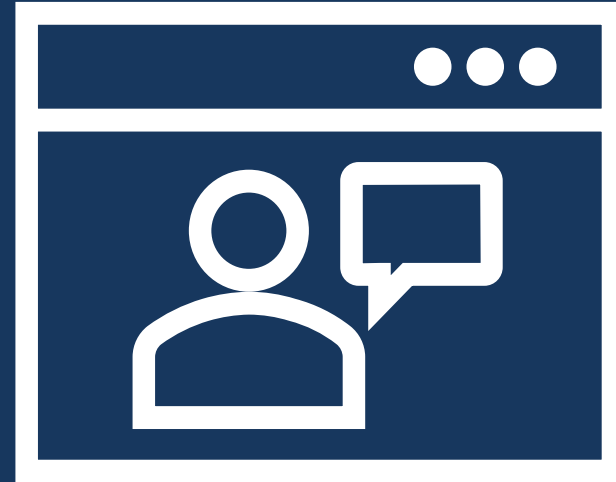




THANK YOU FOR JOINING US.

THIS WEBINAR WILL BEGIN SHORTLY.



Human Foods Program



SERIES TWO | WEBINAR 4

LIVE YOUR VALUES DAY BY DAY

**Avoid complacency through
proactive, ongoing reinforcement
of company values.**

February 18, 2026



WELCOME BACK! WE'RE GLAD YOU'RE HERE!

**FOOD
SAFETY
CULTURE**



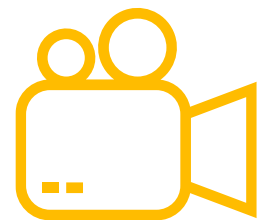
**HOW TO TURN A PROBLEM
INTO AN OPPORTUNITY**

Conrad Choiniere, PhD Director of the Office of Microbiological Food Safety FDA Human Foods Program	Vanessa Coffman, PhD Director of the Alliance to Stop Foodborne Illness
Lone Jespersen, PhD Principal at Cultivate SA	Lily Yasuda Deputy Director of the Alliance to Stop Foodborne Illness



Materials from Seasons One and Two
Including the whitepapers

HOUSEKEEPING



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



You can earn **1 NEHA-accredited continuing education credit** for this webinar, and 8 for the series. A form can be found on the STOP website.



Attendees will be muted.

Please use the Q&A function to ask questions.



Attendees can **“up vote” a question.**

We may not be able to get to all of them.

