

How to make leaders risk aware and push to reduce risk

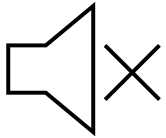
February 16, 2022 | Moderator: Lone Jespersen



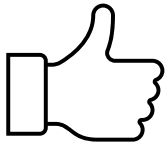
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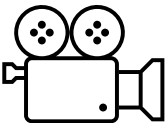
Housekeeping



Everyone will be muted. Please use the **Q&A function** to ask questions of the speakers.



You can **“up vote” a question**. We may not be able to get to all of them.



This event is being **recorded** and will be posted on the STOP website and YouTube.



Alliance to Stop Foodborne Illness



Agenda

Welcome – Donald Prater and Conrad Choiniere (FDA)

Setting the stage – Lone Jespersen (Cultivate)

Food safety culture and risks in retail – Nancy Wilson (Wawa)

In for the long run – Randy Huffman (Maple Leaf Foods)

Q&A – Lone and Vanessa Coffman (Stop Foodborne Illness)

Closing and next webinar – Lone and Donald

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Making Leaders Risk Aware

Lone Jespersen, Ph.D., Cultivate SA

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Do your 10 most senior leaders know your *safety* risks?

50/50

Yes/No



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Do your 10 most senior leaders know your *food safety* risks?

48/52

Yes/No



Cultivate global poll, 2021, n=524

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Leader vs frontline food safety culture maturity assessment

Predict vs React

MIND THE GAP

Cultivate Insights assessments, 2013-2022, n=112

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Tips from social science



Behavioural Economics¹

Nudge



Ethnography²

Go-See

1. Nudge: Improving Decisions About Health, Wealth, and Happiness, Richard Thaler *et al*, 2009
2. Anthro-Vision: A New Way to See in Business and Life, Gillian Tatt, 2021

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Tips and Becoming Risk Aware



Nudge

Message *“8 out of 10 leaders in our company are up-to date with their food safety GEMBA walks.”*

By making some seem like the outliers, leaders GEMBA walks went up 15% compared to the norm.

Go-See

Action *“The GEMBA Walk takes the leader to a specific place to observe a defined food safety activity instead of a courteous walk through.”*

Make leaders see risks by experience food safety in practices.



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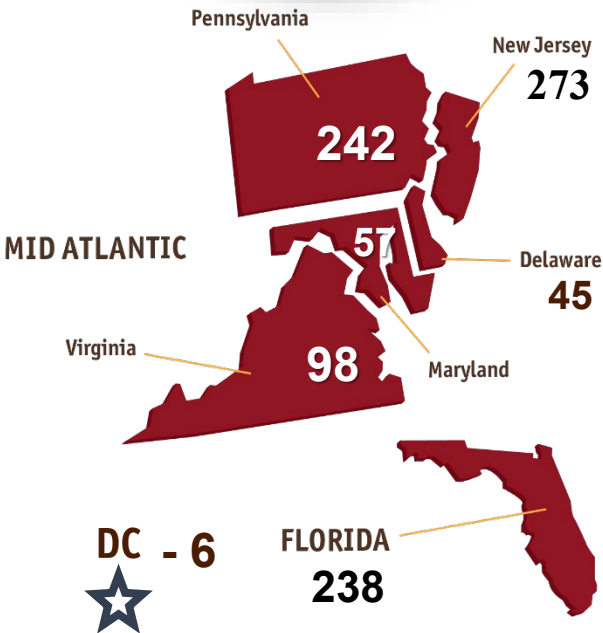


Wawa's Food Safety Culture

February 16, 2022



Wawa – Who we are



Wawa has 959 locations across 6 states and DC

Serving 1.7 mm Customers Every Day



Wawa – What we serve



Making leaders risk aware



What will leaders care about the most?



Keep within your existing culture, values and beliefs and understand what is important to your customer

Who do you have supporting food safety?



Partner with leaders across the business to help them understand the risk and align on decision making

Are you speaking the language leaders use?



