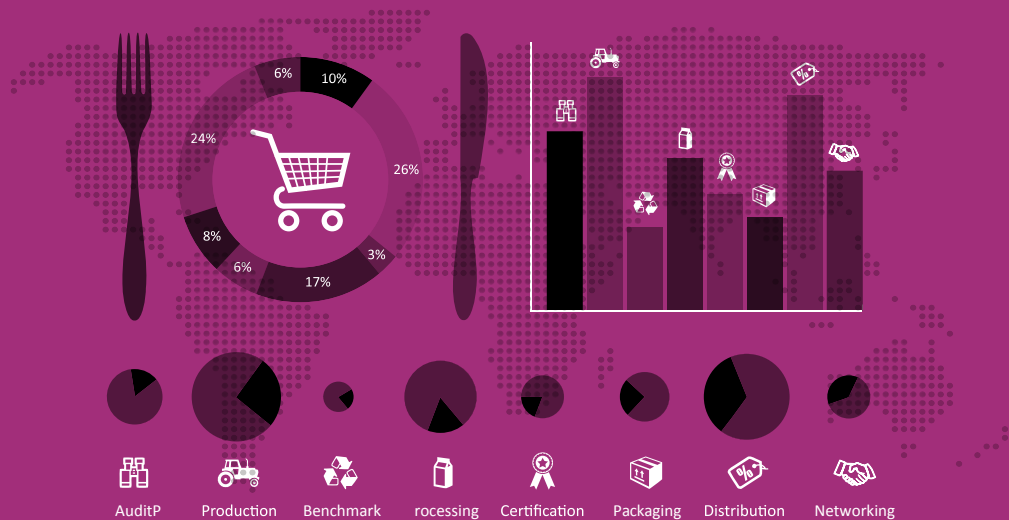




GLOBAL FOOD SAFETY CONFERENCE 2016

THE GLOBAL FOOD SAFETY VISION: MAKING THE CHANGE

29th February to 3rd March 2016, Berlin



EXECUTIVE SUMMARY

#GFSC2016

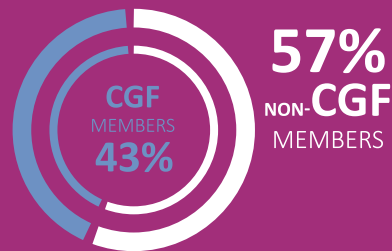
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29th February to 3rd March 2016
Hotel InterContinental
Berlin, Germany

GFSC 2016 IN NUMBERS

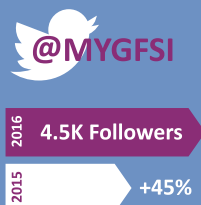
+ 80% OF DELEGATES RANK THIS EVENT BETTER THAN OTHER COMPARABLE EVENTS



TOP COUNTRIES



THE TALK ABOUT GFSC



LEAP YEAR 2016 - **GIANT STEPS** FORWARD FOR FOOD SAFETY

It's not just about what's new in food safety, wherever you are in the world and whatever it is that you do. It's also about how we learn from the past to drive change for the future.

Building on the success of the last two events in Kuala Lumpur and Anaheim, The Consumer Goods Forum welcomed 1,000 delegates from 63 countries to their 15th Global Food Safety Conference in Berlin, Germany. The delegates arrived in record-breaking numbers for a European event and went home in good spirits. They had enjoyed four days together that showcased the steady momentum of the programme planners; the Global Food Safety Initiative (GFSI). The conference theme was 'Making the Change' and over plenaries, breakouts and special sessions, delegates learnt not only how change has happened but also what needs to happen next.

GFSC 2016 introduced BBC journalist Adam Shaw as conference moderator. To the enjoyment of all present, he brought a fresh approach. His questioning drew out new insights from presenters who were perhaps better accustomed to a more comfortable corporate approach. Speaker after speaker faced his good-humoured onstage grilling after their presentations.

The scope of issues covered included scientific, political, operational and technical. Some speakers got right into the detail, throwing light onto incredible subjects like genomics technology and the power of Big Data. Others shared a strategic big picture on our globally connected culture that is changing everything for companies, governments and consumers.

Why would so many specialists from around the globe descend upon Berlin in winter to talk about food safety? If asked, the first answer is often that they love the networking, business opportunities and meeting key decision-makers. When nudged, they admit that they also enjoy learning about the latest trends on the industry's most pressing issues. Many say they take inspiration from the conference which they share when back at work with their colleagues.

The final speaker, Adjiedj Bakas summed it all up in a nutshell. He said that in nature it's not the strongest that survive, it's the most adaptable. 'Making the Change' is all about adaptation.

