SAMPLE REPORT · FICTIONAL ORGANISATION

ITA

BRCGS 1.1.2 · FSSC 22000 2.5.8 · GFSI

Food Safety and Quality Culture Plan

Assessment, plan, measures and review

2.6 → 4.0 maturity: current, then target

Example Dairy and Juice Co.

Riyadh plant: fresh milk, laban, yoghurt and chilled juices; 380 employees in three shifts

Scheme	**BRCGS and FSSC 22000**
Plan period	**2026-01-15 · 2 years**
Current / target maturity	**2.6 / 4.0**
Sponsor	**Fahad Al-Qahtani, general manager**
Culture lead	**Mona Saleh, food safety manager, and a cross-functional culture team**

Contents

1 Summary
2 Culture maturity assessment
3 Food safety and quality culture plan
4 Measures of culture
5 Effectiveness review
6 Requirements check
7 Method and references

Document ref. FSC-2611-CS6 **Revision** 0 **Issued** 17 November 2026

Controlled document of the food safety management system. Review at least annually and include in management review.

SECTION 1

Summary

The site's food safety culture was assessed at 2.6 out of 5 (developing) against a target of 4.0. The strongest dimension is hazard and risk awareness (3.0); the weakest is people (1.8), where the plan puts most effort. The plan has 20 activities over 2 years, involving 9 of 11 sections; 30% are complete and 2 are overdue. All minimum elements required by BRCGS and FSSC 22000 are covered. 1 of 10 culture measures are on target.

CURRENT MATURITY	TARGET MATURITY	ACTIVITIES	REQUIREMENTS MET
2.6	4.0	20	89%

CULTURE MATURITY BY DIMENSION

GFSI DIMENSION	CURRENT	CURRENT AND TARGET	TARGET	ACTIVITIES
Vision and mission	2.8		4	6
People	1.8		4	9
Consistency	2.5		4	8
Adaptability	2.8		4	3
Hazard and risk awareness	3.0		4	6

Commitment

Senior management of Example Dairy and Juice Co. are committed to developing a positive food safety and quality culture, will provide the resources this plan needs, and will review its progress, sponsored by Fahad Al-Qahtani, general manager.

SECTION 2

Culture maturity assessment

Each statement rated from 1 (initial) to 5 (embedded).

VISION AND MISSION · 2.8 → 4

STATEMENT	ELEMENT	LEVEL
Senior management talk about food safety and quality regularly and visit the shop floor to discuss it.	Leadership and commitment	3 · Defined
The food safety and quality policy and objectives are understood by staff at every level, in their own language.	Communication	2 · Developing
When production pressure and food safety conflict, managers visibly choose food safety.	Leadership and commitment	3 · Defined
Enough people, time, equipment and budget are provided to maintain food safety.	Resources	3 · Defined

PEOPLE · 1.8 → 4

STATEMENT	ELEMENT	LEVEL
Training is practical, explains the 'why', and its effectiveness is checked on the job.	Training and competence	2 · Developing
Staff can raise food safety concerns easily, including anonymously, and get a response.	Employee feedback and engagement	2 · Developing
Staff are asked for their views on food safety culture through surveys, interviews or focus groups.	Employee feedback and engagement	1 · Initial
Good food safety behaviour is recognised, and unsafe behaviour is addressed fairly and consistently.	Required behaviours	2 · Developing

CONSISTENCY · 2.5 → 4

STATEMENT	ELEMENT	LEVEL
Everyone knows their food safety responsibilities and is held accountable for them.	Required behaviours	3 · Defined
Food safety measures are reviewed alongside output and cost, not after them.	Performance measurement	2 · Developing
Procedures and work instructions are clear, current and written with the people who use them.	Communication	3 · Defined
Standards are the same on every shift, at weekends and during peak production.	Performance measurement	2 · Developing

ADAPTABILITY · 2.8 → 4

STATEMENT	ELEMENT	LEVEL
Changes to products, processes, equipment or people are assessed for food safety before they happen.	Leadership and commitment	3 · Defined
The site responds quickly to incidents, complaints and new information, and shares what it learns.	Communication	3 · Defined
New starters, temporary staff and contractors are inducted into food safety expectations before they work.	Training and competence	2 · Developing

STATEMENT	ELEMENT	LEVEL
Food safety is considered in strategy, investment and supplier decisions.	Resources	3 · Defined

