

# GLOBAL FOOD SAFETY INITIATIVE



# Foreword

## GFSI Case Study Booklet

**Food Safety** is everyone's business, spanning the small-scale producer looking to export to international markets to the consumer on the other side of the globe. With supply chains increasingly integrated, reducing foodborne hazards by meeting international food safety (Codex) standards is more vital than ever. Food safety is a global public good and businesses, governments, international organizations and other stakeholders need to drive it forward together.

The GFSI Global Markets Programme is committed to improve food safety from farm to fork, focusing on companies that lack or have underdeveloped food safety systems. The STDF's global safe trade partnership recognizes the critical importance and challenge of this effort. Our work confirms the crucial role that dynamic public-private partnerships play in building food safety capacity in production and manufacturing,

enhancing access to markets. Our hope is that the practical, scalable, best practice examples in this booklet will inspire and guide other agribusinesses to take the steps needed to improve their food safety results.

Bridging the gap to a sustainable future means putting in place strong foundations for how food safety is collectively managed today. This ties into the United Nations' 2030 Agenda for Sustainable Development and its ambition to transform opportunities for people and planet. Through the Global Markets Programme and our food safety partnerships, we have a real opportunity to promote inclusive trade, one that benefits more people by supporting small and medium enterprises to meet international standards and join the global marketplace. It makes better business sense and will help to guarantee safe food for consumers now and for future generations.



**Melvin Spreij**

Head, Standards and Trade Development Facility  
[www.standardsfacility.org](http://www.standardsfacility.org)



**Motoya Okada**  
President and Group CEO,  
AEON Co. Ltd.

**The why** There is a great diversity of foods in Japan. Each region has its own specific food culture which makes Japanese food and produce attractive to both tourists and locals.

As a result, the Japanese food industry is comprised of a small number of big enterprises and a huge number of SMEs (small and medium enterprises). Hosting the large-scale sports events in Tokyo in 2020 has triggered a movement of shifting AEON's procurement standard from an in-house standard to a global standard. With that said, however, there are a huge number of local certification programmes, operated by government, local authorities, industry groups, and individual buying companies. These have different levels of requirements when it comes to food safety standards.

GFSI's Japan Local Group has encouraged suppliers' adoption of the GFSI approach since its foundation.

We have fostered our unique food culture with careful and sensitive hygiene control. Amidst the globalization of food procurement, we believe it is important for Japan to proceed with global harmonization for food safety management systems while preserving our unique food culture.

Setting a goal of 2020, when Tokyo will host large-scale sports events, GFSI's Japan Local Group aims to pioneer the harmonization of Japan's domestic food industries with global practices and standards.

“This year, Aeon has announced our Sustainable Procurement Goals for 2020 in which we will achieve sustainability based on GFSI-recognized certification programmes for all PB items in fresh foods. Aeon will continue to deliver safe foods to all customers as a leading company in Japan and Asian countries”

## The How

The predecessor of AEON Co., Ltd. - then called JUSCO Co., Ltd. - unified its private brands to "Topvalu" in 1994, on its 25th anniversary. AEON established original factory inspection processes, having started with food production factories in the previous year, while improving the in-house standard system. All factories manufacturing products for AEON were required to pass the factory inspection. In order to avoid duplication of inspections by different buying companies and to save time in the factories, AEON revised the system in 2016 and waived factory inspection for factories certified to a GFSI-recognised certification programme. As a result, 30% of AEON's suppliers have waived conventional factory inspections, and the other 70% of them utilize modified AEON factory inspection standards which is based on GFSI's Global Market Programme.

We have a successfully-managed primary production. Established as an Aeon Group company in 2009, Aeon

Agri Create currently operates 19 farms across Japan. The company was started by people with little experience in farming. Applying Information and Communication Technology to farming beginning with visualizing various tasks at the agricultural production sites. Sensors are installed in the field at the Ushiku farm in Ibaragi Prefecture. The collected data is then sent to the Fujitsu's Akisai Food and Agriculture Cloud.

Aeon Agri Create implements strict quality control procedures according to GLOBALG.A.P. and all their directly-managed farms have obtained this certification. The merits of obtaining the GLOBALG.A.P. certification is to confirm compliance with laws, expansion of sales route, and improvement of productivity. Especially for the use of agricultural chemicals, the company maintains a stringent monitoring system to control its spraying schedule using accumulated data. In order to enhance business efficiency by utilizing the standardization of certifications, AEON continues our commitment to ensure food safety.

## The Benefits

We have confirmed 3 major benefits from this activity. The first benefit is that more than 30% of food factories which manufacture products for AEON no longer have to duplicate factory inspections for each purchasing company. Initially, each factory was required to undertake duplicated factory audits to sell their products to each buying company. Now, they can save time and human resources by reducing factory inspections. The second benefit is that AEON can also reduce its time

and cost spent undertaking factory inspections. Finally, the Global Markets Programme includes requirements of Codex HACCP; and as a result, these factories can take advantage of its management elements without requiring any extra instruction or in-house factory inspections.

We expect to share factory inspection results with other buying companies in the future, which would reduce duplicated factory inspections, and this will be of benefit both to selling and buying parties.

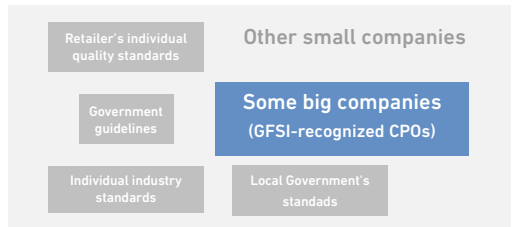


## Figures

### Concurrence on Numerous Food Safety Certification Programmes

At present, only a few large companies use certification to any GFSI-recognized CPO (certification programme owner) as a tool to ensure food safety.

Other companies, including small businesses, rely on one of many food safety standards and Government guidelines.





**Dick Boer**  
President and CEO,  
Ahold Delhaize

**The why** Food and non-food safety is critically important to Ahold Delhaize. During recent years several food safety scandals led to increased concern about which food products to choose. Also new production technologies and improved visibility on product ingredients have impacted levels of trust in food. Now more than ever, trust is an important factor for continued success in the food industry and in the retail food market.

The consumption of unsafe own brand products or other food and non-food products, or food fraud in the supply chain could result in our customers' injury, illness or even death. Moreover, product safety problems potentially cause disruptions to the supply chain and negative customer reactions. These may have a material adverse effect on the Company's reputation, results of operations and financial position.