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PROGRAMME AT A GLANCE

Monday 29 th February	Tuesday 1 st March	Wednesday 2 nd March	Thursday 3 rd March											
		SPECIAL SESSIONS 1 TO 4 8.00-9.00am	SPECIAL SESSIONS 5 TO 8 8.00-9.00am											
		ECOLAB Potsdam III	SEALED AIR DIVERSEY Bellevue	DNV GL Tiergarten	GREENFENCE Charlottenburg	NSF Potsdam III	TRACE ONE Bellevue	RENTOKIL INITIAL Tiergarten	SGS Charlottenburg					
	Induction Session Hosted by Rentokil Initial Potsdam I & II 8.30 -10.30	PLENARY SESSION 3 Potsdam I & II 9.30 - 10.45							BREAKOUT SESSION 7 Charlottenburg Big Data: will knowing everything about anything help us change the world (for the better)?	BREAKOUT SESSION 8 Potsdam III Quality Culture: moving beyond values and behaviours	BREAKOUT SESSION 9 Potsdam I & II Global Market Program – a tool to aid food safety capacity building	N/A		
AM		Coffee Break Hosted by Mondelēz Exhibition Area 10.30 – 11.00	Coffee Break Hosted by Kröger Exhibition Area 10.45 - 11.30							Coffee Break Hosted by Danone Exhibition Area 10.45 - 11.30				
	Registrations Open 11.00am	Stakeholder Session Potsdam I & II 11.00 – 12.30	BREAKOUT SESSION 1 Potsdam I & II Global Trade Regulation: how to harmonize food standards in a divided world	BREAKOUT SESSION 2 Potsdam 3 Crisis management - Stop that scandal: prepare, respond and recover	BREAKOUT SESSION 3 Charlottenburg Hospitality: many hands, many sources, many challenges	N/A		PLENARY SESSION 5 Potsdam I & II 11.30 - 13.00						
Lunch		Delegate Lunch Exhibition Area 12.30 - 13.30	Delegate Lunch Exhibition Area 13.00- 14.30											
PM	DISCOVERY TOUR Programme Hosted by Ecolab 13.00 - 18.45	PLENARY 1 PART 1 Potsdam I & II 13.30 - 15.00	PLENARY SESSION 4 Potsdam I&II 14.30 - 15.30											
			SCHEME OWNER SESSION Potsdam I&II 15.30 - 16.00											
		Coffee Break Hosted by Mondelēz Exhibition Area 15.00 - 15.45	Coffee Break Hosted by Kröger Exhibition Area 16.00 - 16.45											
	PLENARY 1 PART 2 Potsdam I & II 15.45 - 16.40	BREAKOUT SESSION 4 Potsdam III Novel Foods: the safety of organics and the potential of six legged creatures		BREAKOUT SESSION 5 Potsdam I & II Food Authenticity: the war on fraud		BREAKOUT SESSION 6 Charlottenburg Management of unintentional Allergen Presence		N/A						
	PLENARY 2 Potsdam I & II 16.40 - 18.00													
Evening		Welcome Cocktail Co-hosted by Cargill & The Coca Cola Company 18.00-19.30 Pavillon	Official Dinner Reception Hosted by Greenence 19.00 departure from InterContinental to E4											

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1A: The Big Picture

Olaf Koch - Chairman of the Management Board, Metro AG, Germany



Olaf Koch began the conference by thanking everyone who had been involved with GFSI over the many years of its work and said that Metro had benefitted greatly from the partnership.

"Over recent years we have come through difficult times. We asked ourselves: Why are we here? Is it because of profit and dividend? They're both true but that's not the heart of it. The answer is that we're here because of our customers. We have succeeded because we are able to make products available to them. But we needed to change and I describe it simply:

How we used to be: *"We've got products! Let's find the customer to sell them to."*

How we are: *"We've got customers! What do they need?"*

A big part of our business is cash-and-carry wholesale and we want to be the champions for independent business. That's what we're all about. We used to be a dominant player in the market, but now we think of ourselves as second to the customer. That means when we sit down with our suppliers instead of just talking about terms, we will talk about value creation. That means we have a new way of appraisal for our own people. Numbers aren't enough anymore. Half of the discussion will be about their business values.

This change of thinking works well with food safety because you can't just run it with procedures, you must have it as an integral part of your company. The subject is complex because of diversity in products, suppliers, countries, customer type and logistics. This complexity is compounded by the number of products, which for us in food is around 30,000.

Our customer trusts us and we need to trust many people on their behalf, people that help us to achieve our values. To secure that ecosystem of trust, we also need to find out how to improve traceability, in which I am proud to say we are among the leaders.

We have innovated in technology and in particular, we are trying to support the efforts of the food service industry, a special customer for us. We are working to help them innovate with some good simple tools: 'flowtify' which helps them with HACCP; 'foodnotify' which helps them with allergens."

“We've got customers! What do they need?”

KEY TAKEAWAYS:

- 1. We are second to our customers.**
- 2. You can't run food safety on procedures alone, it must be an integral part of your company.**
- 3. Innovation in technology drives change for food safety. Small businesses need help to find suitable tools.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1A: The Big Picture

Prof. Dr. Dr. Andreas Hensel - President, Federal Institute for Risk Assessment (BfR), Germany

"What is the problem with food safety? Why are there such misconceptions between perceived and real risks? We've changed our strategy from pure science towards communication. This change has happened because we recognise that scientists and consumers don't agree on what is most important. Specifically, for the public, minor risks are important while serious risks are underestimated."

Experts are scientific. They talk about probabilities and see risk as both acceptable and comparative. They see a death as a death.

Consumers are intuitive. They want to know if it is or isn't safe, so they see risk as personal. It matters how death happens.

This means that scientists need to work out how to explain themselves. It's okay to say: 'just wash vegetables thoroughly,' rather than 'these are dangerous intestinal germs and they are found on your vegetables.'

We believe that the backbone of all our communication to the public should be an independent and impartial interpretation of science. We know that in science there is always data variability resulting in uncertainty. We can close this gap with more data but this isn't absolute. When we explain science to consumers we must find a message that is very clear even if it might not be scientific.

Uncertainty is a challenging subject for discussion with the public. It might strengthen trust in the source of information but it can also look like incompetence or dishonesty. A simple appraisal is often preferred to many statements of uncertainty. All this is our paradox because complete safety isn't possible and all we can do is optimise the management of risks."

“All this is our paradox because complete safety isn't possible and all we can do is optimise the management of risks.”



KEY TAKEAWAYS:

- 1. Science and authorised research for political consultations must be completely free of bias.**
- 2. Scientists view risk in a different way to the public.**
- 3. They need to explain themselves better, especially when expressing uncertainty.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1A: The Big Picture

Daniel Diermeier - Dean of the Harris School of Public Policy and Emmett Dedmon Professor of Public Administration, Northwestern University, Chicago, USA

"We know people mistrust business. We also know consumers' perception of risk is moving negatively, in reflection of that lack of trust. This reaction isn't rational but it is the way it is. The food industry features a series of crises for food safety. The companies get themselves into trouble and then they find it very difficult to get themselves out. We need to find out how to manage these things more effectively.

