

THE FOOD SAFETY LEADERSHIP SERIES BY LRQA

The global food industry post COVID-19

LRQA



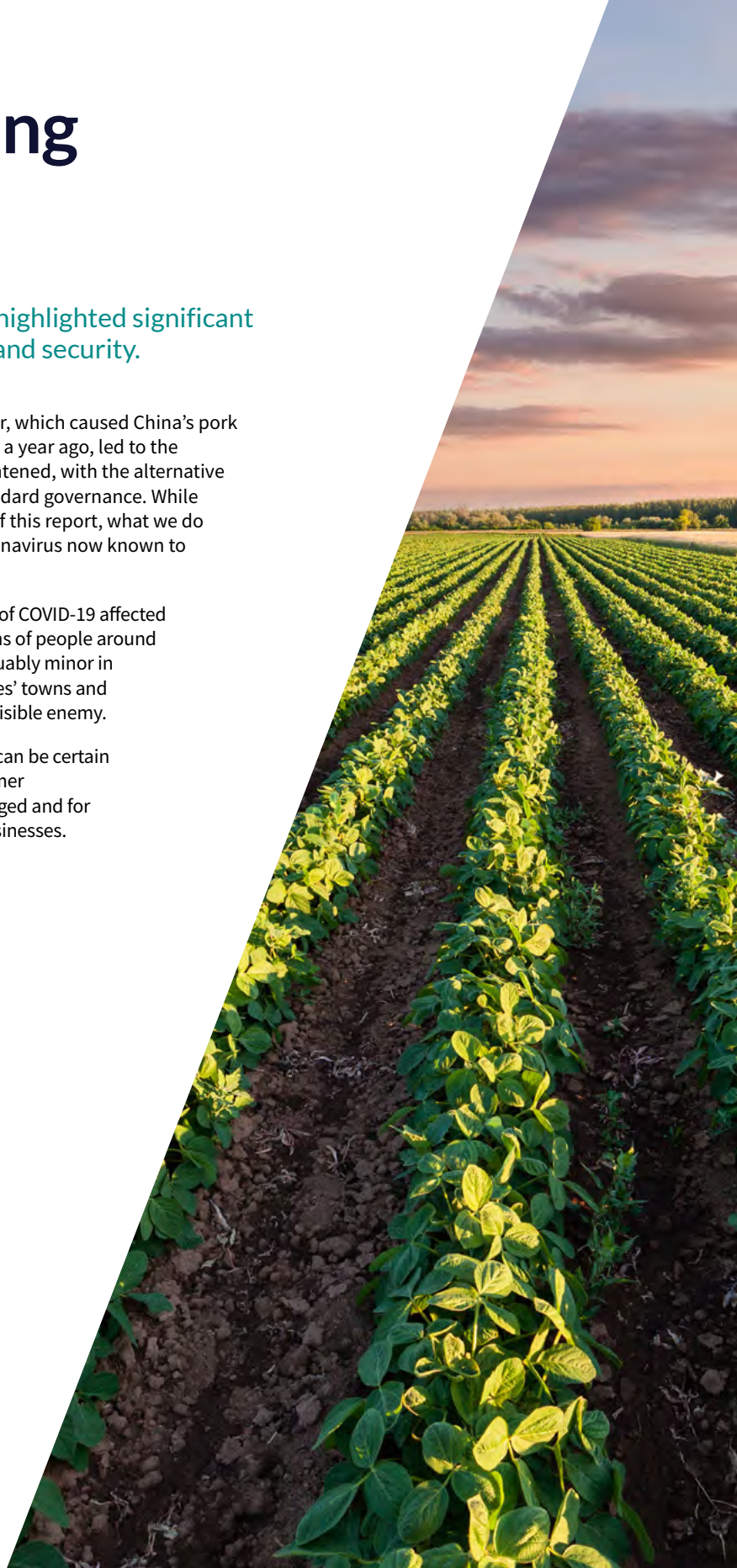
A rapidly changing food sector

The coronavirus COVID-19 pandemic has highlighted significant concerns in relation to food safety, supply and security.

It has been suggested that the impact of African Swine Fever, which caused China's pork output to fall 29.1% in the first quarter of 2020 compared to a year ago, led to the sourcing of alternative protein sources as pork supplies tightened, with the alternative supply coming from wet markets not controlled by any standard governance. While the source of the virus has yet to be confirmed at the time of this report, what we do know is that the consequence has been a new strain of coronavirus now known to cause COVID-19 in humans.

With many countries still grappling with increasing numbers of COVID-19 affected citizens, this disease has already impacted the lives of millions of people around the world. While in some countries the effects have been arguably minor in terms of people directly impacted, residents in other countries' towns and cities feel like they are under-siege and at war, fighting an invisible enemy.