**“We serve more than 50 million customers a week so it is of vital importance that the food we sell is safe. To keep our customers' trust, we continuously work to improve our food safety standards to ensure everything we sell is of the highest quality.”**

## The How

We require our food suppliers to comply with standards beyond what is legally required by expecting our food suppliers to be certified with a standard recognised by the Global Food Safety Initiative (GFSI). For 2020, we are striving to achieve 100% of our own brand food products to be certified with a GFSI-recognised certification programme, with potentially a very small percentage at an acceptable level of assurance.

Our own brand suppliers are spread all over the world and have different challenges when it comes to food safety. To achieve our target, we work together with our suppliers and support them in various ways. Sharing best practices and providing training are good examples. Some suppliers have to make significant investments to achieve GFSI-recognised certification. For these specific cases we work together in creating a plan to reach this certification or an acceptable level of assurance. For example, our brand Albert in the Czech Republic, made the switch from using large industrial

bakers to smaller, regional bakery suppliers located closer to the stores they supply to. While this change was appealing to customers who like to “buy local,” it brought some challenges in terms of food safety certification according to GFSI-recognised standards. When engaging the smaller bakeries as suppliers, we found that they had mixed approaches to the set-up, processes, equipment, and ingredients used in production. This meant that not all suppliers were able to initially achieve GFSI-recognised certification. So, we initiated a process to audit them ourselves in order to assess if they were at an acceptable level of assurance while supporting them in making improvements by identifying the changes required to meet our standards. To date almost all bakeries Albert works with are certified with a GFSI-recognised certification programme.

We also focus on our own operations, in our distribution centres, our transport and our stores. All of our great local brands have implemented food safety systems to ensure food safety is managed well in our own operations.

## The Benefits

To make sure product safety is embedded at Ahold Delhaize and its great local brands we have established a Product Integrity department. The Product Integrity team provides the brands with guidance and support on the implementation of product safety measures but also provide assurance on the implemented food safety systems within the brands. Within each brand, dedicated teams make sure the products they sell to their customers are safe.

These dedicated teams within the organisation, create awareness with our associates. Additionally, our goal for 100% of our own brands food products to reach GFSI-recognised certification (or an acceptable level of assurance) is another key way we strive to ensure the products we sell are safe.

This has already shown positive results. By the end of 2017, already 91.2% of our own brand suppliers’ production units had obtained GFSI-recognised certification or an acceptable level of assurance.



## Figures

KPI	2017	2020 target
% of production units of own-brand food products that are Global Food Safety Initiative (GFSI) -certified or comply with an acceptable level of assurance standard	91,2%	100%
% of production units of own-brand food products that are certified according to a GFSI-recognized standard	87,6%	93%
% of production units of own-brand food products that comply with an acceptable level of assurance standard (other than GFSI)	3,6%	7%





**Deng Jie**  
General Manager,  
Weifang Artisan Foods Co., Ltd

**The why** Weifang Artisan Foods Co. Ltd., founded in 2000, specialises in the planting, processing and exporting of fresh, frozen vegetables, wasabi and curry. Since 2014, we have been expanding in the European market. In order to ensure that our products can meet food safety requirements in the European and the international market, a quality management system was a pressing need. GFSI represents the global food safety requirements, especially for retailers, so in 2014 and 2016, we applied for BRC and IFS certificates, which have been recognised by GFSI. We believe that GFSI will play a most important role in helping us to strengthen our food safety management in the future.

“Our mission is to be a reliable and preferred partner of our clients and society, to guarantee the highest possible quality and to improve our business and staff welfare.”

## The How

We aim to provide safe, delicious, high-quality food to our clients. We guarantee the highest possible quality for our products, having an adequate and well trained staff that monitors the process from start to finish. Planting, harvesting, storing, processing and logistics - every step of our management is controlled by traceability systems at Artisan Foods.

Our fields and farmers have achieved GLOBALG.A.P. certification. We pay close attention to the soil, water, pesticides and fertiliser control so that we can make sure that the raw material is safe.

The HACCP management system helps us analyse potentials hazards in each process, to identify the

key hazards, establish control procedures and eliminate or diminish the main hazards and risks to an acceptable level.

In line with the terms and requirements of the BRC and IFS, we hold an internal audit every year, which allow us to find any non-conformities in our management system, analyse the cause of the problem, establish corrective measures, verify effectiveness of these measures and improve the efficiency of our internal system operations.

We have also established staff training programs, so that all employees are involved in the food safety management of the factory. Everyone checks and eliminates risks to make Artisan Foods better and better.

## The Benefits

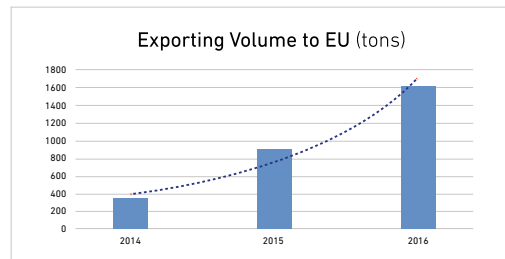
Thanks to the implementation of GFSI-recognised schemes BRC and IFS food safety management system, our customers are very satisfied with our product safety management. No complaints have occurred since we enhanced the whole process of security risk management. And product orders in the European market are increasing every year.

Meanwhile, a lot of problems in factory management, especially in the workshop, had not been fundamentally resolved before. But now that we have an on-site audit table, all of the managers participate in monthly audits of the factory so that all problems can be corrected, tracked and verified. Through constant audits by the requirement of food safety management system, many issues were completely resolved and the remaining issues in the factory are being reduced. Since everyone is seeing this continuous improvement, the enthusiasm is also growing higher and higher.

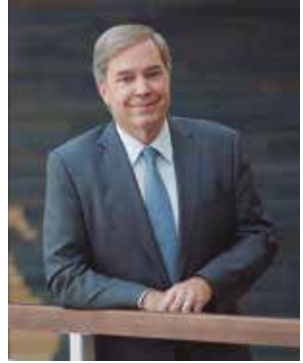


## Figures

In 2014, the total export volume to **European market was 350 MT**, and we estimate that the export volume will reach **1600 MT in 2016**. The steady increase in export is due to the good reputation of our product and customers' recognition of our safety management. We believe that the quality and safety management system will play an even bigger role in the future.







