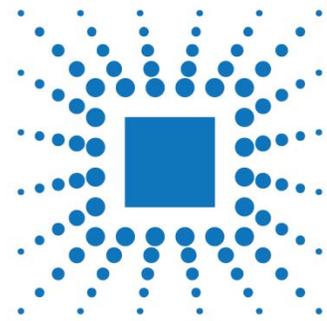


CASE STUDY

Bon Appétit Management Company: Food Service for a Sustainable Future

Bon Appétit Management Company

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Abstract

Bon Appétit Management Company was founded in 1987 by CEO Fedele Bauccio to revolutionize contract food service by offering restaurant-quality food, cooked from scratch by trained chefs. Our path toward greater sustainability started as a quest for flavor. When you cook everything from scratch, you want the freshest ingredients. That led us to launch our Farm to Fork program back in 1999 — long before “locavore” entered the dictionary. Working directly with farmers and ranchers opened our eyes to the many problems of our modern food supply. That led to the company’s tagline, “food service for a sustainable future,” which we define as “Flavorful food that’s healthy and economically viable for all, produced through practices that respect farmers, workers, and animals; nourish the community; and replenish our shared natural resources for future generations.”



For almost two decades we've been a pioneer in socially and environmentally responsible sourcing policies, with commitments to local purchasing, appropriate use of antibiotics in agriculture, sustainable seafood, the food-climate change connection (including to fighting food waste), humanely raised meat and eggs, and farmworkers' rights. This case study will document the history, breadth, and depth of our commitments and quantify the impact of our sustainable purchasing program, which depends on the commitment and passion of 18,000 Bon Appétit employees.

Summary

Goals	Strategies	Results
1. Define “local food” and make a measurable commitment to supporting it companywide	<ul style="list-style-type: none"> - Defined and launched: Farm to Fork Program in 1999 - Midsize Farm to Fork category in 2011 - Fish to Fork program in 2011 - Locally Crafted program in 2014 	<ul style="list-style-type: none"> - January 2011: Reached 1,000 registered Farm to Fork vendors - As of March 2018, had 1,394 registered Farm to Fork vendors and 159 Locally Crafted vendors - In fiscal 2017 (FY ends Sept. 30), spent \$45.2M on Farm to Fork purchases companywide
2. Commit to buying only sustainable seafood	<ul style="list-style-type: none"> - Starting in 2002, all chefs required to purchase only seafood defined as “Best Choice” (green) or “Good Alternative” (yellow) by Monterey Bay Aquarium Seafood Watch program’s guidelines for commercial buyers. Exception: We strive to serve only wild-caught salmon, not farmed (even green-rated). - Defined “local, sustainable” for seafood and launched Fish to Fork program in 2011 - In 2015, committed to purchasing only skipjack tuna caught without fish aggregating devices (FADs) - 	<ul style="list-style-type: none"> - In fiscal 2017, we: - spent \$7.3M on sustainable seafood - including \$1.5M on Fish to Fork seafood - and purchased almost 250,000 pounds of FAD-free skipjack tuna
3. Fight the abuse of antibiotics in animal agriculture	<ul style="list-style-type: none"> - In 2003, committed to buying chicken (and later, turkey) raised without the routine, non-therapeutic use of antibiotics - Starting in 2007, strive to source ground beef from animals never, ever given antibiotics or artificial hormones - Starting in 2002, strive to buy only milk and yogurt from cows not given bovine growth hormone, aka rBGH - Since 2016, our contracted pork comes from animals never given antibiotics 	<ul style="list-style-type: none"> - In fiscal 2017, we spent \$39.5M on chicken, pork, and ground beef that complies with our standards.

