HOW TO DRIVE
FOOD SAFETY CULTURE THROUGH TRAINING

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INTRODUCTION

BY DR BRITA BALL, PhD

Food safety culture has become a priority for many food businesses around the world over the past decade. Global Food Safety Resource (GFSR) has been instrumental in providing information and resources to food safety professionals, filling a huge gap within the industry.

When I started my research and work in food safety culture 15 years ago there was a dearth of information until Frank Yiannas' seminal book *Food Safety Culture: Creating a Behavior-Based Food Safety Management System* was published in 2009. Since then, people have recognized the importance of a positive organizational culture in the effective implementation of food safety management systems. And GFSR has tapped into expertise from multiple sources to support the food industry and advance food safety culture. This e-book is a collection of GFSR's articles and interviews that cover key factors that influence food safety culture and how a positive food safety culture can benefit businesses.

We know that food safety culture is shown through food safety behaviour and other indicators such as food safety training. It is demonstrated through the commitment made by work units and management respectively. Training in this sense includes both skills training and knowledge building which together directly affect a work unit's commitment to food safety. Different approaches are needed to train various groups of employees, from frontline workers to supervisors and managers, administrators and senior management. Approaches such as on-the-job training complemented with online microlearning can be useful for some groups, while facilitated role-playing to engage emotions through a fictional narrative can be useful for multi-disciplinary senior-level teams.

Building trust drives employee engagement

Senior managers are responsible for creating and maintaining their company's culture. Food safety training by itself is not enough to strengthen the food safety culture. Managers and supervisors need to encourage and support employees to maintain food safety standards, and to feel motivated and take an interest in food safety. This may mean that companies need to provide training in management and supervisory skills.

Effective personnel management and communication skills are essential to building trust an employee engagement, which strengthens a positive food safety culture. Employee engagement is enhanced when employees feel like they can speak up and take action to reduce food safety risk. When their roles are clearly defined, they feel supported. This "psychological safety" goes a long way to help people feel secure enough to report food safety issues that can prevent business disasters.

Appropriate food safety behaviour can be seen in a command-and-control, compliant environment, but this is not sustainable. Businesses fare better with a positive work environment in which everyone willingly follows food safety practices and seeks to improve food safety. Firms looking to improve food safety culture take time to design their culture change processes. They identify gaps in food safety knowledge, skills, attitudes and practices then develop and implement plans to fill the gaps and shift their cultures.

This e-book is another example of GFSR's on-going commitment to have experts and thought leaders share their knowledge with the food industry. As more knowledge is shared, more people will increase their understanding of what is needed and the benefits of improving food safety culture. This can help food businesses around the world make progress and protect food supply.

Building trust drives employee engagement
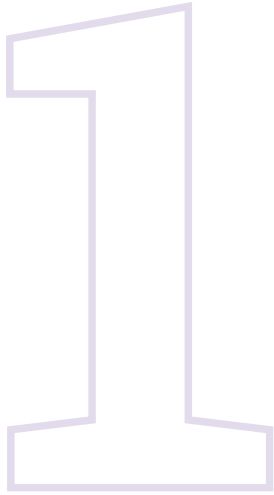
ARTICLE BY DR BRITA BALL, PhD

TRAINING SOLUTIONS TO ADVANCE FOOD SAFETY CULTURE IN A GLOBAL SUPPLY CHAIN

People in the food business know that having food safety management systems in place doesn't guarantee food safety. Inspections and audits may support confidence in the food supply, but they show a snapshot of the situation at a particular time. The best solution to reducing risk is to have a strong, positive food safety culture. One of the big drivers of culture (and the behaviour and work unit commitment that leads to it), is training, followed closely by management commitment to food safety.

The global supply chain creates training challenges for companies with multiple locations and multiple suppliers. Here are three problems and some solutions to help you advance food safety culture in your organization and supply chain.

66 *The global supply chain creates training challenges for companies with multiple locations and multiple suppliers.* 99

COST AND TIME OF FOOD SAFETY TRAINING

Cost and time are two of the most common objections to developing powerful training initiatives. How can you handle them when they arise? Let's look closer at the two core issues here:

Issue: Management Commitment to Food Safety

Solution: Management needs to show a leadership role in food safety and leaders need to devote resources towards developing and implementing food safety management systems. Senior management correctly focuses on business at a strategic level, so communicate with management in the language of financial cost and risks of not training.