**Dave MacLennan**  
Cargill Chairman & CEO



**The why** Cargill established a poultry business in China in 2011, to support our customers' increasing demand for high-quality animal protein and subsequently built a vertically integrated supply chain, covering feeding, hatching, breeding, primary processing and further processing. Confidence in food safety management and performance was paramount to our global food brand customers and to ensure we delivered, Cargill implemented a comprehensive food safety management system based on FSSC 22000. By aligning with a GFSI-benchmarked certification, our customers had confidence that Cargill's approach to food safety was internationally relevant, science-based and effectively managed. Leveraging GFSI has enabled Cargill Animal Protein China and our customers to lead in the industry and address Chinese consumers' increasing demand of safe and high-quality animal protein.

“Cargill's partnership with GFSI has been an important contributor to the value proposition we offer our customers. We have worked together to raise the bar on food safety standards that increase regulatory confidence and help Cargill deliver on our purpose of nourishing the world in a safe, responsible and sustainable way.”

**The How** Through our risk assessment we defined three key operations in the integrated supply chain for GFSI-benchmarked certification; the feed mill, our primary processing facility, and our further processing facility. Our teams worked tirelessly to complete 4 defined stages towards certification.

**Stage 1: Planning, training, and gap analysis** - We selected the certification body (CB) and established an internal Cargill team. The team designed a comprehensive work plan, key training requirements, and leveraged internal auditing (calibrated with the CB) to identify gaps in our food safety management systems.

**Stage 2: FSSC 22000 pilot run** - A 3-month pilot was performed to allow our food safety teams to implement the management system and continuously improve it. We deliberately used a cross-functional team, including Food Safety, Quality, and Regulatory (FSQR), Research and Development (R&D), Production, Maintenance,

Warehouse, and Sanitation to evaluate the system. Everyone learned a lot about each other's work and it strengthened collaboration and understanding across the organization.

**Stage 3: Conduct internal audit** - An internal audit was conducted by the team and management review was a key element in evaluating the effectiveness of the system. Management review demonstrated to the whole Cargill Poultry organization that food safety was a PRIORITY and senior leadership engagement reinforced its importance.

**Stage 4: Receiving official FSSC 22000 audit** - The third-party audit team auditing process consisted of two stages. In Stage I, the auditors assessed if the company was ready for the certification and after that, auditors initiated Stage II, the formal assessment. We passed that formal audit and attained certification for Cargill's Animal Protein China operations in April 2015. Success!!

**The Benefits** Having a clear and deliberate plan for achieving GFSI-benchmarked certification was a strategic decision for Cargill and GFSI-benchmarked certification has enabled credibility and trust from our customers and governments.

Project planning, personal accountability, and clear milestones were critical elements to our success and with more than 2,000 employees receiving over 4,000 hours of training, Cargill's food safety culture was strengthened. We have seen improved coordination, understanding, and personal commitment to food safety across that integrated supply chain and management.

The certification process established strong management commitment and food safety awareness. By

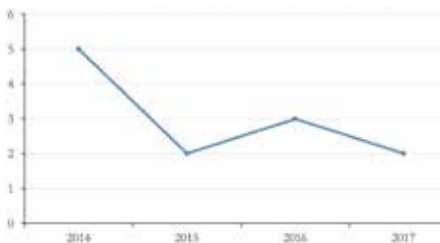
collaborating with a GFSI- accredited CBs, approximately 30 Cargill employees are qualified internal auditors and this competency strengthens our food safety performance. Cargill Animal Protein China was recognized for food safety and quality both in 2016 and 2017 by the China Business Network Seven-Star Alliance and Chinese Institute of Food Science and Technology (CIFST). We are also proud to be recognized by McDonalds China as an "A Grade Supplier" for our high performance.

Cargill's involvement with GFSI has been a positive contributor to these successes in China. That good work continues as GFSI supports activities in China and as local companies see the benefits GFSI can bring to their food safety programs and performance.

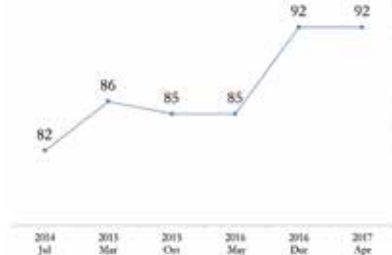


**Figures**

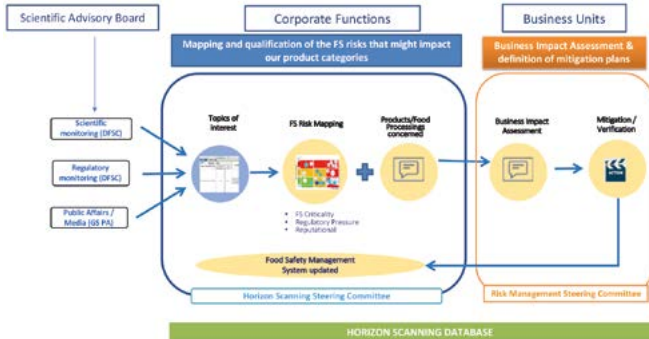
External Audit Non-Conformance (Primary Processing)



Audit Score



## Horizon Scanning Process



**Emmanuel FABER**  
Chairman and CEO of Danone

## The why

With a mission “to bring health through food to as many people as possible”, and a commitment to continuously offer superior food experiences and innovations, it is paramount for us at Danone to ensure that all our stakeholders fully trust our products and services. To honor this commitment, we engage all our teams, suppliers and partners in our Food Safety Management System (FSMS), with the aim of ensuring that we design, manufacture and deliver products and services that meet both regulatory requirements as well as the highest standards of Quality and Food Safety.

In a VUCA environment, and with the everchanging regulation and science linked to Food Safety, there is a need for systems that effectively integrate both a predictive and reactive capacity to support food companies’ strategic decision-making, prevention, and mitigation efforts. GFSI has always promoted approaches and systems that allow efficient risks analysis and anticipation. The collaborative work with SSAFE on the Food Fraud vulnerability assessment or the recent working groups initiated on emerging risks illustrate it well.

Danone has leveraged these GFSI initiatives, implemented robust methodologies and a process which both aim to anticipate any emerging FS issues and reinforce its FSMS, with the objective of remaining at the leading edge on FS Safety Science.

“Consistent and effective food safety management systems are crucial for us at Danone to meet the highest standards of quality and safety. Not only do they help minimize risks, they contribute to making Food Safety a key asset for Danone.”

## The How

The Horizon Scanning process has been set up by the Danone Food Safety Center (DFSC) to identify emerging FS issues at their earliest stage, to assess their potential impact on Danone's business, and to mitigate them if needed. It covers any new risk – whether real or perceived by consumers – related to the safety of raw materials, ingredients, food contact materials, manufacturing processes and finished products.