Be able to speak to the business impact; quantify impact when possible; utilize experts if needed

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Take-away: How to start



Identify what you need to accomplish and its business impact

Prioritize your agenda

Don't try to do everything at once; need to build credibility

Utilize external data or consultation to help with the impact

Quantify impact based on assumptions where possible

Use metrics to support your objectives or prove your case

Data can help build more credibility and support

Find others outside your team to align to your goals

Identify benefits for others to help gain alignment

Educate leadership on key risks and objectives

Add value or bring solutions to company initiatives

Prove your team needs to be involved early



How to Make Leaders Risk Aware:
In for the Long Run -
Our Food Safety Journey at Maple Leaf Foods

Randy Huffman
Chief Food Safety and Sustainability Officer

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About Maple Leaf Foods

- Employs 13,500 people
- 2020 Sales: over \$4.3 billion (CAD)
- Business in Canada, U.S., Asia and 20 other global markets
- Canada's largest prepared meat and poultry producer
- 25 meat, poultry and plant-protein processing operations, over 200 pig barns, and 3 hatcheries
- North American leader in plant-protein meat alternatives, with two leading brands
- Strong national and regional brands



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Maple Leaf Leadership Values



At Maple Leaf Foods we are committed to:



Doing What's Right

We act with integrity, behave responsibly, and treat people with respect in our words and actions.



Shared Value

In our quest to become a sustainable company we create enduring benefit to those we serve; our consumers, our customers, our people, our communities, our shareholders and the environment.



High Performance

We thrive on excellence and we will take appropriate risk without fear of failure to achieve best-in-class winning performance while being prudent with the use of all our resources.



Diverse and Inclusive Teams

We build, invest in, recognize and reward teams of remarkable people who value an inclusive workplace, embrace all forms of diversity, and commit to include every voice in a highly collaborative environment, while always making timely decisions.



Disciplined Decision Making

We seize the initiative in decision making with energy and urgency, using the tools of good analytical process while rejecting restrictive process that slows us down, accepting that we may disagree but rally behind the decision anyway.



Our Accountability

We act with a clear sense of personal ownership and accountability, even for things we may not be directly responsible for but own nevertheless.



Intense Curiosity

Grounded in a deep understanding of the full context around us, supported by self-awareness with an openness to face our failures or development needs, our intense curiosity leads us to constant learning and growth.



Transparency and Humility

Drawing on our courage and self-confidence we embrace clear, open communication rooted in good intentions and trust, offered authentically with both conviction and humility.

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Remembering August 2008

23 people dead
Listeria monocytogenes
Sliced meat



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We Made a Bold Commitment



Our goal is to always provide consumers safe, great tasting food produced in a safe work environment.



- We commit to becoming a global leader in food safety and job safety, and providing the focus and resources needed to achieve this goal.
- We commit to establishing a culture of food safety and workplace safety with high performance teams, where people are encouraged and expected to act on any concerns they may have.
- We commit to measuring our safety performance, with testing and benchmarking against globally recognized standards.
- We commit to continuously seeking better ways to make safe food, and to make it safely.
- We commit to openly sharing our knowledge with government, industry, and consumers, so we can learn from them and they can learn from us.
- We commit to transparency and candour in pursuit of better performance and public confidence.
- We commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first if there is ever a breach.

This is our Safety Promise.

A handwritten signature in blue ink that reads "Michael".

Michael H. McCain
President and Chief Executive Officer
On behalf of Maple Leaf Foods Team
July 2018

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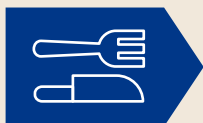
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Consider...



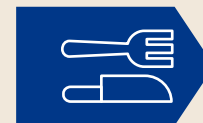
Building and sustaining a solid and dynamic Food Safety Culture takes **leadership from the top, clear priority, transparency, and relentless focus on eliminating complacency.**



Building and sustaining Food Safety Culture requires **significant investment in resources, capital and operating expenses.**



Food Safety **culture thrives** when there is a **bottom-up approach that engages not only the minds, but importantly the hearts of every employee.**



Challenge to Food Safety Leaders: What tools and actions can enable a company to fight off complacency to ensure good intentions become “baked-in” to how the company operates?

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We Cannot Forget

“Victims of this tragedy have a right to move on, we do not.”

*Michael McCain,
Maple Leaf Foods Annual Commemoration event
August 2017*

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**MAPLE
LEAF** **Raise the
Good in Food**

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Alliance to Stop Foodborne Illness



THANK YOU!

Please join us on **April 27th** for the next webinar:

Building a coalition of food safety culture champions across your organization



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