Issue: Food Safety Training is Hard to Schedule

Solution: Food safety is everyone's job yet if training is only delivered formally by food safety and quality personnel it can be seen as taking time away from production. Training can be a shared responsibility. Operations, for example, can deliver daily or weekly micro-learning about food safety. Regular team huddles could include brief discussions on different food safety topics throughout the year. Provide Operations and other departments with key messages and tips to use throughout the year to show an ongoing focus on food safety.

CLEAR TRAINING OUTCOMES AROUND FOOD SAFETY BEHAVIOUR

Issue: The best food safety training initiatives start with clear objectives and outcomes they are designed to meet. Without this clarity, any training will do. Most food safety and quality professionals are well versed in their technical areas but have limited experience in effective learning design. Designers start with the end in mind and develop content that meets specific goals. They design training that answers the questions like: What will learners know? What attitude will learners have? What will learners be able to do? What aspirations will learners have?

Solution: To advance food safety culture create or buy training material that fills the learning gap your organization has, and deliver it in a way that facilitates the achievement of desired food safety outcomes.

CONSISTENT EXPECTATIONS AROUND FOOD SAFETY CULTURE

Issue: In the global supply chain, businesses have to deal with numerous languages, national cultures, organizational cultures, and environments. These factors affect people's inherent beliefs and attitudes about food, food safety and food safety practices. Beliefs, attitudes and behaviours will need to change if food safety culture is to be advanced.

Solution: Training and management commitment to food safety influence food safety culture through work units. To facilitate this shift in culture, consider the context to understand potential resistance to training about food safety practices in different locations, and proactively explain why the practices are required. By addressing time and resource challenges, being

clear on training outcomes and having consistent expectations for behaviour, work-unit commitment to food safety can be improved.

To make training stick, be sure to follow up. Workers can be encouraged to practice desired food safety behaviours when there's coaching and reinforcement of positive behaviours, and correction when needed. Be clear and consistent about required food safety behaviour.

As new behaviours become habits, the food safety culture will shift to a new normal. Ensure management in each location understands the supporting role they play and demonstrates leadership by following the required behaviours. Expectations and consistent action to support food safety throughout a location, and in other organizations within the supply chain, will advance food safety culture globally.

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ARTICLE BY DR BRITA BALL, PhD

MICRO-LEARNING: AN EFFECTIVE WAY TO ENRICH FOOD SAFETY TRAINING

Research shows that people forget 90% of what they learn in "once-and-done" learning events if it isn't reinforced within 30 days. This has dramatic implications for food safety training, and a lot of companies are turning to micro-learning programs to boost the results of their food safety training programs are generating. Although the concept has been around for decades, the application of information technology to this effective approach to learning makes it even more powerful than ever. There are a lot of misconceptions about what micro-learning is and what it can do, however.

WHAT IS MICRO-LEARNING?

Micro-learning presents bite-sized chunks of information to learners in a way that gives them a chance to process the information, then put it into action. What makes micro-learning different from traditional learning and online approaches is the ration and spacing of content, and the fact that it involves a customized program to improve retention.

66 *A lot of companies are turning to micro-learning programs to boost the results their food safety training programs are generating.* 99

The length of micro-learning sessions varies: one topic might take three minutes, while another one might require 33 minutes. Duration depends on:

- What needs to be covered to meet learning objectives
- The complexity of the content
- How easily the content can be broken into meaningful sections

The process avoids the "information overload" common in long training sessions. Information is repeated to the learner at intervals and in different ways. Within a month of the initial learning, learners typically retain more than 90% of the original content.

Micro-learning ties in well with any food safety training curriculum but should not be seen as a replacement. Some complex topics need to be explained in ways that do not suit the approach. In addition, some approaches to micro-learning will not work where mobile devices are not allowed in work areas.

MICRO-LEARNING AT WORK

Here's an example of how a micro-learning approach could be applied to the topic of **food safety hazards:**

1 The topic could be divided into the micro-learning topics of biological hazards, physical hazards and chemical hazards.

2 Breaking it down further, the biological hazards topic, for example, might focus on pathogens of concern in a specific workplace, rather than all major foodborne pathogens.

3 During the 30 days following the first exposure to content, employees could learn about outbreaks associated with those specific pathogens and areas or products where they might be found in their workplace.