While we are unsure when the current situation will end, we can be certain that the world – including the food industry itself and consumer behaviours relating to the food we consume – will have changed and for many, there will be lasting impacts on everyday lives and businesses.



We have explored four key themes:

The role of technology in driving change

For food manufacturers, their ability to use data and analytics to identify issues in real time as well as correctly predict threats and opportunities could be the difference between increased production in a crisis and shutting down their facilities.

Strengthening supply chains

In the future, crisis management plans will be an integral part of the global food supply chain. They will not only be vital to help protect consumer safety, but also employees across the food supply chain, protecting brand reputation and ultimately the survival of businesses throughout the sector.

Consumer behaviour

Global consumers have a new and clearer understanding of wants vs. needs. Meal planning and keeping a stocked pantry will be of increased importance to households around the world.

Legislation and compliance to mitigate risk

The global food industry will need to adopt a level of remote auditing and inspection to ensure that the gains in consistency and food safety over the last 15 years are not lost. The owners of global food safety standards and schemes will need to be at the forefront of this change to maintain their relevance and role in delivering safe food to consumers.



The global food industry post COVID-19

Businesses and organisations have told us their challenges in ensuring consumers have access to safe, sustainably sourced and healthy food.

Our food experts share that insight with you.

Insights, information and ideas

Our panel of industry experts share their experiences working with food businesses across the sector; offering guidance and food for thought on what steps you can take next to ensure your business remains resilient through these challenging times.

These articles discuss the current risks to food safety, the opportunities that have arisen and the developments we've seen over recent weeks which are here to stay.



Kimberly Coffin

Global Technical Director Supply Chain Assurance | LRQA



We need to consider alternative arrangements such as remote auditing to keep our industry safe.



Jan Kranghand

Food Centre of Excellence | LRQA



Learnings from the current crisis include the challenge of being overly reliant on one market.



Stuart Kelly

Global Head of Commercial Food & Drink | LRQA



Using data and insight correctly to predict future trends and issues could make differences.



Chris Hammond

Global Head of Marketing Food & Drink | LRQA



Consumers may prefer to buy more goods sourced locally as they look to play their part in supporting their local economy.

The role of technology

Embracing digital assurance



We need to consider alternative arrangements such as remote auditing to keep our industry safe.

Kimberly Carey Coffin | Global Technical Director
Supply Chain Assurance | LRQA

The pandemic has created a time of increased risk for the food supply chain, with additional pressure on food businesses.

And more pressure means more risk.

For an industry that has been grappling for years with driving consistency of audit practices and audit efficacy to ensure a safe food supply, we must now embrace the opportunity to question what good looks like.

Inarguably, traditional face-to-face, on-site audits provide the optimum environment for assessment of the food supply chain's continuing compliance of operational activities and food safety controls from farm to fork.

This is largely because food safety auditing is dependent on all five senses in its truest application.

However, when this isn't possible, we need to consider alternative arrangements such as remote auditing to keep our industry safe.

From a remote desktop, independent assessment of critical evidence, (e.g. supply and operational monitoring records, product test results, staff training status and internal audits), by a qualified auditor is no different to the activities that form the starting point for on-site food safety audits.

Some businesses have shown resistance to the idea of remote audits due to concerns over the assessment quality of site conditions or personnel practices.

Through our experience using live stream video technology on farm and in factories, we have been pleased that many of these concerns did not arise and high-quality audit outcomes, including the identification of nonconformities, were achieved.

In some respect, the ability to capture evidence of both good and poor practices through image capture and immediate discussion with auditees enhanced the audit process and final reporting. Remote access to food production is also a powerful tool for surveillance and investigation.

For example, it allows the identification of the true risks involved in first runs of products, or when there's a need to provide assurance around a variety of ingredient suppliers in different locations.

The COVID-19 pandemic has presented the perfect platform for CPOs, large manufacturers and retailers to assess how digital assurance technologies can provide them with the confidence in their supply sources anytime and from anywhere.

Given the widespread availability of technology around the globe, remote or virtual audits provide countless options for the new definition of an 'on-site' audit.

Encouragingly, many of the world's leading primary production standards such as Red Tractor and Quality Meat Scotland have moved swiftly to trial and rollout remote audits at farm level and we expect more to follow.

Furthermore, for an industry struggling to attract new technical talent, the application of remote or virtual audit technology may be the key to attracting the next generation of 'tech-savvy' food industry professionals to a career viewed as tired and old-fashioned. Of course, for this generation, the technology that's been adopted more widely by the food industry during the pandemic is nothing new; it's always been part of their lives. Their 'mobile first' attitude will be another driver for change.