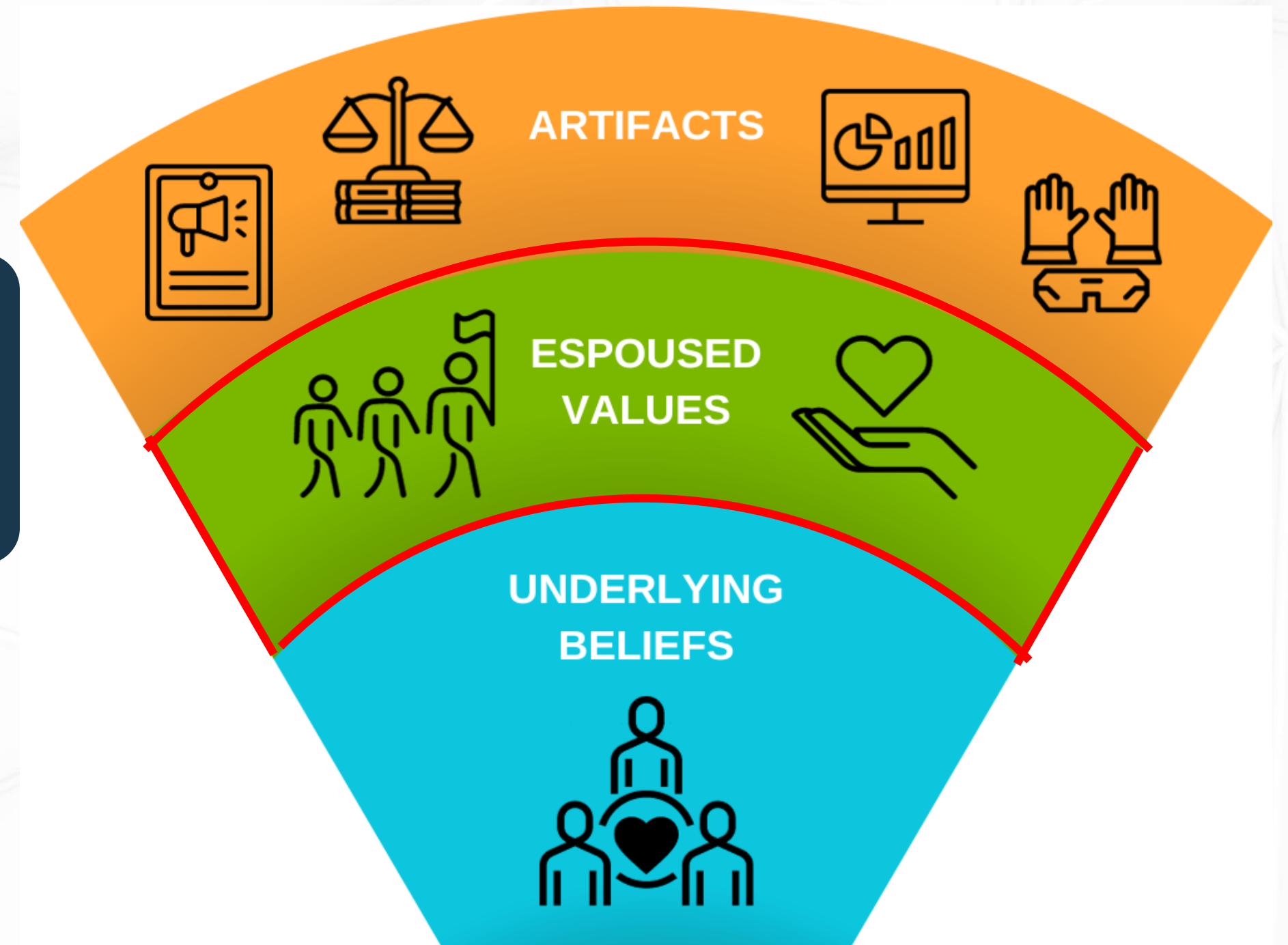


You'll be asked to complete a brief survey after the webinar.
Please take **2-3 minutes** to share your feedback!

AGENDA

- 1 Opening Remarks:** Lone Jespersen (Cultivate SA)
- 2 Speaker #1:** Sean Leighton, Cargill
- 3 Speaker #2:** Sarah Nayani, Arctic Storm Management
- 4 Audience Q&A**
- 5 Closing Comments & Next Webinar**

SERIES TWO OVERVIEW



Source: Edgar Schein, levels of organizational culture



Live Your Values Day by Day

FDA-STOP Webinar, February 18, 2025

Dr. Lone Jespersen



Easy. Right?

- The values we put on the wall
- The values we use to guide own and other people's behaviors
- Cognitive dissonance (*i.e.*, the uncomfortable tension from conflicting beliefs, values, or behaviors)
- Lived values means minimizing cognitive dissonance
- Food safety impact of lived values

"INTEGRITY"

SLOW DOWN TO
SPOT DEBRIS

BONUS VS. LOOKING FOR
DEBRIS. STOPPING THE LINE

BONUS TIED TO FOOD SAFETY
(0.6) AND PRODUCTIVITY (0.4)

LESS RISK FOR DEBRIS IN
FOOD/CONSUMER SAFETY



Cultivate SA

Eradicating foodborne tragedies.
One culture at a time.

Thank You



Sean Leighton

**Global Senior Vice President of
Food Safety, Quality and Regulatory**

Cargill

Nourishing the world in a safe, responsible and sustainable way

Cargill is a family company committed to providing food, ingredients, agricultural solutions and industrial products to nourish the world in a safe, responsible and sustainable way.

We sit at the heart of the agricultural supply chain, partnering with producers and customers to source, make and deliver products that are vital for living.



