

CASE STUDY: NESTLÉ

GLOBAL MANAGEMENT SYSTEMS

Company

Nestlé

Region

Global

Intertek Solutions

Management Systems Auditing
and Certification

Nestlé is the world's leading nutrition, health and wellness company, with over 280,000 employees and over 450 factories globally. Their products, which include everything from bottled water to frozen food, are sold in nearly every country in the world.

Nestlé has always believed that for a business to be successful in the long term, it has to create value not only for its shareholders and consumers, but also for society.

"Certification is the start of an ongoing journey of continuous excellence on performance."

- Brett Carroll
Global Environment and Safety
& Health Manager, Nestlé



The challenge

In May 2006, Nestlé's Executive Board decided to adapt the existing Nestlé management systems to full conformity with the international standards ISO 14001 (environmental management) and OHSAS 18001 (occupational health and safety management), and to certify all Nestlé factories against these standards by 2010. Since it is very important for Nestlé to create value, it was a challenge to find a partner that could provide all of these services combined.

For Nestlé, certification to ISO 14001 and OHSAS 18001 provides external recognition that their factories are complying with internal requirements in the areas of environmental sustainability and occupational health and safety, and that they meet a minimum, internationally recognized level of management systems implementation. The trust of external stakeholders is another important factor for Nestlé, as they seek to become the world's leading, recognized Nutrition, Health and Wellness company; certification helps build this trust.

"For Nestlé, certification is the 'birth certificate' and not the 'retirement letter' - it is the start of an ongoing journey of continuous excellence on performance," said Brett Carroll, Global Environment and Safety & Health Manager for Nestlé.

Given the very tight deadline and the global scope of this project, Nestlé faced a number of challenges:

- Motivate a large number of factories worldwide to follow a tight schedule.
- Monitor progress to make sure deadlines are kept.
- Find partners that can provide local auditors with an understanding of specific requirements and the local culture, but in parallel to this have global consistency in service.

Intertek supports Nestlé on a global level with auditing and certification services to meet all of these challenges, as well as for ISO 22000, quality, and corporate social responsibility (CSR)

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The solution

Intertek worked closely with Nestlé's headquarters in Switzerland to define a customized program to make sure they reach their ambitious goals. As a result of this work, Nestlé has received:

- Audits and follow up initiatives coordinated by one global Intertek team. This team can coordinate audits for all services, helping to reduce the number of site visits – therefore saving Nestlé valuable time and money.
- Global consistency of service – all auditors are trained in Nestlé's specific requirements.
- Quarterly reports from Intertek, giving Nestlé HQ a clear picture of how many sites have completed certification.
- Flexible audit approach to make sure specific market needs are fulfilled, given the global spread of this project.
- Clear resource commitment from Intertek, to develop resources in needed markets.

The result

As of October 2009, Nestlé sites had completed 639 certification audits, with another 200 audits expected across the world before year-end. Nestlé has an internal target of having 850 certificates in-hand by the end of 2009 (representing around 90% of the approximately 460 factories now being certified to both standards), and an external target that all factories were certified by 2010.

"Nestlé has been very pleased with the performance we receive from Intertek, both at the local level and in terms of global account management," said Mr. Carroll. "Locally, Intertek's auditors are well equipped in terms of knowledge, both of the management system's requirements as well as relevant local legislation. Additionally, Intertek's flexibility and openness to new and different approaches helps to add value through the audit process."

"At the global level, the provision of a Global Key Account Manager simplifies the overall management of our audit program by providing single point of contact with an oversight of all audits globally, who can then deal with issues, questions, analysis, and improvement opportunities in a coordinated manner."



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