

Areas of each focus area considered in evaluating the impact of the project on the participating companies

The three focus areas of the project were quality management, business management and environmental management

1. Quality Management

- a. **Documentation** - The Company has written standard operating procedures for all the actions relating to the production process of the Company and purchasing operations, handling and distribution of the final product. These are filed in a way that allows for continuous improvement of the quality system
- b. **Implementation of Good Manufacturing Practices** - The Company operates within a risk prevention environment for the product through training and hygienic practices of personnel and inspections of product and facilities at set intervals
- c. **SSOP's** - The Company has set procedures that allow the sanitary control of the facility, concerning water quality and pest control; the control of contamination from the operators to the product. The procedures for cleaning and disinfecting of surfaces that come in direct contact with the product have been validated and traceable corrective actions are developed when a deviation from the safety system occurs
- d. **Critical control points** – The Company has an interdisciplinary team led by a HACCP coordinator for the design and control of the HACCP system. There is HACCP plan in place for each product

2. Results of Business Management

- a. **Strategic planning** - The Company considers that a strategically planning process is useful for the survival in the medium and long term. A strategic plan has been developed in the last three years. Implementation schedule has been developed to realize SMART objectives set by the Company.
- b. **Implementation of strategy** - The personnel is actively involved in the achievement of the Company's goals, as well as in the changes that strategy implementation demands. The strategic plan provides guidelines to the general assigning of resources in each area of business of the Company. The last strategic plan was flexible enough to allow quick changes in the action adequate to new opportunities that the environment presents.
- c. **Costs and accounting** - The line supervisors possess enough information about the operational costs and follow the established guidelines for their quantification. The costs and accounting system provides enough quick and precise information that supports decision making. Closing accounts is done fast and easily, obtaining good results. Reliable information about the actual product quantity or the inventory components can be obtained quickly. In goods and services costing there is an application of a variable or fixed rate to direct costs, depending on their characteristics. The Company's cost system can finance special orders based on reliable data.

3. Results of Environmental Management

- a. **Control of water waste** - The Company systematically quantifies the water used and discarded (for example: special or industrial, ordinary or domestic and others like cooling water)
- b. The Company systematically collects information about the control of parameters for potable water that comes from the water treatment plant.
- c. Measures have been taken in the last two years relative to reduction of wastewater, reduction of the discharge of persistent substances (non-biodegradable) and good internal maintenance to prevent spills or other unwanted discharges of waste water.
- d. **Water management** - The Company regularly monitors the quality and quantity of potable water, the total quantity of water used internally, and the quantity of water related to different uses. The Company has identified options for the reduction of water consumption by means of a process that considers:
 - 1. Checking of the production process to determine where water can be saved.
 - 2. Analysis of additional activities to determine a way to consume less water.
 - 3. Analysis of the total water consumption.
 - 4. Opportunities for improvement and priority assignment.
- e. **Control of air contamination** - The Company monitors any kind of emission. The establishment records the loss of chlorofluorocarbonates (refrigerant liquids that damage the ozone layer) from their cooling equipments. Measures have been taken in the last two years relating to modification of the process to allow a decrease in the quantity of air emissions from chimneys etc. (e.g. installation of control emission equipment like filters or scrubbers or increasing the boiler's efficiency)
- f. **Solid wastes management** - The establishment has a record or tracking system that deals with the quantity of waste produced, the waste source, and the quantity of waste stored and treated in the establishment.
- g. If the establishment has stored, treated or disposed of wastes internally, studies or analysis have been done to determine the potential contamination of the waste stored, treated or disposed.
- h. Measures have been taken in the last two years concerning waste minimization, waste storage improvement, treatment improvement and recycling opportunities.
- i. **Administration of energy** - The Company has developed specific projects in order to use energy (electric and from fuel) rationally. The Company operates with a permanent Energy Committee
- j. **Materials management** - Toxic /dangerous materials are stored locally in drums or other small containers in designated internal areas. The Company keeps an appropriate supply of spill response equipment to contain and/or clean the used types of toxic /dangerous materials. The Company has an Emergency Response Team that can answer to emergencies (e.g. fire brigade, spill response equipment) or agreements with local companies.