



THANK YOU FOR JOINING US.

THIS WEBINAR WILL BEGIN SHORTLY.

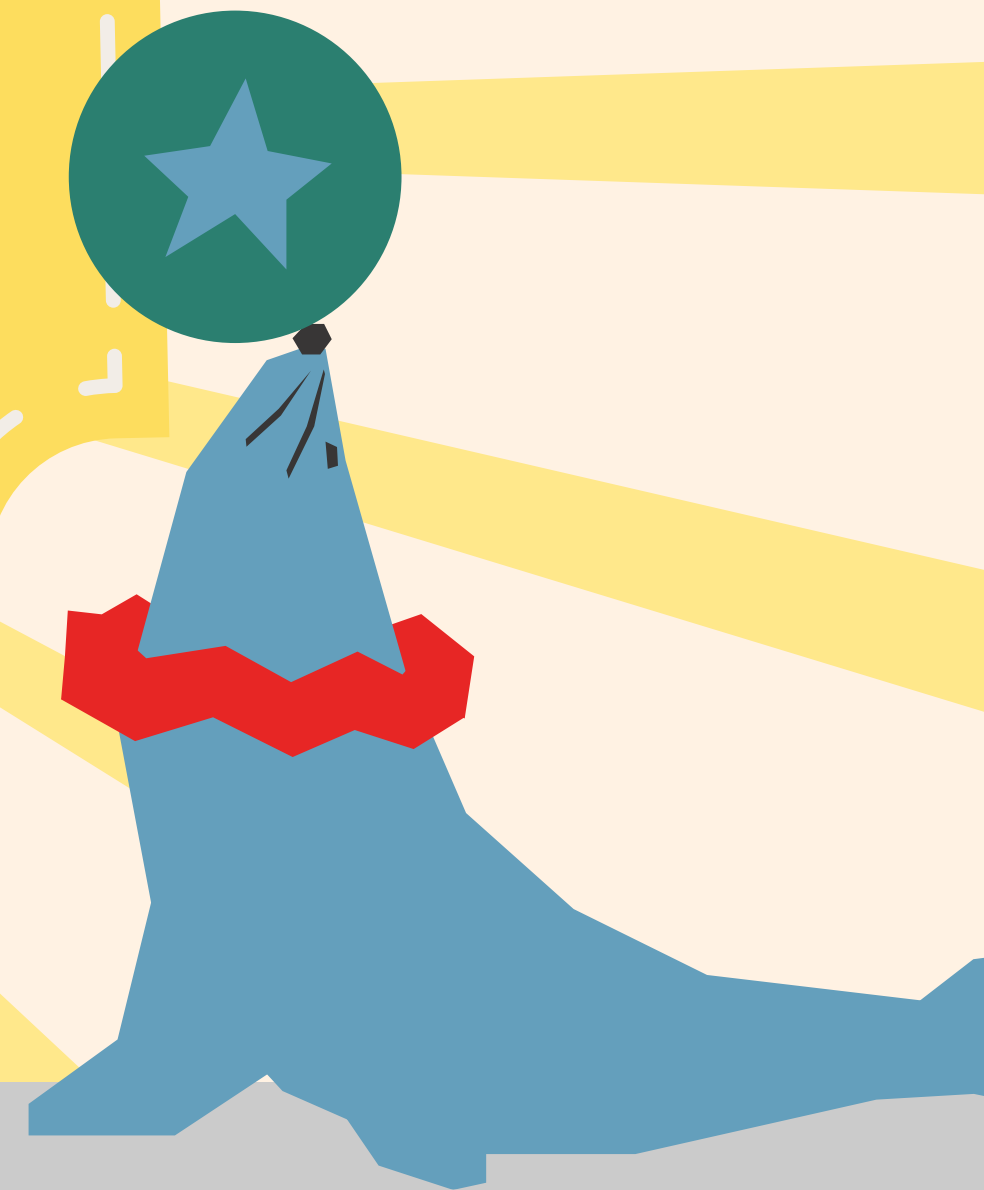


Series 2 | Webinar 5

★ **Culture Change** ★

CARNIVAL

April 15th, 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

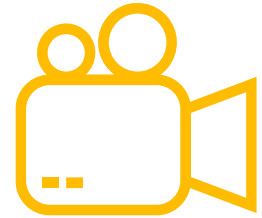
Lone Jespersen, PhD
Principal at Cultivate SA

Lily Yasuda
Deputy Director of the Alliance to Stop Foodborne Illness



Recap and materials from "Season One"
Including the whitepaper compilation

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!

