



# Food Safety Culture

## A Global Perspective

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*IDDBA Member exclusive access!*

Download the recording and slide deck at [iddba.org](http://iddba.org). (Available in 24-48 hours)



# Definition

‘A company’s food safety culture is the shared values, norms, and beliefs that affect mindsets and behaviours toward food safety in, across, and throughout the company’

GFSI 2017



# Why is food safety culture important?

It is estimated that approximately 600 million people fall ill each year by eating unsafe food...

It is also estimated that approximately 420,000 people die every year by eating unsafe food...

However, approximately 7,600 people die every day from a work-related accident or illness...

That's over 2.78 million people every year...



# Why is food safety culture important?

Question:

What common factor features in every food safety related incident?

Answer:

People... Someone somewhere got something wrong, with their understanding of food safety, values and beliefs towards it or their mindset



# How does culture link to food safety?

If the common factor in food safety incidents and product recalls is 'people', why is this happening in organizations today..? The main reasons include:

- poor communication (or miscommunication)
- lack of empowerment (or a fear based culture)
- poor or limited training of personnel (outdated training practices)
- poor motivation of personnel (lack of reward or recognition)



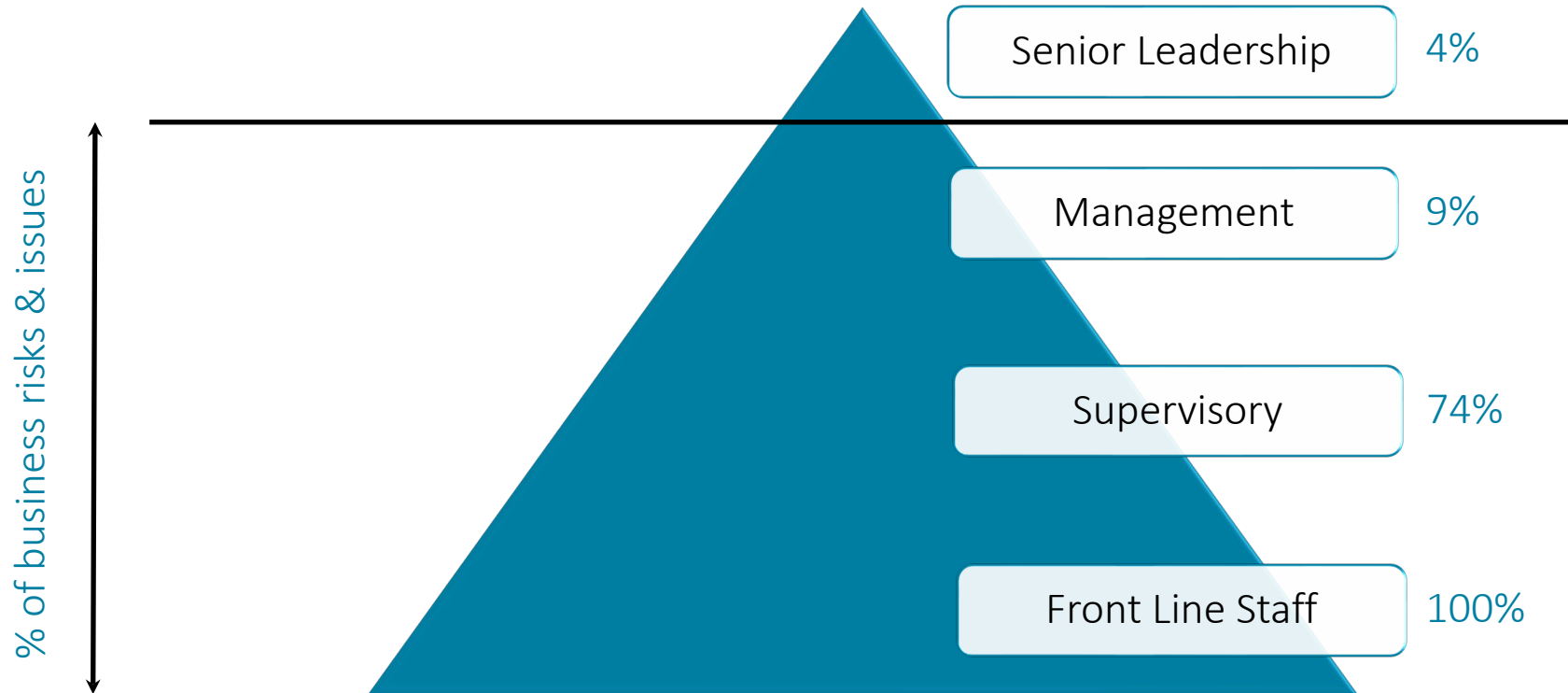
# How does culture link to food safety?

Wider challenges in organizations related to food safety culture include:

- The term 'culture' is often misunderstood
- Senior Leadership do not always understand 'food safety' technical language and terminology
- That food safety culture belongs to the food safety team
- That 'food safety culture' impacts the entire organization



# Why culture is important to leadership



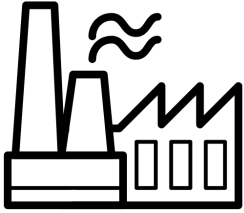
# Engaging Leadership

When positioning the topic of 'Food Safety Culture' we must remember to focus on:

- What is it costing now?
- What will it save tomorrow?
- What do you need?
- What are the benefits to the business?
- Avoid using terminology and acronyms that they will not understand...







# Engaging Leadership – Example A

ABC Food Manufacturing Inc.

Leadership: “how will improving Food Safety Culture’ benefit the business..?”

