

# **Culture in Action: Leadership Stories That Strengthen Food Safety Hosted by the Food Safety Culture PDG and the Developing Food Safety Professional PDG**

March 19, 2026

Moderated by: Tia Glave, Catalyst Food Leaders and Chair of the Food Safety Culture PDG

and Andrea Griffiths, Griffiths Compliance Solutions and Vice Chair of the Food Safety Culture PDG

This webinar is being recorded and will be available to IAFP members within one week.



# Webinar Housekeeping

- It is important to note that all opinions and statements are those of the individual making the presentation and not necessarily the opinion or view of IAFP.
- All attendees are muted. Questions should be submitted to the presenters during the presentation via the Q&A section on your screen. Questions will be answered at the end of the presentations.
- This webinar is being recorded and will be available for access by IAFP members within one week.

# Food Safety Culture

## Introduction/Comments

### **Today's Speakers:**

Damaris Del Castillo, DVP Global Food Safety and Quality, Sigma

Dom Mital, Vice President of Food Safety, Quality, & Regulatory Affairs, Goldbergs Group

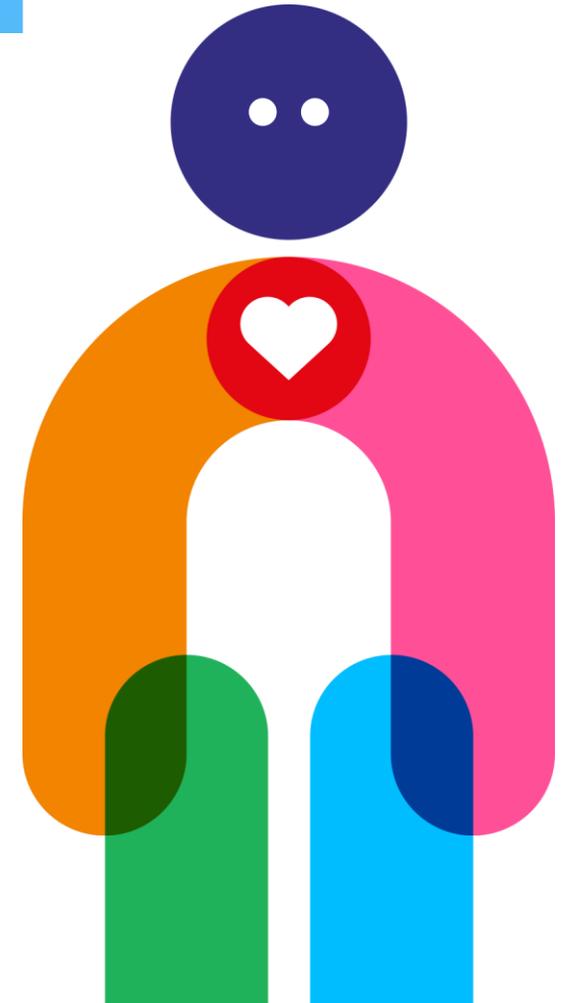
Jill Stuber, Vice President, Catalyst Food Leaders & Chair of the Developing Food Safety Professionals PDG