TODAY'S LINEUP

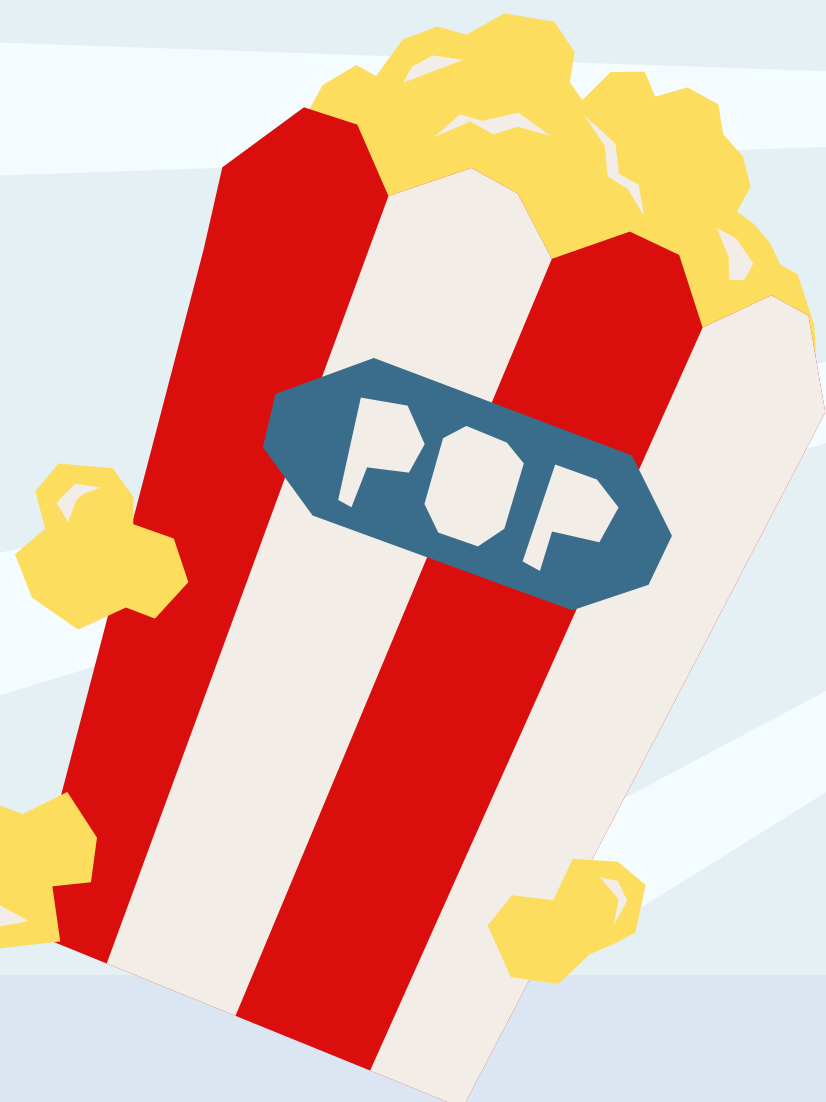
Lone Jespersen – Cultivate SA

Nalini Mahabir – Mars Petcare

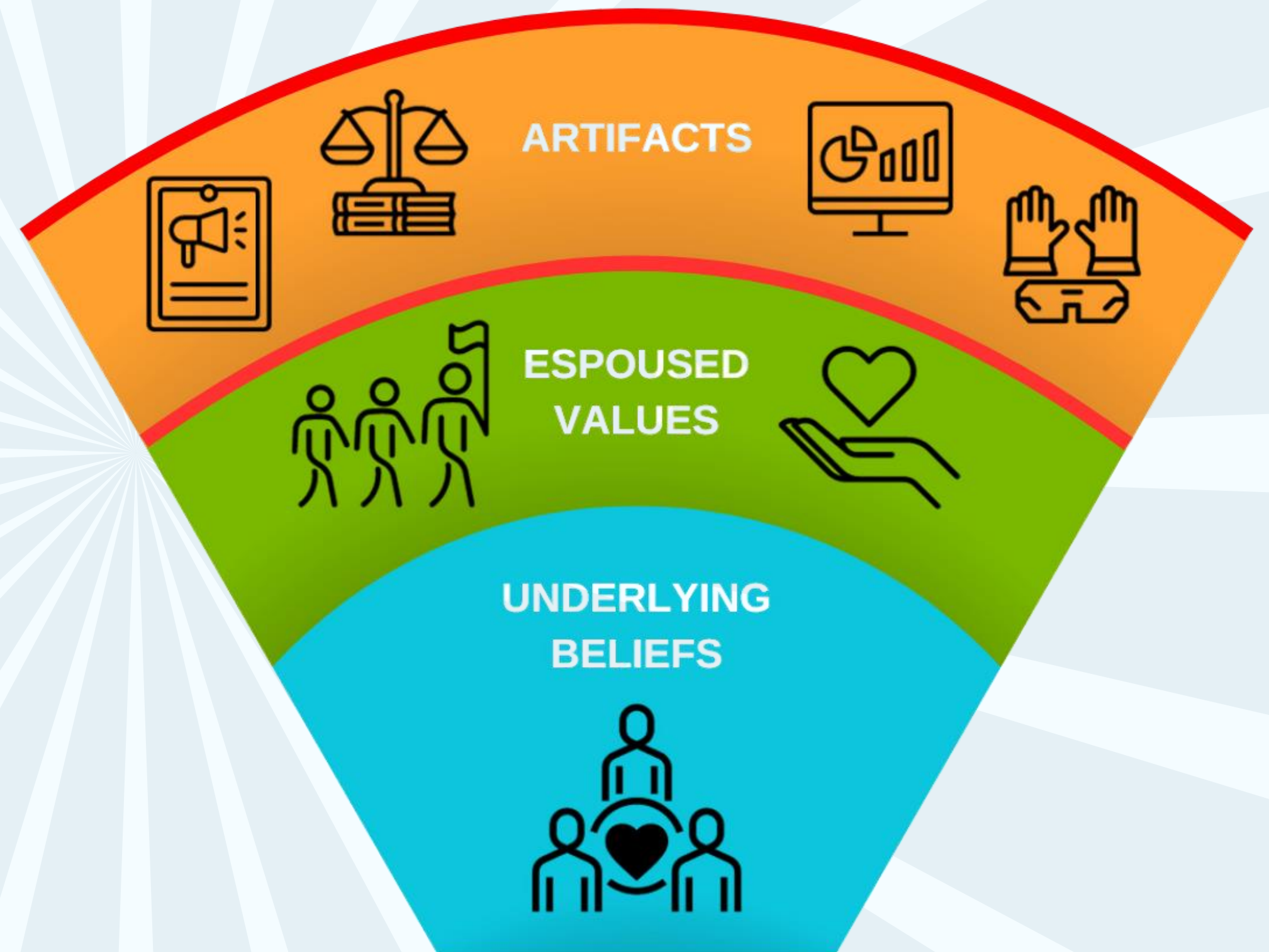
John Petie – Kayem Foods

Rachel Jordan – PepsiCo

Audience Q&A



SERIES TWO OVERVIEW