Danone's Horizon Scanning process is based on a four-step approach which covers all emerging FS risks in the FSMS:

1. Exhaustive and continuous monitoring of the scientific and regulatory environment by our in-house experts. For some topics, it has required to develop Early Warning System leveraging big data.
2. Consolidation of the information collected by a multidisciplinary group (Scientists, Risk managers, Regulatory affairs, Public affairs) in a database, enabling the qualification of the potential issues (severity,

exposure, regulatory pressure, etc.). A Scientific Advisory Board composed of internationally recognized experts enriches the analysis in all areas of FS Science.

3. Evaluation of the impact of each topic on Danone's business and the potential need to put in place specific mitigation plans.
4. When required, set up of mitigation measures integrated in the FSMS.

Since 2018, this process also encompasses more general, transversal and long-term issues (e.g. Climate change) and risks perceived by civil society, not supported by scientific rationale but that may have a reputational stake for Danone.

To ensure an effective rollout of the process across all divisions in the organization, we have established a governance structure composed of a Horizon Scanning Steering Committee led by the Danone Food Safety Centre, a Product Compliance Board led by an EXCO member, and a Risk Management Steering Committee for each division.

## The Benefits

By leveraging the anticipatory approaches promoted by GFSI as well as the outcomes of several working groups GFSI has initiated, Danone has developed an effective "Horizon Scanning" process.

The tight collaboration within this multidisciplinary team has enabled us to adopt a holistic approach for all identified issues.

The decisions taken are supported by robust analyses conducted by internal experts who leverage advanced

methodologies. The conclusions and recommendations are endorsed by internationally recognized scientists covering all the FS domains.

This process coordinated at corporate level allows to anticipate, prevent and manage the risks in a harmonized and agile manner all across Danone's organization.

It is a valuable asset to Danone's FS commitment as it allows Danone to identify any emerging or evolving topic and to integrate it into its FSMS. The System is thus continuously improved, with an ambition for Excellence.



## Figures

The effective rollout of the process across the whole organization is a key factor of success and depends on the following governance structure:

- **a Horizon Scanning Steering Committee led by FS (the Food Safety Centre in our case)**, which identifies and qualifies new issues/topics and establishes a FS risk mapping to prioritize Business impact assessment and Risk mitigation;

- **a Product Compliance Board led by an EXCO member**, which validates strategy and recommendations from HS Steering Committee and ensures the control of risks at Company level;
- **a Risk Management Steering Committee for each division**, which conducts the Business impact assessment and defines the mitigation measures to be integrated in the FSMS.





**Doug Baker**  
Chairman and CEO

## The why

Alternative Solutions to Cleaning: Bringing Enzymatic and Other Cutting-edge Technologies to Successfully Manage *Listeria monocytogenes* in the Retail and Food Service World

Food safety is critical to the reputations of businesses – and to the health and well-being of people everywhere. We know the top causes of foodborne illness outbreaks can be eliminated through effective cleaning and sanitizing – and we are committed to protecting people and businesses from the risks of illness-causing pathogens.

Scientists have long identified *Listeria monocytogenes* as a problem for its high lethality rate compared to other foodborne illnesses. *Listeria* is tenacious and can also attach itself to the fryer grease that coats floors and counters. A USDA and Purdue University study confirms a growing contamination risk of *Listeria* in floors and drains. Additionally, a recent report by Restaurant Hospitality identified unclean non-food contact surfaces as the second leading cause of failed health inspections. Ecolab's own testing in 100 locations found *Listeria*, *Staphylococcus*, and *Salmonella* on 49% of floors, 46% of mops and buckets, and in 66% of floor drains. Current cleaning methods were not efficient to manage it or control the cross-contamination implications.

“Ecolab provides solutions and expertise to improve food safety throughout the world. Through GFSI, we gain additional insight into emerging trends, share information with other members and collaborate on new protocols to further enhance food safety.”

## The How

A key component in the fight for food safety is consistency. Consistency is what partnership with GFSI provides. In the 12 years Ecolab has been a member, we have worked with the GFSI and its membership to provide a global perspective to food safety standardization. These aligned values have helped make people safer across the globe.

Ecolab collaborated with another GFSI member to address *Listeria monocytogenes* in a retail environment. Ecolab innovated a new product and process to address a customer need. The customer then worked closely with us, testing in several store locations to ensure consistency in the training, process and results.

There were a number of challenges to overcome including employee training, variety in test stores and conditions, management engagement, no formal food code requirement for floors or drains, process auditing, measurement of product use and concentration. How-

ever, grounded in the dedication of Ecolab and our retail partner as well as our joint commitment to improving food safety, we persevered.

Enzymatic-based cleaners are able to digest fatty and greasy soils over time ensuring a cleaner and safer environment. Formulated with enzymes that immediately work to degrade soil particles as well as with an antimicrobial agent to sanitize, the results compounded over time to lower the microbial load with each additional washing rather than microbial loads returning to previous levels between washes. Introducing an enzymatic solution also eliminated a step in the floor cleaning process. This allowed for additional time to be spent cleaning more thoroughly. We were able to show, together, a substantial decrease in the presence of *Listeria* in a retail environment thus reducing the risk of cross-contamination as well as some other unexpected benefits.

## The Benefits

The positive scientific results were obvious. Floors were cleaner and the risk of cross-contamination greatly reduced in the test stores. Contamination levels dropped from 41% to 2% in test locations.

By turning the water temperature down and removing the rinse and sanitize steps from current wash, rinse and sanitize procedures, we achieved better results with 50% fewer nightly cleaning steps, 78% less water use, and 89% reduction in utility spend

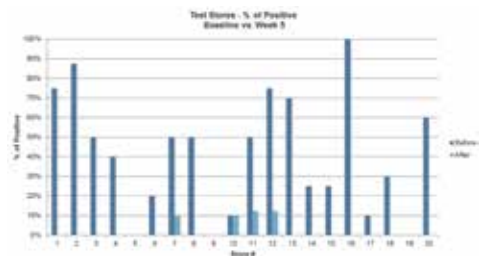
Employee engagement also improved. Over 60% of employees also said the floors looked much better compared to how they look with their previous cleaning process.

They were also happy that the process was a one product solution that could be used for cleaning and sanitizing both floors and drains. It made their jobs easier and delivered superior results, consistently.