Those that have embraced the use of technology to provide them with insight into their supply chains during the pandemic have already started asking what role this has to play in future; triggering a shift in what is the 'next normal' for food safety compliance interventions.

Data driven supply chains

“ Using data and insight correctly to predict future trends and issues uninterrupted production in crisis – and shutting down production.

Stuart Kelly | Global Head of Commercial, Food & Drink | LRQA

Nobody was prepared for COVID-19.

The rapid move by many governments to lockdown countries literally overnight left retailers, manufacturers and farmers unprepared to respond to the shifting dynamics of fluctuating demand, reduced staff numbers and tightened supply chains.

The COVID-19 pandemic has produced a slew of extremes to be recorded and interpreted, and for some businesses already using powerful analytics software and modelling, the crisis will provide valuable information for future contingency planning.

Contingency planning will differ from business to business, but one thing we can be certain of is that those businesses with sophisticated data collection systems will be best placed to analyse the impact of the pandemic on their supply chain, and build robust resilience plans to help future proof their businesses.

More data brings more benefits. The technology exists to remotely capture data and intelligence on day-to-day activities undertaken by a farmer, food manufacturer, haulier or retailer. Everything from food safety management systems to supplier approval and staff training can all be improved through the accurate use of data. Paper based systems and spreadsheets will be redundant post COVID-19 as the world moves towards digital solutions.

As well as predictive analytics, continuous monitoring can be used to flag anomalies and risks in the supply chain which could be caused by a reduction in technical staff teams, an increase in short-term contracted staff or new suppliers.

Machine Based Learning, Natural Language Processing and CCTV monitoring have been used in many industries for some time, but the food sector now needs to look at how these technologies can help mitigate risk. These systems, when used in conjunction with internal or external sector expertise, can allow deeper analysis, greater insight and ultimately help businesses make informed decisions while identifying and addressing future issues.

Many retailers, already data rich, fell short in predicting demand for online deliveries, supply of certain goods and how readily newly hired staff could adapt and integrate onto the shop-floor. How they work with others to sharpen data capture, share intelligence and drive improvement will be critical to ensuring that they are ready to ensure safe food for all, should a similar disruption occur again in the future.



Strengthening supply chains

Business continuity and vulnerability assessments

While almost all organisations across the food supply chain will have Crisis Management Plans and Vulnerability Assessments, their current policies and procedures will inevitably fail to include action plans to address new emerging risk factors to business continuity and a safe, quality food supply resulting from the pandemic.

Crisis Management Plans –

addressing actions required in times of product recall or natural disaster to control the supply of unsafe food.

Vulnerability Assessments –

that clearly set out risk mitigation strategies for current raw material sources for prevention of substitution, mislabelling, dilution or counterfeiting, (food fraud).

New risk factors

1. Alternative raw materials:

It is hard to believe that in today's global supply network, organisations need to consider the impact of protectionist export restrictions being set by some countries. Or that border control measures to stop the spread of the virus could mean an inability to harvest and transport fresh fruit and vegetables. But it's a challenge we face.

It must also be recognised that as alternative supply sources diminish and shortages in raw materials develop, it is even more critical to define and evaluate risk mitigation strategies for increased vulnerabilities, for both current and alternative supply sources.

2. Staff shortages:

Staff shortages due to both increased consumer demand and worker illness have presented challenges for the food industry, from the farm through to retail outlets. While the drive to quickly recruit additional staff has provided valuable employment opportunities for many people, the risks related to upskilling and competency are numerous – and unlikely to have been planned for.

Without adequate training, new staff not previously employed in the food industry could present inherent risks to the production of safe food.

Critical equipment operators, often with years of experience in operational controls, cannot simply be replaced.

Unfortunately, the increasing number of news reports citing factory closures were the only choice for many companies as the virus continued to spread through the global population.

How well an organisation is able to adapt and cover these losses depends heavily on their training programs and the depth of experience in their workforce.

3. External services:

Businesses often need to use external services to maintain a sanitary and hygienic production environment. This could include cleaning, pest control, maintenance and laboratory testing. However, with the need to minimise visitors on-site or comply with government policy, businesses will need to decide whether they have the internal capability and required materials to bring these activities inside.

How do they manage the risk associated with this? If there is no internal capability, is there an increased risk of manufacturing potentially unsafe food?

It is certain that an outcome of the many lessons learned by all organisations across the food supply chain resulting from this global pandemic will be that a robust Crisis Management Plan is more than just what needs to be done to manage communication and control in relation to defective products due to a food safety incident.

This broader view is not only required to protect consumer safety but also employees, food supply and ultimately brand and business survival.

Large scale farms vs small

“ Learnings from the current crisis include the challenge of being overly reliant on one market. This has led to some dairy processors forcing primary producers to dump milk as the hospitality sector closed its doors.

