

MARS

Food Safety Risk and Incident Management: The Mars Perspective

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Mars, Incorporated 13 November 2017

Today's conversation

Why quality and food safety (Q&FS) is important to Mars

The Mars approach to food safety risk and incident management

Summary and Conclusions



Why quality and food safety is important to Mars

A diverse, global business...

Mars is a family-owned business with more than a century of history making diverse products and offering services for people and the pets people love.

With almost **\$35 billion in sales**, Mars is headquartered in McLean, VA and operates in **more than 80 countries**. The Mars Five Principles – Quality, Responsibility, Mutuality, Efficiency and Freedom – inspire it's **more than 100,000 Associates** to create value for all its partners and deliver growth they are proud of every day.



Our global agriculture footprint is significant – around 6.8 million tons of raw materials consumed in 2015

Key Raw Materials by Percentage of Volume Purchased



We need to view the supply chain as an ecosystem



BIOLOGICAL HAZARDS



CHEMICAL HAZARDS



PHYSICAL HAZARDS



NEW TECHNOLOGIES



BIOTERRORISM



COMMERCIAL ADULTERATION



A problem for one company in one region can be a problem for the industry globally... and society



The Mars Approach to Food Safety Risk Management

Founded on a strong food safety management and risk analysis strategy



Incorporation of robust risk analysis within an integrated total-pipeline food safety management strategy

The Mars approach to quality and food safety: A rigorous risk management program



Standardization



Governance and
Compliance



Listening to the
Voice of the
Consumer

Guided by the Mars Quality Management Processes (QMP)



... which covers the entire supply chain

Design



Buy



Make



Distribute



Listen



Driving rigorous processes from farm to fork



Obtain safe raw materials



Process as if contaminated



Prevent recontamination



A clear and consistent quality culture

Visible leadership of quality is critical for building and maintaining a quality culture.

Leadership accountabilities are central to this.



QUALITY

Accountabilities

- *Leadership and management*
- *Organization and resource*
- *Implementation and compliance to standards*
- *Review of metrics and continuous improvements*

How have we approached this?





