The Cost of Food Safety in Food Operations

A Foodservice Perspective

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McDonald's USA

McDonald’s

The World’s Largest Restaurant Company

41K+

Restaurants

2.2M

People
Working for McDonald’s
or Franchisees

100+

Countries

65M+

Customers
Served every day

How We Operate

Franchisees

Supplier Partners

Corporate

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Partnership with Suppliers & Franchisees

The 3-legged stool is grounded in these key principles:

Our partnership and how we operate is built on **mutual trust and shared risk and reward.**

We are **committed to the partnership** and each other's **long-term success.**

We **appreciate** the **strategic value suppliers and franchisees** provide to the System and suppliers' commitment to hold **McDonald's as a priority customer.**

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For over **70 years**, our customers have held a high level **of TRUST** in our Brand.
The McDonald's U.S. Food Safety & Quality Systems team pledges to maintain that standard by **ensuring our restaurants serve safe, consistent, high-quality food**.

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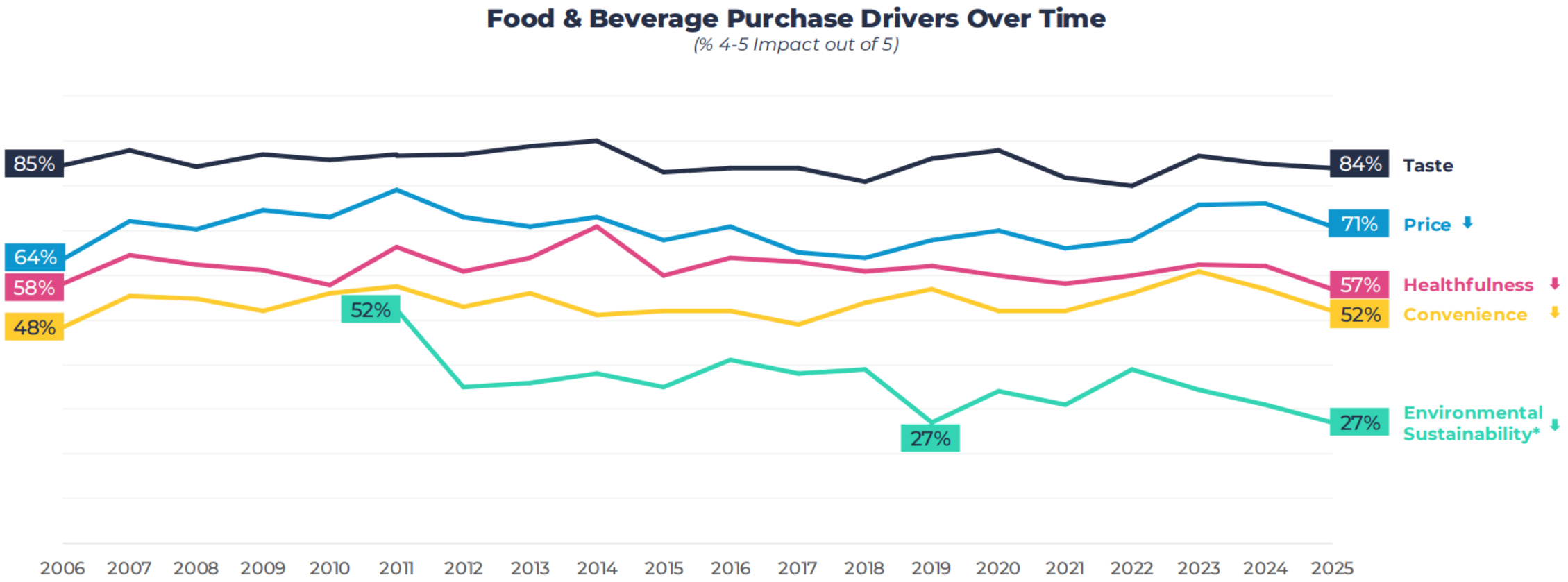
Taste has been the top food and beverage purchase driver since 2006.

For 20 consecutive years, Americans have considered taste a stronger driver of their food and beverage purchases than price, healthfulness, or convenience. Since 2011, environmental sustainability has consistently ranked below these factors.



IFIC FOOD & HEALTH SURVEY

Food Safety is Baked Into Consumers Buying Decisions

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The Cost of Food Safety: Let's Jump Into

- Where Food Safety Hits across the Board
- The Cost of Trust
- Proactive Investment in Food Safety

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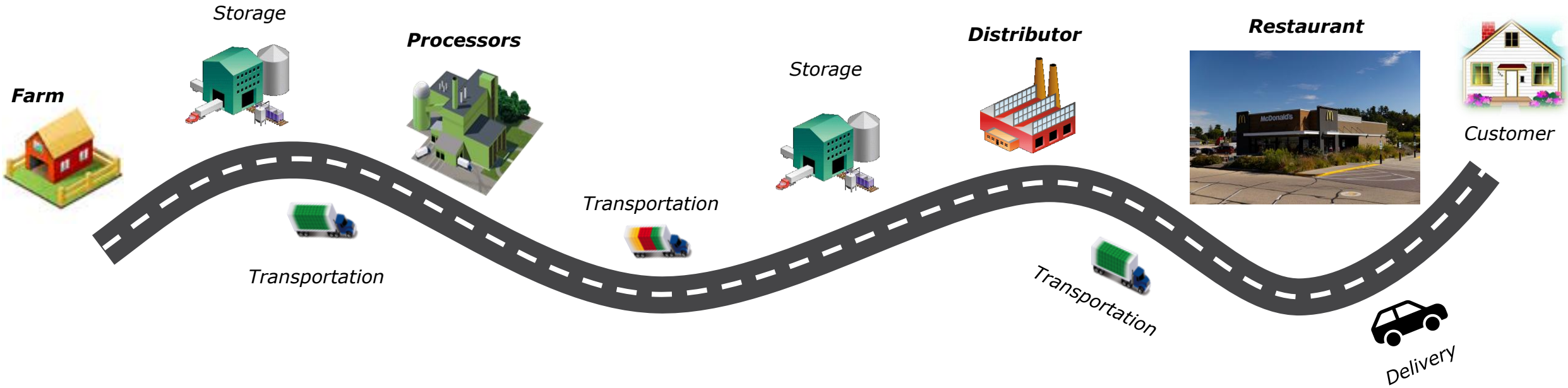
Investment in Food Safety across the Supply Chain – Base Programs

Farm to Restaurant



Farm

- Global Good Agricultural Practices (GAPs) requirements
- Water management and testing
- Pre-harvest testing
- Traceability

Processing

- Supplier Quality Management System (SQMS) requirements
- GMP requirements
- Finished product verification
- Traceability

Distribution/Transportation

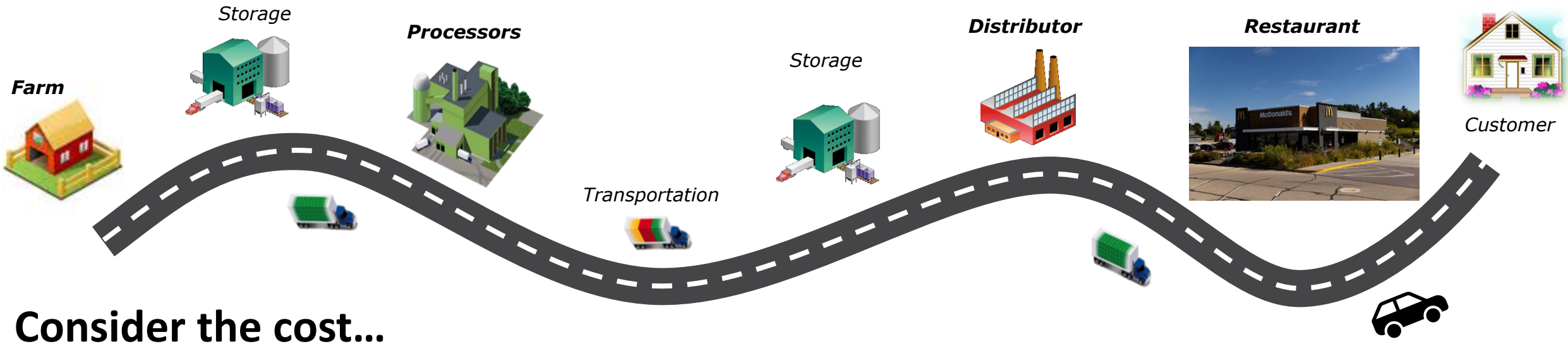
- Transportation requirements
- Cold Chain/QIP management
- Distribution Quality Management Program (DQMP) requirements
- Traceability

Restaurants

- Brand Standard requirements
- Food Safety requirements and audits
- Digital food safety tools
- People
- Equipment

When a Food Safety Event Occurs

Farm to Restaurant



Consider the cost…

Recalling product

Additional testing

Insurance increases

Destroying raw material and any associated lots

Legal counsel

Decreased sales

Destroying/disposition of product

Consumer trust

Media relations

Storing product

Transportation and shipping

Litigation

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Food Safety Investment at the Restaurant Level:

Food Safety Investment

3rd Party Food Safety Audit

- Unannounced
- Twice a year

Brand Audit, Coaching, Targeted Training

VS

Cost of Non-Investment

- Operating Cost/Day x Days Close
- Reputation in Community
- Reduced guest counts
- Employee satisfaction
- Etc.

