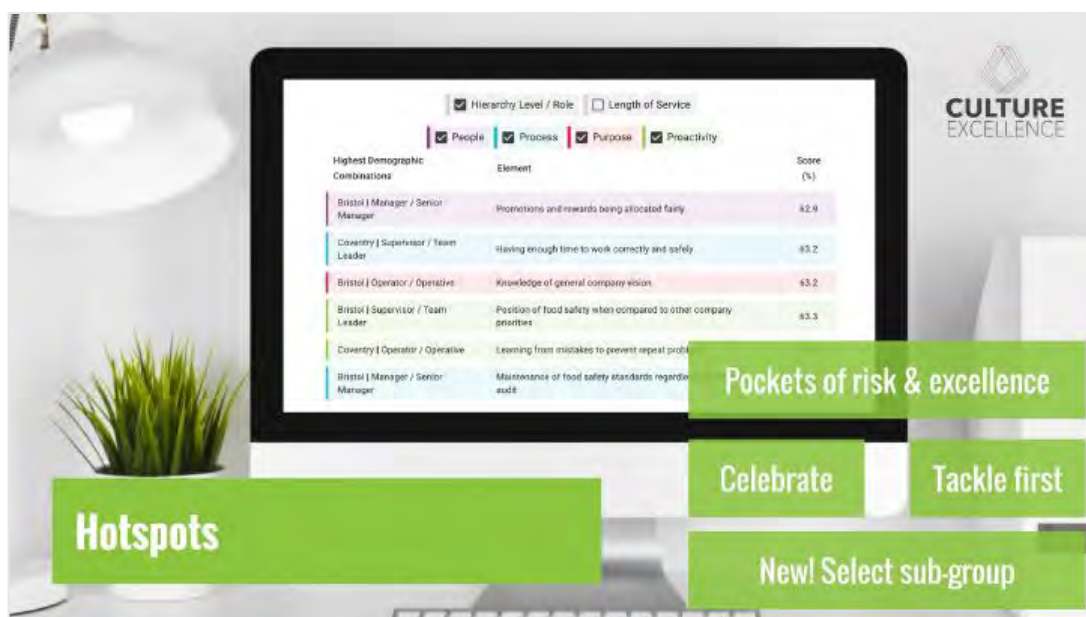
The new CE individual question page, which colour-codes the statement categories that clusters can be explored, now provide users with a yearly comparison of every single question. This will provide an overview of the changes that have occurred in one place without having to navigate to previous years.



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will

Hot Spot Views

For members who use Hot Spot Views, which provides sub-group information as opposed to whole site pockets of risk and excellence, changes have been made to the filtering options so that only certain sub-groups of interest can be selected. For example, if information relating to departments and roles is required, these views can now be chosen together. This will help to determine where recognition and celebrations can be made and also highlight areas where action should be tackled first.



Hotspots can now contain large or small groups of people and data extrapolation is more refined and specific.



Benchmarking

Probably one of the most important aspects of the CE platform is the ability to benchmark performance against industry best in class (the 'top' 10%), by sector and within and across companies. Given that CE is the longest-standing culture assessment tool of its type

available, the data-bank is large and growing. As a result, the new benchmarking view has been enhanced to include the ability to investigate performance by country or region as well as by element level. National cultures in particular are thought to impact scoring patterns and have distinct variations that are country or region specific (as opposed to industry related variations).

The new element level will enable users to drill-down into specific questions to establish how many people in a region or country responded in a certain way or even how people in head office answered the question. This means that the benchmarking tool provides a lot more detailed and specific information that will help inform improvements or actions.

Positives and Barriers

This section of the new platform version will provide users with supporting data that is available in percentages as opposed to total scores. The percentages are calculated against the number of people who took the survey in the year.



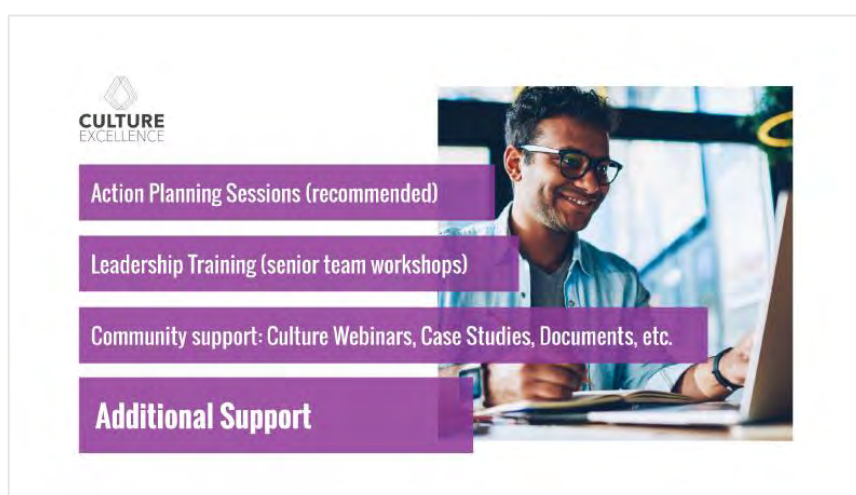
Priorities

The new platform view will present users with changes year on year. Depending on what businesses find most useful – be it a chart or a graph – the data visualisation can be chosen to suit the business needs. This will enable users to see clearly whether priorities are moving in different directions and whether this is something to

celebrate or something that you need to pay particular attention to. Multiple views and tracking changes over time will help guide decisions as to how culture is being impacted and what actions may be necessary.

Additional Support

- A team of developers are available to support businesses with their CE journey. The CE team are always open to discussing your requirements and what you would like to see on the platform - so do get in touch!



- An improved format has been developed for the action planning sessions so that following the post-survey webinar session, businesses can opt to have a subsequent Q&A session or an action planning session (or both) when the plan is created at the start of the project. In the action plan sessions, sites are asked to come up with their own action plan in advance so that real-time feedback on those suggestions can be made. This interactive session will

help users change their findings into a tangible, achievable realistic plan that can be used to track change.

- Leadership training is also evolving with more members requesting support to help navigate the challenges associated with leadership team buy-in and awareness. Being an important part of organisational strategy, the CE team can support businesses if necessary, so please contact the team if this is an area that you are interested in.
- Culture webinars, case studies and documents continue to be available on the platform. This is a valuable resource where businesses share their real-life experiences so that others can learn and progress. As we have witnessed over the last two days, sharing knowledge is key to creating and shaping positive cultures. Any businesses who would like to get involved in contributing and sharing their own journey, please do get in touch. Similarly, a product safety culture guidance document is currently in development with the BRCGS and should be available by June 2022.

**Thank you to everyone who joined us at the 7th
Safety and Quality Culture Excellence Seminar.
We look forward to seeing you later this year!**





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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