Goals	Strategies	Results
<p>4. Lessening our contribution to climate change through a Low Carbon Diet (later Low Carbon Lifestyle)</p>	<ul style="list-style-type: none"> - Launched Low Carbon Diet program in 2007 with specific targets in mind for reducing carbon emissions over five years. - Launched Low Carbon Lifestyle in 2015, which focuses on prioritizing plant-based proteins, preventing and reducing food waste, trimming transportation, and decreasing deforestation - Plant-based protein alternatives: For decades, Bon Appétit has been committed to serving plentiful vegetarian/vegan options at every meal. - Continuing to fight food and packaging waste companywide through a variety of programs, including in 2014 launching Imperfectly Delicious Produce, which works with our farmers, suppliers, and chefs to source cosmetically challenged, under-/oversized, or underutilized produce that would otherwise be discarded 	<ul style="list-style-type: none"> - In 2012, we reached our five-year Low Carbon Diet commitment to reduce the company’s carbon footprint in the highest impact areas by 25 percent. - We stopped buying air-freighted seafood entirely, as well as non-tropical fruits and vegetables from outside North America. - We reduced our use of tropical fruit by half. - We shrank our beef purchases by 33 percent and cheese by 10 percent, and our food waste by one-third. - These and other efforts achieved reductions of approximately 5 million pounds of carbon dioxide equivalent each month — and more importantly, were incorporated into our everyday menuing and practices. - Low Carbon Lifestyle - In calendar 2017, IDP program saved 996,470 pounds of produce from being wasted - On track to have the majority of our accounts (at least 80%) Food Recovery Verified, meaning they’re regularly donating our excess food to people in need and verified by an independent third party.

Goals	Strategies	Results
5. Use our purchasing power to support improved animal welfare	<ul style="list-style-type: none"> - Our strategy when it comes to animal products is three-tiered: We believe in supporting small farms (see Farm to Fork, above), rewarding responsible mid-size ones, and using our market power to influence the big producers to improve their practices. - Eggs: In 2005 we switched to Certified Humane cage-free shell eggs. We completed the switch to Certified Humane cage-free pre-cracked/liquid eggs in early 2016. - Banned foie gras and crate-raised veal companywide since 2012. - Ground beef: In 2012 we committed companywide to ground beef certified by Humane Farm Animal Care (Farm to Fork excepted). - Pork: In late 2015 we switched our contracted pork to a producer that ensures sows live in group housing, not inhumane gestation crates, for most of their pregnancies. - Committed that by 2024, all of our broiler chickens will be certified under GAP's 5-Step Animal Welfare Rating program 	<ul style="list-style-type: none"> - In fiscal 2017, we spent \$9.7M on certified cage-free shell and liquid eggs - As of 2017, more than 25% of our total meat, poultry, and egg purchases come from producers whose practices have been certified by credible, independent animal-welfare monitors Humane Farm Animal Care (HFAC), Food Alliance, Animal Welfare Approved, or Global Animal Partnership.

Goals

You could say Bon Appétit's sustainable purchasing program started with a tomato. CEO Fedele Bauccio (*at right, in black*) founded the company in 1987 to start a revolution in corporate food service by hiring trained chefs to serve restaurant-quality food, cooked from scratch. (The company soon also moved into university and museum food service.) In the late 1990s, our chefs realized how much flavor was being lost in exchange for agribusiness efficiencies — such as tomatoes picked hard and green so as to survive being shipped across the country — and we began a concerted effort to support local farmers in order to get the freshest, most flavorful food.

Working directly with small farmers, ranchers, and foodcrafters opened our eyes to the many problems of our modern food supply: while it is abundant and cheap, it has many hidden costs, primarily ones that are paid by the environment, workers, public health, and farm animals. We began to see that it was not enough to serve good food; we also had a responsibility to help build a better food system. We added a tagline to our company name and logo, "food service for a sustainable future," which we defined as "Flavorful food that's healthy and economically viable for all, produced through practices that respect farmers, workers, and animals; nourish the community; and replenish our shared natural resources for future generations."