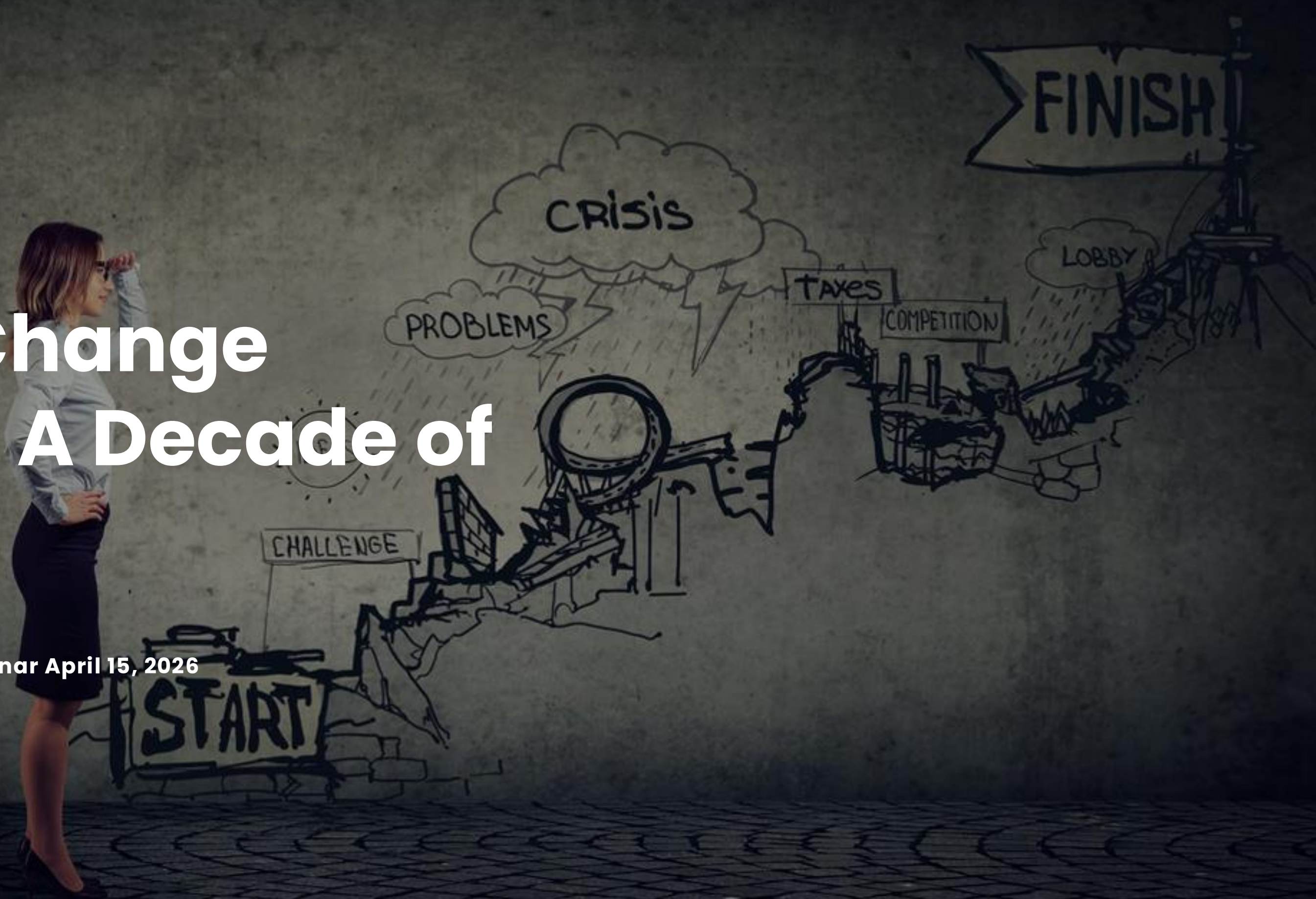




Culture Change Carnival: A Decade of Fun

STOP Foodborne Illness Webinar April 15, 2026

Lone Jespersen



Leading Indicators of Mature Food Safety Cultures

04

FRONTLINE OBSESSION

Frontline engagement – 49% improvement in CoQ (n=7)