Cargill makes products that are vital for living

Food for home and restaurants	Home	Personal care	Farm	Transportation
 Premium Beef	 Bio-based cleaning ingredients	 Coatings for medications	 Nutritious feed for dairy cows	 Biodiesels and biofuels
 Oil and shortening	 Bio-based polymer foam	 Natural ingredients for shampoo and soap	 Growth-enhancing milk for piglets	 Salt for safe roads
 Poultry products	 Salt for water softening	 Cotton in clothing	 Crop trading and origination	 Bio-based additives for asphalt
 Eggs	 Starches for paper	 Natural ingredients in cosmetics	 Farmer Risk Management	
 Culinary salt	 Bio-based insulation material		 Sustainable farming support	
 Cocoa and chocolate	 Low-chemical oils in paint		 Feed for fish and shrimp	
 Sweeteners	 Pet food and animal nutrition products			

Our culture is shaped by our values and behaviors:

Cargill values

The *enduring* principles that help us realize our *purpose*

Do the right thing

Be honest and transparent

Put people first

Respect everyone, foster inclusion

Reach higher

Improve every day

Cargill behaviors

The choices and actions that help us achieve our *strategy*

Act as an owner

Start with customers, ruthlessly prioritize and be accountable to results

Bias for action

Be decisive, agile and learn

Win as One Cargill

Focus on aligned goals, make trade-offs for the whole



Trial #1 – Recognition and Feedback

Cargill values

The *enduring* principles that help us realize our *purpose*

Do the right thing

Be honest and transparent

Put people first

Respect everyone, foster inclusion

Reach higher

Improve every day

Cargill behaviors

The choices and actions that help us achieve our *strategy*

Act as an owner

Start with customers, ruthlessly prioritize and be accountable to results

Bias for action

Be decisive, agile and learn

Win as One Cargill

Focus on aligned goals, make trade-offs for the whole

Peter --
Thank you so much for taking the initiative to establish the new monthly FSQR meetings with McDonald's. You've put the customer first and clearly communicated our commitment our continuous improvement mechanisms to these important stakeholders! Cargill is a better company due to your efforts. Great work!
-Sean

Trial #2 – Meeting Values Moments

Cargill values

The *enduring* principles that help us realize our *purpose*

Do the right thing

Be honest and transparent

Put people first

Respect everyone, foster inclusion

→ Reach higher

Improve every day

Cargill behaviors

The choices and actions that help us achieve our *strategy*

Act as an owner

Start with customers, ruthlessly prioritize and be accountable to results

Bias for action

Be decisive, agile and learn

Win as One Cargill

Focus on aligned goals, make trade-offs for the whole

Today's meeting on *total cost of quality* is living our value, **REACH HIGHER,** today

Trial #3 – Actionable Behaviors, unique to FSQR...stay tuned!



Three Take-aways

Try new things

Expect some
won't work
(right away)

Make the
culture work
for you – not
against you





Sarah Nayani

**Director of Compliance and West
Coast Operations**

**Arctic Storm
Management Group**

Who We Are

- At-sea processing company
- Catch and process fish onboard
 - Wild Alaska Pollock in Bering Sea, Alaska
 - Pacific Whiting (Hake) on West Coast, off Washington and Oregon
- Two vessels, each with full factory, 130-165 crew onboard
- Produce frozen fillets, surimi, roe, as well as fishmeal and fish oil



Our Values

- Safety, Quality, Quantity – in that order!





Our People Make the Difference

- Commitment to food safety & quality is a living, breathing commitment
- Continuous support and reinforcement from CEO
- Creative, collaborative, solution-oriented leaders
- Communication



Training

- Bring onsite training to team
- Offer to all departments and corporate office, and have them take together
- Becomes teambuilding exercise
- Reinforce with visuals, showing our crew



Communication

- Pre-Season Meeting, all departments
- Tours of Customer Factories
- Invite Customers to Vessels, present feedback to our team
- Bi-Weekly FSQ Meetings
- Weekly Vessel Meetings
- Website for Document-Controlled FSQ Manuals & Forms, with pre-season review
- Internal and External Audits
- Newsletter
- Employee of the Quarter



"On the ocean, we secure the best product and go even further to ensure quality."