# Culture in Action: Leadership Stories That Strengthen Food Safety

## Embedding Food Safety Culture Through Sigma Fundamentals



*Alimentos Deliciosos para una Vida Mejor*





**Sigma** | Delicious Food for a Better Life



65 PLANTS  
17 COUNTRIES  
48,000 EMPLOYEES



LATAM



Cooked  
meats



Dry  
meats



Dairy



Other

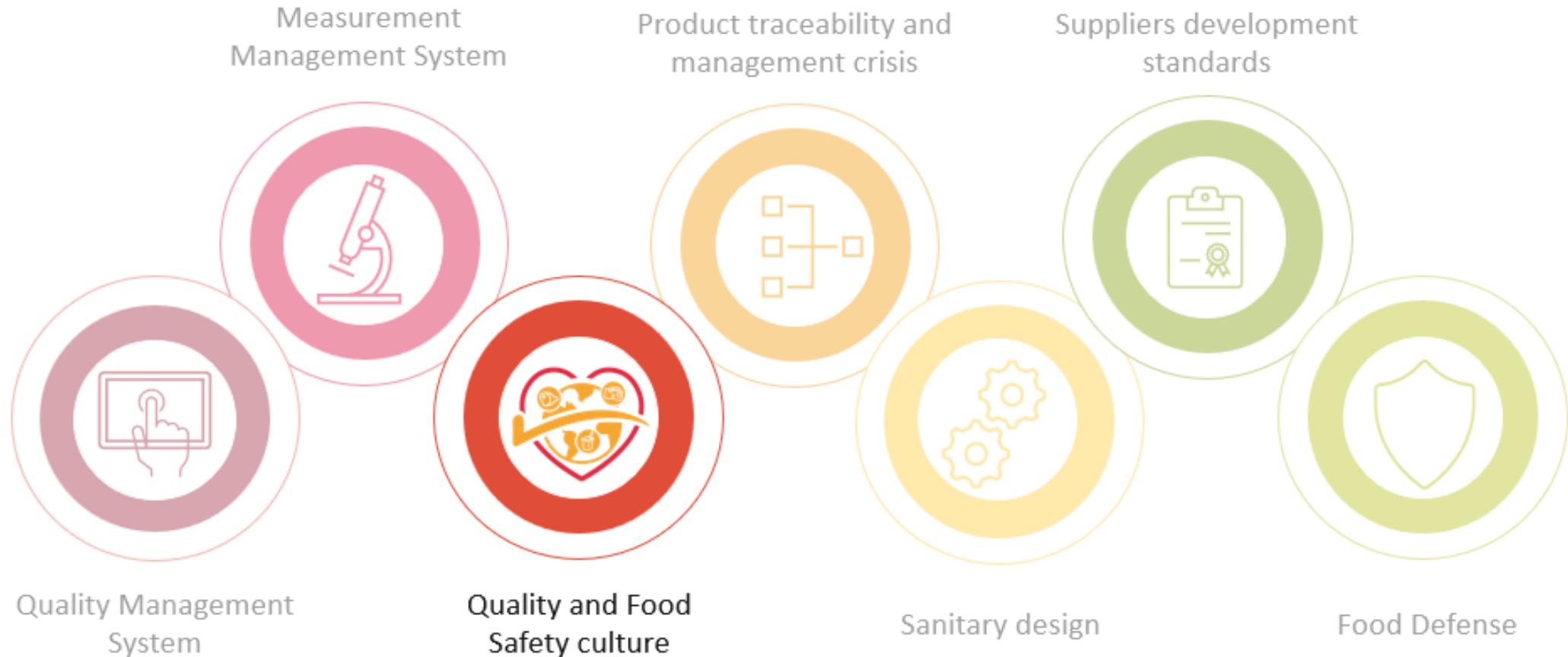
<https://www.sigmafoods.com/en/>

**Consistent Quality, Safe Food; Across Every Unit, Every Time**

CONFIDENTIAL | SIGMA'S PROPERTY

**Sigma** | Delicious Food  
for a Better Life

# FOOD SAFETY & QUALITY: EMBEDDED IN EVERY ACTION, EVERY STEP



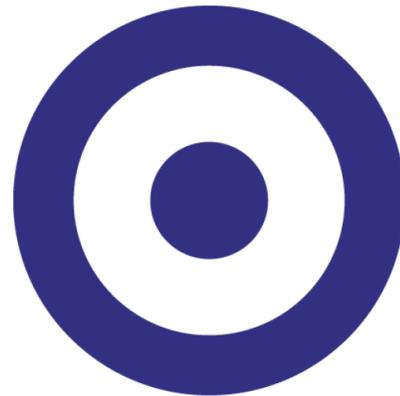
***Driving excellence through Sigma's Food Safety & Quality Culture***



# FUNDAMENTALS



**Mindsets &  
Behaviors**



**Essentialism &  
Alignment**



**Passion for  
Consumer**



**Talent  
Ownership**



## Role of Food Safety Culture

Food safety culture aligns decisions and behaviors to protect consumers and ensure product quality.

## Leadership and Consistency

Leaders reinforce non-negotiable safety priorities, creating consistent expectations across teams and locations.