03

TEAM HEALTH

Psychosocial factors – 21% more near-misses raised. (n=5)

02

PRESENCE

Leadership presence – 51% improvement in GMP practices (n=15)

01

STABILITY

Leadership turnover – 61% turnover in FSQA leadership (n=30)



Scan QR to
order your
copies!



Lone Jespersen, Ph.D.

Lone Jespersen, a compassionate leader with a decade of food experience, is dedicated to revolutionizing food safety practices. As the principal at Cultivate SA, she drives innovative solutions to help organizations build mature food safety cultures. Their collaborative approach has transformed how the industry prioritizes food safety, creating healthier, more resilient communities globally. Holding a Ph.D. in Culture-Driven Food Safety, Lone continues to push boundaries through the work with clients. She is a visiting professor at UCLan, UK and sought-after speaker contributing to various organizations like GFSI and IAFP. As chair of the IFF and a board member of STOP Foodborne Illness, she further demonstrates her commitment to eradicating foodborne illness and creating a safer, healthier world.

About Book

This book is all about why food companies need to change how they think about their culture and how it affects food safety. You'll find models for manufacturers, retailers, and regulators that can help you set and guide your improvement path. Through case studies and five key takeaways from a decade of working on food safety, you'll get practical and inspiring ideas on how to keep measuring, shaping, and celebrating your food safety performance. The book is a collection of hard-earned lessons from the core team at Cultivate SA and the amazing clients and friends they've worked with around the world.

And guess what? All the proceeds from this book go to Stop Foodborne Illness. This organisation is made up of people who've been hurt by unsafe food and wants to work with all of us to eradicate foodborne illness. One culture at a time.



Forward by Sandra Eskin, CEO, Stop Foodborne Illness

A Decade of Cultivating Food Safety

Our Hard-Learned, Hands-On, Global Lessons

Lone Jespersen, Principal,
and the Cultivate SA Core Team

Proceeds go to
Stop Foodborne
Illness.





Nalini Mahabir
Global Quality Culture Lead
Mars Petcare

MARS

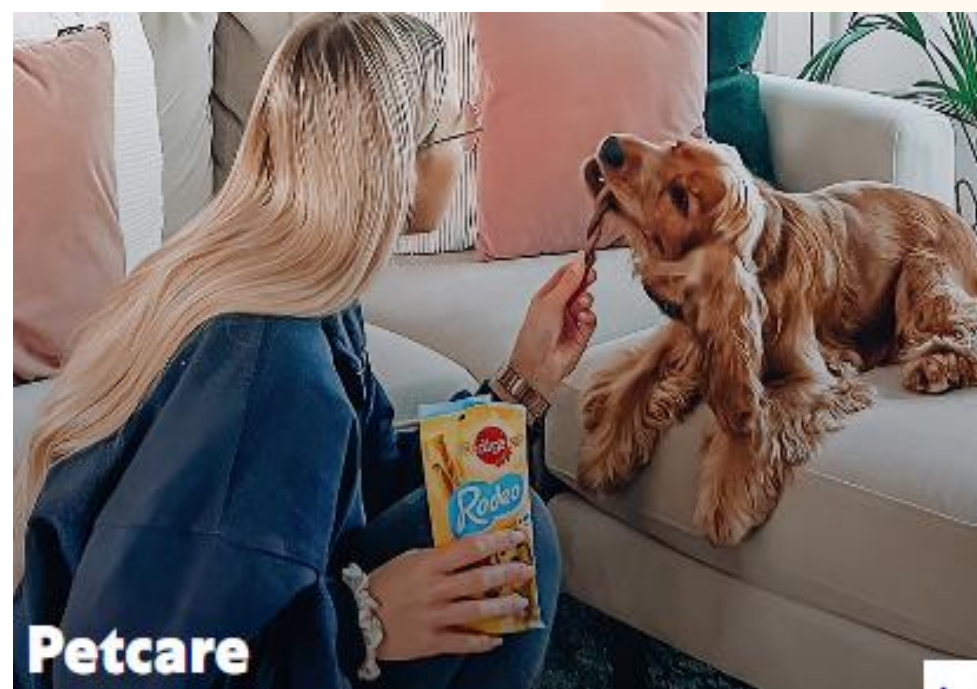


1911

“The consumer
is our boss.”

