



GLOBAL FOOD SAFETY CONFERENCE 2017

LEADERSHIP FOR GROWTH
Innovation, networking & efficiency

27th Feb - 2nd March 2017/ Houston, USA



**EXECUTIVE
SUMMARY**

www.tcgffoodsafety.com

Share knowledge and network with
over 1,000 food safety experts
from over 60 countries

27th Feb- 2nd March 2017
Hilton of the Americas
Houston, Texas, USA

GFSC 2017

in numbers

63
COUNTRIES

92
SPEAKERS

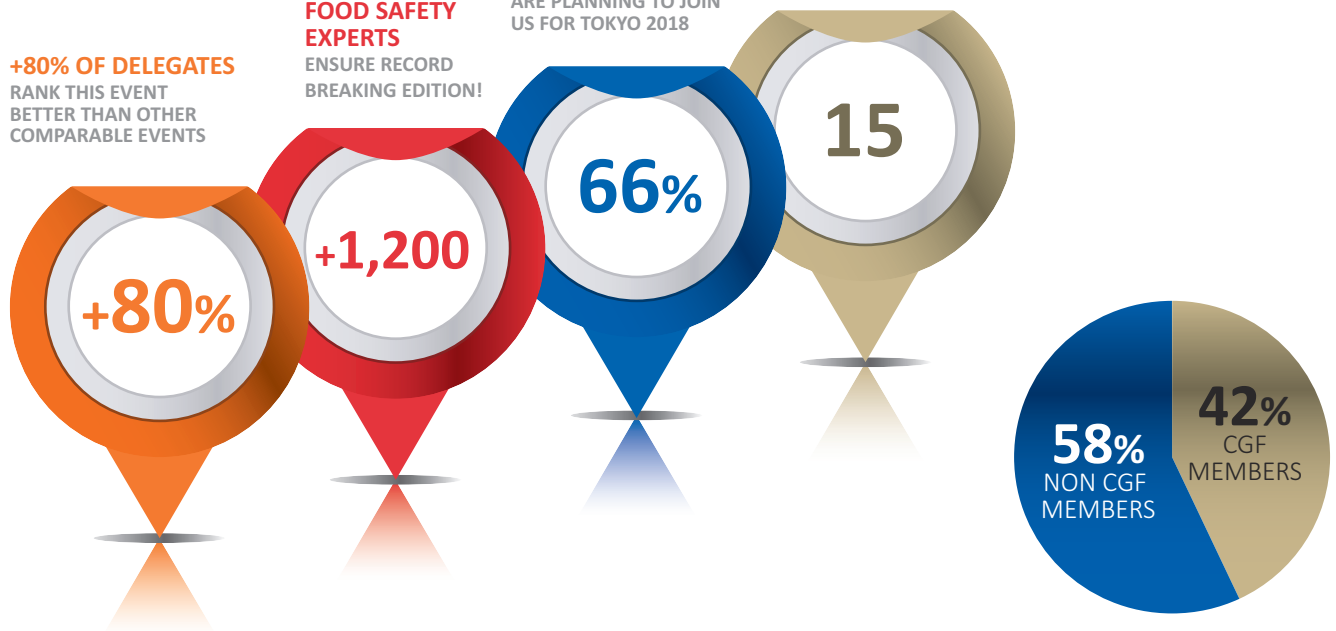
40
EXHIBITORS

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

**+1,200
FOOD SAFETY
EXPERTS**
ENSURE RECORD
BREAKING EDITION!

**66% OF GFSC 2017
DELEGATES**
ARE PLANNING TO JOIN
US FOR TOKYO 2018

**15 C-SUITE LEVEL
SPEAKERS FROM
THE FOOD SAFETY
INDUSTRY**



TOP COUNTRIES



THE TALK ABOUT GFSC



Content

DAY 1: Tuesday 28th February 2017

GFSC 2017 OPENING

Véronique Discours-Buhot, GFSI Director 4

PRE-CONFERENCE PLENARY:

GFSI & You

Irene Rosenfeld, CEO of Mondelez International..... 6

Mike Robach, Vice President, Food Safety, Quality and Regulatory Affairs, Cargill..... 6

Peter Begg, Senior Director, Global Quality Programs, Mondelez International..... 6

John Myers, President and CEO, Rentokil North America 6

Neil Marshall, Global Director, Quality & Food Safety Strategy, Policy and Programs, The Coca-Cola Company..... 7

Karil Kochenderfer, GFSI North America Representative, The Consumer Goods Forum..... 7

Izabela Palgan, Senior Technical Manager, The Consumer Goods Forum..... 7

OPENING PLENARY:

Leadership for Growth – The CEO Vision

Irene Rosenfeld, CEO, Mondelez International 8

Dave MacLennan, CEO, Cargill 8

Gillian Kelleher, GFSI Board member..... 8

Emmanuel Faber, CEO, Danone 8

Tom Hayes, President & CEO, Tyson Foods..... 9

Doug Baker, CEO, Ecolab..... 9

PLENARY 2:

Growth for Key Stakeholders- Turning the Tables: Taking Food Safety from Risk Management to Growth Generator

Stephen Ostroff, Deputy Commissioner, Office of Foods & Veterinary Medicine, U.S. Food Drug Administration, FDA 10

Todd Schnuck, CEO, Schnucks..... 10

Dr. Hamed Faridi, Chief Science Officer, McCormick 11

Lane Hallenbeck, VP Accreditation Services, American National Standards Institute (ANSI) 11

Jill Wyant, EVP and President Global Food and Beverage, Healthcare and Life Sciences, Ecolab 11

DAY 2: Wednesday 1st March 2017

PLENARY 1:

Transparency & Visibility in the Supply Chain – Key to improve food safety from farm to fork

Mitch Chait, Founder and CEO, Greenfence, USA 12

Marjan de Bock-Smit, Founder and CEO, Supply Chain Information Management, Netherlands 13

Anita Scholte Op Reimer, Senior Director Quality Assurance and Product Sustainability, Ahold Delhaize, Netherlands 13

Marcelo Santolini, Director, Alimentaria San Francisco, Argentina 13

PLENARY 2:

Collaboration – Driving Food Safety Systems for Growth

Don Prater, Acting Assistant Commissioner for Food Safety Integration, U.S. Food & Drug Administration, FDA, USA 14

Jennefer Griffith, Executive Director, Food Processing Human Resources Council 14

Mike Timani, President of Fancy Pokket Corporation and the Chair of the Food Processing Human Resources Council 14

Maohua Wang, Division Director, Registration Department, CNCA 15

DAY 3: Thursday 2nd March 2017

CLOSING PLENARY:

Food Safety Culture & Leadership- Part 1

Hugo Guttierrez, Vice President, Quality & Regulatory Compliance, The Hershey Company..... 16

Fiona Kibby, Head of Product Safety, Quality Standards, Tesco..... 16

Lone Jespersen, Director Cultivate Food Safety..... 17

Gert-Jan Hofstede, Professor, Wageningen University, the Netherlands 17

CLOSING PLENARY:

Food Safety Culture & Leadership- Part 2

Dr. Roberta Bondar, Astronaut, Physician, Scientist 18

THE GLOBAL FOOD SAFETY CONFERENCE 2017: LEADERSHIP THROUGH TRUST, TRANSPARENCY & TECHNOLOGY

The 16th Global Food Safety Conference proved to be record-breaking on several dimensions. The annual event welcomed 1,200 delegates from 54 countries to Houston, Texas, meaning more people than ever before had the opportunity to learn from the best and explore new ways to drive positive business changes. Under the theme Leadership for Growth, this industry-leading event also provided delegates with unparalleled opportunities to expand their personal networks and learn more about the role of the Global Food Safety Initiative (GFSI) in helping secure safe food for consumers, everywhere.

Adam Shaw, renowned journalist from the BBC, opened the Conference and welcomed attendees. While reminding the audience that being in the food industry today is both more exciting and cast with more risk than ever before, Mr Shaw announced that this conference was primed to help tackle these big issues with an agenda focused on topics that impact the food and beverage industry today and in the future.

GFSI Director Véronique Discours-Buhot then took the stage to thank both new and long-standing members of the GFSI community for making this the best-attended GFSI Conference yet. She noted that the Conference is the annual rendezvous for the food safety community worldwide and that GFSI and The Consumer Goods Forum (CGF) would continue to deliver the very best event that supports knowledge sharing and provides actionable solutions. Ms Discours-Buhot then emphasised the power of the Conference and the positive impact it is having in bringing key stakeholders together. She noted several other important meetings had taken place prior to the event opening.