Food Safety Investment from the Distribution Level: Cost of Quality Example

Fictional Case Study: Processing Quality Claims at a DC

Claims (Complaint) Data	Distribution Center Impact
Number of claims in one year	60,000
Ave minutes spent per claim	10
Total minutes spent entering claims	600,000
Total hours spent entering claims	10,000
Ave hourly wage for admin handling claims	$30
Yearly cost of processing claims	$300,000 or **$5 per claim**

Item at DC	Claims Paid	Claims	Cost/Claim
XYZ Protein	$150,000	2000	$75
XYZ Produce	$110,000	7500	$15
XYZ Beverage	$150,000	1500	$100
ABC Protein	$50,000	600	$83
XYZ Bakery	$20,000	2000	$10

For XYZ Beverage, every complaint reduction saves $105

© M.

The Cost of Trust

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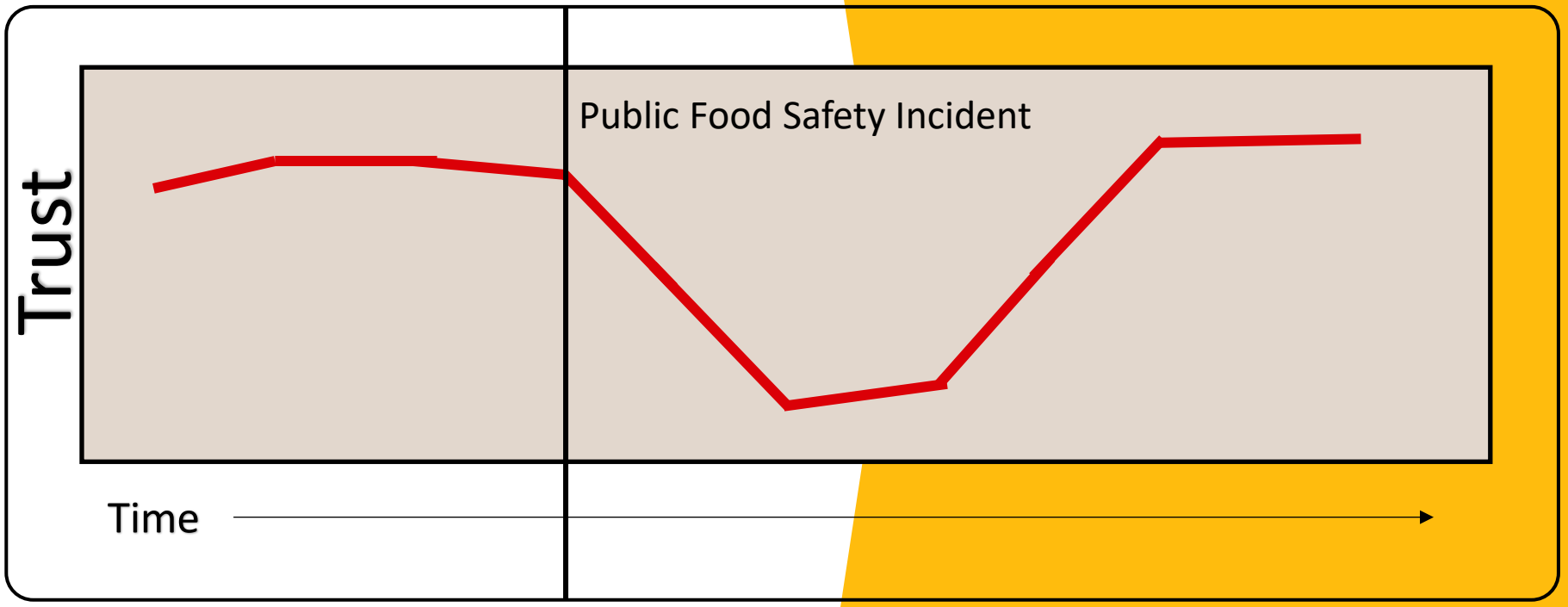
Consumer Perception of Food Safety and Trust



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Consumer Perception of Food Safety and Trust

Food Safety is Baked Into Consumers Buying Decisions

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Consumer Perception of Food Safety and Trust

What is the Cost?

- **Loss of Trust**
- **Decline in sales**
- **Bringing people back**

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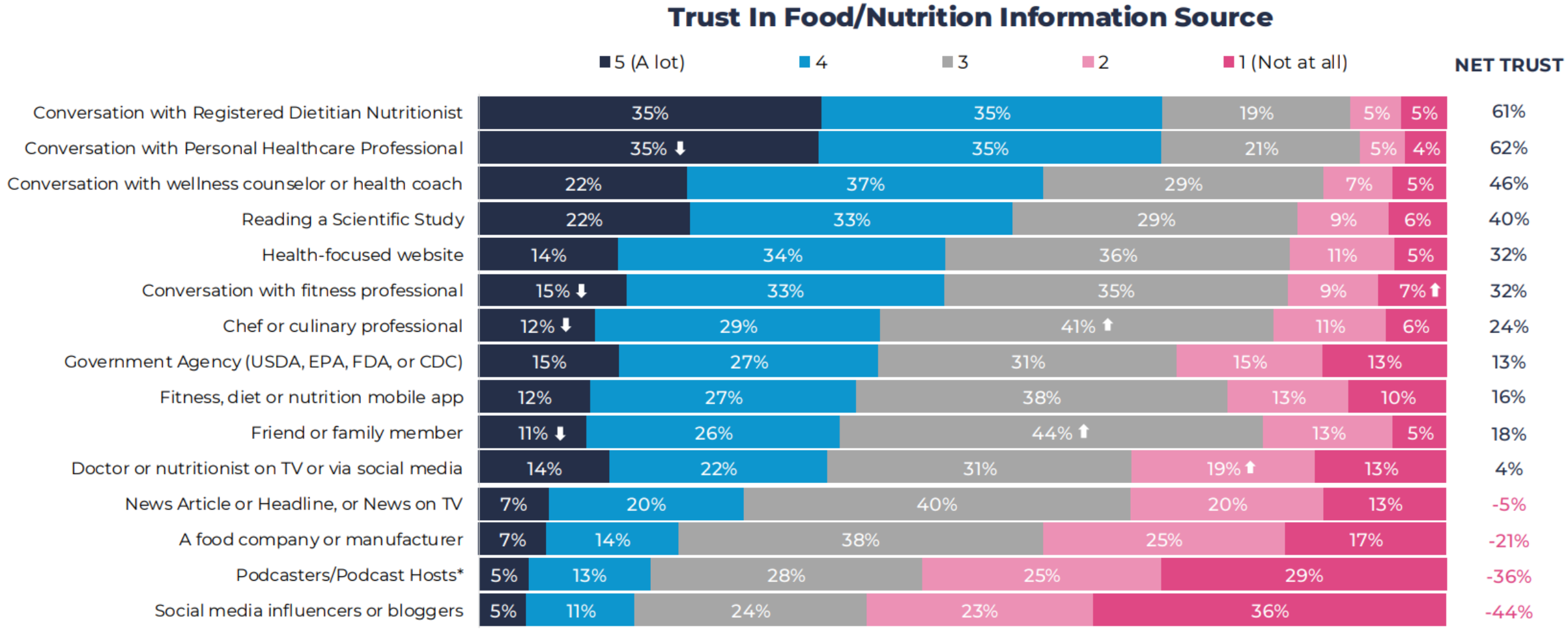
Talking about Food Safety: Who do Consumers Trust



IFIC FOOD & HEALTH SURVEY

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Proactive Investment in Food Safety