MARS
Petcare

A Better 
World For Pets



Handwashing Challenge



❖ Make it FUN and INTERACTIVE – but PURPOSE Driven

Loved Ones Photo Boards



❖ Food Safety & Quality is Personal



John Petie
Director of FSQA & EHS
Kayem Foods



Behavior Based HACCP

John Petie



By The Numbers

5

Generations and counting
family-owned company



100+ years

of meat-crafting
expertise



250+
Team Members



Delivering over

52M

pounds
annually



Donating over

200k lbs.

To communities
in need

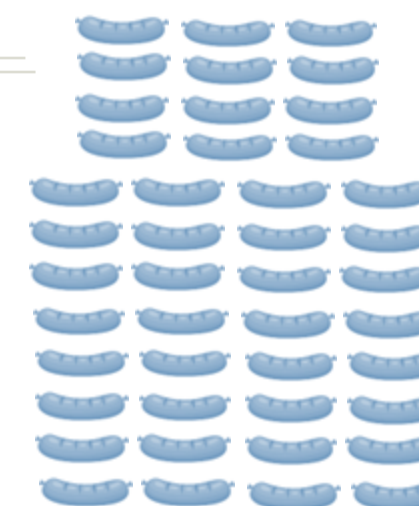
12 &

Brands

Over

200

Products and Varieties





Food Safety Culture **Maturity** Ladder



From Risk-Driven to Culture-Driven

Mindset • Ownership • Performance



Compliance HACCP to Cultural HACCP

Previous

- *Industry-wide, recognized formal 3-day HACCP training*
 - *Focus is on “How to build”*
 - *Does not focus on behaviors / norms / practices / habits and so on.....*
 - *Focus tends to be on policing and not behavior*
 - *Typically, firefighting / compliance*
- *2016 onwards – my focus has been on behaviors, cultural maturity and its development.*





Compliance HACCP to Cultural HACCP

- *Purpose & Alignment – Shared values*
- *Behaviors, Norms & Shared Expectations*
- *Solve problems as a team (Creative Problem-Solving workshops (CPS))*
- *Responsibility & Accountability across the board*
- *Enabling not Policing*
- *The final word – BEHAVIORS are the final food safety control*





Food Safety Culture – Behavior Based HACCP

- *People do what makes sense in their system*
 - *Culture is shaped by People, Process, and Purpose*
 - *Unsafe behavior often reflects system pressure*
 - *Leadership actions set true priorities*
 - *Designs systems that support correct decisions*
 - *Behavior Based - Verifies behavior, not just paperwork*
 - *Reinforces stopping product when control is uncertain*
 - *Operations: stop and protect when exposure is unclear*
 - *Food safety cannot be sacrificed for operational convenience*



How We Know It's Working

- *Earlier product stops and risk escalation*
 - *Increased near-miss and concern reporting*
 - *Fewer repeat sanitation findings*
 - *Calm, learning-focused deviation response*



Call to Action

Take Action to Strengthen Food Safety Culture

- *Embed behavior-based HACCP practices across teams and remember, Leadership responses shape daily decisions*
- *Safe behavior must be the easy and expected choice - when our people succeed, HACCP succeeds. Reward accordingly.*
- *Use data and teams to drive proactive risk reduction*
- *Root Cause - CPS (5Y, Fishbone, Brainstorming, Bullet Proofing, Mind-mapping, WWW etc.)*
- *Foster cross-functional responsibility and accountability*



Food Safety Culture **Maturity** Ladder



From Risk-Driven to Culture-Driven

Mindset • Ownership • Performance



Thank You



Rachel Jordan

Research & Development Associate
Principal Scientist

PepsiCo



FOOD SAFETY GAMIFICATION



Prepared for Alliance to STOP Foodborne Illness
April 15, 2026
Rachel Jorden





FOOD. DRINKS. SMILES.

CREATING MORE SMILES WITH EVERY SIP AND BITE.

PepsiCo products create smiles globally, available in more than 200 countries and territories around the world. Our portfolio includes a wide range of foods and drinks, including many iconic brands that generate more than \$1 billion each in estimated annual retail sales.