- The “G30 of Food Safety” was born: 30 countries and multilateral organisations came together to discuss food safety topics such as auditor competence capability building and the continued pursuit of international harmonisation through third-party certification.
- The GFSI Board Meeting was held: During the tri-annual meeting of the GFSI Board of Directors, members discussed the new version of the Benchmarking Requirements and ways to elevate and calibrate auditor performances to ensure consistency and confidence. The Board also agreed to change the name of “Scheme Owners” to “Certification Programme Owners (CPOs) for more clarity.

- A Foreign Supplier Verification Programs Lead Instructor Training was delivered: This inaugural onsite training gave participants the knowledge to implement the requirements of the FSVP Rule for Importers of Food for Humans and Animals and its role in supporting regulations and guidance that implement the provisions of the 2011 Food Safety Modernization Act (FSMA). The training was made possible by the Food Safety Preventive Controls Alliance (FSPCA) and Wegmans Food Markets.
- The GFSI Technical Working Groups and Local Groups: after the close of the Conference, 150 experts would not be going home yet! GFSI’s Technical Working Groups and Local Groups took the opportunity to meet for one and a half days to advance technical food safety issues and local implementation of global GFSI strategy.



Ms Discours-Buhot closed by stating that everything is interconnected and that, in order to sustainably secure consumer trust, we must also work on social and environmental protection, traceability and transparency as well as health and wellness. She urged delegates to learn about these other work streams of The Consumer Goods Forum with a strong call to action, saying “We owe the consumer more than just safe food. We owe them responsible business”.

PROGRAMME AT A GLANCE

	Monday 27th February	Tuesday 28th February	Wednesday 1st March	Thursday 2nd March
AM			Breakfast Sessions (8.30-9.15)	Breakfast Sessions (8.30-9.15)
		Welcome Coffee Hosted by Danone	     	
	DISCOVERY TOUR Hosted by Ecolab	GFSI & You (9.00-11.00) Hosted by Rentokil Initial	Plenary Session (9.30-10.30)	Closing Plenary Part 1 (9.30-11.15)
			Networking Break Hosted by Mondelēz (10.30-11.15) Exhibition Area Tech Talks	Networking Break (11.15-11.45) Exhibition Area Tech Talks
			Breakout Sessions (11.15-12.30)	Closing Plenary Part 2 (11.45-12.45) Conference ends
			BO 1a BO 1b BO 1c	
LUNCH	Lunch Break (11.30-13.00) Exhibition Area Tech Talks	Lunch Break Hosted by Cargill & Coca-Cola (12.30-14.00) Exhibition Area Tech Talks		
PM		Plenary Session (13.00-14.30)	Plenary Session (14.00-15.15)	
		Networking Break Hosted by Danone (14.30-15.15) Exhibition Area Tech Talks	Networking Break Hosted by Mondelēz (15.15-16.00) Exhibition Area Tech Talks	
		Opening Plenary Session (15.15-17.00)	Breakout Sessions (16.00 – 17.15)	
			BO 2a BO 2b BO 2c BO 2d	
		Official Opening Cocktail 17.00-18.30 Hosted by Bureau Veritas	Departure from Hotel (19.00) Official Dinner Reception (19.30) Hosted by Greenfence	



KEY TAKEAWAYS

- 1 Trust, transparency and technology are key to building confidence and collaboration in food safety and the supply chain.
- 2 GFSI is an excellent platform to engage in public-private partnerships and to meet regulatory compliance, whether it is FSMA or the next new regulation yet to be seen.
- 3 Tools are in place to help ensure auditor competence, but we are dealing with humans and food; two factors that are highly variable.

PRE-CONFERENCE PLENARY: GFSI & You

DAY 1: Tuesday 28th February 2017

This special, pre-conference session provided delegates insight into the inner workings of the Global Food Safety Initiative. Attendees discovered the key motivations of the GFSI and heard first-hand accounts from GFSI-recognised Certification Programme Owners (formerly known as “Scheme Owners”) and other key stakeholders who spoke about the work they are doing to advance food safety. Delegates also got to hear more on the importance of working together to drive future growth and ensure consistency in food safety auditing, capacity building and effective execution.

Irene Rosenfeld, CEO of Mondelēz International and Co-Chair for this year’s conference welcomed attendees.

Conference moderator and host Adam Shaw then introduced **John Myers, President and CEO of Rentokil North America**. Mr Myers examined the impacts of burgeoning populations, urbanisation and the Internet of Things on food safety. He emphasised how solutions involving digital transformation, commitment to people and innovation are necessary to keep pace with these demands and challenges.

Mike Robach, Vice President Food Safety, Quality and Regulatory Affairs, Cargill, Inc., and Chairman of the GFSI Board of Directors, then took the stage to inform the 1,200-strong audience about exactly what GFSI is, where the organisation originated and evolved from and where it intends to go in the future. Focusing on the future, Mr Robach announced three key priorities:



1. **Benchmarking and Continued Harmonisation:** The release of GFSI Benchmark Version 7 was announced, with additional clauses addressing emerging issues such as food fraud included.
2. **Capability Building:** Achieving growth through programmes like the GFSI Global Markets Programme and working through the GFSI Local Groups. He also highlighted the continued development of public-private partnerships to drive continuous improvement in our own facilities and in our supply chains through training and education.
3. **Public-Private Collaboration:** Harmonisation through public-private partnerships is essential to the success of GFSI. The MoU recently signed with UNIDO and the unprecedented “G30” government meeting the day prior to the conference are important examples of cross-sector collaborations to improve food safety.

Mr Robach concluded his introduction by welcoming three new GFSI Board members: **Angela Liu, New Hope Liuhe; Craig Wilson, Costco;** and **Daniela Fetecauova, Metro**. He also thanked outgoing Board member **Peter Begg, Mondelēz International**, for his support and dedication to GFSI over the years.

Next, several influential stakeholders within GFSI took to the stage to discuss various GFSI initiatives that support the vision of safe food for consumers, everywhere. These included those around capability building, benchmarking and regulatory affairs.

Neil Marshall, Global Director, Quality and Food Safety Strategy, Policy and Programs, The Coca-Cola Company, discussed his company's experience working with international governments in the spirit of public-private partnerships and collaboration. Mr Marshall gave several examples of working with the FDA on FSMA implementation. This included undertaking an FDA pilot project to determine if there was alignment between FSMA and GFSI, particularly around the Foreign Supplier Verification Program (FSVP) rule. He also noted the instrumental role his company had played in developing the latest edition of the GFSI Benchmarking Requirements and aligning them with FSMA.



GFSI Goes Local was the key message from **Karil Kochenderfer, GFSI North America Representative**. Ms Kochenderfer highlighted GFSI's increasing efforts to engage national and local governments. She said GFSI is looking to expand further beyond 'benchmarking' to heightened engagement. She announced the creation of a US-Canada Local Group Steering Committee and said the new committee would re-ignite the Local Group's activities and find new ways to drive positive change across North America. She then reminded delegates of the other GFSI Local Groups – in Mexico, South LatAm, Europe, China and Japan – who are achieving great results in their own regions. Ms Kochenderfer then further explained the mission of the Local Groups and encouraged international attendees to connect and engage locally.



Izabela Palgan, Senior Technical Manager, GFSI, then introduced GFSI's flagship Benchmarking Requirements version 7. She provided more information on the updates to version 6, including a new integrity programme, food fraud requirements and a new scope for food brokers/agents. Importantly, she noted how existing schemes will need to apply to be re-benchmarked. The new version continues to raise the bar and takes food practices to another level, she said. She explained how this tool acts as a food safety passport in the global marketplace, providing a shared understanding and a stamp of recognition. The documents are now available on the GFSI website.



Peter Begg, Senior Director, Global Quality Program, Mondelēz International, then joined the stage to convey how critical auditor competence is to the trustworthiness of certification processes. He explained the progressive work of the Auditor Competence Technical Working Group and the competence requirements and skills exam that is being created. The exam is set to launch May 2017.

Adam Shaw then returned to centre stage to host a panel discussion with GFSI's Certification Programme Owners (CPOs). He noted how GFSI would not be the success it is today without the partnership and participation of the CPOs. The



panel was then probed about whether relationships between governments, CPOs, manufacturers and retailers are working well enough to achieve food safety. **Bruno Sechet, IFS Standards**, replied in the affirmative. However, he also recognised there is still a need to provide greater transparency.