This commitment to responsible sourcing and community engagement has defined our brand and driven our growth over the decades. At Bon Appétit there is no one person "in charge of sustainability" — everyone is in charge of sustainability, and they are quite proud to be. We are committed to explaining to our 18,000 employees, our 200+ clients, and our hundreds of thousands of guests why we have such an elaborate set of purchasing standards and how important it is that they help us meet them. We depend on our general managers who balance the budgets, our chefs who do the ordering and menuing, our bookkeepers who code the invoices, our cooks who wash the Farm to Fork lettuce, our purchasing team who finds the Certified Humane cage-free liquid egg supplier.

These days, Bon Appétit Management Company is a \$1.6 billion on-site restaurant company that operates 1,000-plus cafés in 33 states for corporations, universities, and museums and other specialty venues, including for Google, Twitter, LinkedIn, Oracle, Electronic Arts, Starbucks HQ,



Emory University, Stanford's Graduate School of Business, Santa Clara University, Johns Hopkins University, the Getty Center, and the Art Institute of Chicago.

We are proud of what we have accomplished but also aware of how much more we would like to achieve. This case study will explore five facets of our sustainable purchasing program: local purchasing, sustainable seafood, responsible antibiotics, low-carbon purchasing, and animal welfare. Other focus areas have been omitted, such as our commitment to farmworkers' rights, because it is not primarily purchasing-driven. ([We have been active on behalf of farmworkers](#) for more than a decade, including as the first food service company to sign on with the Coalition of Immokalee Workers' Fair Food Campaign in 2009, a founding member of the Equitable Food Initiative, and an active annual participant companywide in Farmworker Awareness Week.)

Strategies and Actions

Goal One: Define "local food" and make a measurable commitment to supporting it companywide

Food grown locally is fresher, better tasting, and often has greater nutritional value. Our commitment to local food is about preserving biodiversity, protecting open space, supporting family farmers, and keeping money invested in the communities in which we operate. By doing so, we aim to strengthen our regional food systems so that everyone in our communities can eat well not just today, but for the future.

Goal One, Strategy One: Defined and launched Farm to Fork Program in 1999

Since 1999, our chefs have been required to purchase at least 20 percent of their ingredients from small (under \$5 million in sales), owner-operated farms and ranches located within 150 miles of their kitchens. ([Here's the rest of our criteria.](#)) Such produce is often prepared and served within 48 hours of harvest. The result: healthier communities and customers, and spectacular flavors.



Executive Chef Kimberley Triplett with our first Farm to Fork vendor, Brett Grohsgal of Even' Star Farms, in 1999

By buying directly from farmers, we have much more control over what types of agribusiness we are supporting. We support true family farms where the owners live on or nearby the land, work it themselves, and therefore are conscientious stewards. We also support farmers who are preserving

the diversity of our food choices by planting heirloom vegetables rather than genetically modified “super-produce.”

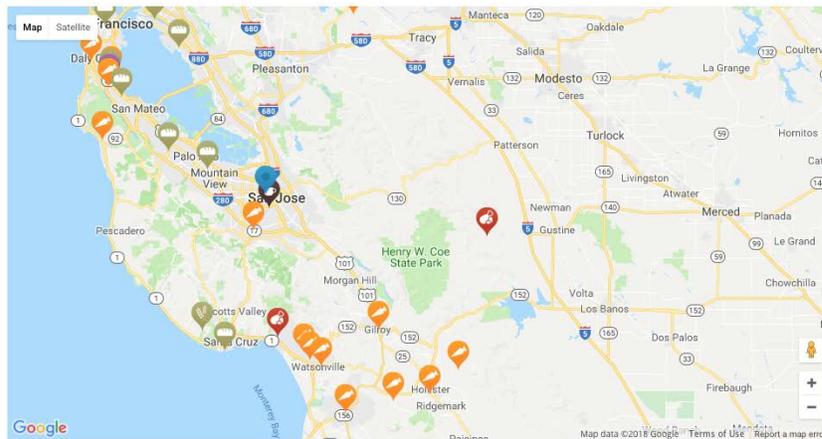
Goal One, Strategy One results: In January 2011 we celebrated reaching the milestone of 1,000 registered Farm to Fork vendors. As of March 2018, we had 1,394 registered Farm to Fork vendors. In fiscal 2017 (FY ends Sept. 30), we spent \$45.2 million on Farm to Fork purchases companywide.