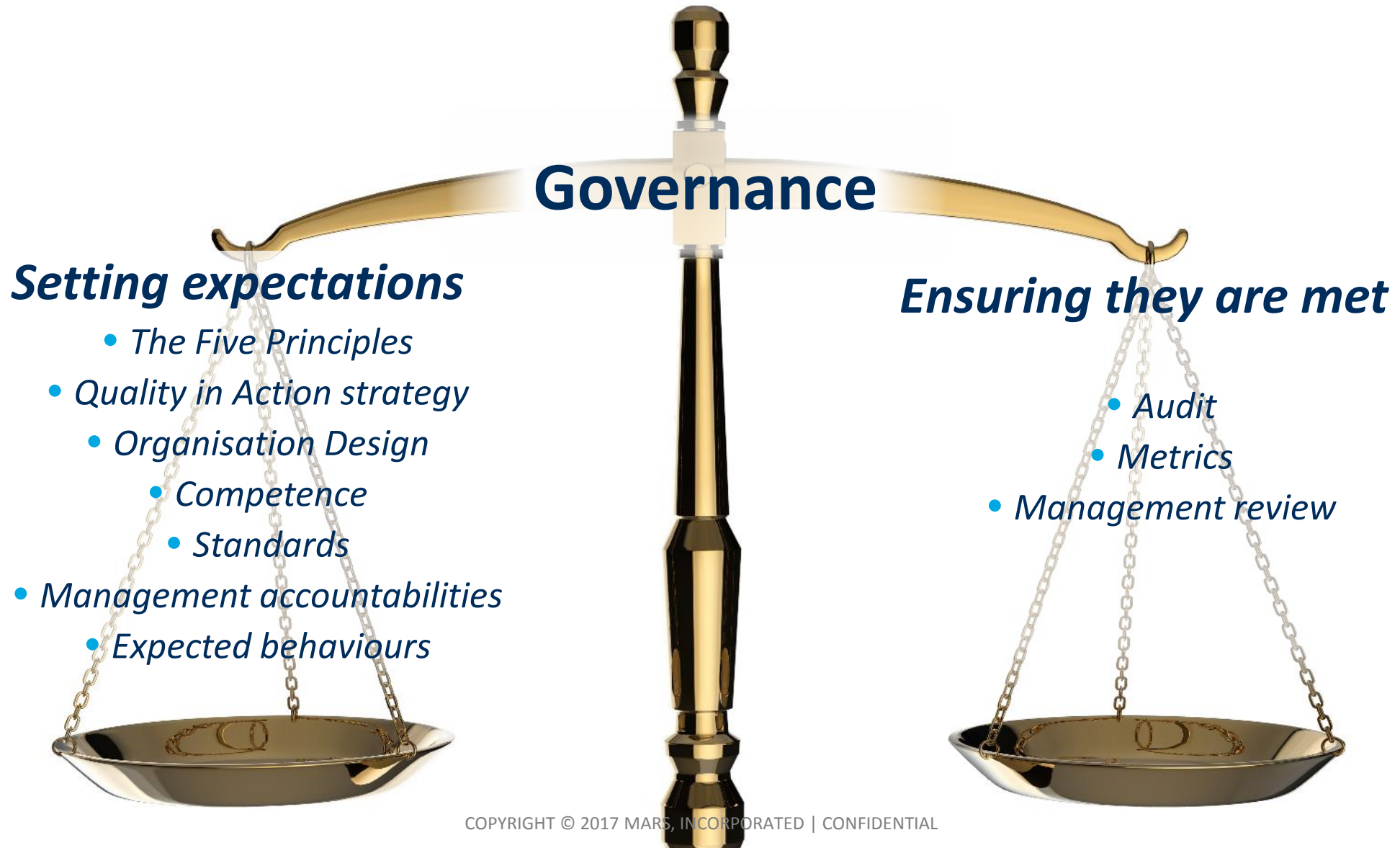
Clear leadership

QUALITY

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Key elements for success





*An **aligned approach** to the development and deployment of a **suite of standards** to cover the entire scope of the **Mars QMP***

Audit program

- **A hierarchy of audits to check compliance with our Mars QMP**
 - **We have an annual external audit of all sites conducted by LRQA**
 - Production Sites
 - Business Units
 - Regional Units
 - Segments
 - Corporate
- ... Market units



A learning and preventative culture

- Excellence in incident management
- Rigorous root cause analysis during incident investigation
- Robust Corrective and Preventative Action System
- Global segment review of serious incidents to ensure sharing of best practise



Global quality metrics



The Mars Approach to Incident Management

What is PRIMP?

Product Related Incident Management Process

- **Background**

- Quality Incident Management Tool
- Mars Inc. Quality mandated standard
- Process that combines an objective Risk Assessment process incorporating local experience and knowledge.

Quality Incident Management Tool

- **Step by step process applied across Mars Inc.**
- **Establishes roles and responsibilities**
- **A 6 part Initial Risk Assessment process (RA1)**
- **A 13 part Business Risk Assessment process (RA2)**
- **Series of prompts that directs an incident team in their information gathering and decision making**
- **Becomes the front end of the “Recall process”**
- **Report writing - (official record)**
 - including Root Cause Analysis
- **Sharing Quality Incidents across Mars for learning**

Benefits of the Process

- Create visibility of the incident internally (and externally, where applicable)
- Gets the right people involved at the right time.
- Consistency of approach (quality of decision making).
- Creates corporate visibility for learning.

Roles

This formalises our current approach to incident team responsibilities.

Incident Owner: **Quality Assurance Manager**

- Core Incident Team Members (selected from)

- *Site/Market Information and Interface*
- *Supply Chain Information and Interface*
- *Operations Information and Interface*
- *Supplier Information and Interface*
- *Demand Information and Interface*
- *KQA Expertise*
- *Food Safety Expertise*
- *Legal Expertise*
- *External Communications*

• **Functional Support**

- ***R&D Product Dev./Legal***
- ***Micro / Chem***
- ***Field Sales***
- ***Marketing***
- ***Commercial***
- ***Buyer / VA***
- ***Operations***
- ***Inbound***
- ***Affiliate***