The new product and process produced some additional unintended consequences. The reduced build-up improved the floor coefficient of friction by 10% making surfaces less slippery and adding to employee safety. There was a realized labor savings of 86 hours annually per store based on the reduction of process steps. The stores also saw a significant decrease in flying insects as a result of cleaner floors and drains.



## Figures





## McDONALD'S® SUPPLIER QUALITY MANAGEMENT SYSTEM



**Steve Easterbrook**  
CEO,  
McDonald's Corporation

**The why** McDonald's is the world's leading global food service retailer with over 36,000 locations in over 100 countries. More than 80% of McDonald's restaurants worldwide are owned and operated by independent local business men and women. At McDonald's, we're proud of the way we're creating an experience to remember: reaching customers wherever they are and innovating new tastes and choices, while staying true to customer favorites.

Food Safety is our #1 priority. McDonald's recognizes that food safety should not be a competitive issue within the food industry, we have been committed to harmonizing food safety standards and sharing best practices globally. Cindy Jiang, our Senior Director of Global Food and Packaging Safety has been an active board member on the GFSI board since 2008.

As McDonald's understands the potential benefits for food industry to harmonize food safety audit standards and practices at food manufacture sites globally, we have been proactively working with the GFSI community to develop efficient processes and tools to make it a reality on "once certified, recognized everywhere" for food manufacturer plant audits. With less redundant food manufacturer plant audits, people can focus more on managing food production facilities and improving the food safety practices, such as cleaning, sanitation, maintenance, HACCP implementation, prevention of food fraud, etc.

The GFSI Benchmarking Requirements has served as a guide for all the food safety audit standards. It has played significant role to reduce the number of food safety audit standards and redundant food safety audits globally. McDonald's requires our suppliers to be certified with any one of these GFSI benchmarked standards globally.

**"We have been mindful since 1955 every single day. We never take it for granted. We serve over 60 million customers every day. The absolute number one priority for us is food safety."**

## The How

McDonald's commitment to sourcing the highest quality food products for our restaurants starts with suppliers. That means suppliers' commitment to food safety and quality must remain strong to ensure McDonald's restaurants can consistently deliver safe, high-quality, great tasting products to our customers every day. The Supplier Quality Management Systems (SQMS) is an expectation document which outlines the McDonald's expectations with respect to suppliers' food safety and quality management systems. Compliance to SQMS requirements by suppliers are verified through audits by recognized 3rd party auditing firms.

McDonald's has been taking the approach to identify the gaps between McDonald's SQMS and GFSI benchmarked certification programs, such as BRC, IFS, SQF, FSSC 22000, Global GAP, etc. and establish addendum to each of the GFSI benchmarked food safety audit programs.

The addendum is developed based on collaboration among our global suppliers, GFSI benchmarked Certification Program Owners (CPOs), and many auditing firms. Numerous conference calls/webinars and in-person meetings have helped us to get to the final version of the addendum. Our auditing firms have been engaged in establishing practical mapping tools for auditors to use during audits and preparing audit reports. Here is an example, if a supplier is certified with BRC Food Safety audit, they will need to add few items which are included in the McDonald's BRC addendum. Most of the addendum items are addressing McDonald's product specific quality requirements.

As CPOs continue to update their auditing standards, we are reviewing and updating our addendum on-going with participation from suppliers, CPOs, and auditing firms. Collaboration is key for all stakeholders to continue the journey to ensure high quality of food safety audit is a reality.

## The Benefits

Having consolidated number of food safety auditing standards and programs for food industry globally helps food industry to reduce redundant audits and allocate more resources on improving food safety practices. Many people were questioned about how GFSI would make it work in terms of reducing number of Food Safety Audit standards in early 2000, people can see the results now. With collective efforts from the food manufacturers, food service companies, and food retailers, we have made a huge progress on reducing the number of food safety audit standards and elevate food safety practices along

the supply chain. At McDonald's, we have seen overall improvement on food safety practices at food manufacturer level globally while reducing number of redundant audits by multiple parties/customers. Although there are issues with the auditor performances from time to time, sometimes, we have experienced food plant had received high audit score while our internal staff would not agree with. This is an opportunity to train and calibrate with auditors and also have the food production facility to maintaining strong food safety culture and deliver high performance every day.



## Figures

Collaboration is a key to the success of using GFSI benchmarked food safety audits. All stakeholders must be engaged and committed.

This is a journey, it takes time to achieve greater results. Progress over Perfection, let's work together to make it better.

When people experienced the issue with auditor consistency, let's follow the process to let CB/auditing firm know and to address the issue. GFSI food safety certification program is not perfect, let's continue the work to make it better together.





# METRO



Kubilay Özerkan  
CEO, Metro Turkey

**The why** Globally, Turkey is an important country for sourcing, especially for primary products such as fruit, vegetables and fish.

In Metro Turkey we embrace local tastes, helping to save local products from sinking into oblivion. Of utmost importance is capacity building of local producers to ensure sustainable business from this product diversity. By supporting traditional and local farmers and producers, product authenticity and availability is ensured, local flavors and tastes are preserved, carbon footprint is reduced through selling local products to local customers and the local economy is supported.

A crucial step in capacity building in the supply chain is ensuring product safety and global hygiene standards. Once local suppliers obtain certification to global product safety standards, they are one step closer to becoming global suppliers, contributing further to local economies. This is why we initiated a Supplier Support Program to increase awareness on GFSI in our local supply chain in 2010.

“At Metro Turkey, we see food safety as the basis of the sustainability of our business and manage it with a scrutiny that exceeds all commercial concerns. We work diligently to cultivate a culture of food safety in our supply chain and help preserve local tastes and flavors.”

## The How

In 2010, in order to build capacity of our local, own-brand suppliers that do not have food safety certification, METRO Turkey pioneered Metro Assessment Solution (MAS) Audits. MAS was developed by Metro Group and is based on GFSI-recognized certification program requirements. We used MAS as a training and development tool for transition to GFSI-recognized certification programs. The first year we organized pro-bono trainings and pre-audits to understand suppliers' current status. We prepared individual roadmaps for our local suppliers and continued with regular audits.

Since there were few or no auditors for GFSI-recognized certification programs in Turkey at the time, we collaborated with certification bodies to send local auditors abroad for training and experience. When GFSI-recognized certification programs were updated, we informed and trained local suppliers. With these efforts, METRO Turkey led the way to raise awareness on GFSI-recognized certification programs and developed the auditor pool in Turkey.