When asked about what CPOs are doing to help companies be FSMA compliant, **BRC's John Kukoly** answered with an impressive assessment of the regulation and its relation to his certification programme. He noted the importance of being able to identify gaps and build effective guidance documents to help companies understand how to bridge gaps and comply. Mr Kukoly said that GFSI undertook an important comparable gap analysis as part of the process. He then emphasised how GFSI is an excellent tool to meet regulatory requirements, irrelevant of whether it is FSMA or the next generation of regulation yet to be seen.

Jacqueline Southee, FSSC 22000, then introduced this CPO's efforts to help companies comply with regulations such as FSMA. In addition to performing its own gap analysis, FSSC 22000 launched its programme based on the Global Markets Programme, which helps companies become GFSI-certified and FSMA compliant. She said this is an excellent example of another tool to build capacity and a roadmap to compliance. She concluded by noting how it requires an entire industry to collaborate if smaller companies, with less developed food safety programmes, are to enter the global market. She was pleased with the essential role GFSI plays in accomplishing this.

Mr Shaw then asked the panel of CPOs to explain what they are doing to improve and control inadequate, sub-optimal performances and unqualified auditors. **Leanne Chuboff, SQF**, responded by providing insights into auditor competence and asserted that, overall, GFSI and its CPOs have technically competent and ethical auditors. She said the efforts made in the Auditor Competence Technical Working Group will help to raise the bar even higher. But, let's not forget, she concluded, human behaviour and food are two significant variables that will not let this issue simply go away.

The GFSI & You session closed with a Board member panel discussion that addressed audience questions ranging from how the "G30" meeting went to the enforcement of the GFSI Global Markets Programme and the need for greater implementation in regions like Africa. Delegates then learned more of the GFSI Board's perspectives and plans for the Global Markets Programme and other initiatives impacting GFSI today, tomorrow and in the future.

OPENING PLENARY:

Leadership for Growth – The CEO Vision

DAY 1: Tuesday 28th February 2017

Food safety starts at the top. Few will argue this point. This year's conference theme of Leadership for Growth was highlighted by putting some of the industry's foremost Chief Executive Officers under the spotlight to describe how they drive food safety culture and positive change in their organisations. Adam Shaw returned to host this set of special panel discussions and lead the conversations around today's most challenging food safety topics.

The panel included the CEOs of Mondelez International, Cargill Inc., Tyson Foods, Ecolab, Danone (via video) and Wegmans Food Markets' VP of Food Safety and QA. Each gave a unique, insightful perspective into their respective businesses and how each of them have driven food safety from the top down. They also provided a glimpse into initiatives they have put in place to engage employees in this commitment to enhance food safety culture. Following the round-robin, Mr Shaw began posing questions to the panel.

Mr Shaw began by asking the panel what food safety leadership means to them, and whether they see it as a risk or an opportunity. **Irene Rosenfeld, CEO of Mondelez International** began



the responses by stating that food safety is the foundation of developing trust between her company's consumers and its brands. She said to ignore this fact would be to their detriment.

Mr Shaw then probed further, asking why food safety is not a competitive advantage if it's so important for growth. Ms Rosenfeld replied by referencing an example from another industry. She noted that airlines do not advertise they are safe, because consumers expect them to be. She said this is true of our industry too. Companies should not need to advertise their food is "safe", because consumers expect it to be by default. She then elaborated further: as consumers expect more complex products and place demands on manufacturers for things like simpler ingredients, food companies have a greater responsibility to be able to assure the safety of the product itself, as well as the effective distribution of those products through more complex supply chains.



Dave MacLennan, CEO of Cargill, Inc. agreed. He said he discourages the use of terms like "our company is the safest", because the next recall could happen to anyone. However, he also helped to clarify the message he and Ms Rosenfeld were providing. He said it is not that they don't want to talk about food safety, it is that they don't want to turn it into a competitive advantage or differentiator. He further clarified by saying, at Cargill, they are talking about food safety to show commitment and transparency. MacLennan concluded by noting it can be difficult to talk about

food safety – especially as it relates to GMOs and labelling, for example – because it can quickly become emotional. However, it doesn't deter from the need to show consumers that your company is committed and transparent.



Wegmans Food Markets' VP of Food Safety and QA and GFSI Board member, Gillian Kelleher – speaking as a last-minute replacement for CEO Danny Wegman – concurred with the CEOs, echoing the risk of stating concepts like "we are the safest" because you could "have a bad day." Her observation was that the solution lies in developing solid programmes. She said you therefore need to develop high standards across the board and ensure they are successfully implemented every day.

Emmanuel Faber, CEO of Danone then noted how this question referred to one of Danone's biggest challenges, asking, "How do you communicate to consumers that zero risk is impossible, yet your food is safe"? It's a real challenge, he stressed, but he agreed with his fellow CEOs that food safety is beyond KPIs. He said it also has much to do with how you communicate with your suppliers, employees, customers and your consumers. Mr Faber said, at Danone, it is about our culture and convictions. This is where credibility is built or lost.



Doug Baker, CEO of Ecolab, joined the conversation by expressing how he thinks food safety programmes should be talked about more than they are now. If companies are not able to talk about the effective food safety programmes in place, there is a risk consumers will think a company is involved in an issue – like an outbreak involving a commodity-like product, for example – even if they are not. He said there is not a lot of trust in the world today – for political and various other reasons – so we need to create trust through transparency and visibility through information dissemination. Mr Baker believes one should not let public perception stop the industry from doing what it thinks is right in the long-term. The time to establish trust is when there is not a problem. That is when you establish credibility, he concluded.

Mr Shaw then asked the panel whether the industry had moved on from crisis responses to prevention, especially given newly-enacted regulations such as FSMA. **Tom Hayes, CEO of Tyson Foods**, responded first with an answer focused on how technology can be used to manage and mitigate risk. Mr Hayes' view is that while the supply chain is more complex, technology is keeping pace to help meet these increased demands and aide companies in being more proactive and preventive, rather than solely reactive.



Ms Rosenfeld then reminded us that, the more complex a company's supply chain and products become, the more challenging it is to be preventive. E-commerce, the demand for more natural products, non-GMOs, organic and allergy-free foods, and more, all drive this complexity. However, that is what platforms like GFSI are designed to address, she said. It helps the industry successfully move through that complexity and meet these increased demands to the benefit of both our businesses and our consumers.

Looking to the future, Mr Shaw asked whether the need to feed nine billion people by 2050 would raise demand for improved food safety standards. The

CEOs were generally aligned in their response. The panel agreed that standardisation of regulations is a critical facilitator to successfully feeding the growing global population. The panel regards such harmonisation as a significant growth factor, as it enables developing countries to increase market access through their capacity to meet customer requirements and, ultimately, helps to enhance their food safety management systems. There was then further consensus that despite the recent shift towards small, local and "Glocal" food companies, there would still be a need for "big food companies" in the future, especially if we expect to feed nine billion people.

The panel closed its lively and frank discussion with a Q&A, as Mr Shaw took questions from the floor. This provided additional insights into how global CEOs see food safety before allowing the company heads to provide their own closing remarks:

- ✓ Improving trust and transparency is critical. This will be achieved through collaboration with our supply chain partners and consumers, as well as with governments and regulatory agencies and other public-private partnerships. There was a strong belief we must stay connected as stakeholders and battle against urges to disconnect. We must work closely with all stakeholders and continue to foster transparency in food safety, which will, in turn, foster trust. As Irene Rosenfeld reminded delegates, we rise and fall on the reputation of our industry and therefore we must work together.
- ✓ The responsibility to produce safe food of a high quality is more important than ever. Tom Hayes focused in on the globalisation and ergo vulnerability of the supply chain. As manufacturers, he noted, we must ensure we are meeting high standards and we must also ensure our co-manufacturers and suppliers hold the same values and meet the same standards. This served as an excellent reminder to the audience that a company is only as strong as its weakest link.
- ✓ Dave MacLennan emphasised the point that GFSI is not just about food safety. He said it also advances greater trust and transparency

in a world with waning trust. The role and benefits of GFSI in helping secure consumer trust were espoused by all the panellists. They also encouraged GFSI to expand into more countries in need of GFSI certification programmes.

- ✓ Tom Hayes focused his remarks on how innovation is necessary to drive the food industry and food safety forwards. While the industry cannot test its way to food safety, he said, it was clear the industry is now reliant on new technologies to help advance it.
- ✓ Doug Baker closed by reminding delegates food safety is not a static environment. He said the industry must understand, adapt to and implement new food safety regulations and evolve to be able to identify emerging risks.
- ✓ Gillian Kelleher emphasised in her remarks the need to listen to the voice of the consumer as they drive more expectations than regulations often do. She then reminded delegates that if they focus on food safety culture, the rest would fall into place.
- ✓ Doug Baker then brought the remarks to an end, adding how the global food industry and supply chain would be better if we can harmonise global food safety standards.