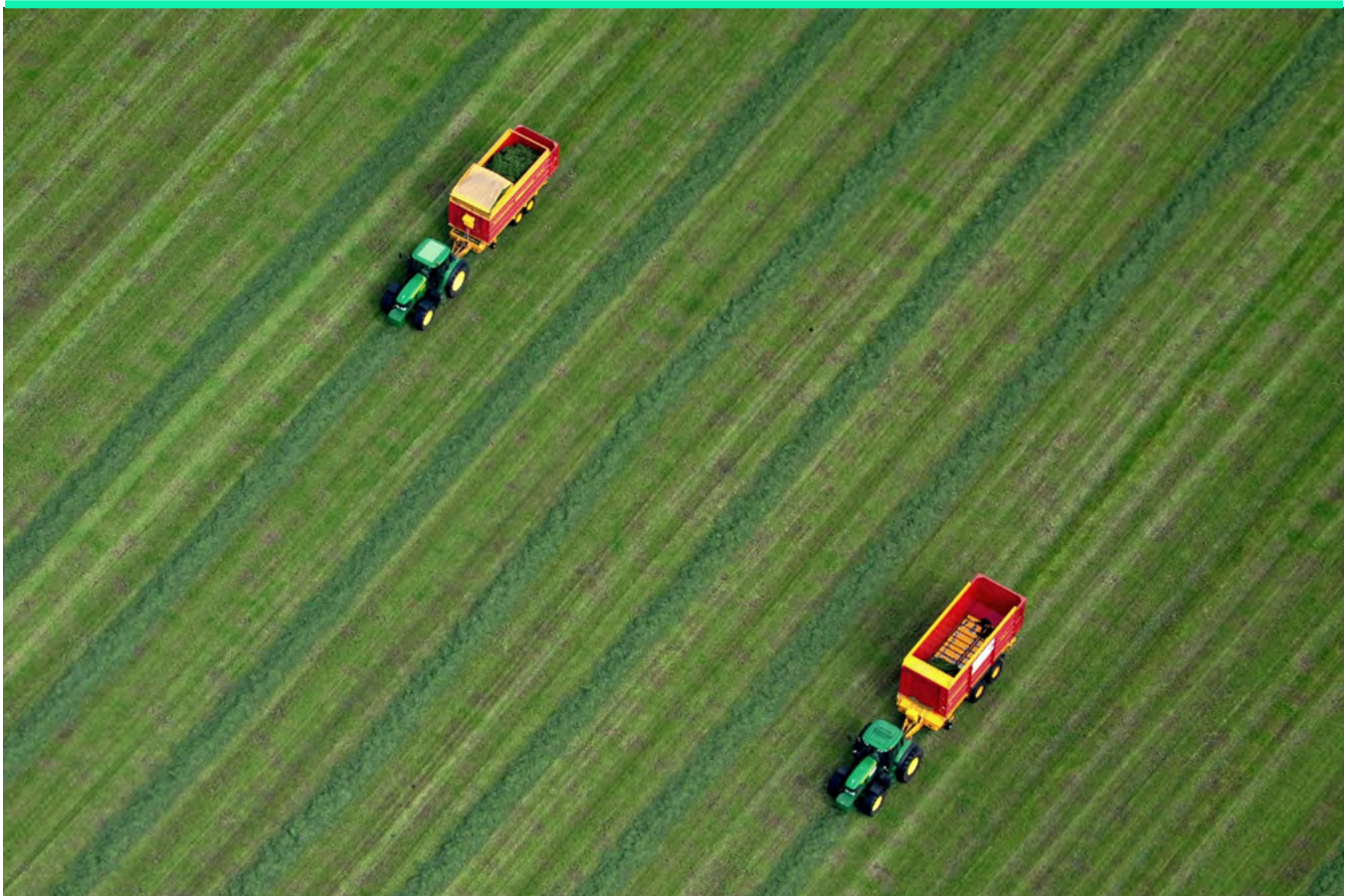
Jan Kranghand | Food Centre of Excellence | LRQA

Fresh produce producers have been challenged by crops ready to pick with no access to their labour resources due to travel restrictions.

Notably, there has been a silencing of the critics of agriculture who have long lamented that the industry is entirely to blame for the increase in greenhouse gas emissions.

As the sector continues to operate however, there has been a significant reduction in global pollution due to the suspension of travel via plane, trains and road, which could be seen by some as an opportunity for the agri sector to promote its green credentials.

When it comes to farming, both large scale factory farms and smaller scale production farms have seen opportunities and faced many challenges as a result of COVID-19, with both business models able to take on board key learnings in how to overcome challenges now and in the future.