The media plays a central role during a crisis and the efforts of the food industry are constantly judged. There are various types of media coverage but it is the mass market approach where the testimony and drama of actual or possible victims engages the biggest audience interest. Once this has happened, the crisis has become a story and the facts matter less and less. The media will start to answer these three questions: Who is the hero? Who is the victim? Who is the villain? There is one certainty, the food industry will never be judged a victim. So if you are in crisis, you must answer this question: How can I become a hero? If you cannot answer it and win their trust, you will fail, even if you have the facts. Find out how to be rational about the irrational.

I believe that trust is built from empathy, transparency, commitment and expertise.



It's only the last, expertise, that is about science. During a crisis, consider the other three components. Understand the fear of the consumer. They feel powerless, they dread what they don't know, they don't want to become a victim."

“ Find out how to be rational about the irrational. ”

KEY TAKEAWAYS:

- 1. When the crisis becomes a story, the facts matter less.**
- 2. The food industry can only be a hero or a villain, never a victim.**
- 3. Trust is built on more than facts. There's also empathy, transparency and commitment.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1A: The Big Picture

Prof. Christopher Elliott - Faculty of Medicine, Health & Life Sciences Belfast, Queen's University, Ireland

"It's simple: people are cheating. Any food is vulnerable to fraud, there are no exceptions. The horsemeat fraud scandal was about out of control supply chains. At one end there was minor contamination. At the other, there was total substitution and criminality. I wrote a report about this for the UK government which was described as 'very uncomfortable.' I was delighted! That was my intention! There are four root causes that I directed towards industry.

“The next time?
It could be you!”

1. Taking short cuts to save money. Finding alternative sources with inadequate vetting.

2. Poor intelligence and horizon scanning. Lack of curiosity and analysis with no follow-up actions.

3. Just not ready. The wrong sampling, testing by routine rather than by risk

4. Auditing to a checklist that doesn't consider fraud. Announced audits to a known format.

I gather reports from all over the world and I can tell you that food crime is very widespread. We found 25% of oregano had some sort of fraud. Olive oil is a constant problem, exacerbated by recent crop failures. A major food safety risk is food allergens. In Southeast Asia, the crop failure for cumin has driven illegal substitution with ground peanut shells, which of course include nut traces.

Things are changing; there's better testing with new types of food fingerprinting, less complacency and a trend towards unannounced audits. The next time? It could be you!"



KEY TAKEAWAYS:

- 1. All food is vulnerable to fraud, without exception.**
- 2. We know the causes of fraud and need to be both curious and analytical.**
- 3. Things are changing, with food fingerprinting providing a big step forward.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1B: The Big Data

Jeffrey Welser - Vice President & Lab Director, IBM Research, USA

“The problem starts when something unknown and unexpected gets into the food system. Right now, you won't find it unless you know what to look for. However, working with Mars, we are using metagenomics for food safety. This allows us to spot that something has changed.

We believe we can provide the food industry with something new. We can profile the microbial fingerprint so fraud will be immediately evident. We believe this can become standard practice once the cost comes down, which it will. We expect to find standard tests that provide an indicator

“Mars want this data to be open access.”

of the need for actual sequencing. Unlike the culture based tests, the speed of results will be much quicker, which will have an interesting impact on the business model.

There are further opportunities in the identification of pathogens and contaminants, validating traceability, understanding antibiotic resistance, reducing waste and profiling the communities of microorganisms within the factory. I have no doubts that the food industry will work out other applications, such as taste and medicine. This is the opportunity for the food industry to become heroes and not villains.

Mars have said that food safety is not a competitive issue and they want this data to be open access.”



KEY TAKEAWAYS:

- 1. There's a new testing tool coming that will change our understanding of food safety.**
- 2. The microbial fingerprint will immediately identify fraud.**
- 3. The speed of results will be very quick in comparison with standard culture testing.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1B: The Big Data

John Besser - Deputy Chief, Enteric Diseases Laboratory Branch, US Centers for Disease Control and Prevention, CDC, USA

"In the USA, one in six people get sick and 3,000 die each year as a result of food contamination. We want to make food safer by finding problems that can't be found in any other way. We use PulseNet, a network of 87 laboratories across the USA and we are doing a nation-wide whole genome sequencing-based surveillance.

Every year, we bring together streams of data on 60 - 70,000 isolates. Every week we investigate 30 - 60 national clusters. That results in 1,500 - 2,000 local investigations annually. We group together cases that are most likely to share a cause for their illnesses. As soon as we switched on the PulseNet system we saw more outbreaks but they also started to get smaller. The more outbreaks we detect, the safer food becomes. Here is our listeria case study, which explains why it's been in the news so much:

- *So far, we have sequenced 5,600 listeria isolates*
- *Since we started, in a comparative period, we went from one cluster detected and solved, to nine.*
- *Each case of listeria costs \$1.4m*



Using metagenomics, we can solve more outbreaks, more quickly, with fewer human cases and higher accuracy. Looking back, we could have quickly solved the German fenugreek crisis, which killed 53 people.

There's a global collaboration underway on the Global Microbial Identifier. We believe we can soon track and investigate outbreaks around the world. We have an opportunity to find out exactly what people ate last week which will further transform the speed and accuracy of our detection efforts."

An intervention from a conference delegate reflected the excitement of the session as the Global Microbial Identifier was called 'the biggest thing since Pasteur.'

“The more outbreaks we detect, the safer food becomes.”

KEY TAKEAWAYS:

- 1. Metagenomics are transforming the way food safety outbreaks are detected and solved.**
- 2. The Global Microbial Identifier will result in an ability to solve outbreaks everywhere.**
- 3. We will be able to find out exactly what people ate last week.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 1B: The Big Data

PANEL DISCUSSION, moderated by **Adam Shaw**.

Michael R. Taylor - FDA's Deputy Commissioner for Foods and Veterinary Medicine, USA

Prof. Guy Poppy - Chief Scientific Advisor, Food Safety Authority (FSA), UK

Guy Poppy said that the FSA have worked with focus groups to try to understand how information on social media can help identify problems. "We know the kinds of hashtags that people use when they're sick, such as #barf and #vomit and we have identified norovirus problems. We pass this information on to schools and hospitals. This is thanks to the opportunities of big data analysis, which is creating order and insight where previously there seemed to be just chaos."