However, it was Tom Hayes who had the final word of the session, bringing to an end this unparalleled CEO panel discussion with three simple words: "Big is good".

AFTERNOON PLENARY:

Growth for Key Stakeholders. Turning the Tables: Taking Food Safety from Risk Management to a Growth Generator

DAY 1: Tuesday 28th February 2017

The session kicked off with a striking example of growth for stakeholders around the world with the story of Walter, an entrepreneur from Chile who started a primary production operation with his family and embarked on GFSI's capability building programme. In an episode of the GFSI web series, Walter shared his experience with the Global Markets Programme and explained how it generated growth for his company, gaining the trust of new clients and access to new markets.

Speakers in the session addressed thought-provoking questions: What if we could turn the tables? What if food safety could become a driver for business transformation rather than being viewed as a cost centre? With food safety often viewed as a cost rather than a growth generator for business, panelists addressed opportunities to "turn the tables" and change consumer preferences and perspectives. Speakers then looked more specifically at how effective strategies on food safety could help gain market share, position food safety in a positive light and help business development.

Adam Shaw again took the stage to moderate a more intimate "fireside chat", complete with an electronic image of a fireplace in the background. Joining Mr Shaw to discuss opportunities for companies to go on the "offensive" regarding altering perceptions

and using food safety to enhance growth were **Stephen Ostroff, Deputy Commissioner, Office of Foods and Veterinary Medicine of the US Food and Drug Administration (FDA)** and **Todd Schnuck, CEO of Schnucks**, a major US supermarket chain.



Much of this discussion revolved around the need to apply prevention-based methods, assessments and data analytics to help ensure prevention-based controls are in place to prevent recalls and outbreaks, versus a more traditional reactive strategy. This process includes effectively embedding food safety in a product's design from its very inception to help ensure consumer safety. Mr Ostroff and Mr Schnuck then both aligned on how the success of such actions is dependent upon technology and leveraging big data to help industry make real-time decisions. This is where real business value is derived and where growth can be realised.

Stephen Ostroff then educated delegates with some enlightening statistics that highlight the need for industry to turn the tables and become more proactive and preventive in its approach to food safety. For example, he said, surveys revealed that an average recall costs industry US\$10 million, however,

KEY TAKEAWAYS

- 1 Food safety and trust go hand in hand. However, trust is something that must be earned.
- 2 Embrace and leverage technology to provide visibility to information, to track and trend data and to actively manage food safety in real-time.
- 3 Food safety is not a competitive advantage, nor is it a static issue. Focus on a risk-based, science-based, preventive approach. Companies need to stay agile and flexible.



more startling is the aggregate total of US\$10 billion per year for direct and indirect costs associated with food safety problems and recalls. According to Mr Ostroff, if this significant expenditure could be reduced or eliminated through a prevention-based approach to food safety, this amount could be used to promote growth generation for the industry and for something other than healthcare costs by consumers.

He reminded the audience that food safety should not be viewed as just a cost of doing business and that one of the central themes of FSMA is to move the food safety system from one that reacts to one that prevents. He further explained that FSMA is meant to help industry avoid situations versus simply react after-the-fact. He said it as a 'win-win' for industry and consumers.

Mr Ostroff closed his remarks by reminding attendees of a couple of upcoming FSMA rules, with compliance dates almost upon us. The Sanitary Transportation rule has a compliance date of April 2017 for those companies who are first to be affected. Shortly thereafter, the Foreign Supplier Verification Programs (FSVP) rule will see compliance dates starting 30th May 2017 for large importers who are covered by the rule.

As many know, some of the FSMA rules require the use of onsite audits, and some query the place of GFSI audits in this area. Mr Ostroff emphasised public and private audits are recommended to accomplish these rules and that partnerships are essential to the successful implementation of FSMA. The US imports from 200 countries and has 125,000 exporters, so having strong partnerships around the world is imperative, he said. There is a lot of work left to do and a lot to do together.

Todd Schnuck then discussed making the business case for expanding the definition of safe food to include the positive outcome of customer loyalty. Mr Schnuck spoke of his efforts to lead his senior team through this evolution to achieve both a high performing team and an effective food safety culture. This included putting himself and his senior team through food safety manager training to help set the tone for food safety culture from the top down.

Mr Schnuck also spoke of rising to the challenges of consumer demand, including consumers' right to know, ability to prefer locally sourced foods and demands for "free from" foods. He acknowledged a new era had arrived. He said, the days of managing only pathogen concerns are behind us. We need to listen to the voice of the consumer and rise to the challenges presented by today's consumer demands.

Chief Science Officer Dr Hamed Faridi of McCormick then joined the panel to share the story of McCormick's advances in its state-of-the-art process controls, supply chain and robust food safety and quality management programmes. This included the company's direct spice supply chain procurement practices. He said, at McCormick, technology is not seen as a cost but

rather a business advantage used to meet consumer demands, ensure safe food and pure products. These programmes in turn foster business growth. He said translating food safety to quality, and quality to premium, is an opportunity. He then told delegates that using a premium "clean label" is an example of how to successfully convey this concept.

The panel then grew even further as **Lane Hallenbeck, VP Accreditation Services, American National Standards Institute (ANSI)**, joined the experts on stage to provide the point of view from a standards-setting organisation. Mr Hallenbeck was very concise in his view, saying meeting standards is now an expectation to entry.



Mr Hallenbeck believes that industry must focus on risk management and continuously push beyond minimum requirements, being keenly attuned to opportunities for continuous improvement. To reinforce his point, he passionately summed up his comments stating risk management is not a chore, it is a strategic weapon.



The final member of the distinguished panel to take the stage was **Jill Wyant, EVP and President Global Food and Beverage, Healthcare and Life Sciences at Ecolab**. Ms Wyant described the ways Ecolab is collaborating with the industry to help foster growth for positive change. These efforts include leveraging technology and data from manual to electronic to enhance industry's ability to monitor and measure trends. She said it is important to use predictive analytics and tap into global partnerships to grow together via a collaborative approach.

The panellists were then asked to share their own insights and astute observations on ways the tables can be turned and how food safety can be viewed more as a growth vehicle and less of a cost generator. While Mr Shaw had his doubts, the panel felt differently.

For example, Dr Hamed Faridi said he believed ROI with respect to food safety is irrelevant, that it is non-negotiable and must be accomplished. Todd Schnuck then stated there can indeed be an ROI with food safety. However, the food safety definition needs to be wider, he cautioned. How you define food safety is a difficult task. Gluten-free is an example. Is that a food safety risk or not?, he asked. It is to those with an auto-immune disorder. The natural result is, he concluded, how a company defines food safety will in turn determine its ability to prove and measure its ROI.

Mr Shaw then asked the panellists about the perceived benefits of achieving harmonisation, or one set of food safety standards, and whether they viewed current public-private partnerships as strong. Answers ranged from regulatory to technology-centric.

Stephen Ostroff responded with the belief partnerships are strong and that harmonisation is essential, especially for multinational companies. To the degree standards can be made similar, the easier it is for these companies to comply in various geographic locations globally. He cautioned, however, that we will never have exact equivalence between regulations in the US and the regulations of other countries. He went on to clarify that the measure that matters is whether a foreign country achieves the equivalent level of public health protection.

Mr Ostroff was then very clear in his belief FSMA will only work if we, as a food industry, can achieve high levels of compliance. If we can, it will translate into high levels of food safety. And, when asked about the agency's inspection approach, he replied by noting they want to help the industry get it right. He said, as we enter inspectional phases, it will be mostly educational.

However, some industry members took a differing opinion, like the one stated by Schnucks' CEO who thought the FDA partnership "could be better". Lane Hallenbeck then reminded all those in attendance that achieving harmonisation, stronger partnerships and a more robust global food supply chain is a journey. It's not a destination, he concluded.

MORNING PLENARY: Transparency and Visibility in the Supply Chain - The Key to Improve Food Safety from Farm to Fork

DAY 2: Wednesday 1st March 2017



Day Two kicked off with a topic that ranks as one of the highest on many organisations' lists of food safety risks: transparency and visibility in the supply chain. Speakers in this plenary session addressed pivotal questions around truly knowing your suppliers, understanding the full potential for business growth through complete visibility and the role played by people and technology in achieving supply chain transparency.

The first of several speakers to take the stage was **Founder & CEO of Greenfence, Mitch Chait**. Mr Chait described to attendees how systems help companies manage supply chains back to the source of the material or ingredient. He proceeded to demonstrate how gaining this visibility becomes vital when working with suppliers that are two, three or even four tiers down the supply chain, back from your first-tier supplier. Mr Chait demonstrated this concept of a

multi-tiered supply chain by throwing tennis balls at Mr Shaw, asking him to catch them all.