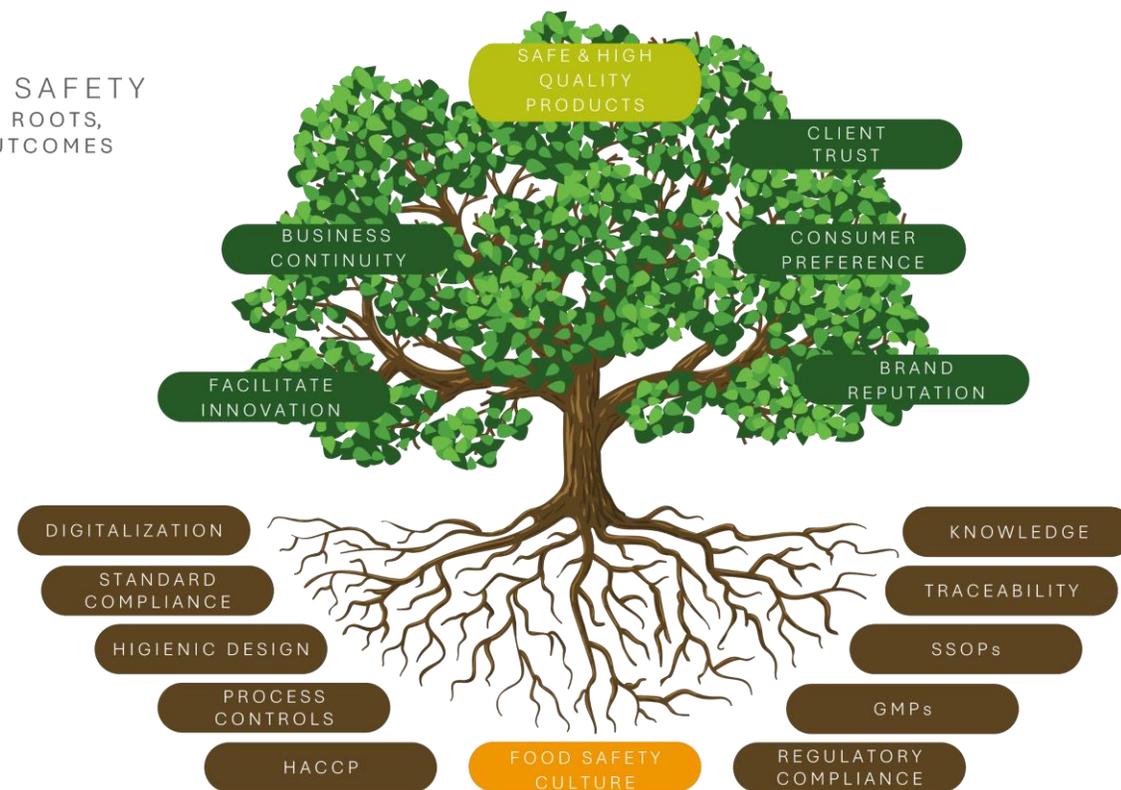
## Focus on Critical Risks

Essentialism directs resources toward critical risks impacting consumer safety, not just symptoms.

## Structured Governance Framework

PAS 320 supports translating leadership intent into governance, measurement, and continuous improvement

FOOD SAFETY  
STRONG ROOTS,  
SAFE OUTCOMES





## Foundation and Leadership Alignment

- Between 2021 and 2022, Sigma focused on aligning leadership and exploring maturity models to build a solid food safety culture foundation.
- Initial communication initiatives to create engagement through global webinars.

## Data-Driven Culture Assessment

- In 2023, baseline culture assessments enabled data-driven insights to identify strengths, gaps, and priorities globally.

OUR COMMITMENT  
CONSUMER FIRST, ALWAYS



# Internal Food Safety Surveys



## What are dimensions?

- Series of key statements related to practices, behaviors, and leadership in quality and safety.
- Indicate whether or not it meets the criteria.
- The responses obtained help us place each plant at a level of maturity.

- 💡 Recognition
- 💡 Data and Reporting
- 💡 Consistency
- 💡 Communication
- 💡 Leadership and continuous improvement

(Within each dimension, there are five criteria that determine what level is achieved in that dimension.)

### Dimension criteria



Level reached

● Compliance

● Noncompliance



OUR COMMITMENT  
CONSUMER FIRST,  
ALWAYS

## Engagement and Cross-Functional Ownership

- From 2024 to 2025, Sigma expanded engagement through tech talks, forums, and storytelling to foster cross-functional ownership.
- Promote Quality Summits to foster communication and engagement in the Food safety and Quality Teams
- Internal Educational Campaigns

## Embedding and Sustaining Culture

- By 2026, Strengthen global policies and governance embedded food safety culture, ensuring sustainability and continuous improvement.