Nearly
\$94 billion
net revenue in 2025

More than
200
countries + territories

Many iconic
billion-dollar
brands

Approximately
306,000
employees*

*As of December 27, 2025



CREATING SMILES THROUGH OUR BRANDS



PEPSICO FOCUS ON CELEBRATING FSQ CULTURE BEGAN IN 2016

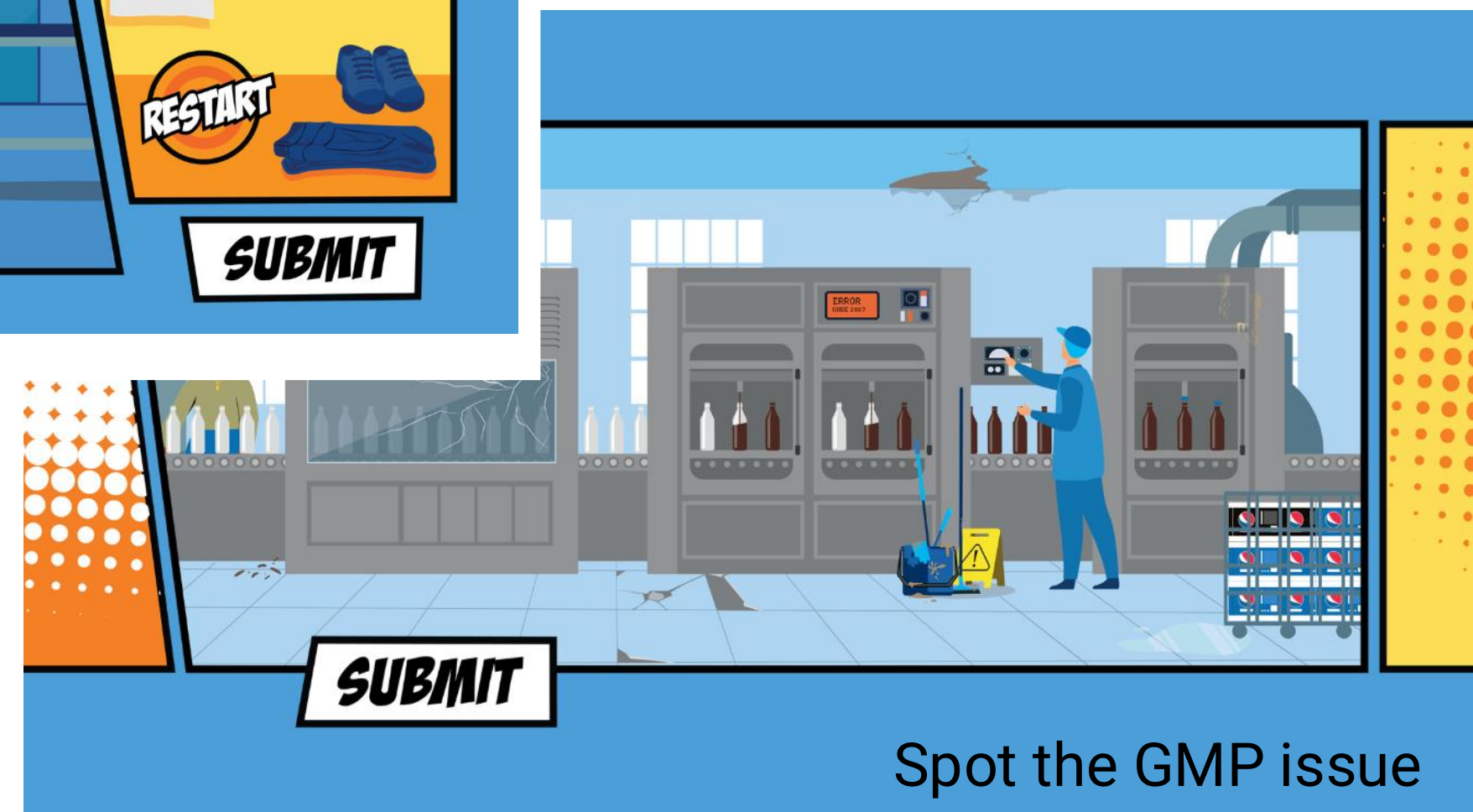
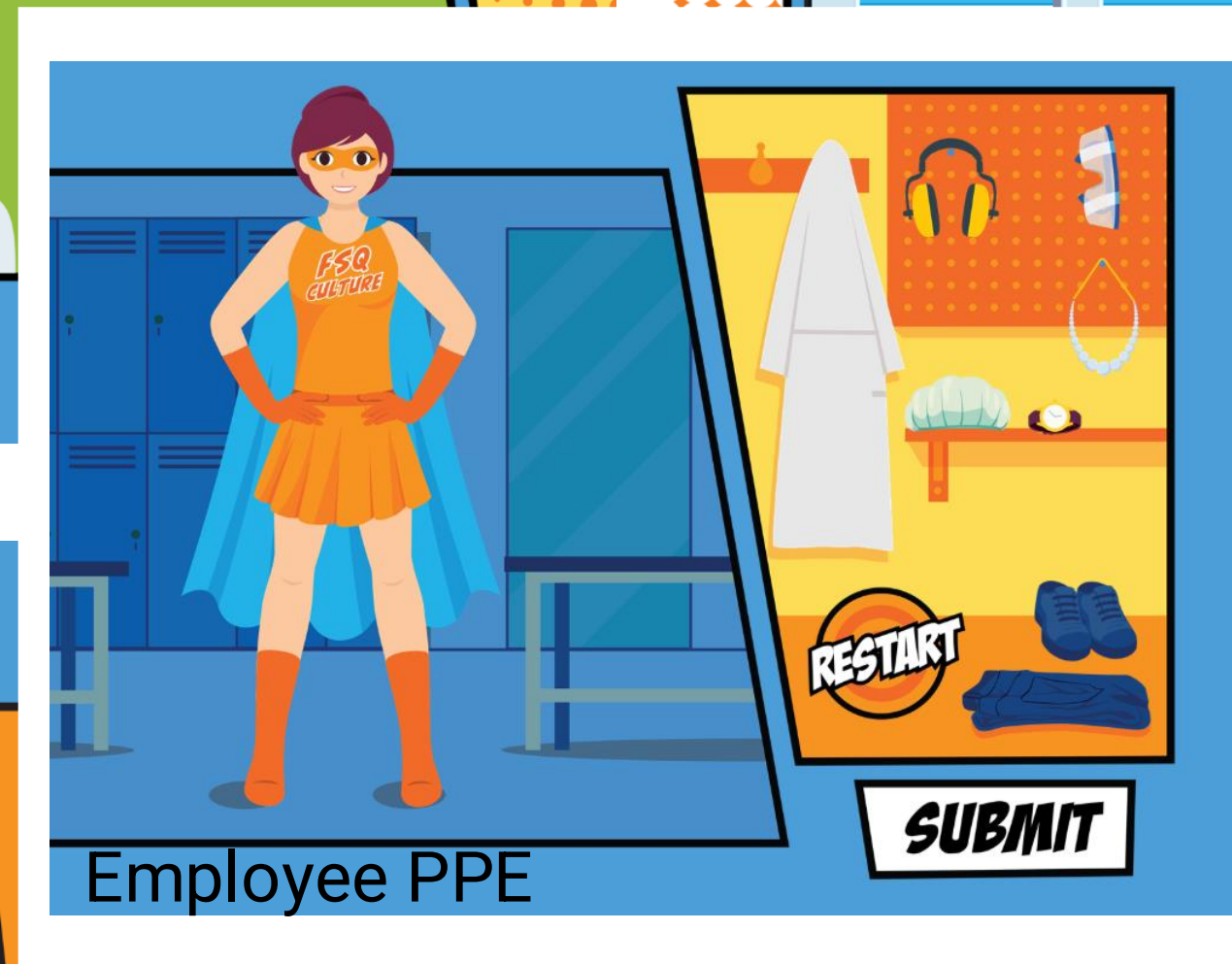