As the supply chain tiers grew, so did the number of balls being thrown to Mr Shaw, decreasing his odds of catching them until he dropped them all. The goal was to show the audience that, as the number of suppliers and tiers of suppliers that you are expected to manage in your supply chain grows, your odds of "dropping the ball" increase. That is, unless you have an effective electronic platform upon which to stand up your programme and gain the visibility you need across the multiple levels in your supply chain.

When speaking of creating trust through transparency and visibility, Mr Chait stressed that transparency is not enough. He said we also need collaboration to build trust and then that trust needs to be systematised.



Marjan de Bock-Smit, Founder and CEO of SIM, Supply Chain Information Management, located in the Netherlands, followed this near-juggling act with an insightful account of the impact of data quality on transparency. She began by warning there is nothing 'quick and dirty' when it comes to transparency. To elaborate, she went on to say that software alone will not get industry the data it needs. She emphasised we need people too!

Risk management cannot be performed meaningfully and effectively unless and until supply chain transparency is achieved. It is only then a company will have the data it requests and needs. But then it needs the right people, properly trained, to put it into the proper context. Context is key, she said, and this is difficult to achieve without people. Otherwise, systems alone can be garbage in, garbage out.

But, what is the end goal of gathering all this data and placing it in the right context? She replied: informed decisions, safe food and happy consumers.



Next up was the point of view of a major European retailer. GFSI Board member **Anita Scholte Op Reimer, Senior Director Quality Assurance and Product Sustainability, Ahold Delhaize** brought not only a retailer perspective, but also that of the voice of the consumer. According to Ms Scholte Op Reimer, the food industry is undergoing rapid change and will be best served by listening to its consumers and responding and reacting to consumer demand, feedback and critique.

In her view, the market is evolving in a direction where consumers are the drivers — the stakeholders most in control. The shopper is your new boss, she remarked. She also talked about how Ahold Delhaize went through the process of mapping out their supply chain and how it benefited their organisation and their consumers.

Marcelo Santolini, Director, Alimentaria San Francisco, then presented his thoughts about transparency and traceability in the supply chain. He described how implementing GFSI in his plant made a significant difference



in enhancing the quality of its products. Customer demand initially led the company to participate in GFSI to meet customer needs and the company soon realised the benefits of GFSI and how transparency was necessary on all fronts to satisfy end users as well as customers selling his company's products.

Mr Santolini stated that, given the benefits, the company was striving for complete transparency. When asked at the end of his presentation by Mr Shaw whether he truly meant "everything" would be transparent, he said, yes, even recipes and best practices. This proved to be an excellent example for delegates of a company revealing true transparency in the food supply chain and the role of GFSI in supporting the process.

The above speakers then came together on stage to participate in a thought-provoking panel discussion addressing the impact of transparency, or lack thereof, on food safety and how technology plays a vital role in achieving such needed visibility into the ever-increasing supply chain.



KEY TAKEAWAYS

- 1 Visibility along the entire supply chain is a challenge, but it is essential to building trust. However, to get complete transparency, we must also collaborate.
- 2 Data alone is not enough. You also need the right people analysing the data to get the right results.
- 3 Consumers are now in control. Successfully mapping your supply chain will help benefit your business and your consumers.

AFTERNOON PLENARY:

Collaboration - Driving Food Safety Systems for Growth

DAY 2: Wednesday 1st March 2017

This session conveyed promise for the future of food safety and increased market access, as it highlighted how collaboration through public-private partnerships can foster growth, evolve food safety management systems and enhance regulatory relationships.

Before launching into the next set of esteemed panellists, a video from the GFSI Web Series was shown highlighting the application of the GFSI Global Markets Programme. Germany-based Metro Cash & Carry demonstrated the value proposition of collaborating with lesser developed suppliers and encouraging one such supplier in Pakistan to use the GFSI Global Markets Programme as a pathway to certification. Pakistan only possesses approximately 3% of all GFSI-certified facilities and, with the help of Metro Cash & Carry, this company now has three of nine facilities GFSI-certified. This was an inspirational story of collaboration between a large retailer with sophisticated food safety programmes and requirements and a small supplier with less developed programmes to assist them on their journey of greater capacity building, enhancing market access and strengthening food safety in the process. Per **Nikolaos Bessas of Metro Cash & Carry**, "Collaboration is the key. GFSI is the link".

Host Adam Shaw then introduced **Acting Assistant Commissioner for Food Safety Integration of the US FDA, Don Prater**. Mr Prater talked about the advantages of public-private partnerships and the mounting need for collaboration, both nationally and internationally. He cited several success stories as examples of such public-private alliances that are fully operational and are working effectively.



Examples included the Food Safety Preventive Controls Alliance (FSPCA), Produce Safety Alliance (PSA), Sprouts Safety Alliance (SSA) and the US/Mexico Produce Safety Partnership.

Other collaboration examples were presented during various breakout sessions where Mr. Prater's government colleagues presented additional successes and benefits of the public-private partnership model. He did not leave the podium without

acknowledging, however, that private certification will have an increasingly important role in regulatory implementation, aligning with the goals and mission of GFSI.

From the United States to representing Canada, **Jennifer Griffith, Executive Director, Food Processing Human Resources Council**, then educated delegates on an innovative programme offered in Canada by the organisation she represents, and is supported by Immigration Canada, to allow and assist qualified immigrants into the country who are knowledgeable in food safety and other related sectors. This aide comes both in the form of assistance prior to and after arrival into Canada, by supporting the immigrant with food safety-specific training on various levels, from basic GMPs and sanitation to more advanced food safety information.



With the expanding demand to produce food faster, ship it farther and keep it as safe as we have in the past while facing the realities of a global labour shortage in the food processing industry, it becomes quickly apparent why a programme such as this is significant. Ms Griffin also offers an additional reason for its success, however. The food industry is the largest manufacturing sector in Canada and through this free programme, Canada is the only country currently offering pre-arrival training specific to food safety, thanks to its application and acceptance process.

Mike Timani, President of Fancy Pokket Corporation and the Chair of the Food Processing Human Resources Council, followed Ms Griffin and told delegates his story of his arrival in Canada from Lebanon in 1976. He was an engineer in Lebanon and was not deemed qualified for the same profession when he relocated to Canada, so he entered the food and beverage industry as a bus boy at a prominent hotel chain, working his way up to F&B Director of the same hotel. After several years in the hospitality area of food and beverage, he opened a small bakery to supply pitas for a restaurant he also opened and operated. His story marks one of hard work, perseverance and the



need to assist immigrants before and after arrival into Canada to get assimilated quickly and to get the training they need to enter gainful employment. His journey reflects his passion for the work the Food Processing Human Resources Council is doing.



The audience now turned its attention from Canada to China. **Maohua Wang, Division Director, Registration Department, CNCA**, presented another example of public-private collaboration in action through China HACCP. Owned by the Certification and Accreditation Administration of the People's Republic of China (CNCA), China HACCP is a set of certification criteria and standards published by the Chinese government. Mr Wang explained that if a CPO desires to perform a certification under China HACCP, it will need approval from the CNCA. The approach is to promote certification by the State Council (China Food and Drug Administration (CFDA), Administration of Quality Supervision, Inspection and Quarantine of the Peo-

ple's Republic of China (AQSIQ)), and to harmonise with other audits. The goal of this is to move towards a single audit, recognised everywhere and in the spirit of GFSI's mission and values.

The speakers then came together to engage in a group discussion with Adam Shaw, as well as to answer questions from the floor. This session touched on many important topics related to public-private partnerships and was certainly enlightening to many with respect to their important role and impact on food safety globally.

To close this session, the inaugural **Global Markets Award** was presented to **Champion Pet Foods**. The company was a proud recipient of the GFSI Global Markets Award 2017, chosen from seven excellent finalists. The Global Markets Award 2017 was sponsored by Greenfence. Words from **GFSI Chairman Mike Robach** noted that, with the winner being from the US, the Global Markets Programme really does positively impact food safety everywhere in the world.

KEY TAKEAWAYS

- 1 Enhanced public-private partnerships are the keys to fostering growth and positively impacting food safety globally.
- 2 Collaboration is the key. GFSI is the link.
- 3 The GFSI Global Markets Programme is perfectly placed to help suppliers with lesser developed food safety programmes, building their food safety capability and in gaining market access.