Mike Taylor said the FDA sees big data as a foundation for continuous improvement in food safety. "The collaborative aspect of genome sequencing is a global effort and we're pulling it all into a public access database and anonymising the data. This is enormously exciting. With big data analysis, we can target our efforts where we can make the most difference. For example, we're taking information from our inspections and audits but we don't take enough advantage of the data that must be there."

Adam Shaw asked Taylor about the difficulties of sharing bad news. Taylor said that data sharing is good in principle



but there is obviously resistance. "The question is, can we do it in a way that takes account of legitimate private interests? There is more work to be done." Poppy said this information should be precompetitive and that other sectors are finding ways to share. "This is a big win-win, for industry, governments and consumers. What is there not to like about it?"

Mike Taylor said that genome sequencing is getting cheaper and that it's exponential in its capability to detect problems.

“ This is a big win-win for industry, governments and consumers. ”

Prof. Guy Poppy

He concluded: "I can't say what the future will be but we sure are pumped up about this."

KEY TAKEAWAYS:

- 1. We're starting to identify the proxy indicators and we'll work out which are most reliable.**
- 2. Big data analysis complements the new risk-based types of regulation.**
- 3. Work is still needed to facilitate data sharing and protect legitimate private interests.**

DAY 1: TUESDAY, MARCH 1ST

PLENARY 2: Global Trade Harmonisation

Paul Mayers - Vice President, Policy and Programs, Canadian Food Inspection Agency, Canada



"Our approach had always been to identify a problem and then punish. Times are changing and we are now moving to somewhere new, to provide a strong regulatory foundation based on international standards and best practice. We want to be clear with industry about what we expect from them and create a true government and industry collaboration. We have also strengthened our risk management towards a more systematic and evidence-based approach that will

allow us to better understand where we can have the most impact.

The implication of this approach is that we can be more risk responsive. For example, that means certification to a private scheme can be an important factor in influencing the type, frequency and intensity of our oversight activities. The public-private partnership of GFSI represents an opportunity for us. We believe that through shared experience, outcomes can improve and that collaboratively we can make food safer for consumers."

Michael Scannell - Director Food Chain: Stakeholder and International Relations, European Commission, DG SANTE, Belgium

"In the European Commission we've always been committed to the trade agenda because it provides jobs and growth. We need imports in many food commodity sectors and we need them to be safe. This all means that we're really keen to be involved in any collaborative efforts that will help us achieve those objectives.

During the recent EU enlargement, we had to invest hugely in upgrading. New member states needed time to adjust. One thing that helped is that although Codex is obviously about food safety, it's also about trade. Is there enough

harmonisation? No, it's not easy to keep up with the rate of technological progress and it is by definition difficult to get consensus. At all times we are dealing on behalf of all our member states with trade agreements with major partners such as Canada and Japan. I consider that GFSI is one of our key stakeholders and that we have a shared task in delivering safe food for consumers."



Michael R. Taylor - FDA's Deputy Commissioner for Foods and Veterinary Medicine, USA

"I'll start by saying that the FSMA in the USA is the result of our improved understanding of how food safety management systems can really work. We believe that harmonisation is of fundamental importance and we want importers to be responsible for the relevant supply chain element. We don't want to just go and look for failure so our new regulations are based on risk. The most efficient place to control risk must be identified by the management system. Companies that can demonstrate a credible approach to food safety management systems represent less risk. We have created a fast track for imports for those companies.



I will conclude by telling you about the FDA Systems Recognition Tool. We want to find out where there is a credible food safety system at our trading partners. For example, we now have an agreement with New Zealand. We assessed their system and decided we have confidence. This provides us with a platform to formalise our regulatory cooperation. Perhaps we don't need to go to New Zealand anymore. Through collaboration and harmonisation we are convinced that the implementation of FSMA will be more successful as a result of these kinds of efforts."

DAY 1: TUESDAY, MARCH 1ST

PLENARY 2: Global Trade Harmonisation

Joseph Jen - Former Under Secretary, US Department of Agriculture in charge of Research, Education & Economics, US Government, USA

"I see a lot of people trying to promote a science based approach to trade harmonisation. There's a problem. Besides the inherent economics of trade there are also political and cultural factors. In particular, politics can override all the others. The best example was when an African country refused a shipment of GMO corn for food aid. Another country had told them that if they accepted the corn they would terminate their own trade. This was considered more important than the famine. Such a political agenda cannot be overcome by science.

Science can drive solutions. A shipment of cows from Canada was rumoured to have mad cow disease and the commodity market was shaken with threats of boycotts. The USDA Secretary ordered a test and one cow had the disease, this relieved the traders and calmed the talk of boycotts. Science had come to the rescue.

There is also the ongoing debate about the use of clenbuterol in animal feed. It was discovered that there were implications for human health and the US and EU banned its usage. In 1996 an alternative was developed



and the US approved its use in 1999. However, the EU, China and others did not. Its use in the global meat trade continues to be controversial."

Zhang Jian - Principal Staff, Certification and Accreditation Administration of the People's Republic of China (CNCA)



"CNCA is the main organisation in China for certification and accreditation. We believe that certification can build and support trade and have our own China HACCP scheme which was formally recognised for technical equivalence by GFSI in 2015.

Our imports of food have grown tenfold over recent years with a value of US\$121 billion in 2014. The number of approved foreign registered companies increased from 66 to 14,000 and are from 84 different countries.

We like the theme of this conference, 'Making the change,' because it describes what we are trying to do as we test new IT solutions and improve our food safety management systems. We're exploring the possibility of further developing and integrating third party certification.