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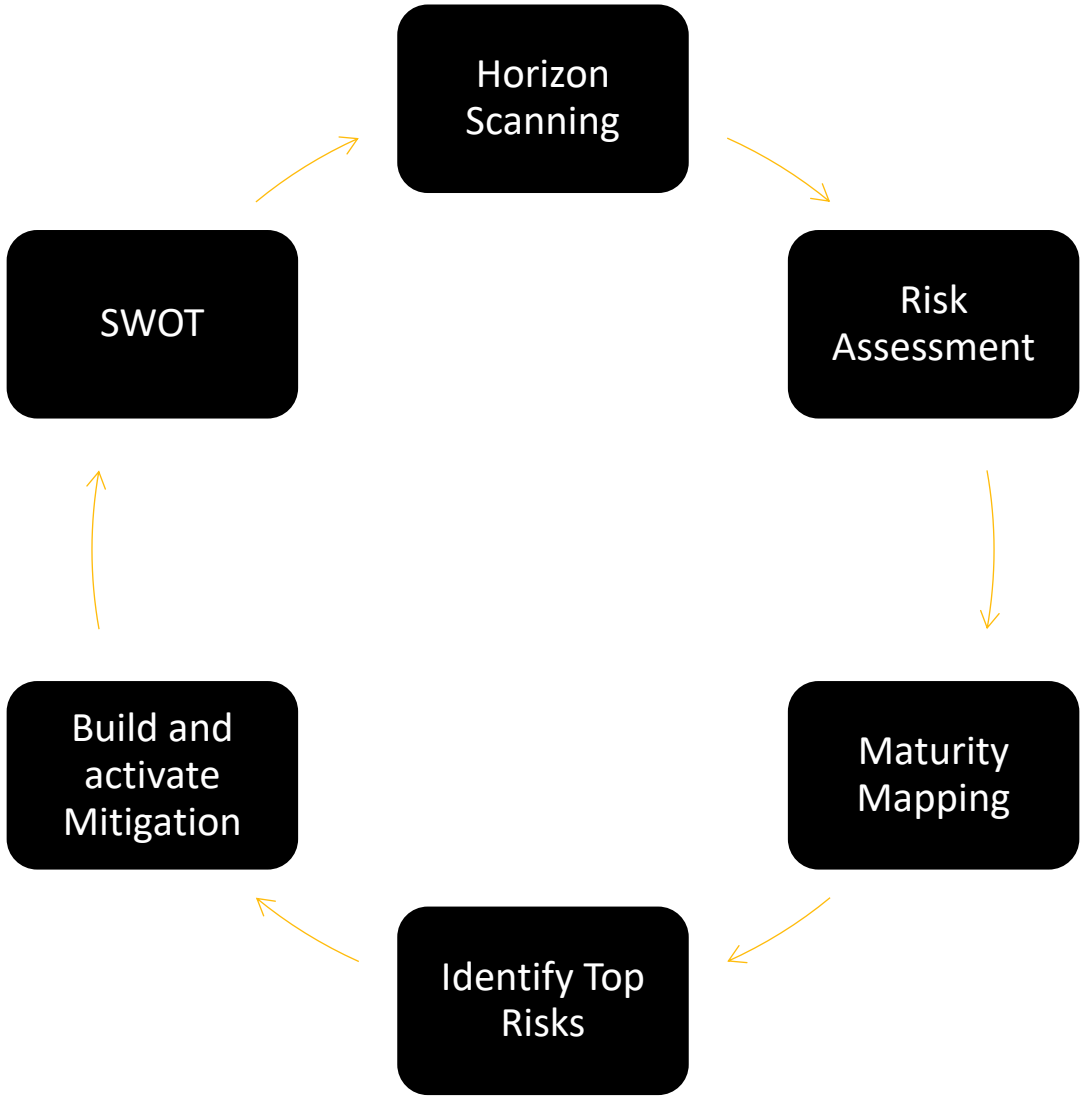
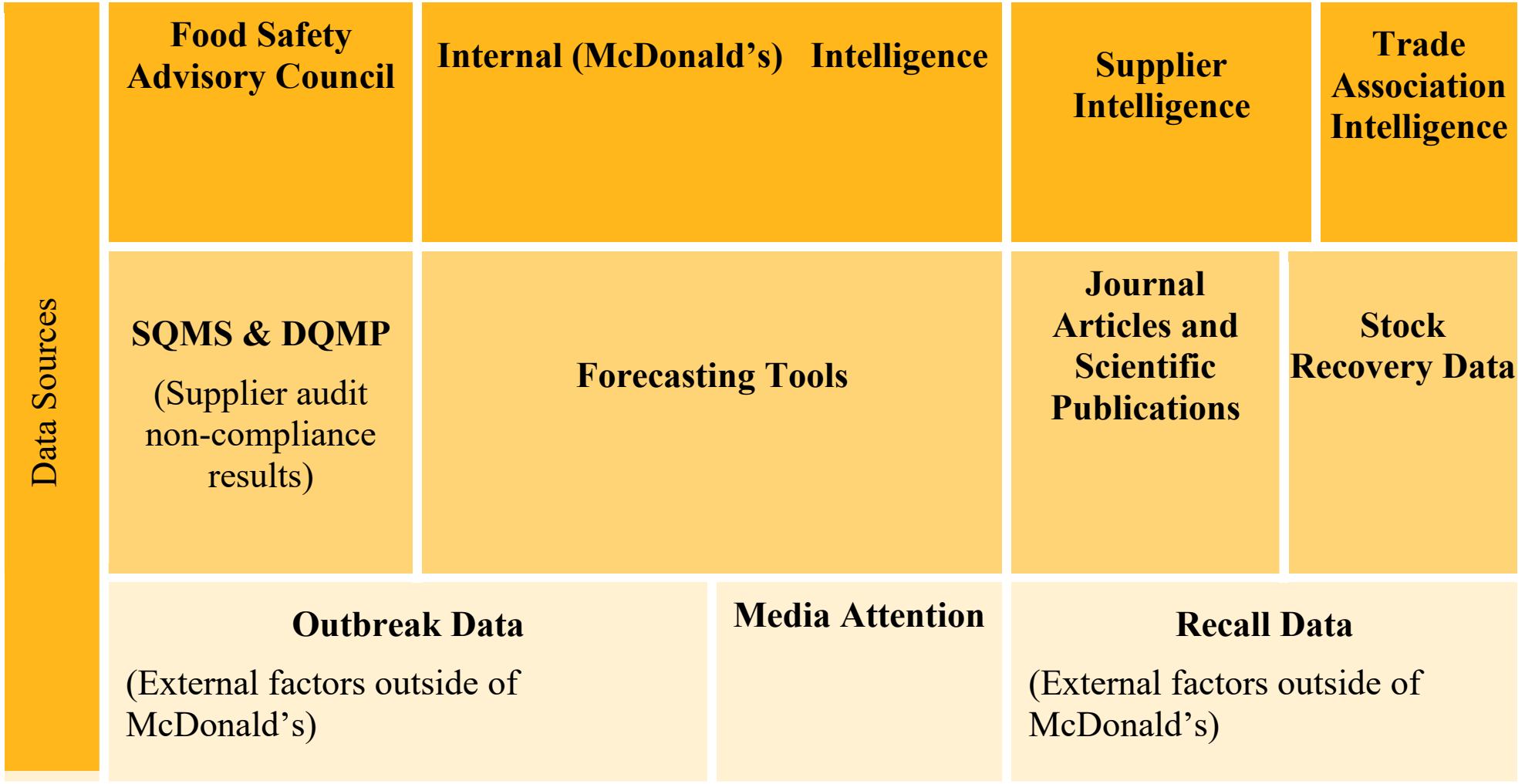
Investment in Anticipatory Issues Management

Investment in Anticipatory Issues Management: US Market Approach



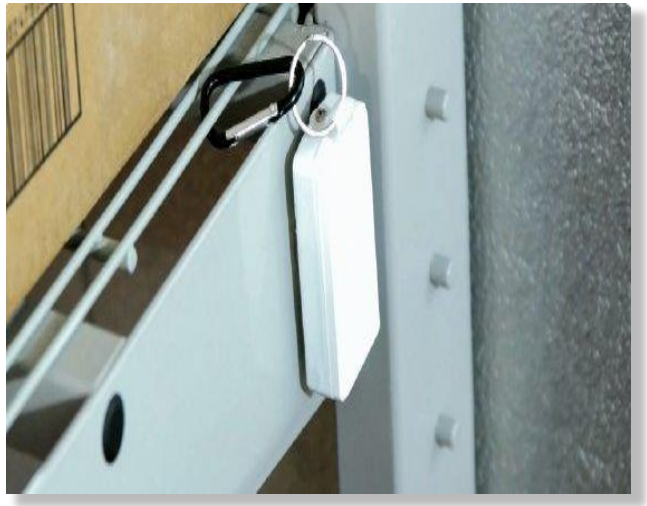
Investment in Anticipatory Issues Management: Horizon Scanning



Anticipatory Issues Management in Action: Integrate Digital Systems

Digital Food Safety (DFS)