Farming at the forefront

The sight of surplus milk being poured down a farm drain during the COVID-19 pandemic has been hard to watch. We all know and appreciate the huge amount of care, effort and cost that goes into producing it. While dairy farmers often have a contract where 100% of their produce goes to one supplier, post COVID-19, we may see pressure on those kinds of agreements as farmers look to build resilience by

diversifying and keeping their options open, to help survive future crises. The future for milk could echo the grain market, where often 60% of produce is contracted, and the rest sold to the highest bidder.

The crisis has shown that relationships that were thought impossible to achieve, have now been proven to work.

The challenge is finding a way for them to continue. New York State's dairy farmers have provided surplus to the needy in the city, free of charge. That's a relationship created by the crisis – but will it continue when normality returns?

Opportunities for farms large and small

There's a perception that crises like COVID-19 put more pressure on smaller producers, but that needn't be the case. Smaller farms can turn their hand to new revenue streams more quickly than larger operators. They can take advantage of local revenue streams, where consumers feel the glow of buying from local farms.

As consumers' awareness of the environmental supply chains increases, smaller farms can offer virtuous, low-impact solutions.

Co-operatives still have a part to play in increasing and maintaining farming standards. In Thailand, we've seen individual cattle farmers, with just a few animals, joining forces to create combined herds of thousands. Their animal husbandry is generally good, but access to market and quality assurance has been poor.

Together, they're able to meet the certified standards the market demands and reduce the environmental impact of their activities through collective funding of anaerobic digesters.

There's a great reputational opportunity for larger farms. After many years of negativity from some campaigners, large scale farms have shown their value as a vital part of maintaining food security in a safe, compliant and environmentally friendly way.

Remote solutions provide a method of increasing the quality demanded by manufacturers and consumers, offering assurance across the world.

Remote auditing enables experts from all over the world to be connected on the same platform, to bring together a huge level of collective knowledge and understanding during the audit.

Necessity has accelerated acceptance of remote audits. It's shown the industry that four hours walking around a farm isn't always the most efficient use of time. Pre-submission of documents online allows assessors to look for patterns in the data. Then, when on site, they can examine those target areas in more detail.

Key learnings

A crisis always creates a response and COVID-19 has been no different. Previous animal health disease outbreaks still ring true in the minds of many UK farmers, for example. These force us to stop and ask questions and become more solutions focused.

The future will see an increase in the adoption of remote audits, but also a rise in collaboration, monitoring and benchmarking as well as increased sharing of big data to increase transparency across the supply chain.

All of these developments will help evidence the ethical, environmental and welfare improvements the industry is undertaking in response to changing global demand.

Consumer behaviour

Feeding consumer hunger

Across the developed world, the first sign of the COVID-19 pandemic started with panic buying and hoarding of staple items such as flour, pasta, canned goods and frozen vegetables. The buying frenzy, albeit irrational, was triggered by the consumer's desire to control their basic needs for sustenance in a time of global uncertainty.

All the while, retailers provided daily assurances that their supply chains could cope, however the evidence presented through empty shelves and delayed online shopping deliveries was that they could not meet the

consumer hunger and a vicious cycle of unprecedented demand continued for weeks.

It must however be acknowledged that these shortages on shelves were a demonstration of just how efficient and cost-effective food supply chains have become.

Retailers have optimised supplier agreements calling for just in time production and delivery, providing a vast array of stock keeping units (SKUs) and products to meet every consumer desire.

Store stock levels are closely linked to daily sales trends albeit with limited on-site storage capability. This is all good business practice and essential to keep consumers happy and prices down, so shoppers will regularly return to their stores, but in a period of unprecedented disruption, as that caused by the COVID-19 pandemic, the impact on consumer confidence was largely unanticipated.



So the question is...



What will be the lasting effects on consumer behaviours and how do retailers and their supply chains need to be adapted to meet these changes?

Kimberly Carey Coffin | Global Technical Director
Supply Chain Assurance | LRQA

1. Essential items

With the ability to just pop down to the shop to pick up a ready meal or ingredients for dinner no longer the safe option, meal planning and maintaining a stocked pantry will be a shift many consumers will make for the future.

They will also develop an understanding of 'what' are the essentials that they need in their food cupboards.

Shopping for fresh and perishable items e.g. bread, meat and fruit/vegetables will move to more local sources and will be bought in smaller quantities as consumers feel safer visiting a small, local baker, butcher or farmers market and are conscious of controlling food waste.

2. Less choice

We expect to see retailers reviewing the need for diversity in their product line ranges, leading to optimisation from production planning and scheduling at the factory level, through to warehousing operations and in-store ranges.

