“Give people food you would give to your own children”
**BARILLA TURNOVER**

**BY BUSINESS AREA**
- 45% BAKERY PRODUCTS
- 54% PASTA, SAUCES AND MEAL SOLUTIONS
- 1% OTHER

**BY GEOGRAPHICAL AREA**
- 45% ITALY
- 20% AMERICAS
- 31% REST OF EUROPE & RUSSIA
- 4% ASIA, AFRICA & AUSTRALIA

**3,5 BILL €**

- **BAKERY PRODUCTS** LEADER IN ITALY
- **PASTA** GLOBAL LEADER
- **SAUCES** LEADER IN EUROPE
CULTURE OF QUALITY - WHY

• It reduces the number or wrong behaviors

• It reduces the number of mistakes

• But above all…
CULTURE OF QUALITY - WHY

“More than 70 percent of internal stakeholders say the Quality function is not clear to them.

Quality team members need to raise their business acumen to speak the business’ language, marrying their recommendations with corporate direction, goals and priorities. “

www.accenture.com/quality
CULTURE OF QUALITY - HOW PEOPLE ENGAGEMENT

SALES
MARKETING
R&D
LOGISTIC
MANUFACTURING
ENGINEERING
PURCHASING

QUALITY & FOOD SAFETY
CULTURE OF QUALITY - HOW PEOPLE ENGAGEMENT

EMPLOYEE OWNERSHIP

MESSAGE CREDIBILITY

FOLLOW ME!

LEADERSHIP EMPHASIS

PEER INVOLVEMENT
HOW TO MEASURE IT

INTERNAL SURVEY

Understanding Quality-Focused Behaviors
- See quality
- Hear quality
- Feel quality
- Transfer quality

Understanding Culture of Quality Drivers
- Employee Ownership
- Peer involvement
- Message credibility
- Leadership emphasis
- Best practice sharing
- Quality Management System
- Tools and training
CULTURE OF QUALITY - HOW
IS THERE ANY MAGIC INGREDIENT?
“GIVE PEOPLE FOOD YOU WOULD GIVE TO YOUR OWN CHILDREN”

CULTURE OF QUALITY - HOW

TASTING & EVALUATING
ENGAGEMENT
TASTING & DISCUSSING
EDUCATION
SIMPLIFICATION
BUSINESS
PATIENCE
HUMBLENESS
RELEVANCE
FUN

“GIVE PEOPLE FOOD YOU WOULD GIVE TO YOUR OWN CHILDREN”
TASTING & DISCUSSING

PQRs
Product Quality Review

• HEAD QUARTER
• REGIONAL OFFICES
• PLANTS

EDUCATION:

What goes on during a PQR?
• Taste and score products
• Discuss and share results
• Define any takeaways
TASTING & DISCUSSING

Point of Sales Survey

PEOPLE ENGAGEMENT:

- From a few external provided quality report run somewhere
- To self leaded tasting sessions vs competition in the plant
SIMPLIFICATION - PROCEDURES

<table>
<thead>
<tr>
<th>Signed Chemical Approval Form</th>
<th>Form P-44-01</th>
<th>Scientist</th>
<th>Paper archive / Raw material research</th>
<th>Ongoing</th>
<th>On paper</th>
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<tr>
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<td>Form P-44-02</td>
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<td>Paper archive / Raw material research</td>
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<td>List of approved Food Additives</td>
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<tr>
<td>List of Food Additives for Russia</td>
<td>P-44-ALL.03</td>
<td>Scientist</td>
<td>Restricted-access computer archive</td>
<td>Ongoing</td>
<td>Restricted-access computer</td>
</tr>
</tbody>
</table>

*Not mandatory for natural and/or traditional additives and extension use of approved food additives

5.0 TERMS AND DEFINITIONS

- **Food additive** refers to any substance, not normally consumed as such, and not used as a principal ingredient in foods, whatever its actual nutritional value, which is intentionally added to foods or foodstuffs for technical reasons, in the production, transformation, concentration, preservation, packaging, transportation, or distribution, storage, or other uses, which can reasonably be assumed, either directly or indirectly, to affect the food, to be a component of such foodstuffs (Decreto Ministeriale n° 208 of 22/02/1986).