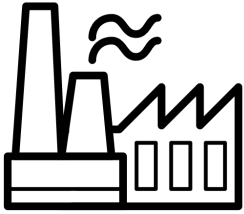
- 5,000 staff
- 24/7 operation
- 5 product recalls in 2019
- Staff attrition @ 40%
- Dated practices and equipment

Food Safety & Quality:

- It will help to reduce the risk of cross-contamination of raw materials
- It will improve our level of compliance against the requirements of FSMA
- It should improve the level of compliance to our Food Safety Management System

“So, through our proposed ‘Food Safety Culture’ strategy, we can reduce the probability of cross-contamination of microbiological contaminants, such as bacteria...”





# Engaging Leadership – Example B

Leadership: “how will improving Food Safety Culture’ benefit the business..?”

Food Safety & Quality:

- It will deliver savings through the cost of fewer non-conforming products
- It will deliver savings through fewer product recalls (avg. @ \$5m per recall)
- It will deliver savings through the cost of reduced staff attrition (10% @ \$1.8m)

“So, through our proposed ‘Food Safety Culture’ strategy, we aim to reduce X by Y, and save the business  $\geq x \$...$ ”  
Using a language that your leadership team will understand and support.

ABC Food Manufacturing Inc.

- 5,000 staff
- 24/7 operation
- 5 product recalls in 2019
- Staff attrition @ 40%
- Dated practices and equipment



# Question Time

Who is responsible for Food Safety Culture..?

- The Food Safety & Quality Department
- Senior Leadership
- Procurement
- Operations
- Everyone



# Top Tip – Building Your Food Safety Culture Team

Who should you consider in inviting to be part of your ‘Culture of Food Safety’ Team..?

- The Food Safety & Quality Department – OK, makes sense...
- Senior Leadership – why? To provide senior level support for positive change
- Procurement – why? To ensure that we are working with trusted suppliers who live our values
- Operations – why? To ensure that any operational changes are led by Operations
- Marketing – why? To ensure that our internal and external clients understand our values



# Food Safety Culture Reminders

- If you work in the food industry, and you have people, then you have a culture of food safety today
- It is a journey of sustaining continuous improvement and not a destination
- It is not something you should do just to meet an annual Food Safety audit or other requirement
- It is something that your organization will embrace, from your senior leadership through to your frontline operational teams... success is a team sport



# What's next?

Industry has discussed the importance of food safety culture for decades now, with a great deal of content being developed on 'what' food safety culture is and 'why' organizations should do more.

The missing piece has always been a lack of practical guidance in 'how to' understand, measure and sustain continuous improvement of an organization's culture of food safety.



# What's next?

A Publicly Available Specification (PAS) is being developed to bridge the gap between what food safety culture is and how an organization can measure where it is today and how to effect positive changes to sustain continuous improvements moving forward.

Introducing PAS 320 – A practical guide to developing and sustaining a mature culture of food safety



# Introducing PAS 320

This PAS will provide practical guidance to organizations on how to recognize, change and continually improve food safety culture within the food and beverage supply chain, from primary production to final delivery to consumers.

The PAS includes guidance on how to drive culture change within an organization, with examples of interventions and case studies providing real-life examples.

This PAS is intended for any organization of any size or purpose across the food and beverage supply chain, from primary production to final delivery to consumers.





# PAS 320 Progress Update

July 2019

August 2019

September 2019

October 2019

June 2020

July 2020

27<sup>th</sup> July 2020

IAFP conference  
roundtable  
discussion

Community online  
roundtable discussions

PAS sponsorship  
proposals sent to  
community

First sponsorship  
proposal returned

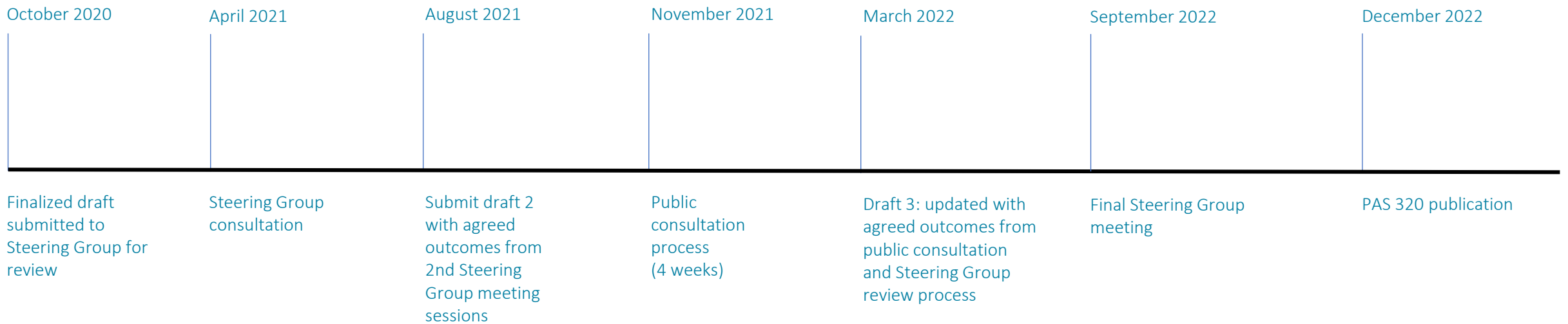
Sponsorship target  
achieved

PAS contract signed,  
Technical Author  
appointed & Steering  
Group formed

Start date of 1<sup>st</sup>  
draft



# PAS 320 Progress Update





Thank you

Questions Please



# For Further Information

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