Remote Temperature Systems (RTS)



Transforming Traceability

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Investment in People and Systems: Restaurant Management and Crew

Design Out Potential Issues

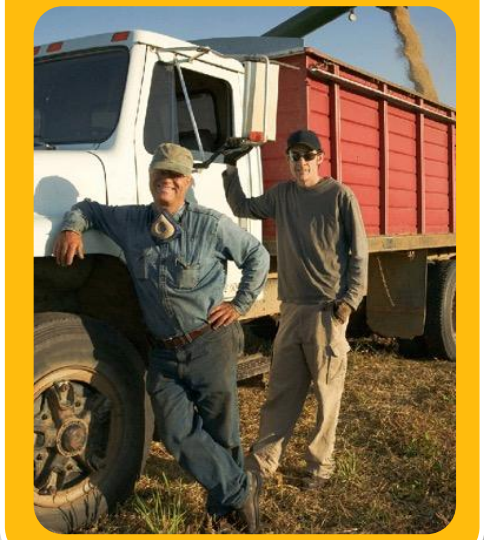
Easy and engaging training

- See it, Try it, Check it
- Read, Watch, Play
- Shoulder to Shoulder

Nuts and Bolts Integration Team – monthly re-hit of basic restaurant concepts, including food safety

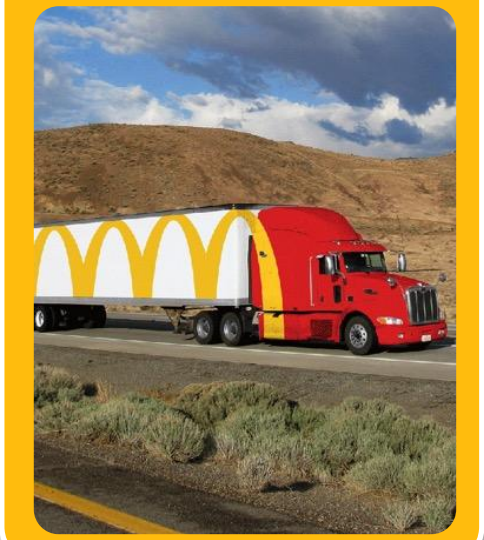
Partnership in Food Safety

Farm



Supplier

Distribution



Restaurant

External Partners

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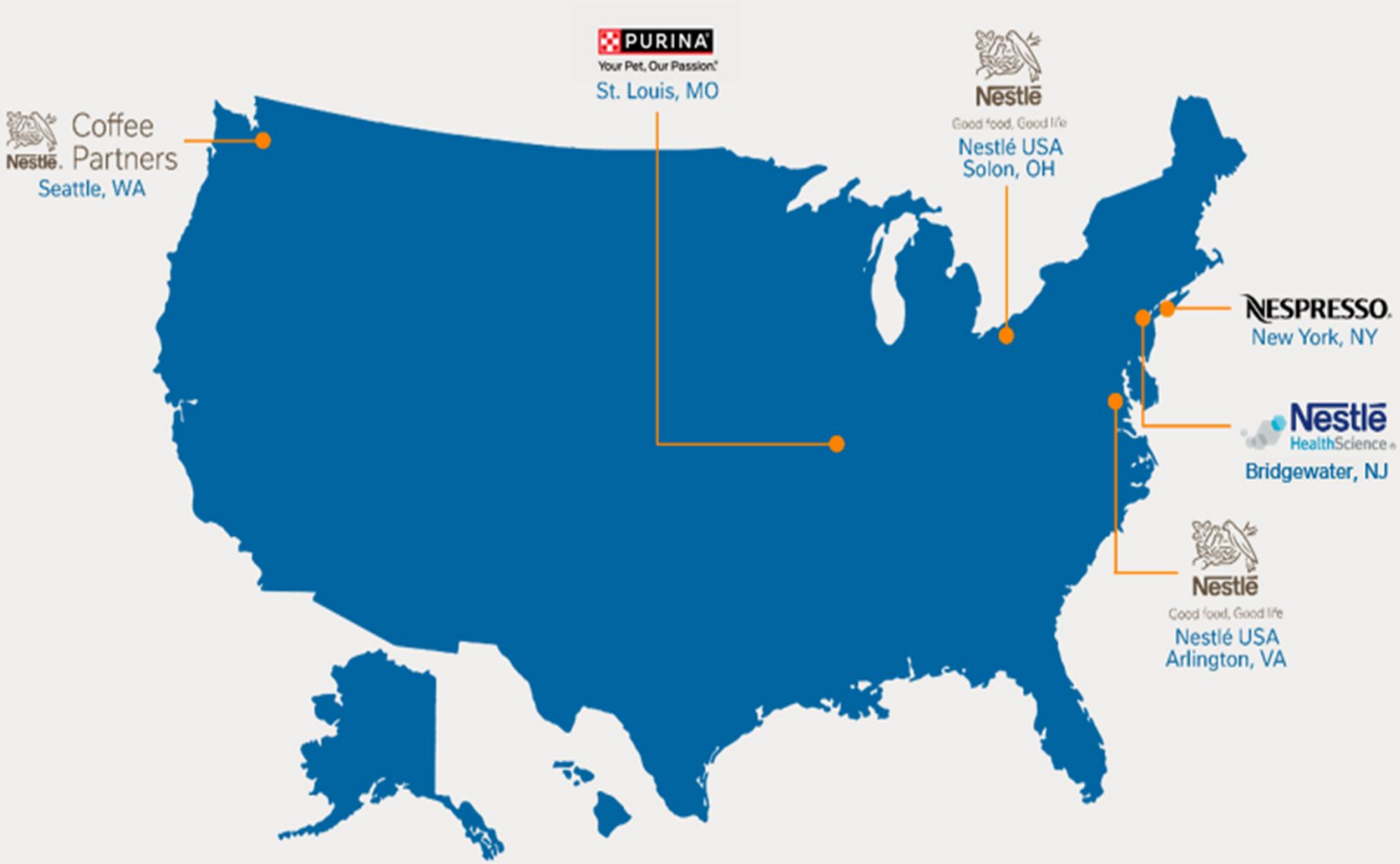
Good food, Good life

Food Safety Economics in Manufacturing: Managing Risk, Not Chasing Zero

David Clifford
Director, Food Safety
May 2026

AllforQuality
Our foundation for trust

The U.S. is Nestlé's largest global market, with core operating units and globally managed businesses represented.



4 operating companies

28 states

113 Facilities *including*:

62 factories

36K employees

A portfolio with category-leading brands that consumers love, present in 97% of U.S. households.

Food Safety Decisions Fail at the Margins, Not the Basics

Cost Pressures, Complexity, Detection Sensitivity

Increase Faster Than Risk Reduction

Zero Risk: The Persistent and Costly Myth

Zero risk is not a food safety strategy — it's a misunderstanding of how systems work

Residual risk is unavoidable
in manufacturing systems

Increasing detection sensitivity
≠ increasing risk

Hazard detection
without context drives:

Unnecessary
product destruction

Resource diversion
from higher-impact controls

What Hygienic Design Buys You in Manufacturing —

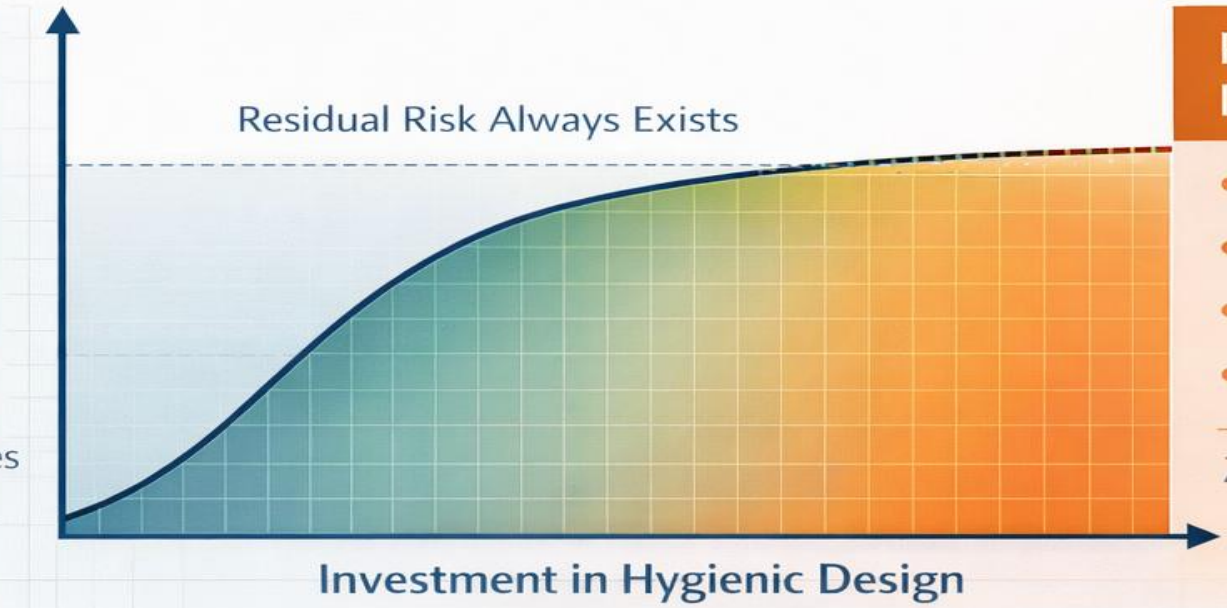
—and why perfect design is not always rational