Currently there are 25 approved CBs for China HACCP. Some of these bodies are Chinese but they are also foreign, including Intertek and SGS. Certificates from these CBs will be accepted by

the official administration. We want our consumers to understand that quality comes at a price which should help the supply side as well.

All this work has one common goal: to promote food trade through certification with the pre-requisite of food safety."

DAY 1: TUESDAY, MARCH 1ST

PLENARY 2: Global Trade Harmonisation

PANEL DISCUSSION, moderated by **Adam Shaw**.

Michael C. Robach - Vice President, Corporate Food Safety, Quality and Regulatory Affairs, Cargill, Inc. and Chairman GFSI Board, USA

Bill Jolly - Chief Assurance Strategy Officer, New Zealand Ministry for Primary Industries

Mike Robach, the new Chair of GFSI, started by talking about the GFSI approach. *"We wanted a platform to harmonise around the world and we felt that by choosing to concentrate on the Codex based approach and food safety management systems that we could find common ground."*

Bill Jolly said that for global harmonisation, just as GFSI had harmonised the food safety management schemes, the governments have harmonised through their continuous engagement with Codex. *"It's about targeting performance and I believe there's a great opportunity to bring together these two complementary approaches."* Adam Shaw asked whether regulators don't appear weak to food companies. Bill said *"It's not about stopping that approach, characterised by 'comply or be punished.' We get a better outcome for consumers by shifting to prevention."*



"We also send out a strong message that governments cannot supervise the whole supply chain, it's a shared responsibility."

Paul Mayers joined the discussion and talked about the 2008 listeria outbreak in Canada that centered on Maple Leaf Foods. *"The CEO went public and took accountability. There was no need to prosecute. We have had other events where we are prepared to take criminal action."*

Mike Taylor said that the FDA's foreign supplier verification programme is effective. *"What makes it easier is when the opportunities of GFSI recognition of schemes allows companies to proactively take responsibility. There is a public private paradigm; we're both trying to do the same thing for consumers but regulators have a framework to hold the companies accountable."*

Adam Shaw challenged the panel, saying that they all talk about this collaboration and that it all seems to be so nice. He said *"It can't be real!"* Mike Robach admitted that there can be problems. *"It's not always easy. The food industry does take accountability for safety, because we produce the food and the government does not. That's our job and their job is to ensure we're doing it properly. Of course, we are verifying what we are doing every day. From our point of view, this regulatory shift to a risk based approach is very positive."*



“The food industry does take accountability for safety, because we produce the food and the government does not.”
Mike Robach

KEY TAKEAWAYS:

1. Global harmonisation is the aim of both private and public sectors.
2. The shift by regulators from compliance towards prevention improves the outcome for consumers.
3. The private sector welcomes the regulatory shift because it is seen as harmonisation.

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 3: Crisis Communication

Adam Shaw - Business Journalist and Presenter, BBC & ITV, UK

"Speed is everything. Newspapers will be filled with whatever happens and there is always a fight for the narrative. The only decision for you is how to engage and influence."

For me, as a journalist, what matters is the image I have of myself. That self-image may not be your perception of me. This is the single biggest common thread that I've noticed in 25 years of reporting about company failure: They don't see themselves as others see them.

As a journalist, you need to ask yourself, what's the big picture? Why do people do things beyond what they're telling me? It's easy to miss something you're not looking for because in the real corporate world people concentrate on their own thing. They miss the big picture.

Clarity is crucial, partly because the media itself is so opaque. Any confusion or complications in your message makes it even harder for you to get the message through.

Recently a telecoms company in the UK had a story they failed to get to grips with, to do with their customers' personal information. They admitted 'technical difficulties' on their website and it went downhill from there. They were sending out incorrect or confusing messages and providing no information about safeguards. However, their CEO still got out there and said lots: 'We're working hard for you, there's a crime, I'm sorry.' Her presence became a self-fulfilling prophecy and started to become the story.

I once did a TV programme that ended up with me flying a fighter jet. This didn't go well and once in the air I couldn't understand my instruments. Fortunately, the real pilot sitting behind me suggested I had a look out of the window. I was flying upside down. I concentrated on the data and I forgot the big picture."

“ Companies don't see themselves as others see them. ”



KEY TAKEAWAYS:

- 1. The corporate people concentrate on their own thing and miss the big picture.**
- 2. Clarity of your message is crucial. Avoid confusion or complications.**
- 3. When confused by data, look out of the window and check you are the right way up.**

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 3: Crisis Communication

Daniel Webber - Executive Vice President and Director of Operations, Edelman, USA

"In a crisis, it takes time to deliver a reasonable response. Unfortunately, in our age of radical transparency, time is something you just may not have. In today's age, is there a difference between an actual and a potential fatality? That's the question the digital mob will answer for you."

Maggi noodles in India is a great example of digital wildfire. In just 15 days the brand had a 20% drop in sales against a backdrop of confusion about the ingredients. It started with a product issue, then it became a health issue before ending up as a corporate reputation issue.

The pink slime story in the USA started with a single picture and ended with the company closing 2 big plants. They didn't even have a consumer story, they were 100% B2B, supplying a safe product to lower the fat content of beef products.

In these crises, truth is negotiable. Facts are trumped by sensationalism. The only thing we can control is what we ourselves put out. Digital mobs feed off activism and constant campaigns. They love good vs evil. Here's some advice.

- What you do before the crisis is more important than what you do after the crisis. Take your crisis plan and practice, especially with your suppliers.
- Monitor for intelligence. Eight months before Jack in the Box had their food safety problems, a staff member made a suggestion which, if taken, would have averted the crisis.



- In your crisis, think like a campaigner, not a scientist. Think how you can establish trust.
- Decide who you will allow to tell your story. Remember, people don't trust executives, they trust experts."

“In your crisis, think like a campaigner, not a scientist.”