MICRO-LEARNING IS NOT JUST:

- Online learning in shorter sessions, as it can be delivered through email or text messages
- Technology-based: it can also be low tech, taking the form, for example, of regular team huddles for planned food safety messages
- Self-directed learning, because it can include required content, as well as topics that interested learners can explore

ENHANCING FOOD SAFETY WITH MICRO-LEARNING

Micro-learning has the potential to reduce training time, increase knowledge about food safety and make a positive impact on behaviour. Before investing in micro-learning, a company should determine if its food safety training program is producing anticipated results.

Ideally, food safety and training departments need to:

- Strategically balance micro and macro learning appropriately

- Be clear about the "need to know" information for various positions

- Identify measurable outcomes and behaviour expected from training

- Ensure follow-up support is available

TO SUPPORT THIS, FOOD SAFETY PROFESSIONALS CAN:

- Create a clear business case based on a specific problem to solve

- Identify the behaviours needed to solve the problem and the knowledge employees need for the correct behaviour

- Design the training by considering objectives, content, exercises, assessments and the like.

A micro-learning approach combined with appropriate monitoring, coaching, job aids and performance measures can be powerful. The challenge is to plan, and execute, effectively.

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WHAT IS AN EFFECTIVE FOOD SAFETY CULTURE & WHAT ARE THE OBSTACLES TO IT'S DEVELOPMENT?

GFSR was pleased to interview renowned food safety expert Frank Yiannis, FDA Deputy Commissioner of Food Policy and Response. Frank has earned many awards during his career and he has served the cause of food safety as a Past President of the International Association for Food Protection (IAFP) and a Past Vice-Chair of the Global Food Safety Initiative (GFSI). He was previously the Vice President of Food Safety at Walmart, the world's largest food retailer, serving 200 million customers weekly. Frank is an adjunct Professor in the Food Safety Program at Michigan State University and has written several books: Food Safety Culture, Creating a Behavior-Based Food Safety Management System, Food Safety = Behavior, 30 Proven Techniques to Enhance Employee Compliance.

" Food safety culture is not just a slogan or a communication campaign "

GFSR: The theme of today's interview is **What Is an Effective Food Safety Culture & What Are the Obstacles to Its Development?** I'd like to begin, Frank, by asking you what you feel the characteristics of an effective food safety culture are, and, even more basically, why a food safety culture is so important?

YIANNAS: Well, those are great questions, let me begin by tackling the Why portion of your question which is, "Why is a food safety culture important?". If you pause to think about it, when the smartest men and women in the world have investigated dozens of the major catastrophic safety events that have ever happened—major oil spills, ignition switches failing in cars produced by major automobile manufacturers, the NASA shuttle disaster—at the end of the day, when they've reported back, the headlines have always read that the contributing factor most responsible for those disastrous outcomes has been culture. A culture that allowed the BP oil spill, or a culture that allowed ignition switches to fail, or a culture that allowed shuttle design flaws that resulted in a shuttle disaster. Culture. What people think, believe, say and do is probably one of the most important issues related to safety in any profession, and I think that's true for food safety as well. That's why it's so important. In fact, if you look at some of the food outbreaks of today, whether it's peanut butter or others, I would suggest that those outbreaks have as much to do, or more to do, with culture as they do with microbial survival in a low-moisture food such as peanut butter. So, it's pretty important.

And what are some common attributes of an effective food safety culture? What I've found over the years is that while there are companies with great food safety cultures, no two great food safety cultures are alike. But there are some common themes that I believe they have, so let me give you some themes that are pretty consistent among organizations that have great food safety cultures:

Number One: they generally do a pretty great job of explaining food safety expectations for employees at all levels of the organization – what they expect them to do around food safety, and what the behaviours are that they have to demonstrate – so they have clear food safety expectations.

Number Two: Organizations that are really good at this do a good job of training and educating all of their employees around food safety and note that I draw a distinction between education and training because they are different.

Number Three: I find that great food safety cultures spend a lot of time communicating about food safety. Communication and culture are two sides of the same coin so if you were to walk into an organization that had a strong food safety culture, you would hear them talking about food safety, writing about food safety, there would be signs and symbols about food safety…it would be part of their communication.

Number Four: Organizations that are good at this establish goals because goals are the antecedents to behaviour. So they're really good at setting goals for food safety and they also measure, so they make sure they are performing well and making progress.

Number Five: And then the last attribute that I think is pretty common is organizations that have a strong food safety culture create consequences for food safety, and realizing that consequences are not necessarily a negative thing – there are positive consequences and negative consequences, but there are consequences for performance. Organizations that have strong food safety cultures generally place a lot of emphasis on positive consequences for strong food safety performances.