Goal One, Strategy One transparency: All of our Farm to Fork purchases are tracked and displayed in our proprietary Food Standards Dashboard, so we can report on our local purchases (more about that later). An interactive map showing where each farm is located and information about what the farm produces is available for guests to see on each account’s customized Cafebonappetit.com website.

For example, here is the Farm to Fork map for a corporate account in San Jose, CA. Each marker on the map pops out into a mini-profile of the vendor:



FARM TO FORK



2 By C LLC (TwoXSea)	
4505 Meats	
A. Casas Farms	
Acme Bread Company	
Alive & Healing	
America Fresh	
Bakers Bacon	
Bellwether Farms	
Black Pig Meat Co.	
Blue Heron Farm	

Goal One, Strategy Two: Defined and launched Midsize Farm to Fork category in 2011 to take local meat to the next level

The meat industry’s consolidation into a handful of gigantic producers has been accompanied by myriad modern problems such as contaminated food outbreaks, animal mistreatment scandals, and environmental pollution. Yet in the course of seeking out the small-scale hog and poultry farmers and beef ranchers that we have been supporting for years, we’ve discovered that there are responsible, midsize regional producers with similar values struggling to survive and grow.

That’s why in September 2011, we opened registration in our Farm to Fork program to midsize poultry and hog farms, cattle ranches, and dairies that meet our stringent criteria. By doing so, we hoped to nourish this critically endangered segment of agriculture known as the “disappearing middle.” And by requiring third-party certification (by either Animal Welfare Approved, Food Alliance, Humane Farm Animal Care, or Global Animal Partnership), we hoped to increase the supply of ethically raised meat and poultry, which has not kept up with demand as the meat industry consolidates under ever-more-massive factory farms.

Goal One, Strategy Three: Launched Fish to Fork program in 2011 to define “local and sustainable” for seafood sourcing

“Eating local” has become a way of life for many consumers, but even dedicated locavores still flounder when they enter the murky waters of local seafood. Just because a fish came off a nearby dock doesn’t mean it was “locally caught,” and “local” doesn’t always equal “sustainable” with regard to certain species or catch methods. Meanwhile, many conscientious consumers avoid farmed seafood entirely, unaware that responsible local producers exist.



In September 2011, we announced a breakthrough in sustainable seafood sourcing with our Fish to Fork preferred purchasing program, the companion to our Farm to Fork program. Developed with help from a marine science expert, the Fish to Fork program outlines what “local” and “small-scale” mean for both wild and farmed seafood and elevates certain overlooked species that have both great flavor and robust supplies.

Among the guidelines:

- Traceability: Seafood suppliers must present a reliable system of traceability from the farm or the boat to Bon Appétit kitchens.
- Size: Boats must be individually owned and operated and not process the seafood on board. Aquaculture operations will be limited to those grossing less than \$5 million per year per

species. Small-scale fishing and aquaculture operations that practice integrated multi-species fishing or aquaculture will be emphasized.

- Distance: Boats should travel no more than 100 miles out to sea per trip. Distribution distance for wild fish or aquaculture products is limited to 500 miles by truck from dock or farm to Bon Appétit kitchens.
- Species preferences: Low-on-the-food-chain species (such as sardines, oysters); species whose edible portion could be better utilized (such as scallops, much of which gets discarded by U.S. processors); less-widely eaten larger species (Seafood Watch “green”- or “yellow”-rated) that can substitute for one of the “Top Ten” species, such as tuna, whose popularity is endangering the species.