# FOOD SAFETY COMMUNICATION PLAN



**5 VIRTUAL WEBINARS**

- 1 Food Safety Day event
- 4 Tech Talks Food Safety Edition



**2227 PARTICIPANTS**



**FOOD SAFETY FOR SAFE HOLIDAYS** *Thanksgiving edition!*

**1) CLEAN**  
KEEP EVERYTHING CLEAN!

**2) SEPARATE**  
DON'T GIVE BACTERIA A CHANCE TO SPREAD!

**3) COOK**  
KILL HARMFUL BACTERIA

**4) CHILL**  
REFRIGERATE FOODS QUICKLY

TIPS TO PROTECT YOUR FAMILY AND FRIENDS

FOLLOWING THESE SAFE FOOD-HANDLING PRACTICES WILL HELP PREVENT FOOD POISONING, ALSO CALLED FOODBORNE ILLNESS.



**FOOD SAFETY DAY 2026**  
in every action, every step



**5 INTERNATIONAL SPEAKERS**



**2 Q&F NEWSLETTER**



**NEWSLETTER**

**WORLD FOOD SAFETY DAY "SCIENCE IN ACTION"**  
This theme draws attention to the use of scientific knowledge as key to reducing illness, cutting costs and saving lives.

**FOOD SAFETY: SCIENCE IN ACTION**



**Sigma Quality & Food Safety newsletter**

**courses LATAM**

- Food Defense**  
Francisco Mesa  
88 attendees

**MEXICO**

- Quality Culture & Food Safety**  
Joaquín Nava  
60 attendees
- PCQI**  
Mauricio Rousselet  
19 attendees

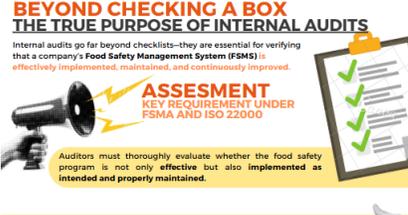
**Hygienic Design Workshop**  
17 attendees - Mexico



**4 TRAININGS**



**184 PARTICIPANTS IN SPECIALIZED TRAININGS**



**BEYOND CHECKING A BOX THE TRUE PURPOSE OF INTERNAL AUDITS**

Internal audits go far beyond checklists—they are essential for verifying that a company's **Food Safety Management System (FSMS)** is effectively implemented, maintained, and continuously improved.

**ASSESSMENT**  
KEY REQUIREMENT UNDER FSMA AND ISO 22000

Auditors must thoroughly evaluate whether the food safety program is not only effective but also implemented as intended and properly maintained.

**SQF EDITION 10**  
The new edition marks a strategic shift in food safety management, emphasizing three key areas: food safety culture, change management, and environmental monitoring.

**EDITION**  
Official launch: Q3 2025  
Audits under Edition 10: Starting in April 2026

**FOR ADDITIONAL INFORMATION, TAKE A LOOK HERE:**

FoodSafety | SQF

## ➤ Modeling Ownership

Leaders demonstrate ownership by modeling expected behaviors and holding themselves accountable consistently.

## ➤ Building Trust through Decisions

Critical leadership decisions in pressure moments reinforce ownership and build trust within the team.

## ➤ Empowering Team Development

Leaders actively develop team capability, encourage speaking up, and treat learning as more important than blame.

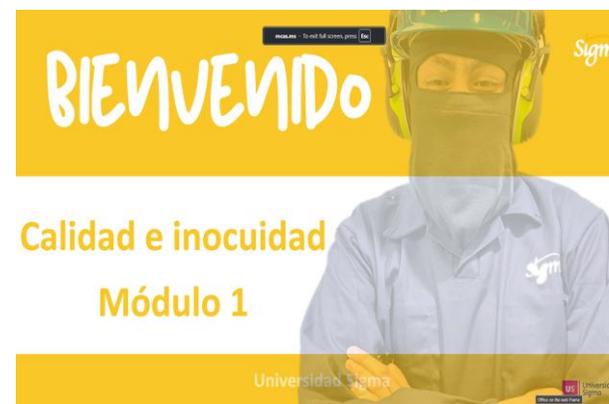
## ➤ Consistent Leadership Culture

Ownership at all levels creates consistency and sustainability in food safety culture across regions.