FOOD SAFETY & QUALITY GOALS

CULTURE GOALS

Crew Recognition & Training

The Vessel Leadership Team and Office Food Safety & Quality Team selected the first Food Safety & Quality Employees of the Quarter, one from each vessel. Winners were presented with a signed certificate and a cash prize, and are featured in this newsletter. A positive outcome we didn't initially anticipate when we set the recognition goal was that the development and selection of Employees of the Quarter led to great discussions between vessel and office managers about what qualities we're looking for (such as leadership, initiative, follow-through, consistency), and amongst the vessel teams about who should be selected.

Food Safety & Quality Employee of the Quarter - Q1 2025

Yvonne Dell

We are very lucky to have Yvonne as a key member of the Arctic Storm team. She brings years of experience to our operation. But more importantly, she brings an incredibly positive "can-do" attitude to work every day that can't help but rub off on those around her. She is a very good teacher who is extremely valuable in teaching and passing on our food safety practices and quality expectations to the new crew members that join us. She is a very hard worker who is never afraid of any job or challenge. She is ever vigilant and on the look-out for any potential food safety hazards, or areas where we might improve our operation. She continues to look for opportunities to advance her learning and skill base. And, she is simply a pleasure for her ship mates to be around and work with. We see a long and very promising future in Yvonne, and cannot think of a more deserving person for our first ever Food Safety and Quality Employee of the Quarter.



Wendy Garcia

For the first Arctic Fjord Food Safety and Quality Employee of the Quarter, vessel management selected Wendy Garcia! The entire team agreed that Wendy was an excellent choice and wanted to take this opportunity to highlight her great work ethic.

Wendy has worked on the Arctic Fjord for a few years and takes her job very seriously. She is known for following food safety requirements like always properly wearing her hairnet, having a food-safe and clean locker, and showing up on time to her shifts. Wendy has good attitude, is a team player, and is always willing to work where needed.

We are very lucky to have Wendy onboard Arctic Fjord, and ecstatic to highlight her as our first ever Food Safety and Quality Employee of the Quarter.

WELCOME LETTER

Hello Arctic Storm & Arctic Fjord crew and ASMG office,

Welcome to our first quarterly Food Safety and Quality Newsletter. We'll use this newsletter to communicate updates on our food safety and quality goals and objectives, provide audit and inspection takeaways, update you on best practices and industry changes, support continual improvement, generate new ideas, and acknowledge the incredible work you do to create a high-quality delicious product that is eaten all over the world.

Our company exists to provide a food product, and every person who works on the vessels and in the office has an important role to play towards the mission and culture of food safety and quality - regardless of if that's the direct focus of your job. Every job at our company supports that effort - including hiring the right employees; onboarding and training new employees; ordering and safely storing packaging, parts, and supplies; repairing and maintaining equipment; navigation and fishing in the right places at the right times for the best quality fish; safely bringing catch onboard; tracking catch and production; sorting and driving fish through machines; candling and grading; monitoring and testing quality; recording production information onto logs; aligning, weighing, and packing fillets; making water; mixing and extruding surimi; loading and breaking plate freezers; packing up and correctly labeling products; safely stacking product in cargo hold; maintaining

Office Food Safety & Quality Team



Brett Johnson
Vice President of Operations

"My favorite way to eat pollock is Ranillo's crispy fried pollock with spicy sweet and sour sauce."



Sarah Nayani
Director of Compliance

"My favorite ways to eat pollock are pollock & grits from Where Ya At Matt, California rolls, and Wendy's pollock sandwich."



Craig Anderson
Quality Control Specialist

"I like my pollock fresh from the candling table, microwaved in a paper cup for 2 minutes. Then report flavor, odor, texture to the QC. Nothing beats fresh pollock!"



Jacob Christensen
Business & Sales Manager

"My favorite way to eat pollock is shredded surimi in Poke bowls, or as Tarako in Onigiri!"