We also designated 14 chefs in different areas of the country as “piscators.” Like their Farm to Fork forager counterparts, they locate and develop purchasing relationships with local fishers and fish farmers who meet the criteria and who will then serve clusters of cafés. Similarly, Fish to Fork also channels our supply-chain clout toward helping hundreds more small, environmentally responsible producers, creating local jobs and healthier communities.

Results: Fish to Fork has become an important companion to both our Farm to Fork and our sustainable seafood purchasing programs. In fiscal 2017 we spent \$1.5M with our registered Fish to Fork partners.

Goal One, Strategy Four: Defined and launched Locally Crafted program in 2014 to support socially and environmentally responsible practices through community entrepreneurship

For many family farmers, ranchers, and artisans, the act of producing food is about community, a way to share their craft and expertise with people and connect with something larger than themselves.

As discussed above, our Farm to Fork program was conceived as a way to strengthen the communities in which we live, work, and play and to showcase regional flavors, and it has resulted in hundreds of successful partnerships across the nation.

But sourcing locally grown food isn’t the only way to build a more sustainable food system. Over the years we connected with vibrant local businesses near our cafés that may not actually grow food like our Farm to Fork partners do, but they craft delicious products in traditional ways, and make a concentrated effort to sustain their community through their business practices. Businesses like a group of Latino women making handmade tortillas the same way their great-grandmothers did, a small-batch chocolatier sourcing Fair Trade cacao beans, or a bakery that makes a point of hiring and training formerly incarcerated gang members.



Lick Honest Ice Cream in Austin, TX, uses milk from a local dairy as well as seasonal, local ingredients in its ice cream

In addition, our Locally Crafted vendors must meet at least two of the following criteria:

- Locally Sourced: At least 50% of the product's ingredients are from small, owner-operated farms within 150 miles of the Bon Appétit kitchen.
- Responsibly sourced: At least 50% of the product's ingredients are responsibly sourced as verified by an approved third-party organization, such as Certified Organic or Fair Trade.
- Humanely sourced: The eggs, dairy, and protein in the product meet all Bon Appétit's own sustainability standards.
- Traditional/artisan: The product is a staple of a specific cuisine, made in the traditional manner with a minimum of additives and preservatives, or in small batches by hand using traditional methods.
- Justice through ownership: The business is majority minority or woman-owned and -controlled.
- Justice through training: As a founding principle, the business seeks to provide job opportunities to a disadvantaged population.

Results: As of March 2018, we have 159 registered Locally Crafted vendors companywide.

Goal Two: Commit to buying only sustainable seafood

Goal Two, Strategy One: Starting in 2002, all chefs required to purchase only seafood defined as “Best Choice” (green) or “Good Alternative” (yellow) by Monterey Bay Aquarium Seafood Watch program’s guidelines for commercial buyers.

Seafood, once one of the earth’s most abundant and healthiest foods, is now one of its most endangered and concerning. Both wild and farmed seafood species have been found to have high levels of mercury and other toxic substances. Industrial fishing operations have emptied the oceans and caused untold damage to breeding habitats:

More than 75% of the world’s fisheries today are either fully fished or overfished. Over 90% of large predatory fish populations are already gone. Without predators, food chains and the ocean ecosystem — which we rely on to help mitigate climate change — have become disrupted.

For every ton of seafood caught, hundreds and even thousands of pounds of unwanted dead fish are thrown back in the ocean as “bycatch,” according to Seafood Watch. (Shrimp trawls are particularly problematic, tossing back 6 pounds of dead fish for every pound of shrimp.)

Meanwhile, the large-scale aquaculture that has sprung up to replace wild seafood comes with its own set of environmental and food-safety problems:

Many farmed fish are carnivores and depend on being fed wild fish, putting further pressure on wild fish populations. It takes from 15 to 20 pounds of feed to create one pound of farmed bluefin tuna, for example.