CLOSING PLENARY:

Food Safety Culture & Leadership Part 1

DAY 3: Thursday 2nd March 2017



The topic of food safety culture took centre stage once more in a two-part plenary. "Part 1" showcased the importance of food safety culture for The Hershey Company. **Hugo Gutierrez, VP Quality and Regulatory Compliance for The Hershey Company**, delivered a compelling story of how this major multinational food company, with 25,000 employees globally, integrated food safety into its values, behaviours and operations from the C-suite down to the operators. This helped create a thriving food safety culture.

Mr Gutierrez explained that the key to Hershey's success was touching the hearts of its employees, so they feel and believe that food safety is the right thing to do. He showed the audience some videos his company created that used actual employees and their families to convey the "why" behind the importance of adhering to the food safety policies and programmes at the company. These videos conveyed a powerful message that became the 'trademark' of food safety at The Hershey Company. It is how this company knows they are successful: when every employee, regardless of position, says, "Food Safety: I Own It, I Live It!".

The importance of manufacturing, and how this group of personnel is the last line of defence on food safety before the product greets the consuming public, was also highlighted. Explaining the importance of shared values, he emphasised how critical it is to identify and work with supply chain partners that mirror your own values, and only then does it make sense to negotiate other business terms. And, as for negotiating on food safety, according to Mr Gutierrez, food safety is non-negotiable. It is the way we work.

So, how exactly did they accomplish such a feat? Here are a few tools The Hershey Company used:

- ✓ Communication through multiple channels;
- ✓ Surveys to gauge whether employees felt empowered to stop a production line;
- ✓ Infographics to convey important food safety messages;
- ✓ Company-wide trainings through e-learning modules;
- ✓ Development of a food safety logo to convey a "brand image" associated with The Hershey Company Food Safety & Quality Department and the role it plays in the organisation;
- ✓ Its Board of Directors' buy-in to investing in food safety culture;
- ✓ Consumer-facing marketing tools leveraging social media, especially around timely topics such as allergens.

The newly-appointed **CEO of The Hershey Company Michelle Buck**, then presented by means of pre-recorded video. She reminded listeners that all it takes is one misstep and offered some words of wisdom to help reduce the likelihood of these missteps - that is to engage food safety in the development

process. Ms Buck stated it is critical to identify food safety risks as early as possible, while the video also displayed images of R&D teams interacting and seeking feedback from food safety counterparts.

Fiona Kibby, Head of Food Safety for Tesco, then gave her point of view on the challenges involving food safety culture from the retail perspective. She observed, after listening to many of the speakers presenting before her, that a common agreement among most of the food company leaders seemed to be "unspoken safety or safety is unspoken". She concurred with the majority view that while Tesco would not say "we are number one in food safety", Ms Kibby did believe that, as an industry, we could stand to do and say more.



Ms Kibby also offered some unique insights into retailers' challenges regarding store culture. She gave an example of beard nets and how some customers did not like them at all, considering them unsightly. Others, however, viewed them as a great idea, which illustrates the consumers' broad ranging views on food safety and how difficult it is to please everyone. Certain issues then are left to the discretion of the stores, while others are managed and prescribed by the corporate headquarters.



Lone Jespersen, Director, Cultivate Food Safety, Switzerland, one of the leading experts on food safety culture, spoke next about using leading indicators for food safety. She said when the application is then used for social indicators such as food safety culture, it is more difficult to effectively use these existing tools. As such, we must consider new tools and new metrics to build, measure and enhance food safety culture as one global industry.

Ms Jespersen then explained how you know when the goals of a business are aligned with food safety. She said it is not enough to just say you are committed to food safety. Training alone does not change behaviour; acting to apply the training does.

Ms Jespersen also spoke of the excellent progress that the GFSI Food Safety Culture Technical Working Group is making on specific deliverables and guidance on food safety culture. Such progress includes a Guidance Document expected in Q4 2017, Definitions and Dimensions in Q3

2017 and a Measurement System expected in 2019.

This expert group on food safety culture reunited for a panel discussion to tackle this topic and confessed that food safety culture can be difficult to measure, especially in a quantitative way. They all acknowledged that onboarding is critical to the successful development of a positive food safety culture and reminded the audience that this is about behavioural change, which requires reinforcement, accountability and consequences.

Gert-Jan Hofstede, Professor, Wageningen University, the Netherlands, gave the final talk before the break, delighting delegates with a “world tour of deep food safety culture”, helping to define food safety culture on a multi-dimensional, multi-cultural basis. Together with BBC journalist and conference host Adam Shaw, Mr Hofstede explored the hidden social rules and “deep values” that underpin food safety behaviour and culture. He explored six different

cultural dimensions – identity, hierarchy, aggression, gender, virtue and indulgence – and the impact on global food safety culture.

According to Professor Hofstede, in its basic form, culture is defined differently in different sectors. To society, culture is what makes people tick. It is how society is organised, how food is defined and what constitutes risk.

However, in organisations, he said, culture is defined by practices: are you rewarded or punished by the behaviour displayed? He noted that cultures like to be rewarded differently. For example, in one culture, if an individual is rewarded it may cause strife or discomfort on others, so it is better to reward as a team in those cultures.



With delegates arriving from 54 separate countries, his talk proved to be enlightening and eye-opening for the 1,200-strong attendance.

KEY TAKEAWAYS

- 1 Start with the preparation before jumping straight to the execution when building food safety culture programmes. It will help identify and align resources for more effective execution.
- 2 Take deep culture, such as hidden social rules, into consideration and take it seriously when developing a food safety culture.
- 3 Food safety culture is not just about changing behaviour - it's about sustaining it. To sustain behavioural change, indicators, metrics, consequences and accountability must be built into food safety systems.



CLOSING PLENARY: Food Safety Culture & Leadership Part 2

DAY 3: Thursday 2nd March

One small step for man, one giant leap for food safety! The 2017 Global Food Safety Conference attracted a closing keynote speaker that captivated attendees' attention by providing fascinating insights into the outer galaxies of food safety and the measures taken to keep food safe in space.

Dr Roberta Bondar, Astronaut, Physician, Scientist, took the audience on a trip into the realm of the known, and into parts of the unknown, by providing a peak into her experience of what it was like to travel into space, and the unique challenges of pushing the frontiers of food safety and food packaging to keep food safe in space.

Dr Bondar explained the evolution of space food being one of starting from "tubes and cubes" – those requiring dehydrated and rehydrated foods. Food in space then evolved to taking food from home up in space like bread and canned ham - showing a video of famous astronaut Buzz Aldrin spreading canned ham on bread on a space mission. Thankfully, in Dr Bondar's view, food in space improved to even better items like tortillas, which present less risk for fewer crumbs that could cause asphyxiation, jam electrical components and wreak other forms of havoc. And, attendees may never forget Dr Bondar's favourite food in space: her mother's homemade "Dream Cake", which she joked nearly caused an intergalactic battle on a fellow astronaut's birthday!

She interjected an excellent amount of humour with facts balanced with an important message on food safety. There have been six landings on the moon to date and we are still learning. Topics such as the effects of metabolism in space and

how dependent that is on genetics are being researched now, as well as the importance of getting calcium for astronauts, as this is a critical mineral to prevent bone loss. This risk increases significantly in space. And in 2018, the United States plans to send civilians around the moon, so it is increasingly important to continue to explore and assure food safety in space as more people are embarking on this great journey. When prompted by Mr Shaw, Dr Bondar recounted her three scariest moments in space flight. Those were: the launch, the landing and everything in between.

She closed by asking the audience a rhetorical, yet astute, question on the importance of food safety in space: can you imagine a foodborne illness during a spacewalk? If you throw up in a space helmet you will inhale it and contract chemical pneumonia. Not good!

Dr Bondar's key takeaway messages were salient and succinct.

KEY TAKEAWAYS

- 1 We are what we eat;
- 2 The higher in space we take food, the higher the stakes;
- 3 In the words of her guru, Yoda, from the movie Star Wars: "Try not. Do or do not. There is no try."

CLOSING COMMENTS

Peter Freedman, Managing Director of The Consumer Goods Forum, drew the conference to a formal close and reminded us that leadership and collaboration is the only way to achieve trust, transparency and growth. He was pleased to see the record numbers of NGOs and CEOs, and the record-setting attendance overall. He thanked the GFSI Board and Chairman Mike Robach for their tireless efforts, and the amazing work of host Adam Shaw.



SEE YOU IN TOKYO IN 2018!