Less options will mean that the volume held on-site of the remaining ranges can be increased and allow more effectively for ongoing shelf stocking as demand requires.

The downside of this change means that the wide variety and niche products consumers have come to expect at their local supermarket may disappear as victims of the post COVID-19 pandemic.

3. Stock agility

Efficiencies gained from 'just in time' supply by manufacturers and retailers' stock management via mega distribution centres will be even more critical to cost control in a period of anticipated global recession.

Improvements in getting the products from centralised distribution operations to the consumer – whether that be through stores or online – will be a focus for retailers as this is where systems broke down due to panic buying by consumers.

There is much re-thinking needed about how to maintain stock closer to the consumer, e.g. increased smaller satellite supply locations for essentials or more staff/ technology to support pick up/delivery volumes, as agility at this end of the supply chain is now more than ever needed.

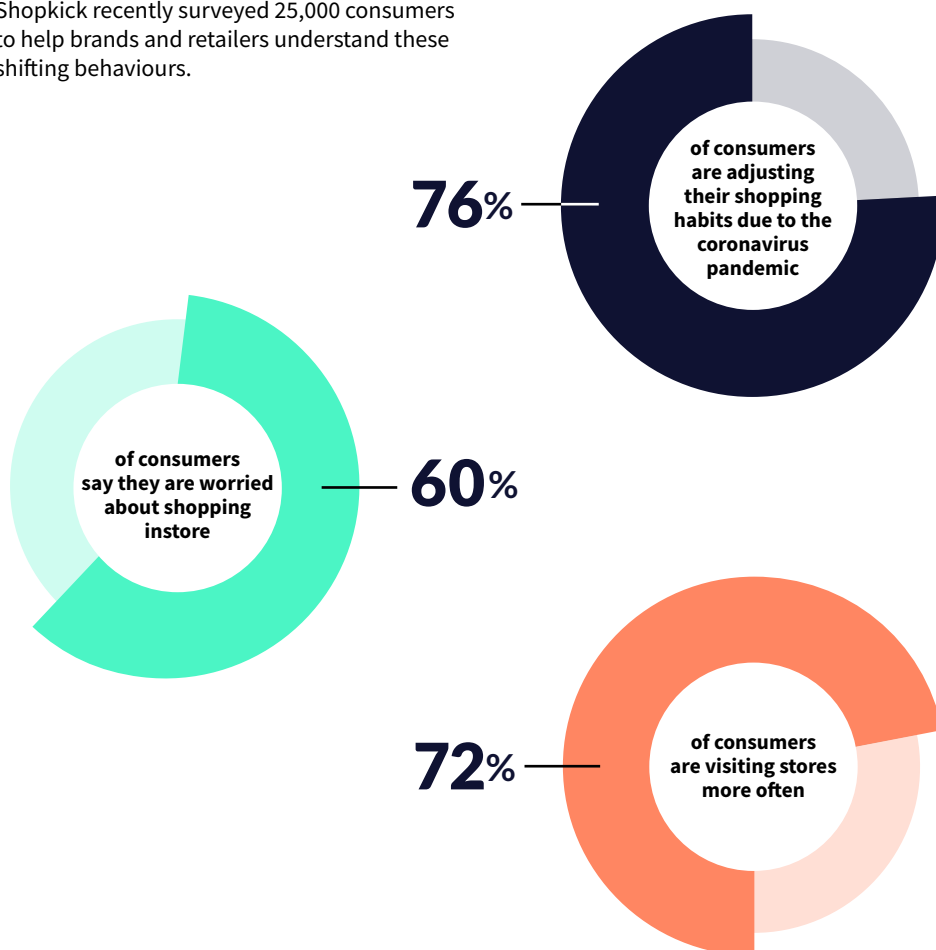
At the core of feeding consumer hunger is ensuring food security. What the COVID-19 pandemic has exemplified is that this is not just a challenge for developing countries, as even the most advanced supply chains in the US, UK and Australia have been disrupted when the fine balance between supply and demand was lost through the consumers need to control their basic need for food.

Future proofing will mean changes to both consumer behaviours – wants vs needs, as well as retailer's ability to adapt.

Navigating shifting consumer behaviours during the COVID-19 outbreak

In the age of the COVID-19 pandemic, Americans are doing whatever it takes to stay safe and healthy – including changing the way they shop.

Shopkick recently surveyed 25,000 consumers to help brands and retailers understand these shifting behaviours.



Datasource: Shopkick

Legislation and compliance

Strengthening primary production standards

Food safety and supply chain integrity starts at farm level, from animal feed through to welfare conditions and harvesting. All elements play a part. Yet despite this, in many countries farming remains the weakest link in the supply chain, with limited regulation and often no standardised, recognisable certification in place to reassure buyers and consumers.