Highlighting Gamification at PepsiCo

- Why do we use it:
 - Fun, interactive, **EFFECTIVE!**
 - Increases engagement
 - Can be low lift/high lift
- How do we use it:
 - Training, awareness, etc.
 - Examples...



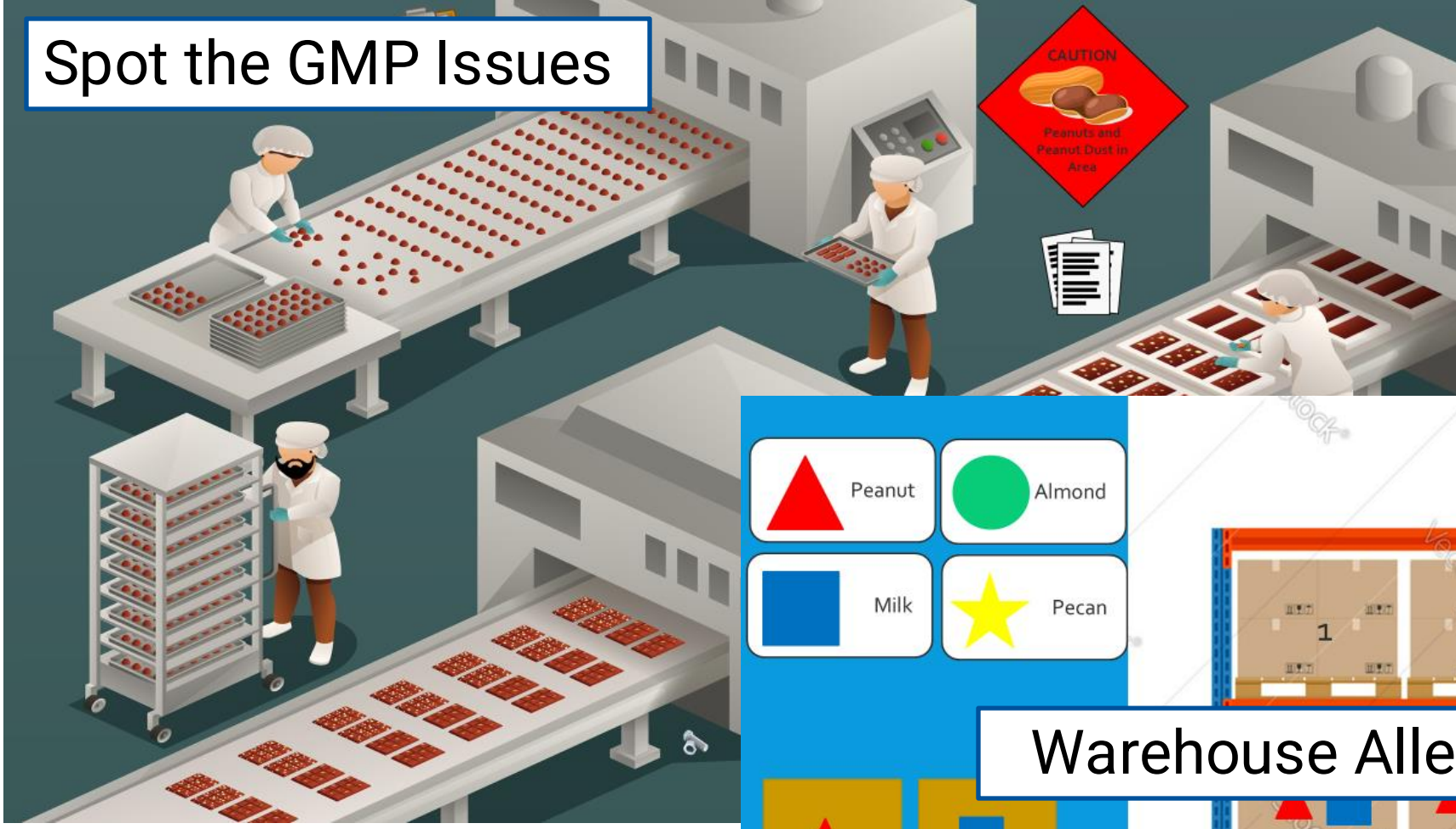
2025 Games: Food Safety Heroes in Action!