HAZARD AND RISK AWARENESS · 3.0 → 4

STATEMENT	ELEMENT	LEVEL
Staff can explain the main hazards and critical controls in their own area and why they matter.	Hazard awareness and learning	3 · Defined
Near misses are reported, investigated and used for learning without blame.	Hazard awareness and learning	2 · Developing
Root causes of nonconformities and complaints are found and actions prevent recurrence.	Performance measurement	3 · Defined
Industry intelligence (recalls, alerts, fraud reports) is reviewed and shared with relevant teams.	Hazard awareness and learning	4 · Managed

SECTION 3

Food safety and quality culture plan

Activities by element, with the sections involved, how each is measured, owner and timescale. Plan period: 2026-01-15 · 2 years

COMMUNICATION

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Senior management message on food safety and quality culture, repeated in all languages used on site	Senior management	Staff who can state the message in interviews	General manager Annually	2026-01-15 → 2026-03-31 Done
Daily start-of-shift briefings that include one food safety point	Production, Warehouse and logistics, Hygiene and cleaning	Briefings held per shift; topics log	Production manager Ongoing	2026-03-01 → 2027-12-31 In progress
Food safety performance boards in each area (complaints, audit scores, near misses, trends)	Production, Warehouse and logistics, Quality and food safety	Boards updated on time	Food safety manager Weekly	2026-04-01 → 2026-07-31 Done

TRAINING AND COMPETENCE

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
'Why it matters' training on the main hazards and controls of each area, delivered on the floor	Production, Warehouse and logistics, Hygiene and cleaning, Engineering and maintenance	Competence checks passed on the job	Food safety manager Every six months	2026-04-01 → 2027-03-31 In progress
Food safety induction for new, temporary and contract staff before they start work	Human resources, Contractors and temporary staff	Inductions completed before first shift	HR manager Ongoing	2026-02-01 → 2026-12-31 In progress
Appoint and train food safety champions in each area and shift	Production, Warehouse and logistics, Hygiene and cleaning	Champions active; issues they raised	Production manager Once	2026-07-01 → 2026-10-31 Overdue
Food safety leadership training for supervisors and managers (coaching, feedback, fair accountability)	Senior management, Production, Quality and food safety	Supervisors trained; observed coaching	HR manager Annually	2026-09-01 → 2027-02-28 Not started

EMPLOYEE FEEDBACK AND ENGAGEMENT

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Anonymous food safety culture survey of all staff, with results shared and acted on	Senior management, Human resources	Response rate and score; actions agreed	HR manager Annually	2026-02-01 → 2026-04-30 Done
Focus groups or interviews with shop-floor staff after each survey	Quality and food safety, Human resources	Sessions held; themes and actions	Food safety manager Annually	2026-05-01 → 2026-06-30 Done
'Speak up' channel (box, app or hotline) with a response to every report	Quality and food safety	Reports received and responded to within target	Food safety manager Ongoing	2026-06-01 → 2026-09-30 Done

REQUIRED BEHAVIOURS

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Define the required food safety behaviours for each role and include them in job descriptions	Human resources, Quality and food safety	Job descriptions updated	HR manager Once	2026-05-01 → 2026-09-30 Overdue
Behavioural observations of GMP and hygiene with immediate, respectful feedback	Quality and food safety, Production	Observations completed; % safe behaviours	Food safety manager Weekly	2026-06-01 → 2027-12-31 In progress
Agree a fair ('just culture') approach to errors: learning for honest mistakes, action for reckless behaviour	Senior management, Human resources	Approach approved and communicated	General manager Once	2027-01-01 → 2027-03-31 Not started

PERFORMANCE MEASUREMENT

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Compare audit, hygiene and nonconformity results by shift, weekday and peak periods	Quality and food safety	Gaps between shifts reduced	Food safety manager Quarterly	2027-01-01 → 2027-12-31 Not started
Food safety culture KPIs reviewed monthly by senior management with output and cost	Senior management, Quality and food safety	KPI reviews held; decisions recorded	General manager Monthly	2026-03-01 → 2027-12-31 In progress
Include food safety culture objectives with targets and timelines in management review	Senior management	Objectives reviewed; progress against targets	General manager Annually	2026-02-01 → 2026-02-28 Done

LEADERSHIP AND COMMITMENT

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Senior management food safety walks (Gemba) with a short record of what was discussed and agreed	Senior management	Walks completed against plan; actions closed	General manager Monthly	2026-01-15 → 2027-12-31 In progress

RESOURCES

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Include food safety culture expectations in supplier and contractor requirements and audits	Purchasing, Contractors and temporary staff	Suppliers and contractors briefed	Procurement manager Annually	2027-03-01 → 2027-09-30 Not started