- **Additive carry-over** refers to additives used for the manufacture of ingredients or semi-worked products, which have no role in the finished product, and as such do not have to be listed as an ingredient.

- **Natural and/or traditional additive**: natural additive refers to an additive of natural origin (e.g., fruit pectin, soy lecithin); traditional additive refers to an additive of either natural or non-natural origin long used in Barilla G&R Fossati products (such as raising agent).

Ref: Procedure P-44 ENG "Food additives, approval for use" 06/02/2012
Uncontrolled copy

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**NOTES:**

In case of a new Food Company's Integration Inside Barilla G&R Fossati, the Food Science Unit makes an evaluation of the food additives used in order to verify their compliance to the Company Policy.

- In case of additives already in use in Barilla G&R Fossati products and present into the lists (US P-44-ALL.01), the Scientist, relevant for the additives supply chain, updates the lists per brand/product/geographical area without any approval cycle.

- In case of additives not used in Barilla G&R Fossati products and not present into the lists but their technological/functional purpose in product/market indispensability is demonstrated, the relevant Scientist must implement the approval cycle as described in the 3.0 par.

- In case of additives not in line with the Company Policy, Food Science & Sensory & Nutrition Research & Technical Regulatory Head and the Product Development Head defines and manages an action plan in order to eliminate or to replace the additives involved.

For Harry's and Filippo Berio brands only in Russia a different "List of Food Additives for Russia" (US P-44-ALL.03) is allowed, with exception, due to business and market reasons.
1.1 PRODUCT DEVELOPMENT

In product development or upgrading phase, the Technologist takes into consideration the following mitigation measures:

- Use of an enzyme (asparaginase), taking care to avoid contact with denaturing agents (such as salts, leavening agents, acids, bases ...).
- Reduction / Replacement of ammonium bicarbonate.
- Introduction of yeast (Saccharomyces cerevisiae).
- Replacement of fructose and ingredients containing fructose with glucose or other reducing sugars.
- Addition of organic acids or pH reduction.
- Surface color control/thermal process control.

Risk assessment of acrylamide is done through:

**FINISHED PRODUCT RISK ASSESSMENT**

see the procedure “Industrial Development Planning - Food Safety Analysis”

Including acrylamide test on all new/upgraded products. Based on the results of the risk assessment, the mitigation measures described above must be implemented.
**Prevention and mitigation**

**What is this for?**

This procedure describes the process to prevent and mitigate acrylamide risk in bakery products.

**Why do you need it?**

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque cursus vehicula enim in facilisis.

**Who is this for?**

- Technologists
- Buyers
- Managers

**Where it applies?**

This procedure must be applied to all Barilla G. & R. F. I. I. bakery products.

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**Process description**

Mitigation measures to reduce acrylamide in bakery products are described below.

1. **Product development**

2. **Process improvement**

3. **Storage**

4. **Manufacturing**

The risk assessment of acrylamide in bakery products is included in the plan.
## SIMPLIFICATION

### Q&FS PORTAL USER EXPERIENCE

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<th>Global Documents</th>
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<td>Allergens</td>
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<td>Databank FS &amp; Hazard Microbiology</td>
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<tr>
<td>Food additives</td>
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<tr>
<td>Nutrition Labelling</td>
</tr>
<tr>
<td>Prevention and mitigation of acrylamide risk</td>
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</tbody>
</table>
SIMPLIFICATION
QUALITY & FOOD SAFETY PORTAL AND COMMUNITY EASY TO NAVIGATE
SIMPLIFICATION
GMP REPOSITORY

FROM

PDF
Hello! In France we are working
xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxxxxxxxxxxxxxxxxxxxxxxxxx

Ciao, yes it is interesting.....

Ciao, I don’t agree....

OK. Next year we are going to release a new version of GMP Manual....
ENGAGEMENT
QUALITY PARTNER PROGRAM

• ENGAGE EMPLOYEE ON QUALITY TOPICS
• LEVERAGE ON EMPLOYEE TO GET QUANTITATIVE INSIGHTS ABOUT PRODUCTS ON SHELF
FUN GAMIFICATION TO ENGAGE PEOPLE

THE DEFENDERS
BARILLA FOOD SAFETY HEROES

FOOD SAFETY DAY
SPREADING A CULTURE OF QUALITY

Roberto Buttini

THANK YOU!