KEY TAKEAWAYS:

- 1. It takes time to deliver a reasonable response. Be prepared.**
- 2. What you do before the crisis is more important than what you do after the crisis.**
- 3. Sometimes the story needs to come from the right people. Think outside the box.**

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 3: Crisis Communication

Shane Russell - Malicious Product Tamper Specialist, RED24, UK



10 years ago, a chocolate manufacturer found the Montevideo strain of salmonella in their chocolate. They didn't notify anyone or recall any product. In the next four months, there were 45 cases in the UK, compared with 12 in the same period a year earlier. They informed the authorities in June and initiated a 'precautionary' recall. They said that the levels were significantly below being dangerous and that they were 'absolutely satisfied' the products were safe. The UK Food Safety Authority did not agree. They said 'don't eat this chocolate, there is no safe level'. By the end of the story, this chocolate company had a £1 million fine, recall costs of £15 million and safety modifications that cost £20 million. Two different stories and the manufacturer paid the price.

Some advice:

- Review decisions and your strategy whenever new information becomes available.
- Keep a log of everything you do. You'll need it (that's the legal advice).
- Understand your risk threshold.
- It's a specialist process, get help."

"I specialise in tampering and extortion. If you haven't taken the right steps at the very beginning, you are going to struggle. Once your crisis starts, make sure every action you take is publicly justifiable. Be prepared, there are so many media platforms and you'll never please everyone. Identify your key audience and get your message over to them.

“If you haven't taken the right steps at the very beginning, you are going to struggle.”

KEY TAKEAWAYS:

1. Make sure that every action in a crisis is publicly justifiable.
2. Identify your key audience and get your message directly to them.
3. Keep a record of everything that you do.

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 4: Protecting the Consumer in the New Era

Anita Scholte op Reimer - Senior Director Quality Assurance and Product Sustainability, Ahold, Netherlands



Living better: They are increasingly aware of the health effect of a good diet: you are what you eat! We know that 75% of people think of healthy food when they're eating at home but when they go out it's only 17%.

Participate in trends: We want to make new eating experiences accessible to them. The pizza delivery by drone, how could that work? We must be careful when we offer something special, such as organic. The integrity of the product must be protected because the two apples look the same.

Digitalisation and transparency: We share our passion for food and drinks with our customers and they share what they like with each other. Every customer is different - one is interested in animal welfare, another in human rights. We need to ensure that trust, transparency and traceability is in place."

"Our world is changing and within it so are our customers. We have to change with them. They no longer just trust. They want to know how their food is made, where it comes from. I believe that we need to rebuild trust with them. Some ideas for you:

Time is a luxury: There's not enough time and choice is overwhelming. They like smaller stores and internet shopping. They are moving more to prepared meals and 1 in 4 shoppers come to us with the sole intent of buying a ready meal.

“ We need to ensure that trust, transparency and traceability are in place. ”

KEY TAKEAWAYS:

1. Customers want to know more about how their food is made and where it comes from.
2. The link between health, well-being and food is becoming clearer.
3. Customers want new eating experiences and we need to be prepared to provide that.

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 4: Protecting the Consumer in the New Era

Neil Marshall - Global Director, Quality and Food Safety Strategy, Policy and Programs, The Coca-Cola Company, USA

"We believe that protecting and supporting our consumers is all about building trust. Quality has always been our foundation and we know that we must engage in driving transparency across the industry. Trust is multi-dimensional. Of course there's food safety but there's integrity too and digital communication is increasingly important. We have a 3 pillar approach: Engagement, Transparency and Traceability. In the centre of our 3 pillars is our new supply chain."

Integration is key and we're working on a transparency project across all 3 pillars. We're looking at how we can select and share the relevant information that our consumers want."

“Trust is multi-dimensional.”

We have 2 billion servings every day through our various distribution channels. Anything that goes wrong can adversely affect trust and we have learnt to always listen. We need connected resources. In 2013, we created "The Hub." It's a collection of all the global conversations that are going on about our products and us. We need to find out what they are worried about and work out how to share their concerns. An appropriate response is essential.



KEY TAKEAWAYS:

- 1. Trust is about food safety, integrity and communication.**
- 2. Listen to global conversations to understand your consumers concerns.**
- 3. Transparency means more information, but it's important to be selective.**

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 4: Protecting the Consumer in the New Era

Prof. Jorgen Schlundt - Nanyang Technological University, Singapore

"I'm here to talk on behalf of consumers and to consider regional differences. We are always told 'our food is safe' but we know that's not true because people die every year. The risk perception in the US vs Europe shows the current divide. In Europe, consumers enjoy unpasteurised cheese, that's a choice driven by tradition. In the USA, they eat GMO ingredients, that's a choice that it is new, so probably better. Everybody can understand that there can be a hazard with no risk. For example, we know that we can eat staphylococci in our food below 1000 per gram. Consumers understand that it is very difficult to reach zero risk and will settle for risk reduction. To illustrate this, compare their attitude to traffic safety with food safety.

In the West, the scientist often ignores the public outrage factor while the consumer pays too little attention to the relative nature of the risk. In the East, the government has a lack of independence while the consumer doesn't yet realise the power they have.

Looking forward, we can see leapfrogging of technology between North and South. Mobile phones are more efficient in Kenya than they are in Denmark. This can happen as well in food safety.



We are going to see DNA sequencing for all microbiology. We are going to see smart cities growing their own food in new ways. We are going to see new types of foods, such as insects. All of this will raise a discussion on the global ethics for food production.

A final word: Whole genome sequencing is going to change everything."

“Everybody can understand that there can be a hazard with no risk.”

KEY TAKEAWAYS:

- 1. The risk perception in the US versus Europe is different.**
- 2. The scientist in the West ignores the public outrage factor.**
- 3. The consumer in the East is yet to realise the power that they have.**

DAY 2: WEDNESDAY, MARCH 2nd

PLENARY 4: Protecting the Consumer in the New Era

Hubert Deluyker - Scientific Advisor, EFSA and Chair, EU Agencies for Scientific Advice, Italy

"We believe that protecting and supporting our consumers is all about building trust. Quality has always been our foundation and we know that we must engage in driving transparency across the industry. Trust is multi-dimensional. Of course there's food safety but there's integrity too and digital communication is increasingly important. We have a 3 pillar approach: Engagement, Transparency and Traceability. In the centre of our 3 pillars is our new supply chain.