 GLOBAL FOOD SAFETY CONFERENCE 2018 Tokyo, Japan 5th - 8th March	 SAFE FOOD FOR CONSUMERS EVERYWHERE
--	--

Networking

With 1,200 delegates onsite, the Networking Breaks ensured time away from the sessions to allow delegates to network with peers from around the world, sharing ideas, talking shop and engaging with representatives from the GFSC exhibitors. It's all part of what makes the Conference the very best.

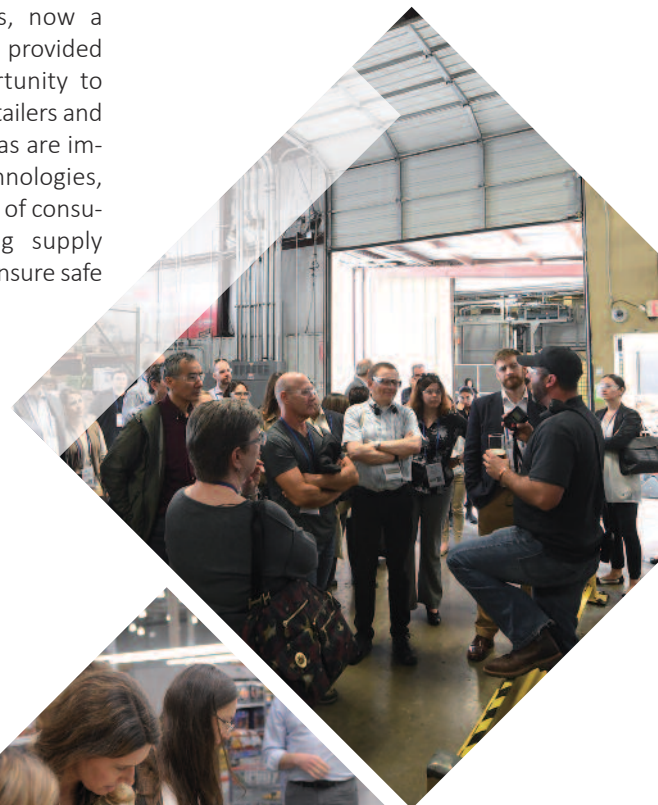
Press Conference

Reporters came out to two press conferences during the week in Houston, where announcements that made the news included a groundbreaking public-private partnership, the release of GFSI's latest benchmarking requirements and 30 institutions coming together to form a "G30 of Food Safety".



Discovery Tours

The Discovery Tours, now a stalwart of the GFSC, provided delegates the opportunity to see first-hand how retailers and manufacturers in Texas are implementing new technologies, addressing the needs of consumers and improving supply chain efficiencies to ensure safe food for consumers.





Tech Talks

Embedded within the centre of the networking area, the all-new Tech Talks provided insights into the latest technological food safety developments in a relaxed, friendly atmosphere over coffee and snacks.

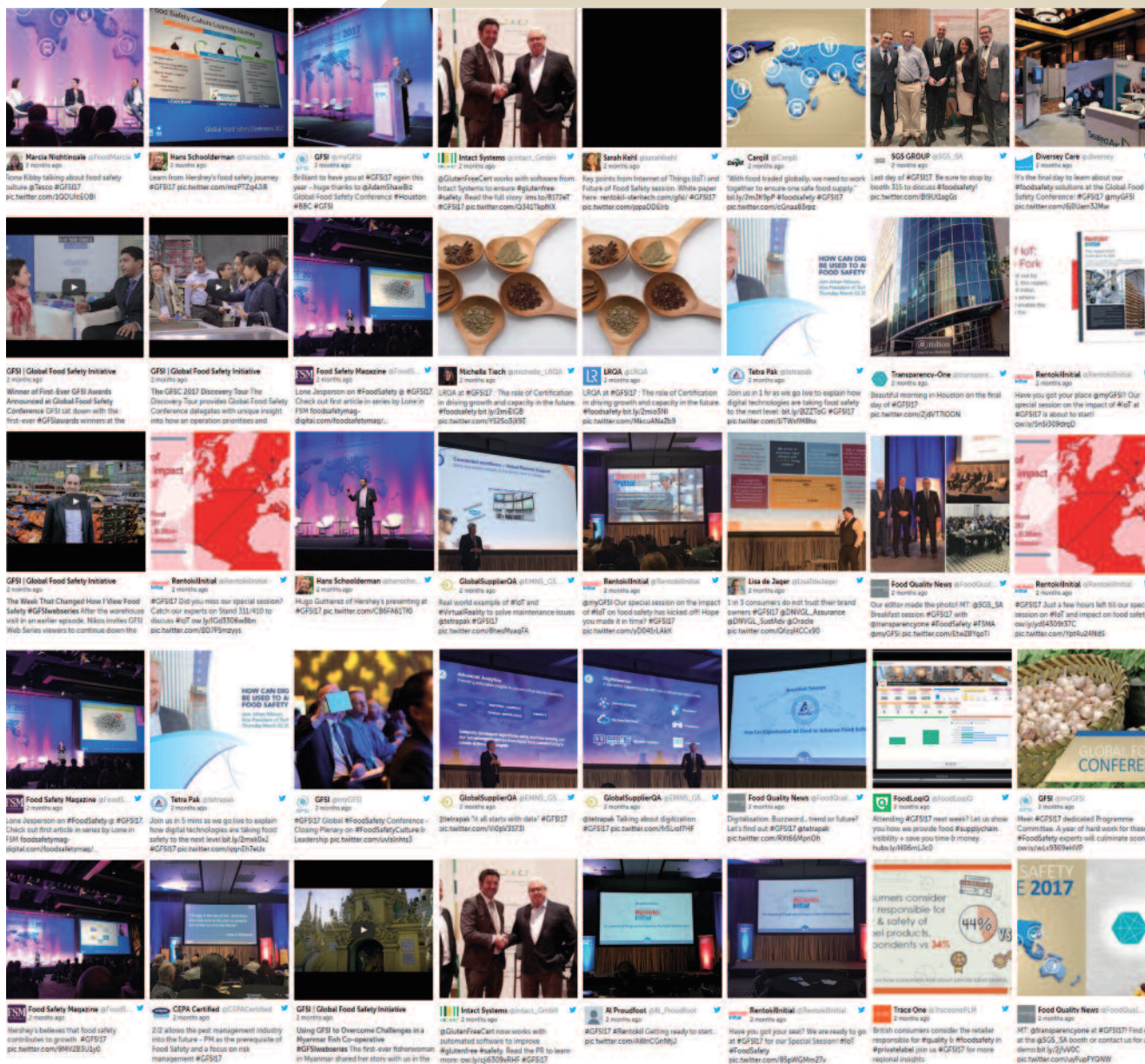
Breakfast Sessions

The Breakfast Sessions offered a great opportunity for delegates to hear insights from experts on industry hot topics such as managing global supply chains through collaboration and under FSMA, the UN Sustainable Development Goals, digitalisation, the internet of things, and the challenges lying ahead. The GFSI team thanks DNV GL, Oracle, Rentokil, Sealed Air, SGS and Tetra Pak for sharing their expertise!



GFSI's Global Food Safety Conference 2017

Storify



Over 1,000 food industry experts descend on Houston Feb. 28th- March 2nd to explore #foodsafety through the lense of "Leadership in Growth"

