

# Maintaining food safety during a global pandemic

Perspectives working for a consumer facing, global, food and beverage manufacturer

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Presented at Winter Annual Webinar 2021, JIFSAN/CFS3

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# As the Pandemic unfolded... few examples from the front lines

Contingency plans

• Pre- pandemic

- Lack of “Pandemic” prepared-ness in business contingency plans!

Is it for real?

• Dec 19- March 20

- White papers on – food borne risks
- “Unusual” risk assessments
- Staggered emergency declarations

Phase 1

• Lockdown- pre vaccine

- 10 x time sanitizer review
- Unforeseen absenteeism- maintaining quality protocols
- COVID protocols on the manufacturing floors and labs
- Paused “non-regulatory” audits

Phase 2

• Managed operations – post vaccine

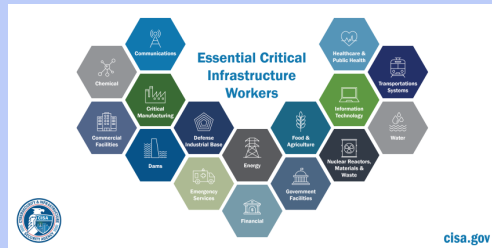
- Continued supply challenges and agility- impact on FS
- Vaccine hesitancy and continued labor challenges- maintaining FS culture!
- Audits limitations globally- need for new ways of thinking

Current

• “New normal”?... So what are the lessons learned?

# Lessons learned.....

## Maintaining consumer confidence – is a team sport



Essential status



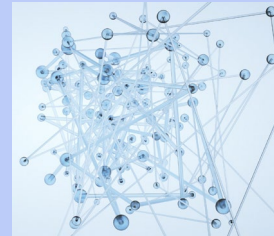
Clarity on food-borne transmission risks



Safety- practices in the supply chain

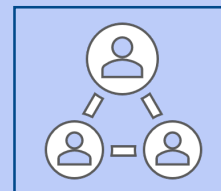
## The VUCA (volatile, uncertain, complex and ambiguous) world is here to stay

Supply chain disruptions

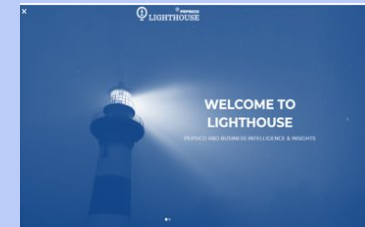


Channel and mix disruptions

Workforce disruptions



## A digital native organization – is a key enabler



Lighthouse-internal performance reporting

Digitized hazard assessments



Digital enabled process validations

Remote site assessments and issue resolution



**Our challenge is our opportunity to step change food safety culture in the industry**

**VUCA**

**V**olatile - **V**ision

**U**ncertain - **U**nderstanding

**C**omplex - **C**larity

**A**mbiguous - **A**gility