Sam Fikse
Senior Buyer

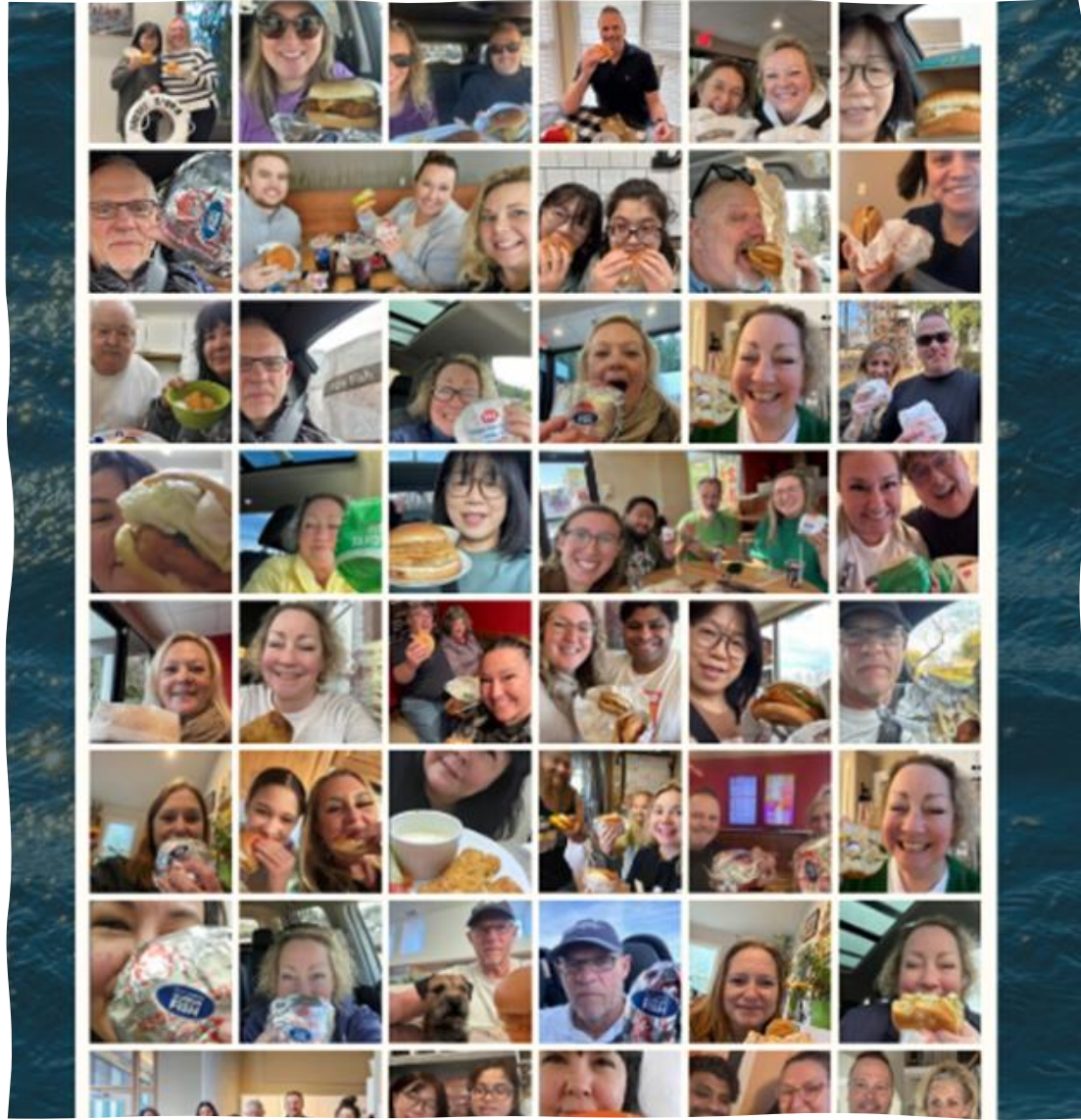
"My favorite is the el classico, Filet-O-Fish from McD's!"



Meagan Anderson
Food Compliance Specialist

"My favorite way to eat pollock is as surimi in California rolls."





Eating What We Make

- Employee tastings
 - Competitions
- Our own product



Living Our Values

- Everything starts with the commitment and the people
- Cross-departmental training, communication, and team-building
- Proactive, ongoing, and creative reinforcement that's specific to your team – highlights them and the food you make



Audience Q&A



NEXT WEBINAR

April 15, 2026 @ 11am Central

CULTURE CHANGE CARNIVAL

A lightning round session that will provide tools, insights and creative activities from industry peers to continuously improve your food safety culture.



Learn more & register!