<https://storify.com/myGFSI/gfsi-s-global-food-safety-conference-2017>

GFSI CONFERENCE SPONSORS

Partner



Diamond



Gold



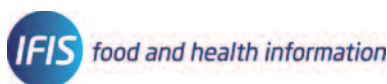
Silver



Bronze



SUPPORTING ASSOCIATIONS



EXHIBITORS



MEDIA PARTNERS





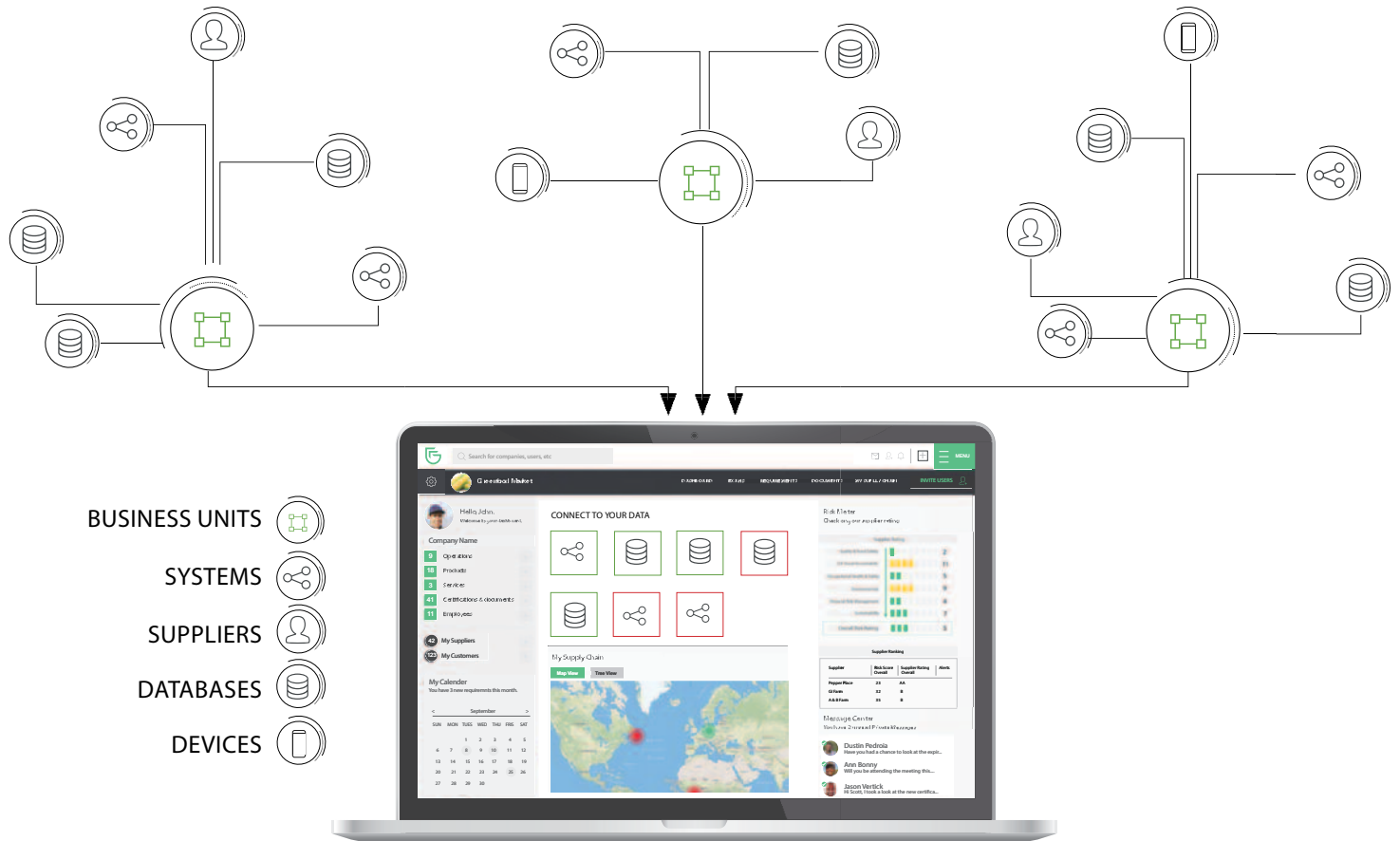
**SEE WHAT
FOOD
SAFETY
CAN BE.**

Food safety can be more than risk management—it can be an opportunity for growth. Ecolab explains how.

LEARN MORE AT [ECOLAB.COM/FOODSAFETY](https://ecolab.com/foodsafety)

ECOLAB®
Everywhere It Matters.™

THE WORLD'S ONLY INTELLIGENT AND INTUITIVE PLATFORM FOR THE FOOD INDUSTRY



Understand why platforms are the future of technology.
Visit us at the greenfence conference stand to see how
our platform brings together capabilities that benefit
the entire food supply chain:

- Supply chain transparency
- Training and examination
- Mobile audits
- Document management



"Platforms beat products every time."

Marshall Van Alstyne | MIT Initiative on the Digital Economy
Co-author, 'Platform Revolution', 2016

The science of protecting your brand.

3M harnesses the power of science to bring food safety innovation and expertise to food and beverage processors around the world. Our proven solutions include a full line of sample collection and preparation products, quality indicators, pathogen tests and hygiene monitoring products—all designed to work together to help you mitigate risk, enhance productivity and improve your operations. It's about protecting your brand as well as your bottom line to help your business succeed in a changing world.

www.3M.com/foodsafety/GFSI



FROM AMBITIOUS GOALS TO ACTIONS



FOOD & BEVERAGE COMPANIES AND THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs), launched in September 2015, is the world's vision for sustainable development to 2030. The SDGs explicitly call on businesses to apply their creativity and innovation in aligning their sustainability initiatives with the 17 specific goals and 169 underpinning targets.

In a recent report for the UN Global Compact, DNV GL examined the 17 SDGs that aim to end poverty, protect our planet and ensure prosperity for all. The report explores private sector solutions for progressing on the goals and case studies of 17 pioneering companies.

Want to learn more?

Download our *Future of Spaceship Earth Report* on dnvgl.com/food



V16

ANTICIPATE
SIMPLIFY
INSPIRE

Empowered Commerce

OUR INVESTMENT

Over 100,000 development days, input from > 200 customers and 10+ strategic Systems Integrators. Grounded in the cornerstones of our Retail Strategy:



Cloud First

30+ new cloud services in 2 years



Mobile Everywhere

Work the way you live



Better Together

Single view of the retail business, across technology and processes



Modern Retailing

Embedded science and *retail by exception* creates a new standard for productivity



Leverage Technology and Scale

19 Data Centers serving 195+ Countries to retail-specific solutions

YOUR ROI

One example of the value delivered in Release 16 for Supply Chain:

60% time reduction in new item and location setup

40% reduction in exception management

70% speed increase for promotion modeling and acceptance

50% reduction in implementation time and total cost for Advanced Inventory Planning

WITH OVER 5,280 CUSTOMERS WORLDWIDE, ORACLE IS EMPOWERING
COMMERCE AROUND THE GLOBE.

CONTACT US AT: ONERETAILVOICE_WW@ORACLE.COM
VISIT: WWW.ORACLE.COM/RETAIL

Rentokil Initial

Protecting People. Enhancing Lives.

WHEN FOOD IS AT THE CORE OF YOUR BUSINESS, NOTHING CAN BE LEFT TO CHANCE.

Pest and hygiene problems cause enormous damage to the food industry. They disrupt production, hit revenue and pose major threats to compliance. These are significant risks for any business, but with Rentokil Initial on your side you'll stay firmly in control.

With over 90 years of experience, we are trusted by our customers to deliver ground breaking solutions and expert advice to advance their food safety standards.

Year on year, we drive continuous innovation and develop new technology to provide customers with unrivalled insight, audit compliance and risk mitigation throughout the global food supply chain.

**BREAKING NEW GROUND FOR
THE FUTURE OF FOOD SAFETY**

WWW.RENTOKIL.COM/GFSI



Diversey
consulting

Global
expertise to
keep you safe,
secure and
efficient

To discover more about our technology-driven food safety
and risk management services,
Visit sealedair.com/consulting



FOOD SOLUTIONS

EXCELLENCE IN SAFETY, QUALITY AND SUSTAINABILITY

Recognized as the global benchmark for quality and integrity, with more than 90,000 employees, SGS operates a network of over 2,000 offices and laboratories around the world. Our food solutions include:

- Food Certification including GFSI Schemes
- Customized Food Audit Programs:
 - Food Defense Audits
 - FSMA Training, Audit and Consulting Services
- Social, Ethical and Sustainability Audits
- Authenticity:
 - Gluten-free, Halal and Kosher Audits
 - DNA-NGS Testing for Food Fraud and Key Contaminants
- Supply Chain Management Platform, Transparency-One
- Risk Mitigation Advisory Services
- Support & Systems for Regulatory Compliance
- Full Range of Physical, Chemical and Microbiological Testing Services
- Inspection Services
- Food Technical Training & Development

Email: food@sgs.com

Web: www.foodsafety.sgs.com

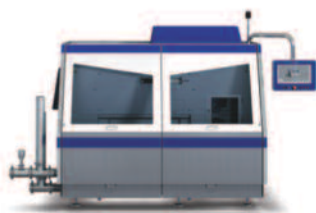


**SGS AGRICULTURE
AND FOOD**

WHEN YOU NEED TO BE SURE

SGS

WHEN FOOD SAFETY IS TOP PRIORITY



Get solutions that cover your complete food production operations – with approved design according to 3-A Sanitary Standards, designed according to EHEDG guideline No. 17 and equipped with the only traceability software developed specifically for the food industry. As your optimal partner we enable you to deliver safe products, to protect your consumers and your brands.

www.tetrapak.com





SAFE FOOD
FOR CONSUMERS
EVERYWHERE



www.tcgffoodsafety.com

5th- 8th March 2018
Grand Nikko Tokyo Daiba
Tokyo, JAPAN