To lead by example, we internalized GFSI-recognized certification programs in our own operations. We established IFS Cash & Carry Wholesale system in our stores and in 2011 became the first and only company in Turkey to hold this certificate. Our Antalya fruit and vegetable platform was the first company to be certified with the IFS Logistics scheme in Turkey and this also encouraged our logistics providers to obtain certification.

METRO was the first company to initiate and use the IFS Global Market Tool in Turkey. We translated the tool, trained auditors and invited other market players to use this system. In 2017, our efforts paid off and a major international retailer in Turkey also participated. We provided free training for METRO suppliers on Food Defense and Food Fraud issues that accompany the revised IFS Food Standard and we prepared Turkish checklists to ease the transition process.

We are happy to see that the number of our local own brand suppliers certified to GFSI-recognized certification programs rose steadily since 2010 (please refer to graph).

## The Benefits

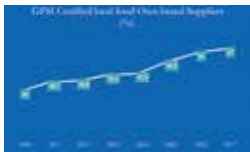
As METRO Turkey, we see GFSI-recognized certification programs as important tools to improve standards of local suppliers which can carry them forward to become international. Due to our active encouragement of suppliers the GFSI-recognized certification rate in our own brand suppliers rose from 34% in 2010 to 67% in 2017. Our approach has meant that:

- METRO's product safety and quality audits serve as training tools for suppliers.
- Local suppliers increase their prospect of becoming global food suppliers, expanding their businesses and contribution to local economies.

- With the increased rates of certified suppliers, local tastes can become global sensations.
- Certification raises industry awareness of food safety culture for both producers and customers which contributed to societal health.
- Through industry wide collaborations such as that with the IFS Global Market Tool System, achieving food safety standards has become easier and more beneficial for local suppliers. As of the first half of 2017, 104 suppliers have already qualified to be listed in this system, showing their eagerness to take part in global initiatives.
- Championing global food safety standards has helped to solidify our METRO's brand image as a trustworthy company that does not give up on food safety and quality.



## Figures



Local own-brand food suppliers certified to GFSI recognized schemes increased from 34% to 67% in 7 years.

We received IFS Cash & Carry Wholesale certificate in 2011 and became the first and still the only company in Turkey to hold this certificate.

METRO was the first company in Turkey to achieve IFS Logistics certification

METRO was the first company to initiate and use IFS Global Market Tool System in Turkey.





**Dirk Van de Put**  
Chief Executive Officer,  
Mondelēz International

**The why** As a company selling some of the world's favourite and most trusted brands, Mondelēz International has Food Safety and maintaining the trust of its consumers at the heart of its core values. One demonstration of these values is our commitment to the Global Food Safety Initiative (GFSI).

Our journey with GFSI began in 2006. Since joining, the company has implemented GFSI at all of our plants. We have been active both in promoting GFSI with other stakeholders and active leaders in the development of GFSI programs.

In 2007 there were a number of Food Safety issues globally that generated an internal review of our Supplier Food Safety programs. We concluded that many of our suppliers would benefit from additional support and identified that GFSI would provide the leadership in Food Safety that would help them. Furthermore, GFSI would allow for our Global auditing program to be applied consistently right across the globe.

As the food industry grows more international there is a need for approaches like GFSI that ensure safety standards are not compromised.

“I commend the outstanding work that GFSI has done and continues to perform to raise food safety standards around the world. I'm proud of the contribution that GFSI has made to advancing a unified and comprehensive food safety benchmarking system across our industry.”

## The How

As GFSI benchmarks food safety certification programs, we accept all standards meeting its requirements. Our organization CEO/Chairman participates actively on Consumer Goods Forum (CGF) and is a liaison from the CGF Board to the GFSI board.

The first stage in our journey was to select the Foundation for Food Safety Certification (FSSC22000) as the standard that best meet our needs. We took an active lead in developing the PAS220 standard that is now part of FSSC22000 which strengthened the Food Safety elements in it. We subsequently worked in a cross functional team to get this adopted globally by the International Standards Organization (ISO).

We required all of our internal and external manufacturing partners have FSSC22000 certification for their sites. For our suppliers we leave standard selection up to them, but recommend that they understand the different standards before selecting the right one for them. We invested in sup-

porting the suppliers' and making clear our expectations to help them in selecting the right standard.

For our internal and external manufacturing sites we set clear timetables by when they required certification. Training materials were developed and shared within our organization. A gap analysis was completed at select sites. We selected a certification body to audit our sites and timetables were developed to on-board each site. Learnings were shared globally within our organization to facilitate the transition.

GFSI-recognized certification is considered as a "cost of entry" to becoming a Mondelez supplier and we will only take on suppliers that have a certification. We have communicated clearly to all suppliers our commitment to GFSI-recognized certification. We have participated in GFSI emerging markets events and invited all our local supplies to participate to help the on-boarding process. Maintaining the certification is a must for remaining a supplier and we verify this as part of our supplier approval program.

## The Benefits

GFSI's focus is a simple set of rules for accepting different standards, establishing harmony between countries & enhancing audit efficiency by:

- benchmarking food safety standards worldwide
- facilitating cooperation between standard owners

The benefits for Mondelez, are that GFSI

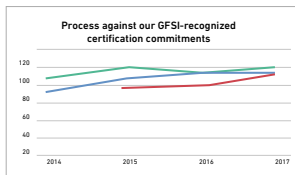
- is accepted by a large number of retailers, producers and manufactures globally.
- reduces the number of Audits at our manufacturing sites and suppliers
- drives consistence in audit execution

- provides a standard our suppliers can understand, harmonizes the support they receive and helps them enter new markets
- allows us to manage risk better as emerging risks are highlighted and taken account of in up-dates to the standards

Overall participation in the GFSI has helped Mondelez reach its objectives of putting consumer safety at the heart of everything we do, maintaining customer and consumer trust in our global brands and ensuring we are able to promote the same level of consumer protection for all our consumers across the world.



## Figures



Safety begins with each recipe we make. We start with the highest quality ingredients; and have set high standards with a comprehensive, quality management system that ensures the integrity of our products and the ingredients we use. Our science-based risk identification and management processes help us assess and control factors that could potentially compromise ingredients, packaging, manufacturing processes or finished products.