What Hygienic Design Buys You

Public Health Protection
- Safe Production Environment
- Safe Competitive Product

Operational Reliability
- More Efficient & Clean Processes

Business Risk Protection
- Recall & Incident Prevention



Perfect Design? Diminishing Returns

- Effectively Imperfect
- Diminishing Returns
- Opportunity Cost Tradeoff
- Residual Risk vs. Zero Risk

Zero risk is not achievable

Hygienic Performance = Fit for purpose • Cleanable • Minimized Contamination

Good Hygienic Design

- Sloped Floors & Proper Drainage
- Clean, Accessible Equipment

Poor Design / Failure Cues

- Water Leaks & Pooling
- Hard-to-Clean Areas
- Hard-to-Clean Areas

When Hygienic Design Shortcuts Lead to Losses

Designed for Hygienic Performance

- ✔ No Niches / Dead Legs
- ✔ Drainability
- ✔ Access & Cleanability
- ✔ Ingress Prevention
- ✔ Cleaning Method Matched to Design

Design Shortcuts & Consequences

- Harborage
- Moisture Accumulation
- Persistent Contamination Risk
- Unplanned Downtime / Disruption

Building and utility design hygienic design

Design Decisions → Risk Exposure → Cost Absorption

Investment Decision Filter

1. What risk pathway does this break?
2. What is the marginal risk reduction?
3. What costs are avoided?
4. What is displaced if we invest here?

A Framework for Economic Valuation of Food Safety Risk Reduction

Department of Biosystems and Agricultural Engineering
Michigan State University

A Decision-Support Tool for Food Safety Technology Investments

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INTRODUCTION

Foodborne pathogens are an ongoing concern for low-moisture food processors, causing outbreaks and recalls for numerous products[1-3].

These events are costly to the public health sector, consumers, and industry[3]. Current research on economic impacts are largely focused on public health and consumer costs, rather than company-specific costs that are important to business decision makers.

Furthermore, food safety investments do not elicit immediate financial returns for food producers, making investing in food safety technology a difficult business decision. Economic benefits associated with investing in food safety technology have never been quantified, and **risk reduction should = $ for producers.**

OBJECTIVES

The objective of this study is to develop a **novel, proof-of-concept framework for economic valuation of food safety risk reduction,** and to demonstrate the framework using a case study of a 20-year example scenario, *E. coli* in raw flour, encompassing:

1. QMRA for illnesses due to raw flour consumption
2. Recall/outbreak costs incurred by firms
3. Food safety technology cost-benefit decision analysis

QMRA

Methods

- **Program used:** R version 4.4.1
- **Calculations:** Monte Carlo simulation with 10,000 iterations
- **Exposure scenario:**

REFERENCES

1. US FDA. 2023. Recalls, Market Withdrawals, & Safety Alerts.
2. CDC. 2023. List of Multistate Foodborne Outbreak Notices.

ACKNOWLEDGEMENTS

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DECISION MODEL FRAMEWORK

CASE STUDY RESULTS

Cost-Benefit Analysis (total cost when investing or not investing in example kill step)

Intervention	Min	1st Quartile	Median	Mean	3rd Quartile	Max
Vacuum steam treatment	$7,800,000	$7,800,000	$7,800,000	$12,200,000	$7,800,000	1,800,000,000
No vacuum steam treatment	$13,900	$10,500	$10,800	$72,000,000	$10,500	1,850,000,000

- Mean differential = $60,000,000
- $60,000,000 ÷ 20 years = $3,000,000 yearly benefit
- Payback period for $5,000,000 technology = 1.7 years
- **Food safety technology more cost-effective intervention in 10% of 10,000 iterations**

Spearman Rank Correlation Coefficients

CONCLUSIONS

- The framework can be used in a variety of scenarios to demonstrate the economic value in food safety risk reduction investments
- The specific case-study scenario illustratea that an investment in an example flour safety technology is on average the more cost-effective long-term decision
- This tool can improve decision making for food producers, equipment suppliers, and regulators

FUTURE WORK

- Verify framework with other, higher-value products
- Package tool for use by food safety decision makers
- Develop and test a user manual
- Account for other food safety technologies

MODEL INPUTS

Input Type	Application	Input	Unit	Distribution
Case-specific or user-input	QMRA	Flour milled per day	lb	Static
		Proportion flour milled used for consumer baking	–	Static
		Amount product recalled	lb	Static
		Capital asset, food safety tech	$	Static
		Training asset, food safety tech	$	Static
		Sanitation asset, food safety tech	$	Static
		Utilities asset, food safety tech	$	Static
		Consumables asset, food safety tech	$	Static
		Consumables asset, recalled product	$/lb	Uniform
		Percent profit, recalled product	%	Uniform
		Amount product reclaimed	lb	Uniform
		Number stores selling product	–	Static
	Decision model	Sales per asset	$/year	Static
		Sales per asset, unrecalled product	$/year	Static
		Capital asset, traceability system	$	Static
		Utilities asset, traceability system	$/year	Static
		Consumables asset, traceability system	$/year	Static
		Probability outbreak caused, traceability system no	–	Static
		Prevalence recall insurance	–	Static
		Plant downtime, recall	days	Uniform
		Plant downtime, no recall, other intervention	days	Uniform
		Utilities cost, no recall, other intervention	$/year	Static
		Consumables cost, no recall, other intervention	$/year	Static
		Detection limit, prod.ct testing	log CFU/g	Static
"Tunable" decision modeling	Decision model	Product restocking spillover rate	%	Uniform
		Product holding rate	%	Uniform
		Sales decrease post-recall	%	Uniform
		Sales decrease post-recall, unrecalled product	%	Uniform
		No illness recall factor	–	Uniform
		Probability illness linked to outbreak	–	Static
		Probability lost dollars contamination	–	Binomial
Literature or expert-based	QMRA	E. coli prevalence, raw wheat	log CFU/g	Beta
		E. coli concentration, raw wheat	log CFU/g	Uniform
		E. coli D-value, vacuum steam treatment 80°	min	Normal
		Duration vacuum steam treatment 80°	min	Static
		E. coli survival, water tempering	log CFU/g	Gamma
		E. coli survival, kneading	Transfer rate	Logistic
		E. coli transfer, kneading, uncontaminated wheat	Transfer rate	Logistic
		E. coli survival, sizing, contaminated wheat	Transfer rate	Logistic
		E. coli survival, sizing, uncontaminated wheat	Transfer rate	Logistic
		E. coli survival, reduction, contaminated wheat	Transfer rate	Logistic
		E. coli transfer, reduction, uncontaminated wheat	Transfer rate	Logistic
		Consumer storage	days	Exponential
		E. coli survival, consumer storage, Weibull β	–	Uniform
		E. coli survival, consumer storage, Weibull β	–	Uniform
		Beta-Poisson dose-response α	–	Static
		Beta-Poisson dose-response N50	–	Static
		Flour per baking recipe	g	Uniform
		Raw flour consumed	g	Uniform
	Decision model	Product destroy fee	$/lb	Static
		Product restocking fee	$/store	Uniform
		Product holding fee	$/lb	Static
		Litigation cost	$	Triangle
		Crisis management cost	$	Uniform
		Post-recall, decreased sales duration	days	Uniform
		Post-recall, decreased sales duration, unrecalled product	days	Uniform
		Recall insurance coverage	$	Uniform
		Recall insurance premium	$/year	Uniform