Fig. 1. Outline of the PRIMP Process

PRIMP OUTLINE

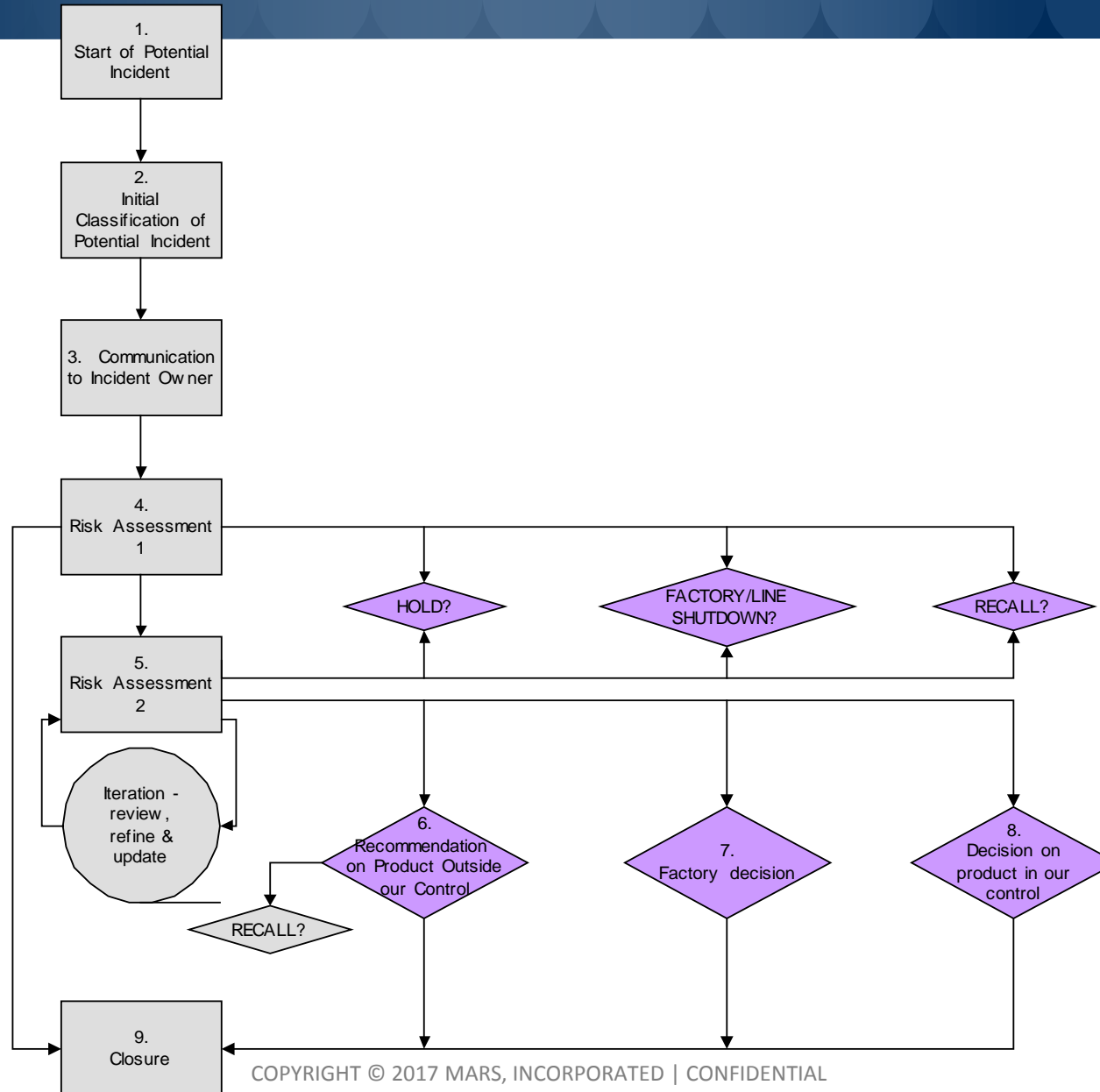
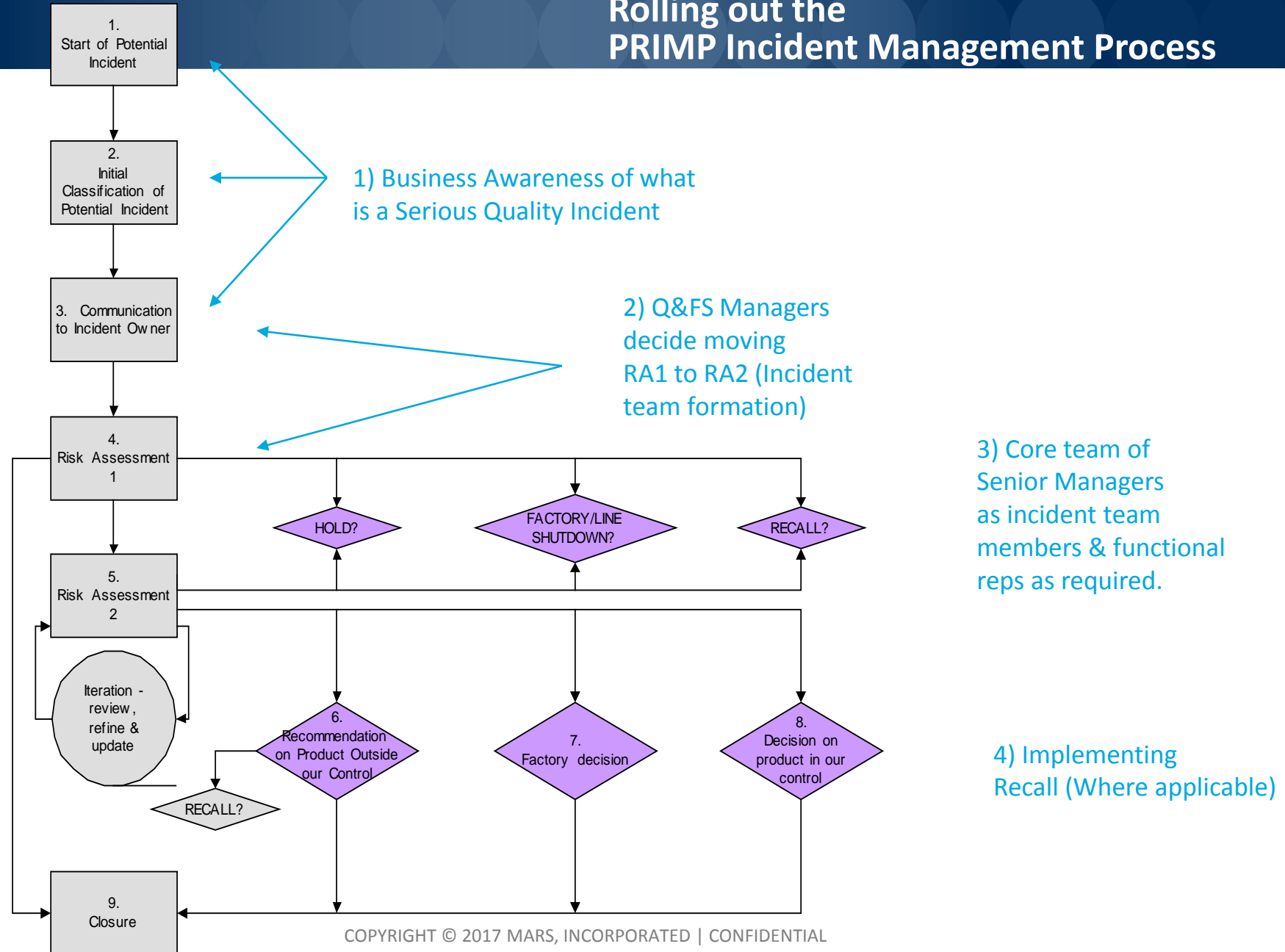


Fig. 1. Outline of the PRIMP Process

Rolling out the PRIMP Incident Management Process



Lessons learned: key elements

- ✓ A clear quality strategy and targets
- ✓ Clear metrics, trusted data collection sources
- ✓ Management teams review their quality performance
- ✓ Senior leaders bring their quality accountabilities to life
 - ‘Walk the talk’
- ✓ Company wide standards
- ✓ ‘Freedom within a framework’ – clarity on which elements can be ‘localised’
- ✓ Localisation of key messages – making it real and personal to people on a site
- ✓ All associates understand they have a responsibility for quality
 - Quality and food safety is a team sport and can only be accomplished together
- ✓ Drive “fear” out of the organization



In summary

Mars' quality culture is defined by:

- Our company philosophy and principles
- Mars Quality Management Process
- A continuous improvement mind set

A successful quality culture relies upon:

- A suite of standards
- Rigorous audit program
- Clear organization design and management accountabilities
- Excellence in incident management and root cause analysis
- Clear metrics and reporting
- But most important of all **visible leadership**

Thank you!