ACTIVITY	SECTIONS INVOLVED	HOW IT IS MEASURED	OWNER · FREQUENCY	TIMESCALE · STATUS
Near-miss reporting with no-blame investigation and feedback to the reporter	Quality and food safety, Production	Near misses reported per month	Food safety manager Ongoing	2026-06-01 → 2027-12-31 In progress
Recall, crisis and incident simulations including shop-floor staff	Senior management, Quality and food safety, Warehouse and logistics	Exercises completed; lessons applied	Food safety manager Annually	2027-04-01 → 2027-06-30 Not started

PLAN TIMELINE

Quarters from the plan start; filled cells show when each activity runs (orange planned, green done, red overdue).

ACTIVITY	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Senior management food safety walks (Gemba) with a short record of what was discussed and agreed	■	■	■	■	■	■	■	■
Senior management message on food safety and quality culture, repeated in all languages used on site	■							
Anonymous food safety culture survey of all staff, with results shared and acted on	■	■						
Focus groups or interviews with shop-floor staff after each survey		■						
'Speak up' channel (box, app or hotline) with a response to every report		■	■					
Daily start-of-shift briefings that include one food safety point	■	■	■	■	■	■	■	■
Food safety performance boards in each area (complaints, audit scores, near misses, trends)	■	■	■					
'Why it matters' training on the main hazards and controls of each area, delivered on the floor	■	■	■	■	■			
Food safety induction for new, temporary and contract staff before they start work	■	■	■	■				
Appoint and train food safety champions in each area and shift		■	■	■				
Food safety leadership training for supervisors and managers (coaching, feedback, fair accountability)			■	■	■			
Define the required food safety behaviours for each role and include them in job descriptions		■	■					
Behavioural observations of GMP and hygiene with immediate, respectful feedback		■	■	■	■	■	■	■
Agree a fair ('just culture') approach to errors: learning for honest mistakes, action for reckless behaviour				■	■			
Near-miss reporting with no-blame investigation and feedback to the reporter		■	■	■	■	■	■	■
Compare audit, hygiene and nonconformity results by shift, weekday and peak periods				■	■	■	■	■
Food safety culture KPIs reviewed monthly by senior management with output and cost	■	■	■	■	■	■	■	■
Include food safety culture objectives with targets and timelines in management review	■							

ACTIVITY	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Include food safety culture expectations in supplier and contractor requirements and audits					▬	▬	▬	
Recall, crisis and incident simulations including shop-floor staff					▬	▬		

SECTION 4

Measures of culture

MEASURE	DEFINITION	BASELINE	TARGET	LATEST	STATUS
Culture survey score %	Average favourable answers in the staff food safety culture survey	58	75	58	Below target
Survey response rate %	Staff who completed the survey ÷ staff invited × 100	61	80	61	Below target
Near misses reported per month	Number of food safety near misses reported (more reporting is a positive sign)	3	15	11	Below target
Training effectiveness %	Staff passing on-the-job competence checks ÷ staff trained × 100	64	90	78	Below target
Leadership walks completed %	Walks done ÷ walks planned × 100	—	90	92	On target
Safe behaviours observed %	Safe behaviours ÷ behaviours observed × 100	71	90	83	Below target
Repeat nonconformities %	Nonconformities with the same root cause within 12 months ÷ all nonconformities × 100	24	10	17	Below target
Consumer complaints per million units	Food safety and quality complaints ÷ units sold × 1,000,000	9.5	6	7.8	Below target
Concerns answered on time %	Speak-up reports answered within the target time ÷ reports × 100	—	90	70	Below target
Culture plan activities on time %	Activities completed by due date ÷ activities due × 100	—	90	86	Below target

SECTION 5

Effectiveness review

Last plan review	2026-10-20	**Next plan review**	2027-10-20	**Management review**	2026-10-27

COMPLETED ACTIVITY	EFFECTIVENESS	EVIDENCE AND LESSONS LEARNED
Senior management food safety walks (Gemba) with a short record of what was discussed and agreed	Effective	22 walks in 2026; 31 actions raised, 27 closed
Senior management message on food safety and quality culture, repeated in all languages used on site	Effective	Message in Arabic, English, Urdu and Bengali; 78% could state it in interviews
Anonymous food safety culture survey of all staff, with results shared and acted on	Partly effective	First survey: 61% response, score 58%; low scores for speaking up
Focus groups or interviews with shop-floor staff after each survey	Effective	6 groups across 3 shifts; 9 actions agreed
'Speak up' channel (box, app or hotline) with a response to every report	Partly effective	47 reports since launch; 70% answered within 5 days
Food safety performance boards in each area (complaints, audit scores, near misses, trends)	Effective	Boards in 6 areas, updated weekly
Include food safety culture objectives with targets and timelines in management review	Effective	Culture objectives added to the 2026 management review