" Great food safety cultures spend a lot of time communicating about food safety "

GFSR: That's a lot of detail, thank you—so when we think about companies that do not have a strong food safety culture would it be safe to say they would not exhibit many or any of those characteristics you just described?

YIANNAS: Yes, I'd say most or all of those characteristics would often be missing and they'd be approaching food safety quite differently.

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GFSR: One comment I came across in one of the videos I've seen online of you speaking highlighted the fact that successful food safety training often comes from teaching people what they're not supposed to be doing, rather than what they're supposed to be doing. Could you say a few words about that concept?

YIANNAS: When you look at creating a strong food safety culture you have to have different tools in your toolbox. They're not the tools I think food safety professionals generally use, and they're tools based on proven behavioral sciences. The principal is that people tend to learn better or more effectively through the mistakes of others in the past, as opposed to just being taught how to do food safety the right way. It's very astute to teach food safety the right way, and to also use the lessons learned from other organizations that have made mistakes that have resulted in severe, tragic consequences.

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GFSR: I'd be interested in knowing, Frank, if you feel there are barriers that can either prevent companies from establishing a food safety culture, or slow their progress towards that goal?

YIANNAS: I think the number one barrier is this concept of complacency. If a culture or an organization has an attitude of complacency, it's going to be harder for them to make progress. I love trying to define complacency because in this profession we often say "Don't be complacent" yet I often wonder what that really means.

To me, complacency is when an organization is unaware of some type of danger that lurks ahead. If you're unaware of it, you're more likely not to have a strong food safety culture.

Organizations become complacent for a few reasons. One is that they're overconfident. They think they're doing a pretty good job, and they haven't had a problem in the past, so why should they worry about it now? They don't realize the world around them is changing: there are tools such as whole genome sequencing that make detection so much more likely than years past, we also have social media…if they're operating with an old mindset, an old paradigm, it's going to be difficult for them to make progress. One example is a very well-known ice cream manufacturer that experienced a recall. They'd been in business for 108 years, had never had a problem, had never had a recall before, so you could see where their past success had naturally led them down a path of complacency.

I think the other thing that makes organizations become complacent is a lack of knowledge and expertise – they think food safety can be done just by relying on the traditional tools of inspection and training, without really understanding the difference between a food safety culture and a food safety program.

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GFSR: I'm sure your books go into these issues in a lot more detail, so thank you. Finally, my last question for today is this: Are there some definite "No-No's" in the work of establishing a strong food safety culture?

YIANNAS: There are many No-No's! But Number One would be by just trying to approach a food safety culture as a slogan and not truly a science. I often find that people like to use the phrase "food safety culture" but we really need to pause and understand what it is. If you're thinking it's just a slogan or a marketing campaign, I suspect that your company is not going to be successful.

Food safety culture is not just a slogan or a communication campaign, but it's a way of doing business based on the science of human behaviour and organizational culture, which is an evolving and expanding science in and of itself.

Number Two is thinking you're going to create a food safety culture using the existing tools in your tool box – we're just going to lean in on inspections, training and maybe testing, because the tools you use to create a food safety culture are different. Over the past 50 years there's been an explosion in the insights available into human behaviour and many behavioural sciences studies have been published and documented in the literature. So we have to approach it all using different skill sets, different expertise in the organization, maybe even reaching outside the organization.

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WHAT ARE THE KEY ELEMENTS REQUIRED TO ESTABLISH A FOOD SAFETY CULTURE?

GFSR: The theme of today's interview is: **What Are the Key Elements Required to Establish a Food Safety Culture?** I would like to start out by asking you, first of all, Frank, what steps senior managers need to take in order to implement a culture of food safety?

YIANNAS: The first step I think senior managers need to take is to first of all decide that they want to have a food safety culture. I often say that having a strong food safety culture is a choice—plain and simple. You either choose to have a strong food safety culture, or you choose not to have one.

❝You either choose to have a strong food safety culture, or you choose not to have one.❞

And then I always suggest organizations break it down into three major phases or steps. Number one is to assess the current state of food safety culture in your organization. Talk with people in your organization about food safety—how do they see it, do they value it and believe it's important, do you maybe need to bring in additional expertise or consultants from other areas in the organization to help assess that culture? It's about looking at the measurements—do you have the right measurements in place to gauge whether you have an effective food safety culture, or maybe even introducing some type of assessment. So, what's the current state and what are your opportunities?