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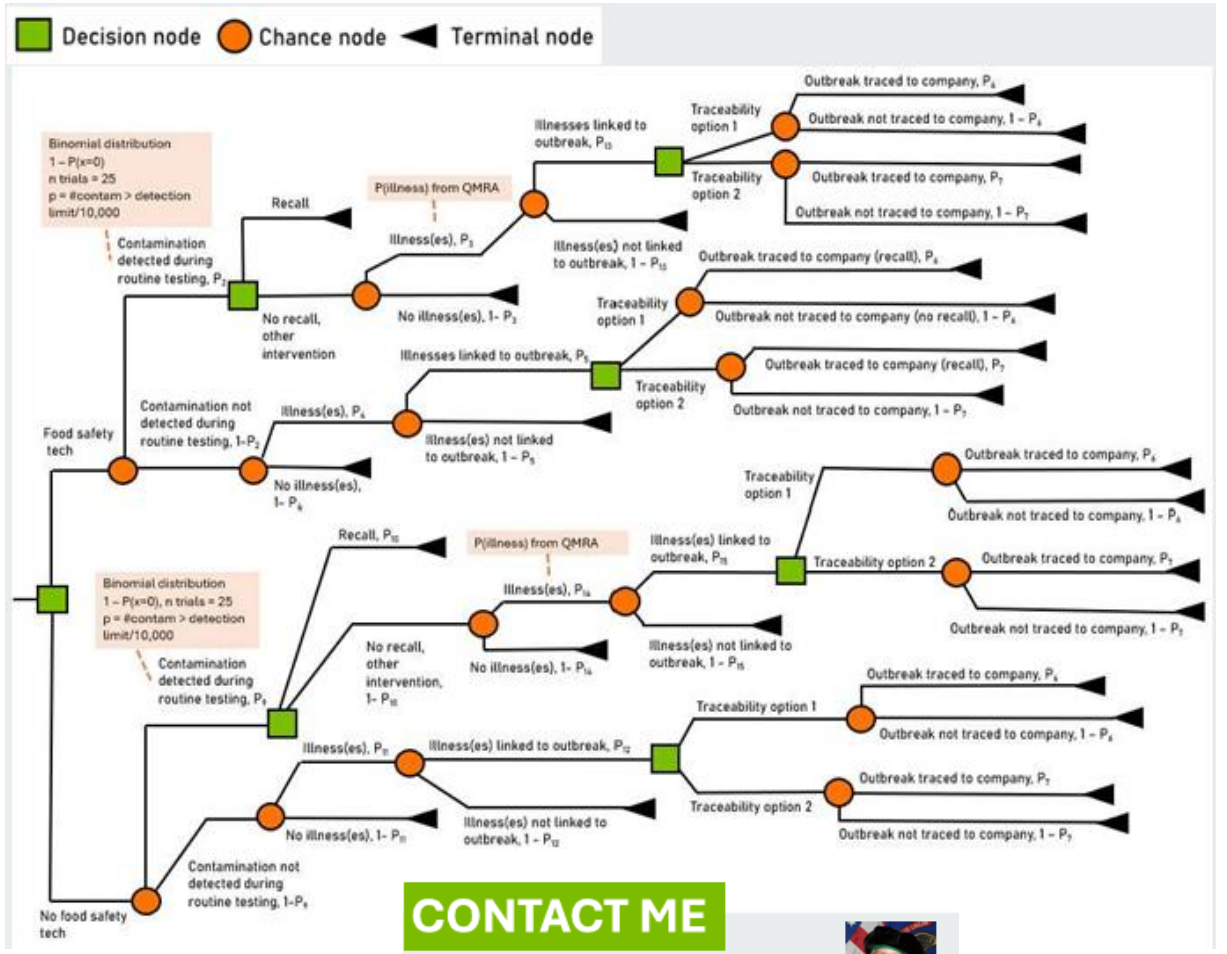
USDA National Institute of Food and Agriculture
U.S. DEPARTMENT OF AGRICULTURE



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When Hygienic Design Changes Without Change Management Create Losses

Original Design

- Automated Cleaning
- Predictable Cleaning Time

Cost Constraint Change

- CIP System Removed
- Manual Cleaning Adopted

When Hygienic Design Changes Without Change Management Create Losses

Original Design

- Automated Cleaning
- Predictable Cleaning Time

Cost Constraint Change

- CIP System Removed
- Manual Cleaning Adopted

Manual Cleaning Implemented

- Operator Dependent
- Cleaning Time Increased

Change Management Not Performed

- No Risk Assessment
- No Mitigation Plan

Operational & Quality Losses

- Reduced Output
- Process Risks

Drain Issues

- Pooling & Slow Drains
- Organic Buildup

- Organic Buildup

Humidity Problems

- High Humidity
- Mildew on Walls

- High Humidity
- Mildew on Walls

Design-for-cleaning must match the actual cleaning system AND supporting utilities — *otherwise cost is shifted into operational risk,* ***downtime, and quality loss.***

Harvest Equipment: A Hidden Vector of Contamination

Harvesters are complex, difficult-to-clean systems that can transfer contamination between farms if cleaning is incomplete.

Complex equipment + imperfect cleaning → contamination can persist and move between farms

Food Safety Economics:

Managing Risk, Not Chasing Zero

High-Value Risk Mitigation

- Hygienically designed equipment
- Automated CIP cleaning system
- Proper drainage and controlled environment

Investments that break risk pathways

Decision Point

- What risk does this break?
- What value does this create?
- What is the tradeoff?

Investment Choice → Risk Outcome → Cost Location

Cost Shift into Operations

Risk becomes variability, contamination persistence, and business cost

Food safety economics is not how much we spend—it's where we choose to place risk.

The best investments eliminate risk at the source.

Everything else shifts cost into operations and the business.

Thank you

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Nestlé Good food, Good life

RISKY BUSINESS: UNDERSTANDING AND COMMUNICATING THE COST AND BENEFITS OF RISK MITIGATION PROGRAMS FOR FOOD SAFETY

Product Contamination Risks and Insurance Benefits for Businesses

Bernie Steves
President and CEO
Steves Risk Strategies LLC

AGENDA OVERVIEW

- Financial Impact of a Product Contamination Event / Historically Significant Recalls
- Risk Management for Food Safety Issues
- Understanding Risk Transfer Options – Product Recall, Product Contamination and Food Borne Illness Insurance
  - Insured Events
  - Covered Losses
- Additional Benefits and Services of Product Recall Insurance
- Insurance Underwriting Factors
- Risk Transfer Market Dynamics
- Choosing the Right Insurance Carrier and Policy

FINANCIAL IMPACT OF CONTAMINATION INCIDENTS

Financial Losses from Contamination

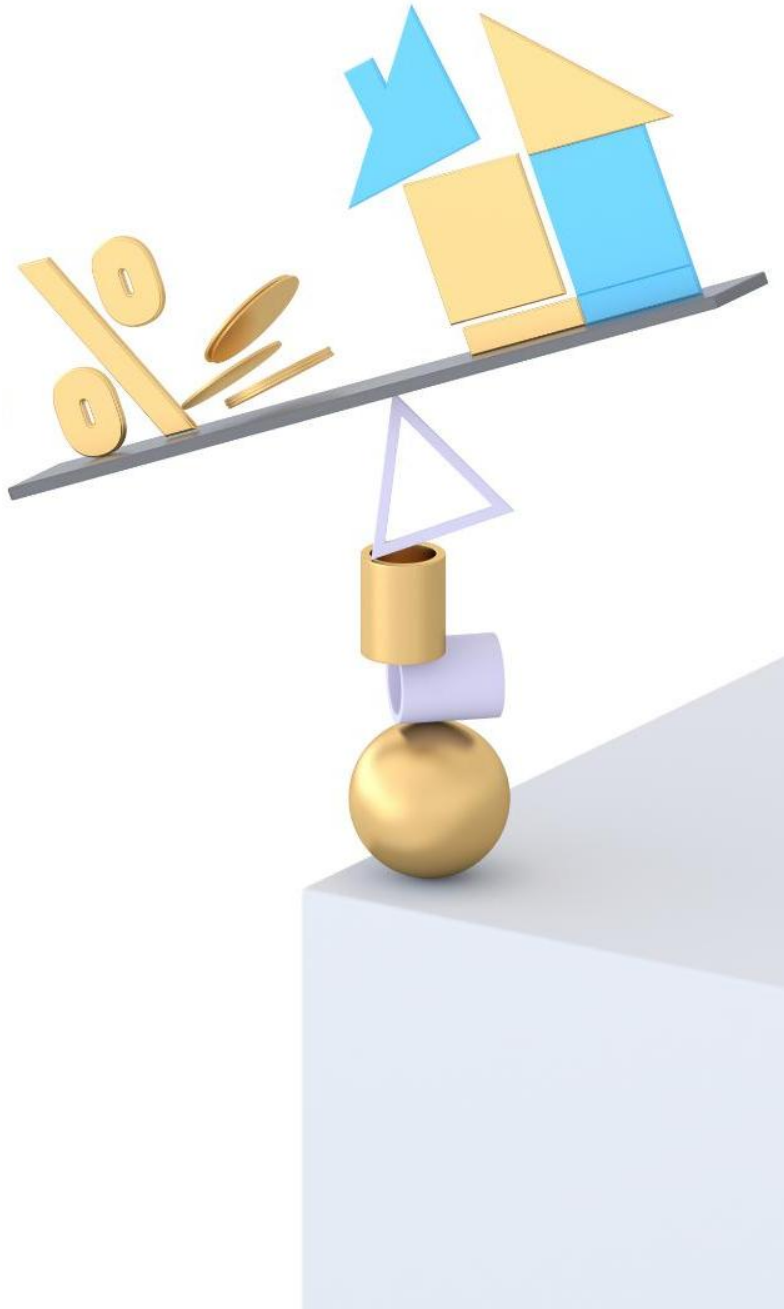
Contamination incidents can cause substantial financial losses due to product recalls, legal fees, customer losses and decreased sales revenue.