SECTION 6

Requirements check

SOURCE	REQUIREMENT	STATUS
BRCGS 1.1.2	Senior management have defined and maintain a clear plan to develop and continually improve the food safety and quality culture.	In place
BRCGS 1.1.2	The plan has defined activities that involve all sections of the site that affect product safety.	In place
BRCGS 1.1.2	The plan states how each activity will be carried out and measured, and its intended timescale.	In place
BRCGS 1.1.2	The effectiveness of completed activities is reviewed, and the plan is reviewed and updated at least annually.	Partly
FSSC 22000 2.5.8	Food safety and quality culture objectives are set as part of the management system.	In place
FSSC 22000 2.5.8	The objectives cover at least communication, training, employee feedback and engagement, and performance measurement of defined activities in all sections.	In place
FSSC 22000 2.5.8	A documented culture plan with targets and timelines feeds management review and continual improvement.	In place
FSSC 22000 V7	Sufficient resources are provided, and all personnel can show their commitment to producing and handling food safely.	Partly
EU 852/2004 XIa	Management and all employees are committed, leaders engage employees, and everyone is aware of food safety hazards.	In place
EU 852/2004 XIa	Communication is open and clear within and between activities, shifts and sites.	Partly
EU 852/2004 XIa	Roles and responsibilities are clear, system integrity is kept during changes, and controls and records are verified on time.	In place
EU 852/2004 XIa	Training and supervision are adequate, legal requirements are met, and continual improvement is encouraged.	In place
ISO 22000 5.1	Top management demonstrate leadership and commitment: policy, objectives, resources, communication and support to others.	In place
GFSI · PAS 320	Current culture maturity has been assessed, and a target maturity is set with a plan to close the gap.	In place

SECTION 7

Method and references

LEVEL	DESCRIPTION
1 · Initial	Initial: food safety depends on individuals; little shared understanding.
2 · Developing	Developing: rules exist and are followed mostly when checked.
3 · Defined	Defined: clear expectations, training and measures are in place across most areas.
4 · Managed	Managed: leaders and teams use data and feedback to improve; issues are raised early.
5 · Embedded	Embedded: safe behaviour is the norm everywhere, even when no one is watching.

How the plan was built

Maturity is the average rating of four statements in each of the five GFSI dimensions. Activities were chosen to close the gap to target in the weakest dimensions and to cover the minimum elements of BRCGS clause 1.1.2 and FSSC 22000 additional requirement 2.5.8. The plan should be reviewed at least annually, and its targets and timelines included in management review.

REFERENCES

- BRCGS Global Standard Food Safety Issue 9, clause 1.1.2: food safety and quality culture plan (activities involving all sections, action plan with measures and timescales, review at least annually)
- BRCGS Culture Excellence: optional food safety culture assessment for certified sites
- FSSC 22000 Version 6, additional requirement 2.5.8 Food safety and quality culture, and the FSSC guidance document on food safety and quality culture (2023)
- FSSC 22000 Version 7 (published May 2026; audits against V7 from May 2027): 2.5.8 adds sufficient resources and a demonstrable commitment from all personnel
- GFSI position paper 'A Culture of Food Safety' (2018): vision and mission, people, consistency, adaptability, hazard and risk awareness
- Regulation (EC) No 852/2004 Annex II Chapter XIa, added by Regulation (EU) 2021/382: food safety culture
- Codex General Principles of Food Hygiene CXC 1-1969 (revised 2020): management commitment and food safety culture
- ISO 22000:2018 clause 5.1 Leadership and commitment
- PAS 320:2023 Developing and sustaining a mature food safety culture (BSI)

REVIEW AND APPROVAL

ROLE	NAME	SIGNATURE	DATE
Prepared by	Mona Saleh, food safety manager		
Reviewed by			
Approved by	Fahad Al-Qahtani, general manager		

REVISION HISTORY

REVISION	DATE	DESCRIPTION
0	17 November 2026	First issue

Basis of preparation. The assessment, plan and measures were prepared by the organisation's team; ITA has not verified them. The plan supports BRCGS Food Safety Issue 9 clause 1.1.2 and FSSC 22000 additional requirement 2.5.8, and should be reviewed at least annually.