The second step or phase is to start planning – and put together the plan about how are you going to strengthen culture around those key elements. Are you sure employees at all levels of the organization know your expectations of them around food safety, do we have enough training and education, are we communicating, are we reinforcing the learning appropriately? And, so, you put together your action plan to strengthen your food safety culture.

And then the last phase is the implementation phase. As you implement, you re-assess and readjust as necessary. I often talk about food safety culture in terms of different phases of maturity. You can have a standard-class organization, which means you're like everybody else and you're not really good at food safety and not really dedicated to it.

You could have a best-in-class food safety culture, which is where you're the best among similar types of businesses —if you're a retailer you're the best among retailers, if you're a chocolate manufacturer, you're the best among chocolate manufacturers, etc.

And then I think most of us in this profession, and the true public health advocates among us, really want companies to aspire to have world-class food safety cultures, which means you're the best-of-the-best, and anyone can learn from what you're doing, whether they're in your same line of business or not. And that's what I recommend we aim for.

GFSR: So, it's a matter of how profoundly a food safety culture permeates your organization?

YIANNAS: It's really about those core attributes that have to be in place in order to build a strong food safety culture.

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GFSR: What are some of the techniques you've seen work successfully towards the establishment of a strong food safety culture?

YIANNAS: You know, the techniques to create a food safety culture are different from the techniques to create a food safety program. If I can, I'll begin by explaining the difference between a food safety culture and a food safety program. To me a food safety program is what a lot of us in the profession have tried to do over the course of the years, in that we've been generally relying on our strengths as food safety professionals based on the training we've received in food science, microbiology and some of the other sciences.

A food safety culture is different in that it realizes "Hey, we need all those insights from those traditional sciences such as food science, microbiology and food safety, but that's not enough." We need insights into human behaviour, and so a food safety culture is about approaching the work a little differently.

Another difference I've seen over the years is that people working in food safety programs have a very simplistic view of behaviour: "Gee, if we just tested or inspected or trained our people, things will get done." Whereas in a food safety culture we realize that those tools are not enough and we need to glean insight from the behavioural and social sciences.

Another difference to me is that in a food safety program people generally tend to emphasize accountability for food safety, rather than being fully responsible for it.

Hopefully through that explanation you can see that some of the tools you have to use are different than what we've used in the past so I always recommend food safety professionals either hire people that are well equipped and experts in the social and human behavioural sciences, or become more informed and read up and study them. But I often bring insights from the behavioural sciences into our work. In just about everything we do, I ask, "Is it based in some kind of behavioural science principle and strategy?" If not, it's just our intuition that we think this is going to work, and it might not.

As you mentioned, I've written a book called Food Safety = Behavior, 30 Proven Techniques to Enhance Employee Compliance. There are 30 different techniques in that book, but some of my favourite techniques to suggest are, Number One, the principle of commitment. Meaning that if people commit to something, either verbally or in writing, they are more likely to follow through. So, how can you leverage the principle of commitment in some of what you do? For example, at the end of training courses, we ask people to commit that they're going to practice the concepts they've learned, as opposed to just signing an attendee roster.

Another principle is this principle of social norms, which is that humans want to do what others do because we figure out that if everyone else is doing it, it might be the right thing to do. So how can you leverage that in your food safety culture? For example, let's take the issue of talking about food safety and giving statistics on the number of people that are doing it right, as opposed to the number of people that are doing it wrong. If the "right" are in the majority, then that might mean that others might want to do it too because, guess what? Everybody else is doing it.

If people commit to something, either verbally or in writing, they are more likely to follow through

So, for example, for handwashing: instead of saying that in studies we've seen across the US a total of 25% of adults don't wash their hands, maybe say that 75% of adults do wash their hands after using the restroom. Let's get on with the remaining 25%.

Another behavioural science principle that I'll share with you is this principal of homophily, which means humans tend to listen to and believe people that are like themselves. So rather than having the vice president or CEO deliver training messages or important messages on food safety, can you have colleagues and peers that do the work deliver the message so they'll be more credible?

I could go on and on, but, in summary, it is really important to understand behavioural science principles and how you leverage them.

❝ *It's the soft stuff that's the hard stuff* ❞

GFSR: It sounds also as though it's important to integrate hard science and the soft sciences in order to get the best of both.