We made commitments\* to have

- all our internal and external manufacturing sites certified against FSSC 22000, and

- all direct raw material suppliers certified by 2017

Today, nearly 100 percent of our internal facilities are certified against the internationally recognized and independent Foundation for Food Safety Certification (FSSC 22000). We are on track to meet the commitment regarding direct raw material suppliers with 97% of our suppliers holding a current and valid GFSI-recognized certification. We have made a similar commitment for suppliers of packaging materials

\* The commitments excludes acquisitions

— Internal — External — Suppliers





Good Food, Good Life



**Mark Schneider**  
Chief Executive Officer of Nestlé S.A.

**The why** Nestlé operates across supply chains whose complexity increases with the global sourcing of materials and the variety of distribution channels. In pursuing our company purpose of enhancing quality of life and contributing to a healthier future, we face a growing number of challenges in our supply chains, including emerging food safety risks.

Our consumers and customers demand greater transparency and reassurance as to the food products they choose to purchase, their ingredients, and origin. In order to protect the trust that consumers and customers place in our brands, we must strive to build absolute trust in our ingredient supply chains.

Ours is a complex, multi-layered upstream supply chain with tens of thousands of direct suppliers, and even greater numbers of indirect suppliers. With transparency remaining a great challenge for the whole industry, food safety risks may emerge virtually at any point of the food value chain.

In 2014, our supply chain of frozen berries was associated with cases of Hepatitis A. After conducting a thorough investigation, we launched a company-wide project to ensure that such incidents would not recur.

“At Nestlé, our Quality policy encourages participation and promotion of quality responsibilities amongst all our employees and third parties through standards, education, training and coaching, supervision and effective communication.”

## The How

The project was the result of a multi-disciplinary collaboration between our Research Center, and our Business, Corporate Quality Management, and Corporate Agriculture Units. The objective was to develop and communicate the DOs and DON'Ts of hygiene and sanitation in the growing, harvesting, storage and transportation of berries.

At Nestlé, we believe that developing and sustaining food safety capacity across the entire value chain requires the engagement of all fields of competence, and all supply partners. To achieve our project objective, we engaged actively with our Tier 1 & Tier 2 suppliers while leveraging support from trade associations such as PROFEL (European Association of Fruit & Vegetable Processors).

As a result, we completed a series of three projects in Morocco, Chile, and Serbia. Each of the projects provided a unique platform for the exchange of competence and the food safety assessment of different berry production systems. Through constant dialogue and especially, through field work directly with farmers (e.g. in Morocco) we identified the key risk

factors and together, have developed best practices to manage food safety in agricultural production.

We developed a modular training booklet entitled 'Minimizing the risk of microbial contamination in primary production of berries' supplemented with visual tools (posters). In the spirit of the GFSI Global Markets Programme, we crafted material that would be simple, informative and meaningful for farmers, including for the smaller and less developed structures.

In addition to specific guidance developed by the Nestlé Research Centre, the best practices are based on GFSI-recognised food safety certification programmes (e.g. Global G.A.P.) making the training material a valuable tool to progress towards certification.

To allow the broadest possible reach and adoption, training booklet and posters were translated in five languages, including Spanish and Arabic.

Also, fulfilling our commitment to Creating Shared Value, we have disseminated all training material through external partners including PROFEL, the UK Food Standards Agency and local Authorities.

## The Benefits

This project provided a unique platform for the exchange of competence and continuous im-

provement of food safety in agricultural production, delivering benefits for all stakeholders in the food value chain



## Figures

**24** dedicated analytical facilities with ISO 17025 accreditation for food safety verification

**50 million** analyses performed yearly on ingredients supplied to Nestlé factories

**3000** audits performed yearly at Nestlé's direct suppliers' sites

**10.000** sites supplying ingredients and packaging materials to Nestlé factories

**57%** of our Tier 1 ingredient suppliers are certified against a GFSI-benchmarked certification programme. Our ambition is to reach 100% coverage for our direct suppliers, but also to ensure that suppliers in all tiers are on the GFSI food safety journey.

**363.000** farmers trained through Nestlé's capacity building programmes. Nestlé supplies raw materials from millions of farmers across the world. These farmers are critical to a long-term supply, and therefore to our success. By understanding and managing where and how our ingredients are produced, and the issues farmers and their communities face, we can help develop thriving communities and support better livelihoods for those with whom we live and work.



# Building Food Safety Capacity through Public-Private Partnerships in Thailand and Viet Nam

STDF



Ms Jutarat Pattanatorn  
Assistant Director, Quality Assurance,  
SIAM-MAKRO

This project gave SIAM-MAKRO the tools to launch a new comprehensive food safety management programme. With this system in place, we've seen a downward trend in detection of contaminants and product rejections. And we're more confident to buy from small-scale farmers and processors.



Mr Phan Quoc Manh Hung,  
Former Owner, Hung Phat Joint  
Stock Company, Viet Nam

**The why** In Thailand and Viet Nam, small-scale producers, processors and exporters involved in fresh fruit and vegetable value chains saw opportunities to access higher-value domestic and export markets but struggled to meet international food safety standards. Support from the Standards and Trade Development Facility (STDF) was the catalyst for a public-private partnership to develop effective food safety management systems based on Codex standards. Under the project, Michigan State University (MSU) teamed up with Kasetsart University (Thailand) and Can Tho University (Viet Nam), together with farmers, processors, cooperatives, retailers and government agencies. The project ran from 2011 to 2013, with a total budget of US\$719,275 (including US\$581,665 from the STDF). The goal was to strengthen food safety capacity for primary production and manufacturing, using the structured, step-by-step approach that is at the heart of the **GFSI Global Markets Programme**. The training modules developed continue to be updated and used today.

Being part of the STDF project was a game changer for my company. It was the springboard to get HACCP and ISO22000:2005 certification. This enabled us to export fruit and vegetables to the EU, Japan and the US.

## The How

MSU developed and delivered tailored education and training programmes on fresh and processed fruit and vegetable value chains, based on GFSI's Global Markets Protocol and checklist of requirements, together with Kasetsart and Can Tho Universities and other local partners. These included basic and intermediate competency-based modules for Good Agriculture Practices (GAPs) and Good Manufacturing Practices (GMPs). E-learning and e-resources in local languages were used to boost knowledge and skills development and to promote an inclusive and scalable approach. Face-to-face training and mentoring was provided to support rural stakeholders with limited internet access.

Strong and lasting partnerships and regional linkages were built with major food businesses and government authorities. Cost-sharing helped to expand the uptake of training. Thai retailer, SIAM-MAKRO, integrated the GMP modules into its comprehensive food safety manage-

ment programme. The Ministry of Agriculture, Thailand incorporated the GAP training modules into its extension services. In Viet Nam, the Southern Horticultural Research Institute integrated the GAP and GMP modules into its training programmes targeted at public and private sector partners.

