

FSSC

FSSC 22000 BUSINESS BENEFIT STUDY

EXECUTIVE SUMMARY

CONDUCTED BY PWC

1. INTRODUCTION & RATIONALE

Food safety certification is rapidly shifting from a compliance formality to a business expectation across global supply chains. In this context, FSSC 22000 – built on ISO 22000, sector-specific PRPs, and FSSC additional requirements – has become the most widely recognized assurance framework for managing food safety risks, protecting brands, and strengthening supply chain trust. Against this backdrop, Foundation FSSC has engaged PricewaterhouseCoopers (PwC) to conduct an independent Business Benefit Case Study to examine how FSSC 22000 drives tangible business value for its three core stakeholder groups:

- Certified Organizations (COs),
- Certification Bodies (CBs) and
- A-Brand & Retailers.

As certification becomes a baseline expectation rather than a differentiator, industry stakeholders seek evidence of how food safety schemes contribute to tangible business value.

The study combines global survey insights (130+ response samples) with in-depth interviews, creating a holistic, evidence-based view of the operational, financial, and strategic value associated with FSSC 22000. The sample represented a diverse international supply chain footprint spanning manufacturing, processing, packaging, logistics, and global retail supply networks. Separate questionnaires tailored for COs, CBs, and Brands/Retailers were developed, considering each group has unique functions and value drivers.

Six strategic business dimensions were evaluated during the study:

a) Operational Performance
b) Financial Performance
c) Customer and Market Benefits
d) Company Brand Building
e) Reputation and Risk Protection
f) Organizational and Employee Benefits

1.1 PURPOSE OF THE BUSINESS BENEFIT STUDY

The assessment was designed to:

- Move the conversation from “cost of certification” to “value of certification.”
- Quantify operational, financial, cultural, and market-driven benefits.
- Understand how FSSC 22000 scheme elements contribute to consistency, risk reduction, and trust.
- Identify opportunities to strengthen business value across the ecosystem.

2. BUSINESS VALUE DELIVERED BY FSSC 22000 ACROSS THE ECOSYSTEM

This study confirms that FSSC 22000 is perceived by COs, CBs, and Brands/Retailers not merely as a compliance requirement, but as a comprehensive assurance framework that delivers measurable operational, financial, and strategic value across the food supply chain. As global supply chains expand and regulatory and customer expectations intensify, stakeholders increasingly value schemes that combine robust technical requirements with credible governance, consistency, enabling services with business values.

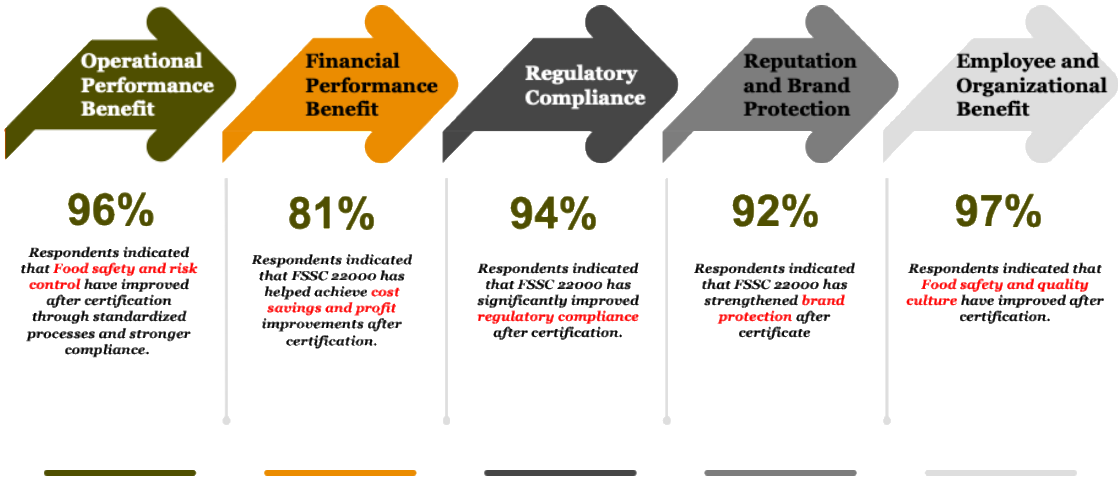
Across all respondent groups, FSSC 22000 is recognized as a risk-based, harmonized food safety system that strengthens food safety governance, reduces duplication, and enables trust-based relationships between suppliers, customers, certification bodies, and regulators. The business value delivered is multidimensional and accrues across all 6 business dimensions.