## Sigma “On-boarding” achievements



Global Code of Conduct .....	7
Compliance Handbook .....	8
Diversity, Equality & Inclusion Commitment - Beyond Differences .....	8
Integrity & Transparency Helpline .....	10
<b>Our Quality &amp; Food Safety Commitment.....</b>	<b>11</b>
Our organization.....	12





# Culture Embedded in Operations: Collaborate Effectively

QUALITY & FOOD SAFETY



## Cross-Functional Accountability

Collaboration strengthens culture by sharing accountability across operations, maintenance, supply chain, quality, and leadership teams.

## Open Communication and Early Response

Open information flow enables early signals detection and coordinated responses to environmental and safety risks.

## Breaking Down Silos

Understanding interconnected roles breaks down silos, improves decisions, and builds internal trust for faster responses.

## Integrated Food Safety Culture

Embedding collaboration into operations integrates food safety as a core, proactive way of working rather than an add-on.

## 3 FS&Q Summits Mexico (Regional), Europe and USA.

HOW WE LIVED OUR 2025  
QA SUMMITS



Delicious Food  
for a Better Life



# Leadership Story: A Reusable Framework for Live Reflection

- When culture is tested
- Navigating Uncertainty
- What people saw
- What it changed





## Leadership Drives Culture

Food safety culture is shaped daily by leadership behaviors, not just documentation or policies.

## Focus on Consumer Protection

Alignment and essentialism focus leaders on protecting consumers and preventing harm under pressure.

## Collaboration and Talent Ownership

Embedding food safety across operations requires collaboration and leadership ownership of talent development.

## Culture as Competitive Advantage

A resilient food safety culture strengthens trust and supports business continuity as a competitive edge.



# Culture in Action

Leadership Stories that Strengthen Food Safety

Dom Mital  
VP of Food Safety & QA  
Goldbergs Group

# The Reality



We don't have a  
knowledge problem



We have a behavior  
consistency problem

# The Gap

- Every facility has SOPs
- Not every facility has culture



# Story #1: The Audit Illusion

- High scores. Hidden risk.
- Managing for auditors, not consumers
- Shift → unannounced verification + trend ownership





# Insight

- People protect what they understand, not what they are inspected for



## Story #2: The Silent Risk

Frontline saw  
risk — stayed  
silent

No psychological  
safety

Shift → no-  
blame escalation  
+ recognition

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# Insight

- If your frontline is silent, your system is blind

# Story #3: Speed vs Safety



High-velocity operations



Safety competing with speed



Shift → embed QA into operations

# Insight

- If safety slows you down, it is not embedded, it is added

# 3 Strategic Signals



Language drives  
behavior

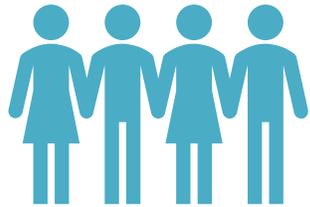


Visibility drives  
accountability



Safety drives trust

# Systems Thinking



Culture is a system of  
signals



What leaders reward,  
ignore, and tolerate

# Final Thought



Every facility has  
procedures



Not every facility has  
protection



Culture is what happens  
when no one is auditing

# Foreign Material Isn't the Problem



*Leadership Is.*

# It Kept Happening...



# ***We did what we knew***





Picture courtesy of [FWLogistics](#)

# And still...

foreign material kept happening

***What we tolerate  
becomes our culture***

We stopped  
*controlling.*  
We started  
*listening.*



# [INSERT HERE] is a *Culture* Problem

*What recurring issue in your facility might actually be a leadership signal?*



# Questions?

This webinar is being recorded and will be available for access by **IAFP members** at [www.foodprotection.org](http://www.foodprotection.org) within one week.

**Not a Member?** We encourage you to join today.

For more information go to: [www.FoodProtection.org/membership/](http://www.FoodProtection.org/membership/)

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Please consider making a donation to the [IAFP Foundation](#) so we can continue to provide quality information to food safety professionals.



**IAFP:2026**  
**NEW ORLEANS**  
**LOUISIANA**  
**JULY 26-29**

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