Role of Insurance

Insurance plays a crucial role in mitigating the financial impact of contamination incidents and aids in recovery efforts.

Long-Term Effects

The long-term financial effects of contamination incidents can affect brand reputation and customer trust, leading to sustained losses.



Historically Significant Recalls

YEAR	COMPANY	PRODUCT	TYPE	COMMENTS
1982	Johnson & Johnson	Tylenol	Deliberate	Cyanide tampering resulting in seven deaths.
1990	Perrier Water	Perrier Water	Accidental	Benzene contamination results in 160,000,000 bottles recalled.
1997	Hudson Foods	Ground Beef	Accidental	E. coli contamination results in 20 million pound recall.
1998	Sara Lee	Hot Dogs	Accidental	Listeria contamination results in 35 million pound recall.
1999	Coca-Cola	Soft drinks	Accidental	Defective CO2 results in product recall and product ban in France, Belgium, Netherlands and Luxembourg.
2007	Menu Foods	Pet Food	Intentionally Impaired	Melamine contamination results in recall of 60 million pet food containers.
2008	Peanut Corp. of America	Peanuts	Accidental	Salmonella contamination requires recall of over 2000 products from 200 companies. Industry losses in excess of $1 billion.
2010	Basic Food Flavors	Hydrolyzed Vegetable Protein	Accidental	Salmonella contamination of ingredient results in recall of 177 different products.
2015	Blue Bell Creameries	Ice Cream	Accidental	Listeria contamination requires nationwide recall results in losses of over $100 million.
2018/2019	Various	Romaine Lettuce	Accidental	E. coli contamination prompts regulators (CDC and FDA) to warn consumers not to eat romaine lettuce.
2024	Boar's Head	Deli Meats	Accidental	Listeria contamination prompts recall of 7 million pounds of RTE product. Facility closed indefinitely.

PRODUCT RECALL RISK MANAGEMENT

QUALITY CONTROL / ASSURANCE PLANS

TRACEABILITY PLAN

CRISIS MGMT

RECALL PLAN

VENDOR MGMT

INSURANCE PROTECTION

RISK TRANSFER / INSURANCE OPTIONS

General Liability Insurance: This may includes some coverage for product recalls, but generally only for the third party (customer) and only at a relatively small sublimit.

Product Recall Insurance: Specifically designed to cover costs associated with a product recall, this insurance can help mitigate financial losses, including costs related to notification, transportation, product replacement and associated financial losses.

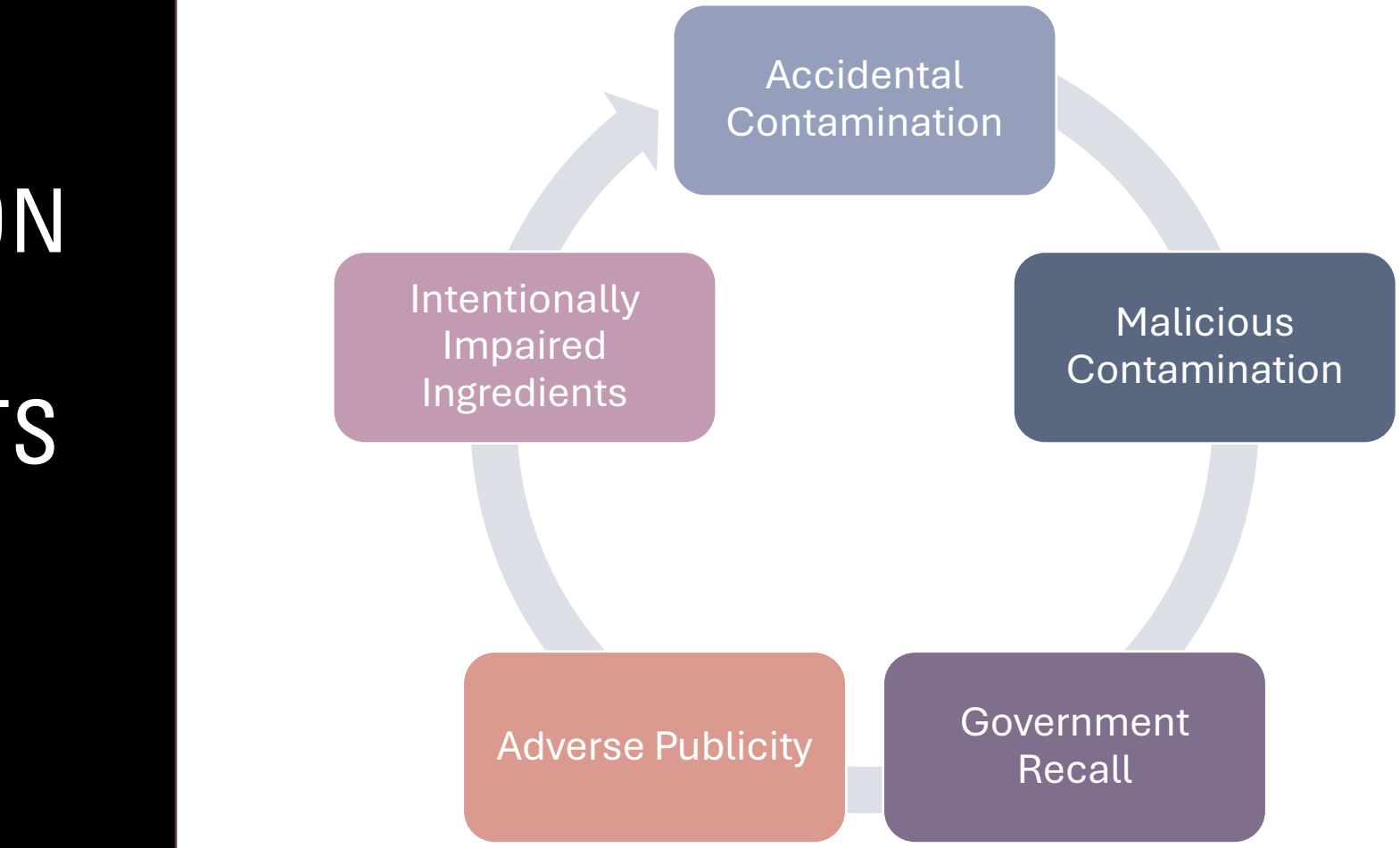
UNDERSTANDING PRODUCT RECALL INSURANCE

Product Recall Insurance policies are typically designed for "non-food" products and can include both the finished product as well as components of a finished product. Product Recall Insurance policies are **triggered by the actual recall itself**. Typically, this would be the announcement of the recall of a specified product because of a defect that has **the potential to or has cause bodily injury or property damage** if used for its' intended purpose.

Product Contamination Insurance policies by contrast are **triggered by the actual contamination** and do not necessarily require that a formal recall announcement be made. In order for the policy to trigger, there is a requirement that the product either **has or would cause bodily injury or property damage**. Product Contamination Insurance policies also have several additional and unique triggering events that are specific to consumable products including; **Government Recall** and **Adverse Publicity**.

Food Borne Illness Insurance policies are similar to Product Contamination Insurance policies in that both focus on consumable products. However, Food Borne Illness Insurance policies are designed to respond to restaurant and food service company exposures that **do not necessarily have a classic recall exposure**, but do have **similar business interruption and extra expense loss components** as a traditional food or beverage manufacturer.

PRODUCT CONTAMINATION INSURANCE – INSURED EVENTS



It is important to note that specific wording varies by carrier and should be carefully reviewed to ensure clear understanding of the coverage.

ACCIDENTAL CONTAMINATION DEFINED

Accidental Contamination

- The definition of accidental contamination under most carrier's policies requires that the event be unintentional or accidental in nature and that the product has or would cause bodily injury or property damage. Most policies also require that the bodily injury has or would physically manifest itself in illness within 365 days of use or consumption. This would include incidents of "mis-labeling" where ingredients which may be an allergen are not properly included on the label.
- Class I and Class II recall will generally meet this bodily injury threshold.