This was long an issue before COVID-19, but the suggested links between the outbreak and wild meat and wet markets will quite rightly focus minds on how best to tackle and strengthen the first stages in the supply chain.

Exemplary national standards for farm assurance exist in pockets across the developed world, but partly due to the nature of the sector, there is little in the way of truly global primary production equivalents. Yet, just because global standards aren't perfect, it doesn't mean the industry shouldn't take learnings from the crisis to act now and strengthen where we can.

Existing standards aligned with the Global Food Standard Initiative (GFSI) are possible in some regions where larger modernised farms exist. But assessment against these standards comes at a cost and for many in agriculture unused to such scrutiny with little in the way of expendable income, this is likely to be a step too far.

Likewise, transplanting the very best national standards into different geographies is also unlikely to be practical, given differences in perspective, farming techniques and interpretation.

For primary production standards to be truly strengthened, companies and organisations must work at a local level to drive common understanding and common standards.

What are the real regional food safety issues emerging at farm level? How is animal welfare managed? Could livestock transportation and slaughtering practices be managed more humanely and hygienically?

Each country and region will have its own issues to deal with and many of the challenges highlighted by COVID-19 are not exclusive to the developing world, with farms in Europe and US equally exposed at times.

In recent years, we've seen companies excel in raising standards in Asia and we know that if the correct process and approach is made, impactful and lasting improvements in food safety and supply chain integrity can be achieved.

Once the local issues are identified, there has to be a process of engagement. We need to demonstrate how to change, educate farmers about why it's important to change, and support those changes with practical measures which can be continually monitored.

Once farmers and smaller food businesses, understand the benefits of any change requested of them, they will be readily embraced. This collaborative, mentoring approach needs to take place to truly strengthen food safety standards where they're lacking.

It is our firm hope that by increasing collaboration, embracing practical change and adopting specific standards where applicable, greater food safety and animal welfare levels can be achieved.

This in turn builds trust and encourages further collaboration between farmer and buyer, leading to benefits for all who want to be certain the food they eat is of the standard they expect.

Strengthening safety in hospitality

Although governments around the world banned dine-in services in response to COVID-19, recognition of food as an essential service has provided allowances for the hospitality sector to continue to provide meals to the community by way of takeaway, curb-side and on-demand delivery services.

Although a 'good' way to keep the business going, shifting traditional restaurant operations to alternative service formats made many appreciate that it takes more than just getting food out the door in a takeaway container.

Here are some points to consider:

- **Temperature controls and compliance monitoring:**

Most hospitality businesses have these well under control and actively monitor for compliance with regulatory requirements.

How well these controls, often taken manually, work when under the pressure of high-volume throughput and using skeleton staff, and whether they have been extended to the packaging and holding of ready-to-eat (RTE) foods awaiting pick up/delivery is debatable.

Digital food safety systems that allow for real time capture and alerts of all critical food safety parameters related to temperature will be the 'must have' in a post COVID-19 world.



Recognition of food as an essential service has provided allowances for the hospitality sector.

**Kimberly Carey Coffin | Global Technical Director
Supply Chain Assurance | LRQA**

- **Strict adherence to menus/recipes:**

Raw material availability and high demand can lead to the need to substitute or change a dish as presented on the menu. This can be easily managed by wait staff for table service, but in a takeaway environment reliant on on-line menus and phone-in orders, ensuring staff are informed and understand the implications of recipe changes/substitutions to customers with allergies and intolerances are essential.

There is a need to control allergen cross contamination risks when operating in a different way. This could include reduced staff, the need for social distancing, alternative ways of food orders being taken and received and a menu that likely differs slightly from the norm.

- **Adherence to good hygiene practices:**

Frequent and proper hand washing as well as the routine cleaning and sanitising of all surfaces are known fundamentals when preparing and serving RTE foods to prevent contamination by staff handling.

During this COVID-19 pandemic, the food sector has found the need for this to be extended to staff wellness checks and measures for risk mitigation around the spread of infection to reassure customers of the safety of takeaway foods.

- **On-demand driver health, hygiene and wellness:**

The increase in on-demand delivery services in the US/UK certainly demonstrates the vital role that the gig economy has played in keeping the consumer fed, but even these services were delivered with a twist.

The introduction of 'no contact delivery' protocols, provision of hand sanitising supplies as well as statements of delivery personnel wellness demonstrate a tightening of controls to provide customers with the confidence in safe food handling and mitigation of the spread of infection.

These controls will not be temporary – they are the new normal and the providers that manage these platforms will need to ensure that the 'workers' they contract are competent not only in speedy delivery, but safety.



Paying more and going local

“ Consumers may prefer to buy more goods sourced locally as they look to play their part in supporting their local economy.