Partnerships with academia, industry and government created the foundations for sustained and scalable food safety capacity development and ongoing improvements after the end of the project. Two food safety e-learning platforms, with standardized content in Thai, Vietnamese and English, are freely available to all interested stakeholders. Companies in Thailand and Viet Nam have made the training modules available at no cost to their suppliers. Kasetsart and Can Tho Universities continue to maintain and update learning materials, and both have leveraged additional resources to scale-up food safety capacity building, reaching more farmers, processors and potential exporters.

## The Benefits

Reduced rejections, increased sales and access to new domestic and export markets were key results.

An independent evaluation in 2015 found the project had "significant and lasting impact on enhancing management of food safety risks within fruit and vegetable chains."

For instance, in Viet Nam:

- Fruit and vegetable exporter, Hung Phat JSC gained ISO 22000:2005 certification, opening up new markets (EU, Japan, US).
- Women in Vinh Chau Onion cooperative had 50% fewer produce rejections and increased incomes.

- Several cooperatives were certified to international schemes (e.g. GlobalGAP) opening up new markets for seedless lemon (The Netherlands, US) and dragon fruit (EU).

In Thailand:

- SIAM-MAKRO increased its supply from small-scale farmers and processors and offered a premium of up to 15% for improved food safety compliance.
- Wang Nam Khiao cooperative obtained the Organic Thailand certification. Its customer base increased by 10%. Sales rose by 18%. Post-harvest losses dropped from 20% to 5% by volume.



## Figures

**More than 1,500 producers** and food manufacturers achieved basic and/or intermediate level training.

Close to **100% of participants** stated that the training had improved their knowledge on food safety, was useful for their companies and they would recommend it to colleagues.







*Wegmans*



**Colleen Wegman**  
President & CEO,  
Wegmans Food Markets

## The why

Founded in 1916, Wegmans Food Markets has 95 stores in 6 states. The complexity of their operation, with in-store restaurants, internal manufacturing and distribution, requires that they work closely with their supplier partners and build trust with their customers and employees through two-way communication.

Wegmans is proud of its reputation for high standards and operates with a continuous improvement mindset. The company's mission is to "help customers live healthier, better lives through food." They are focused on managing risk and always looking for the best ways to do so.

To accomplish their goals, Wegmans relies on its knowledgeable employees, including an experienced food safety team.

"We first heard about the Global Food Safety Initiative in 2000 through our industry trade association, the Food Marketing Institute. In 2001, we went to a GFSI meeting in Toronto to learn more. We identified it as a best practice and began accepting GFSI-recognized certification for seafood in December 2004."

## The how

Wegmans didn't take a heavy-handed approach when it came to requesting that our food suppliers seek certification to one of the GFSI-recognized Certification Programs. We were pleasantly surprised to learn when we first started in 2008 that over 40% of our food suppliers were already certified. We realized we needed to walk the talk by requiring GFSI-recognized certification for our own internal manufacturing facilities. Only then could we speak from a position of experience and help our smaller suppliers because we better understood what they needed to do to get certified. >>

“Food safety  
is everyone's  
business!”

Education, tools, templates, support, regular communications and outreach, we did it all. Today 98% of all our Wegmans Brand suppliers are certified. Most of our internal manufacturing facilities are certified and we continue the GFSI journey as we start to focus on certification for our stores and distribution facilities as well.

For Wegmans produce suppliers, in addition to conducting numerous Good Agricultural Practices training sessions throughout the regions where we operate, we paid half the cost of their certification audits when it came to growers' GAP certification. Today, we continue to offer numerous training and education opportunities to help our smaller suppliers on their GFSI journey, partnering with the experts as needed.

## The Benefits

At Wegmans, we have seen many benefits for our customers over the years through our support of GFSI. Greater business efficiencies and increased confidence in our food safety processes are just a few examples. It fits right in with our preventive approach to food safety. GFSI helped us to strengthen food safety management systems, reduce risk and has made us better at meeting government food safety requirements. It helps us to stay ahead of new regulations and ensure compliance.

Although Wegmans is a regional supermarket chain, we source ingredients and products from all over the world. GFSI adherence has helped us better manage

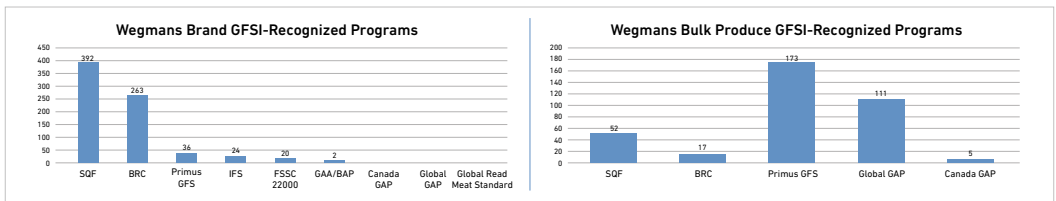
costs, allowing our small Supplier Quality Assurance (SQA) team to focus where it is needed most, e.g. attending first production runs and providing support for small suppliers.

We work to prevent food safety incidents from happening in the first place, and this ultimately contributes to better serving our customers and the industry as a whole.

Our engagement with GFSI is beginning to help us support capability building. As an example, we are now using the framework for the GFSI Global Markets Programme as we partner with artisan cheese producers. We help them grow their business, while making the cheeses they supply to us safer for our customers in the process.



## Figures



The Wegmans family has taken a leadership role in food safety for over 25 years. Danny Wegman, Wegmans' Chairman is the current GFSI co-sponsor for the Consumer Goods Forum (CGF) board. Colleen Wegman, CEO is actively engaged in Food Safety initiatives through our trade association; the Food Marketing Institute (FMI). Food safety has never been a competitive issue for Wegmans Food Markets and that is the same for GFSI. For us, the key to

food safety is Prevention and the Global Food Safety Initiative supports that. We actively promote GFSI within our own company, further back our supply chain and forward as certification heads to retail. The Global Food Safety Initiative is more than certification. It becomes a way of life and is firmly entrenched in the food safety culture at Wegmans. We believe that GFSI provides all the stakeholders with an international forum for food

safety where we get to share best practices, build our food industry network and learn from industry leaders (e.g. at GFSI events, Focus Days, Global Food Safety Conference, Technical Work Groups, Local Groups). GFSI works to stay current and continues to evolve to meet the ever-changing needs of the consumer along with changes in food science and regulation. There is strength in us all partnering when it comes to Food Safety.