2.1. VALUE DELIVERED TO CERTIFIED ORGANIZATIONS (COs)

For COs, FSSC 22000 is widely experienced as a practical management framework that strengthens food safety control while improving operational discipline and organizational capability. Respondents consistently report that certification enhances the robustness of food safety management systems through standardized processes, preventive controls, and clearer accountability across operations. This results in fewer food safety incidents, improved compliance performance, and stronger internal confidence in system effectiveness.

Beyond compliance, organizations increasingly use FSSC 22000 as a capability-building tool, aligning food safety with broader management systems and strengthening food safety and quality culture. While financial benefits are primarily realized through cost avoidance and efficiency gains – such as reduced non-quality costs, improved productivity, and better resource utilization – respondents emphasize that certification supports long-term business stability, brand protection, and readiness for growth in regulated and international markets.

The top five benefits below reflect how Certified Organizations (COs) experience FSSC 22000 in day-to-day operations and strategic decision-making:

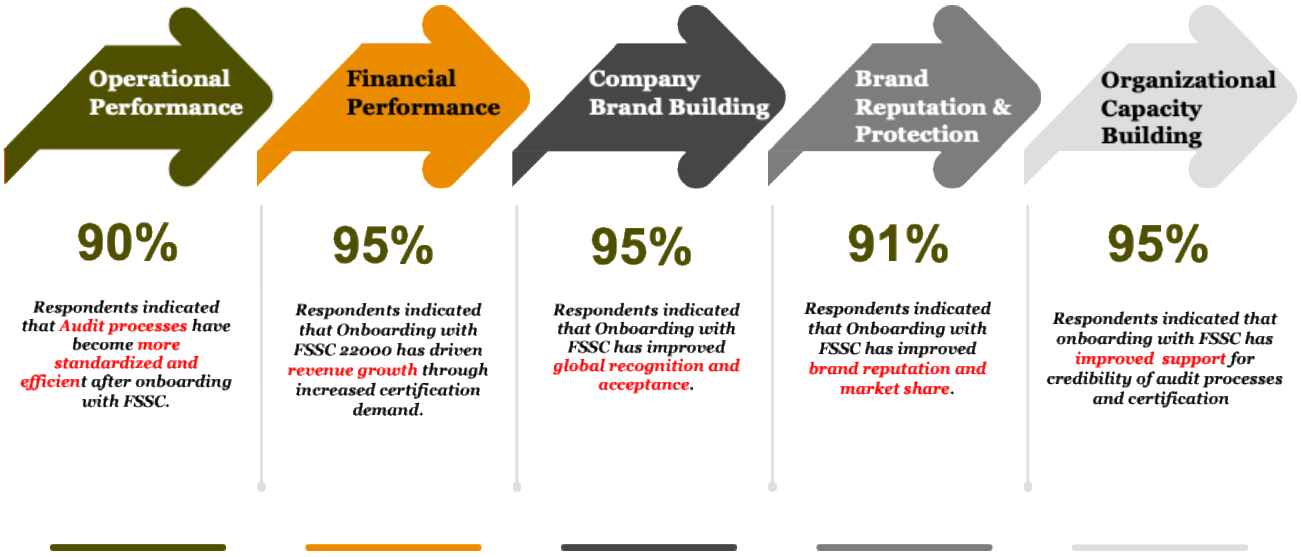


2.2. VALUE DELIVERED TO CERTIFICATION BODIES (CBs)

For CBs, FSSC 22000 represents a credible, market-relevant certification scheme underpinned by strong governance and integrity oversight. CBs highlight the value of standardized requirements, clear sector categorization, and consistent scheme interpretation, which collectively reduce compliance exposure, support audit accuracy, and enhance confidence with clients and accreditation bodies.