Chris Hammond | Global Head of Marketing, Food & Drink | LRQA

For many countries in lockdown, the only outside experiences consumers encountered for weeks at a time will have been visits to their local supermarket. These visits will not have been normal. Shoppers have experienced less stock, reduced fresh produce and meat options, queues to enter and social distancing throughout, all while diligent staff work their hardest to ensure surfaces are constantly cleaned and shelves replenished. This is a shopping experience unlikely to be replicated on adverts and promotions.

In many countries where restrictions have been more limited, shoppers have actively embraced local producers and smaller boutique grocers, butchers and delicatessens as a means of supporting local communities and livelihoods through COVID-19.

Moving forward, the onus will be on retailers to match this local focus more visibly by embracing much shorter supply chains than they've done before, perhaps acting as regional brands rather than national or international names.

Not only would this enable them to meet the expectation that retailers will play their part in supporting local economies more strongly, it will also in turn reduce reliance on more distant and at times, less reliable global supply chains.

While retailers will undoubtedly reassess or even reduce the items on offer, those who opt for a more local focus will find opportunities.

The biggest question however, won't be around what products, but around cost.

Today, the developed world is paying its lowest ever percentage of take-home pay on food. The World Economic Forum estimates that in the UK the figure is 8.2%, Australia comes in at 9.8% while in the US the average is just 6.4%.

Many developing economies spend upwards of 30% on food, which seems high to many of us, but for much of the developed world that percentage was the norm just 50 years ago.

We have been paying too little for our food for too long, and the knock-on effect is that farmers and food manufacturers have not been able to generate enough income to truly invest in strengthening their supply chains in the way they require.

COVID-19 has very clearly highlighted flaws in production efficiencies, logistics and food integrity. These flaws will remain, unless the consumer plays their part in addressing the issue.

Should the conscientious consumer expect to pay an increasing percentage of their take-home pay on safer, ethically sourced, sustainable and nutritious food? The answer must be: if you can, you should.

Even marginal increases could help ensure the food industry can meet the increasing demand on production, while providing more jobs and economic opportunity within communities at the same time.



Conclusion

There is no escaping the fact COVID-19 has massively impacted global food supply chains and caused serious challenges for the worldwide retail and hospitality sectors.

In the UK, popular restaurant chains Carluccio's and Chiquito both went into administration early on following the government's imposed social distancing and 'lockdown' initiatives, while thousands of smaller pubs and restaurants also face an uncertain future as footfall vanishes. The situation is similar elsewhere in Europe, with businesses both large and small struggling amid government restrictions on openings and the reduced movement of people. Warnings from the US that lockdown may have made as many as four million restaurant workers almost instantly redundant also makes for stark reading.

While this crisis has left many food businesses reeling and some even closing their doors, we have also witnessed innovation and swift adaption to change by those businesses that have been able to find opportunity in adversity, helped by the 'Amazonification' of some restaurant and pub brands.

In addition, we have seen remarkable stories of businesses who have started and joined community initiatives to ensure the continued delivery of safe food and supplies during the pandemic.

LRQA's food experts believe the importance of food safety and supply chain sustainability will only increase. Even before the crisis, consumers were demanding yet more from our restaurants, retailers, manufacturers and farmers – and this will only grow.

When it comes to consumer behaviour around food and goods, will COVID-19 drive long-lasting change in how we shop? There is already some talk in the sector of a rise in 'responsible consumption' – which means making more sustainably-focused choices about the products that we buy and the food that we eat. Only time will tell how much of a trend this turns out to be.

The silver lining is that for those who have been isolated for a period of weeks and months, meals with friends and family either at home or in restaurants are certain to be high on the agenda when things re-open. With this in mind, the whole sector has an opportunity to recover faster than some others while helping to boost economies and provide employment.



YOUR FUTURE. OUR FOCUS.

About LRQA

Bringing together unrivalled expertise in certification, brand assurance and training, LRQA is one of the world's leading providers of food safety and assurance solutions. Working together with farms, fisheries, food manufacturers, restaurants, hotels and global retailers, we help manage food safety and sustainability risks throughout supply chains and have become a leading global assurance provider.

We're proud of our heritage, but it's who we are today that really matters, because that's what shapes how we partner with our clients tomorrow. By combining strong values, decades of experience in risk management and mitigation and a keen focus on the future, we're here to support our clients as they build safer, more secure, more sustainable businesses.

From independent auditing, certification and training; to technical advisory services; to real-time assurance technology; to data-driven supply chain transformation, our innovative end-to-end solutions help our clients negotiate a rapidly changing risk landscape – making sure they're shaping their own future, rather than letting it shape them.

Get in touch

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