YIANNAS: It's interesting that you say soft science because that's what people often call it. I've literally been speaking at conferences and people have come up to me afterward and said, "Frank, you're at a hard science conference in a room with hundreds, if not thousands, of microbiologists, and you're talking about the soft stuff." I often remind people that when you work in organizations with a lot of people—for us we have 2.2 million associates—it's the soft stuff that's the hard stuff.

And so, writing HACCP plans, although important and complex, we can do that. And we can get people to do that. Understanding hazards and so on, we have pretty good science in understanding that, but getting 2.2 million people to change behaviour? That's complex.

Sometimes people say this food safety culture, when you talk about it, it seems so simple. It's not rocket science. And I say, "Yeah, it's not rocket science, it's harder than rocket science".

GFSR: My last question for today, Frank, is "How does a company know when it has successfully established a food safety culture? What does that look like internally, and what do customers see?"

YIANNAS: That's a great question — you know there are some tools and techniques you can use to try to measure food safety culture and that field is expanding. But to me you kind of know if an organization has a strong food safety culture if you spend any time in that organization. I have visited literally hundreds of food manufacturers, suppliers, and retailers over the course of my career and I can spend just a few hours in an organization and get a sense of their food safety culture. You can pick up whether food safety is something that is valued, something that they say and, more importantly, something that they do. Are they making food safety decisions because it's part of their value system? Do people in the organization value the importance of food safety? Are they doing it just because it's company policy or just because it's the law? Both are important, but more importantly are they doing it because they really care about the safety of the customers they serve? You'll see that evident in how they make decisions and how they do their work, and what they say — What people talk about is what's important to them, so there's this issue of communication and culture being two sides of the same coin.

You know what's important to your leaders by what they're talking about, and if you're not talking about it and communicating about food safety, it's probably not part of your culture.

And lastly, what are they doing? You can say that food safety is part of your values and your belief system. And you can talk about it. But if it's not really part of the habits and every day normal social behaviour of leaders and employees, it's not really part of their culture. If a strong food safety culture exists, you can observe people making the right choices at the right time at the right place. Are employees demonstrating behaviours that are indicative of a food safety culture?

So, I think whether you're inside the organization or a customer who is outside but looking in, you can know if food safety is really part of the culture. For customers in particular, they'll know because they'll read and see things. So, for example, are you really leading on food safety because it's part of your value system, not just because of the law? I'll give you an example: Walmart was the first US retailer to require suppliers to achieve certification to a GFSI benchmark certification. That wasn't required by law but it demonstrated that it was part of Walmart's value system.

You can just look at organizations and some of the initiatives they're leading and you'll know whether food safety is part of their culture or not.

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GFSR: That's fabulous information, Frank, thank you. Unfortunately, that's all the time we have for today so, Frank, on behalf of GFSR and all of our site visitors, I want to thank you for being such a great champion for food safety and, also, for making yourself available for our conversation.

YIANNAS: We also appreciate the work that you and GFSR are doing and, like you, we believe that together we can advance food safety and improve the quality of life for consumers around the world.

"If you're not talking about it and communicating about food safety, it's probably not part of your culture"

CONCLUSION

We hope this collection of articles on understanding food safety culture helps refresh your thought process surrounding implementation and acceptance in the workforce. Compliance is one part of the process but fostering a culture where food safety is valued, creating a mindset and psychological commitment to food safety culture with support from the top down. By ensuring food safety culture becomes part of your onboarding process it will become practiced behaviour in any workplace – and not just dialogue.

To create these habits, guidance is of course needed. When management commits to building a food safety culture by allocating resources while emphasizing the things that are working, it will resonate with employees. When time is your most valuable resource, calibrating required training exercises into smaller pieces gives employees an opportunity to practice what they've learned applying new knowledge bit by bit. Training solutions are not a one size fits all, and like all business strategies it will be unique for each company and work unit. Having a food safety culture can ensure closer inspection and compliance to food safety standards when employees take ownership within a production facility to ensure safe products.

When companies clearly identify responsibilities, and provide practical training solutions to transmit knowledge, it fosters a culture where employees are encouraged to participate in mitigating all food safety risks. In these ways, creating a food safety culture is like planting a tree. It takes time and care to take root and grow, but with attention and time it can become one of your most valuable renewable resources.

Together, we can make food safe.®

GFSR®

Global Food Safety Resource wishes to thank all of our contributing experts whose voice has been the basis of developing this eBook as a resource for the food industry.

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