MALICIOUS CONTAMINATION DEFINED

Malicious Contamination

- The definition of malicious contamination varies from accidental contamination in that the contamination may be because of anyone, including an employee, rendering the product “unfit” or dangerous for use or consumption or “gives the insured or consumers reasonable cause to believe the product is unfit or dangerous for use.”
- Key in this definition is the use of the word “unfit” which does not necessarily mean the product is dangerous, as well as “cause to believe” so that coverage extends to the “threat” itself.
- Malicious contamination would include incidents or “product extortion.”

ADVERSE PUBLICITY DEFINED

Adverse Publicity

- Coverage for adverse publicity of accidental contamination became necessary as the exposure to “social media” accelerated in the early 2000s. Due to the growth of social media platforms, customers, employees, and special interest groups have an outlet to damage a company’s brand or products. Forbes magazine recently estimated 4.9 billion people global use social media and that the average person spends about 145 minutes on social media every day. This added an entirely new exposure for a company’s brand.
- Prior to the development of the “adverse publicity” endorsement, the definition of accidental contamination required an “actual” contamination and would not respond to situations where the public “believed” your product was contaminated.

GOVERNMENT RECALL

Government Recall

- Through FSMA, the U.S. Food and Drug Administration was given mandatory recall authority for foods if there is a “reasonable probability” that the food is adulterated or misbranded under certain FDA authorities, and that the food could cause serious illnesses or death. As a result, a “government recall” extension was developed to respond more closely to the wording used in FSMA.
- This extension grants coverage for the recall of an insured product initiated by a regulatory or administrative body because of “potential” bodily injury.
- As example, environmental testing of a manufacturing site by regulators may uncover a potentially deadly pathogen and as a result the regulatory agency mandates the recall of product.

INTENTIONALLY IMPAIRED INGREDIENTS DEFINED

Intentionally Impaired Ingredients

- A major food safety incident related to infant formula occurred in China in 2008 that affected some 300,000 Chinese infants with six reported deaths. Melamine had been deliberately added at milk-collecting stations to diluted raw milk to boost its protein content.
- While this event was "deliberate," it was not done "maliciously" or to cause injury. As a result, some carriers have specifically added wording for "intentionally impaired ingredients" to help delineate between deliberate and accidental contamination utilizing the more restrictive "bodily injury" standard rather than the "unfit" wording found in the definition of malicious contamination.
- Intentionally impaired ingredient coverage provides certainty on which area of the policy this exposure falls.

CUSTOMIZING COVERAGE OPTIONS

Importance of Customization

Customizing coverage options is essential for addressing a business's specific insurance needs and risks.

Endorsements and Riders

Endorsements and riders are additional coverage options added to standard policies to cover unique business risks.

- Mold
- Rancidity
- Religious Certification
- Import Violation
- Pest Infestation
- Border Rejection

FOOD BORNE ILLNESS INSURANCE – INSURED EVENTS

Accidental Contamination

Malicious Contamination

Trade Name Exposure

Adverse Publicity

Supplier Caused Events

WHAT IS COVERED UNDER PRODUCT CONTAMINATION INSURANCE

Product Recall Expense

Coverage for product recalls protects businesses from financial losses due to withdrawing contaminated products from the market including the cost of goods sold and pre-recall expense

Business Interruption / Extra Expense

Insurance coverage for business interruption and extra expense helps compensate losses due to operational halts caused by contamination issues

Rehabilitation Expense

Expense incurred to mitigate business interruption and maintain brand

Third-Party Liabilities

Coverage for third-party liabilities protects businesses from legal claims arising from contamination affecting consumers or other businesses

Crisis Consulting

Most insurers have retained outside crisis consultant to assist the insured in the management of the crisis

ADDITIONAL BENEFITS AND SERVICES

Risk Assessments

Insurance policies often include risk assessment services to identify potential hazards and mitigate risks proactively.

Crisis Management Support

Crisis management support helps policyholders navigate emergencies effectively, ensuring a swift and organized response.

Expert Consultation

Many insurance policies offer expert consultation to provide guidance on risk prevention and management strategies.

UNDERWRITING FACTORS

- Revenues
- Product Type and COGS
- Finished Product / Ingredient
- Quality Control Processes
- Employee Practices and Culture
- Supplier/CoMan Contracts
- Customer Contracts
- Packaging and Labeling
- Audits and Inspections
- Traceability Plans
- Crisis and Recall Plans
- Past Recall History and Results

INSURANCE MARKET DYNAMICS

Domestic / International Carriers

Market Capacity

Deductibles / Self-Insured Retention

Premiums

COMPARING INSURANCE PROVIDERS

Coverage Options

Businesses must evaluate the variety of coverage options each insurance provider offers to meet their specific needs.

Claim Handling Reputation

The reputation of an insurer's claim handling process is crucial as it impacts customer satisfaction and reliability.

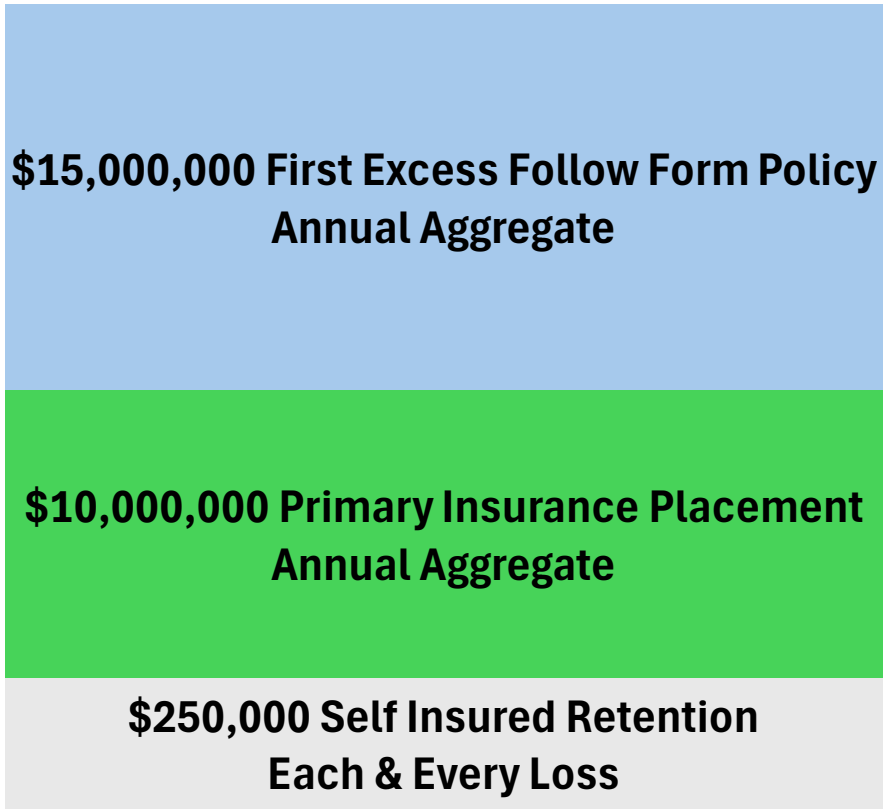
Premium Costs

Comparing premium costs among different insurance providers can help businesses manage their budgets effectively.

Financial Stability

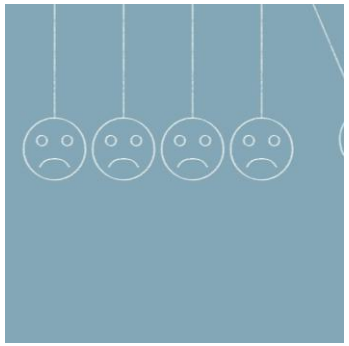
Assessing the financial stability of an insurer is vital to ensure they can fulfill claims over time.

REPRESENTATIVE PROGRAM



- Non-Admitted Surplus Lines Placement
- Annual Policy
- 5-10% of Premium for Pre-Incident Services
- Minimum Premiums Start at $5,000
- Minimum Rate / Million on Primary of $10,000
- Minimum Rate / Million on Excess of $4,000

REPUTATION MANAGEMENT AND BRAND PROTECTION



Impact of Contamination Incidents

Contamination incidents can lead to significant damage to a brand's reputation, potentially affecting sales and consumer trust.

Crisis Management Strategies

Having effective crisis management strategies is crucial for businesses to respond to incidents and mitigate damage.

Importance of Insurance

Insurance plays a vital role in protecting businesses against reputational damage and helps in rebuilding consumer trust.

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