FSSC's governance mechanisms – particularly performance monitoring and integrity controls – are widely viewed as strengthening trust in certification outcomes while enabling more transparent and proactive management of auditor and partner performance. In GFSI-driven markets, FSSC 22000 is seen as a strategically essential offering, supporting client retention, portfolio growth, and competitiveness, including in emerging markets through the Development Program.

The top five benefits below illustrate how Certification Bodies (CBs) derive operational, commercial, and reputational value from delivering FSSC 22000 certification:



2.3. VALUE DELIVERED TO BRANDS AND RETAILERS

For Brands and Retailers, FSSC 22000 functions as a trusted assurance mechanism that enables efficient, risk-based supplier management across complex global supply chains. Sourcing from FSSC-certified suppliers is consistently associated with lower food safety risk, fewer incidents and recalls, and reduced regulatory non-conformities, strengthening consumer protection and brand confidence.

A central benefit for Brands/Retailers is the ability to eliminate or significantly reduce proprietary supplier audits, replacing fragmented assurance activities with reliance on credible third-party certification. This results in substantial cost and time savings, reduced supplier fatigue, and faster supplier onboarding, supporting market entry and geographic expansion. At the same time, brands emphasize that these efficiencies depend on continued trust in the integrity and governance of the scheme, underscoring the importance of FSSC's oversight mechanisms.

The top five benefits below summarize how Brands and Retailers realize value through reliance on FSSC 22000 certification:



3. TOP STRATEGIC CONCLUDING OUTCOMES

Drawing together the survey findings, stakeholder perspectives, and qualitative evidence, the study highlights a set of overarching strategic outcomes that cut across all 3 stakeholder groups. These outcomes reflect how FSSC 22000 delivers value at the system level – strengthening trust, reducing fragmentation, and enabling more efficient, risk-based assurance across global food supply chains.

Below are the top strategic concluding outcomes, summarizing the cumulative business and governance value generated by FSSC 22000 today and its relevance for future growth and regulatory alignment:

Regulatory Assurance

FSSC-certified sourcing leads to fewer incidents, fewer recalls, and stronger regulatory and consumer protection.

Non-Conformity Reduction

Lower regulatory non-conformities at FSSC-certified sites, demonstrating that robust certification supports risk-based regulatory oversight and strengthens the case for government collaboration

Strategic Enabler

FSSC 22000 is seen as a strategic enabler, not just a compliance tool - supporting resilience, credibility, and sustainable growth across the supply chain

Profit resilience

Positive financial performance,; with clear potential to generate more quantifiable evidence of revenue enhancement and long-term financial value through further targeted studies.

Operational efficiency

Strong operational gains through fewer non-conformities, reduced audit load via harmonized requirements, and improved process control and productivity

Credibility reinforcement

The Integrity Program is considered central to credibility, reinforcing disciplined certification practices and strengthening trust among COs, CBs, brands, regulators, and accreditation bodies.

Continuous development

FSSC guidance documents and L&D are highly valued for supporting interpretation, implementation, and ongoing professional development.

Organizational strengthening

Organizations increasingly use FSSC 22000 frameworks, training, and tools to build internal skills and competencies, even before certification

Environmental stewardship

Alignment with ESG, FLW, and GHG goals, as improved food safety and process control reduce waste, support sustainability outcomes, and strengthen investor confidence.

Strategic opportunities

Clear opportunities for FSSC 22000 to expand value through data-driven insights, sector guidance, enhanced digital tools, and focused financial studies

4. STRATEGIC WAY FORWARD

As supply chains continue to globalize and regulatory expectations evolve, harmonized and credible food safety schemes will become even more critical.
FSSC 22000 is well-positioned to support this transition by combining:

- Robust technical requirements
- Strong governance oversight
- Integrity-driven certification
- Enabling services that deliver measurable business value

FSSC 22000 functions as a common assurance language – reducing fragmentation, enabling trust, and supporting scalable food safety management across global supply chains.

This study confirms that FSSC 22000 delivers measurable business benefits across risk management, governance, operational efficiency, and credibility. While financial gains are currently more efficiency-driven than revenue-led, the scheme's structured architecture provides a strong foundation for long-term economic value creation. With strengthened financial quantification, continued integrity oversight, enhanced government engagement, and expanded enabling services, FSSC 22000 is strategically positioned to reinforce its role as a globally trusted, resilience-driven food safety scheme.