Example: Onsite Activity



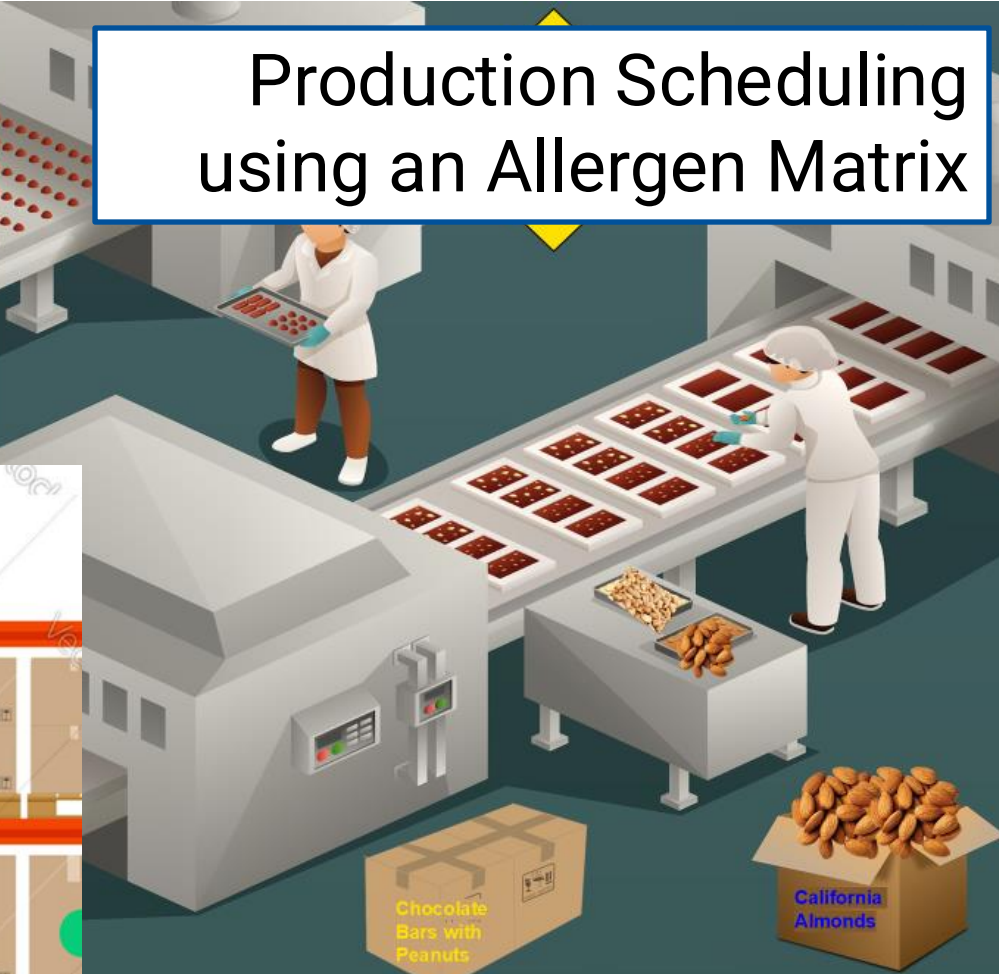
Spot the GMP Issues



Daily Production Schedule

	Qty
Start-up Sanitation	-
Dark Chocolate Bars	250 cases
Peanut and Caramel Chocolate Bars	150 cases

Production Scheduling using an Allergen Matrix



Warehouse Allergen Segregation

▲ Peanut

● Almond

■ Milk

★ Pecan



FOOD SAFETY POLICY

Our company is committed to providing products that are safe for our customers and to achieve this by:

- Ensuring continuous improvement of our food management system.
- Establishing and reviewing food safety objectives at all levels of the organization.
- Creating awareness and fostering ownership: Food Safety is _____ business!

Food Safety Messaging – missing letters

to

Handwashing Steps



Wet

Lather

Rinse

Dry

FINISH

START

AUDIENCE Q&A

NEXT WEBINAR

May 14th @ 3:45pm CST

Food Safety Culture Debate Club: LIVE and Hybrid from the Food Safety Summit

Get ready for a fast-paced, debate-style showdown as two teams go head-to-head on some of the most contested questions in food safety culture.



Learn more & register!