“What make people sick? Let's keep our eyes on that.”

We have 2 billion servings every day through our various distribution channels. Anything that goes wrong can adversely affect trust and we have learnt to always listen. We need connected resources. In 2013, we created "The Hub." It's a collection of all the global conversations that are going on about our products and us. We need to find out what they are worried about and work out how to share their concerns. An appropriate response is essential.

Integration is key and we're working on a transparency project across all 3 pillars. We're looking at how we can select and share the relevant information that our consumers want."



KEY TAKEAWAYS:

- 1. We all understand what risk is but we're losing the big picture, that's about people getting sick.**
- 2. We should move from process testing to hypothesis testing.**
- 3. We have a huge challenge to train risk assessors.**

DAY 3: THURSDAY, MARCH 3rd

PLENARY 5: The Future of Food Safety

Peter Korsten - Managing Director of Botany, Brightbox, Netherlands

"I'm an agronomist and I will talk about a future where the consumer and the supermarkets become the grower and processor. We've developed our Brightbox for anywhere and everywhere. Vertical farming provides a proposition for high quantities of healthy and safe food. It will change your future, both as a consumer and in your working life."

In the cities of the future, there will be a lack of water and space, that is our natural environment. Our system is built in a tower in which we grow our fresh produce in a controlled environment. We can grow in the desert or in the city. We can grow 365 days per year. Our system can solve the global challenges of growing population, urbanisation, availability of water, food safety and food security. Water use is reduced by up to 90%. We can predict taste and shelf life. We grow locally so supply chains can be short and efficient. We see a major benefit for food safety with easier tracking and tracing. There are no microbial problems. We use zero pesticides so there are no residues."

I expect this future to be realised at scale within the next 5 years. The change to eating more plants, to making medicinal products from plants and influencing nutritional content, all of this will be possible. I also expect this will be a part of the supermarket and restaurant of



the future, with fresh produce being grown and packed in place, based on consumer need. Right here in Berlin, in 2016, there is a Metro supermarket that is growing their own produce. This is the future."

“Our system can solve the global challenges of growing population, urbanisation, availability of water, food safety and food security.”

KEY TAKEAWAYS:

- 1. In the future, consumers and supermarkets can grow their own fresh produce vertically.**
- 2. Vertical farming will provide safe food, with no pesticides, microbial problems and simple traceability.**
- 3. There is a Metro supermarket in Berlin that is growing their own produce.**

DAY 3: THURSDAY, MARCH 3rd

PLENARY 5: The Future of Food Safety

Adjiedj Bakas - Trendwatcher, Trend Office Bakas, Netherlands

"Trends are not linear. Globalisation will not continue, it will slow down. 20 years from now there will be 3.7 billion people in just a part of Asia, that will be more than the rest of the world. It is their innovation that will change things, they are the new world."

Fertility is slowing down and there are fewer children. The costs of ageing populations and healthcare will bankrupt countries. You don't need to own everything anymore: the largest taxi company, Uber, doesn't own a taxi; the largest accommodation company, Airbnb, doesn't own a hotel. For money, Bitcoin has no oversight from institutions, no cost, it's more efficient and secure. The financial industry charges a lot. So, what will their future value be when money changes?"

Climate change causes much concern. The solutions are here. We can make rain in a zero carbon system with a wind powered remote yacht that creates water vapour from seawater. We will work out how to use nuclear waste, energy will be cheap, there will be automatic solar powered crop management.



The computer will help us create totally new flavour combinations. We will be able to make food taste of salt, though without any salt. Right now, we pay the doctor to make us better when we should be paying the farmer to make us healthy.

“Most people will just experience the shift but it is you that will actually make the change happen.”

Everything I've told you is already here. Most people will just experience the shift but it is you that will actually make the change happen. It's not the strongest animal that survives, it's the one that can adapt."

KEY TAKEAWAYS:

- 1. In the future, you don't need to own everything.**
- 2. Technology is already here to change everything we know, solving climate change and transforming the food system.**
- 3. It's not the strongest animal that survives, it's the one that can adapt.**

CLOSE OF CONFERENCE

Conference report written by Chris Anstey, Independent Consultant www.anstey-ltd.com

DELEGATES' TESTIMONIALS

"I came to learn about very latest developments in food safety. I'm finding out how it all works between governments and companies. I've also been meeting a lot of new people. This is my first conference and it's been a very empowering experience which I recommend to any food safety professional."

Mireia Uriel Ros - Quality Assurance Manager, AGT Poortman, UK

"I'm a member of the GFSI Japan Local Group and I came here to get new information about food safety. I've also been able to meet a lot of new people and we have talked about our shared professional interests. I have enjoyed it."

Dr. Yuji Takahashi - General Manager, QA Department, Kirin Company, Japan

"We have supported the GFSI since the very beginning and have never missed a conference. It's been a great event for us. Not only have we met lots of people on our stand but 200 delegates attended our special event on food safety culture and technology. This was my first GFSC and I am already looking forward to Houston 2017."

Josephine Arrighi de Casanova - Responsible Marketing Europe, Sealed Air Diversey, France

"I've been coming to GFSC for many years and I know a lot of people. It's always a pleasure to meet my friends again. I also come to attend the GFSI Technical Working Groups because we always need to keep making progress."

Christophe Boulais - Food Safety Certification Manager, Danone Food Safety Center, France

"I acknowledge the importance of GFSI in setting a shared global platform and we are proud to be a conference sponsor. We also come to discuss food safety issues, meet our clients and talk to our peers. Our special event on innovation for mitigating risk was a big success. As ever, it's been a great week for us and we will always be here."

Sander Pabbruwee - Global Accounts Director, Rentokil Initial, UK

"This is the first time for me and I've enjoyed it a lot. I wanted to find out about what's happening in my area. In particular, to understand the impact of the GFSI collaboration on issues such as scheme management, accreditation and auditor competence. I'm going back to work with a lot of new knowledge."

Jacqueline Slatter - Associate Director for Global Audit Delivery, NSF International, UK



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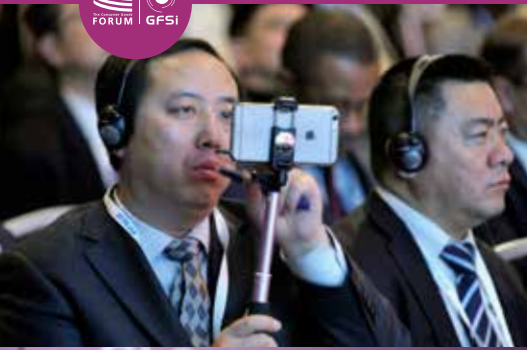


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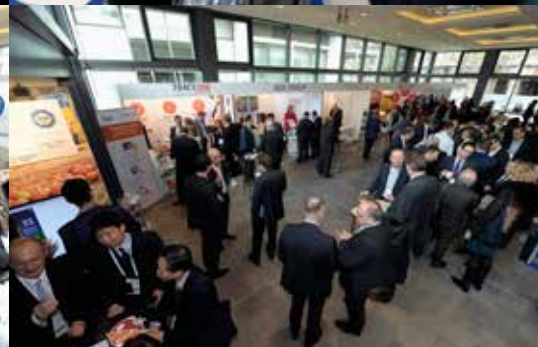
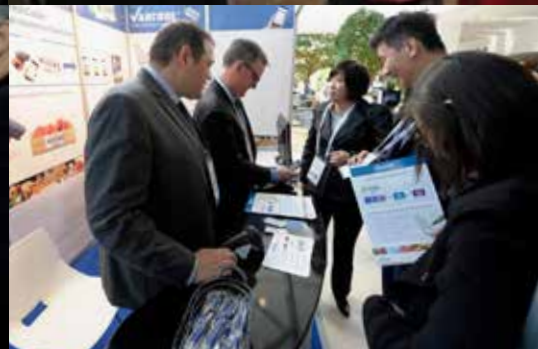




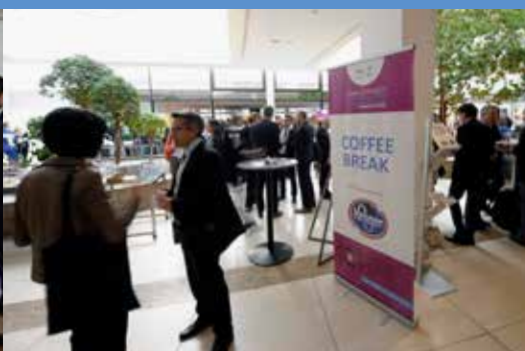
CONFERENCE PHOTOS



www.tgfoodsafty.com #GFSC2016



NETWORKING PHOTOS



DISCOVERY TOURS



A half-day of visits sponsored by Ecolab to provide GFSC delegates and the press with a unique insight into how an operation prioritises and manages food safety on a daily basis.



See the GFSC 2015 Photo Gallery :
<https://www.flickr.com/photos/gfsi/sets/72157663284338404/>

PRESS CONFERENCE



The Press Conference attracted reporters from business, trade and food safety media from both national and international media outlets. The speakers represented GFSI, GFSC and UNIDO.

BREAKOUT SESSIONS



9 inspiring breakout sessions, from edible insects to Big Data, from allergens to herbs, as well as deeper insights on several challenges our industry is facing in order to bring Food Safety closer to everyone.



See the full GFSC 2016 Programme:
http://www.tcgffoodsafety.com/images/PDF/GlobalFoodSafetyConference_2016-Berlin_OfficialProgramme.pdf

GFSI STAKEHOLDER MEETING



The annual GFSI Stakeholder Meeting is an opportune moment for food safety stakeholders to put their key challenges on the table and influence GFSI's priorities for the coming year.

GFSC2016 delegates take the food safety conversation online!

Record-breaking participation in the online conversation around the Global Food Safety Conference

<https://storify.com/myGFSI/gfsc-2016>

It's time to join the digital conversation!



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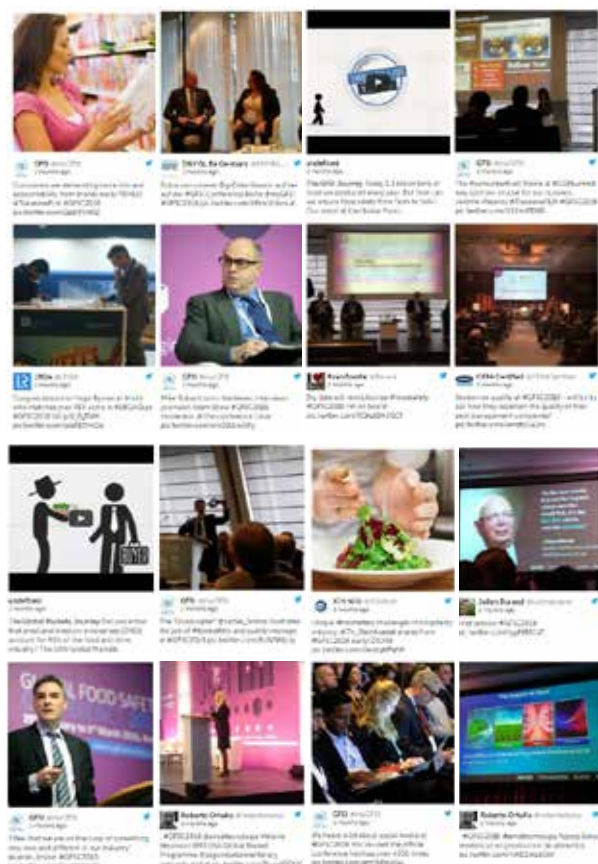
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