Aquaculture can contribute to ocean pollution if the fish are densely packed. Fish grown in captivity can transfer diseases, such as sea lice, to wild fish populations. Often, fish farms give routine antibiotics to their stock, contributing to antibiotic resistance. It can also destroy sensitive ecosystems when non-native fish escape their pens into the open ocean and breed or compete with wild fish.

“Bon Appétit’s commitment to sustainable seafood sourcing remains second to none.”

— Jennifer Dianto Kemmerly, Director of Seafood Watch

In 2002, we partnered with Monterey Bay Aquarium and learned about an internal guide they had created to steer seafood choices toward sustainable fisheries — what would later become the world-renowned Seafood Watch program. Spurred by learning from the Aquarium about overfishing and ocean degradation, we began a nationwide rollout of the Seafood Watch program in 2002 and made adherence a non-negotiable food standard in 2004 for all our fresh and frozen seafood purchases. We also strive to serve only wild-caught salmon, not farmed (even green-rated).

After adopting the Seafood Watch standards as our own, we co-sponsored the making of the Emmy-nominated documentary *Farming the Seas* and, together with Seafood Watch, created the Save

Seafood Tour to educate people about the issues surrounding seafood and activate them to make sustainable choices.

Results: In fiscal 2017 we spent \$7.3 million on seafood that met Seafood Watch sustainability criteria and/or our Fish to Fork criteria.

Goal Two, Strategy Two: Defined “local, sustainable” for seafood and launched Fish to Fork program in 2011

[Discussed above under Goal One.]

Goal Two, Strategy Three: In 2015, committed to purchasing only skipjack tuna caught without fish aggregating devices (FADs)

What’s a FAD? It sounds innocuous enough. Fish like to congregate around objects in the water — underwater and on the surface. Scuba divers know this. That’s why they seek out reefs and sunken ships. Fishermen are also well aware of this predilection, too. For centuries, fishermen around the world have been making floating FADs out of bamboo, scrap wood, and metal or whatever they have on hand to attract fish.

What was harmless on a small scale becomes problematic as it gets bigger. According to 2012 research by Pew Charitable Trusts, there are now as many as 100,000 drifting FADs around the world — basically floating pieces of junk put into the ocean and equipped with transponders by the global purse seine fishing industry. These FADs allow industrial fleets to quickly find — and harvest — large masses of fish.

Here’s the catch (pun intended): Their purse seines are enormous nets that draw closed like a purse, surrounding and capturing all the life attracted to the FAD, not just the target species. That “bycatch” can include sharks, swordfish, marlin, and juvenile fish such as bigeye tuna — which then don’t have the chance to reproduce, further destabilizing the world’s fish populations.

Starting in January 2015, our tuna supplier committed that every tuna shipment destined for our cafés would be accompanied by a signed statement from the boat captain including date caught, location, and a commitment that no fish aggregating device was used.

Results: We now purchase almost 250,000 pounds of FAD-free skipjack tuna annually.

Goal Three: Fight the abuse of antibiotics in animal agriculture

In 2003, Bon Appétit became the first food service provider to take a stance on antibiotics abuse in agriculture in order to stop the major public health crisis that was already underway and has only gathered strength in the years since. Concentrated Animal Feeding Operations, aka CAFOs or “factory farms,” routinely put un-prescribed antibiotics in the food and water of cows, pigs, and chickens. This overuse has resulted in the rise of antibiotic-resistant “superbugs” that are sickening and killing thousands of people.

First, a little background. Antibiotics are drugs such as penicillin, amoxicillin, and tetracycline that are used to kill or inhibit the growth of harmful bacteria. The Food and Drug Administration

estimates that 80 percent of all antibiotics sold in this country are given to farm animals, both to prevent the illnesses one would expect from overcrowded, unsanitary conditions and also to make the animals grow faster. (While this side effect is not entirely understood, some scientists are hypothesizing it's because the drugs kill off certain bacteria in the animals' digestive systems.) Many of these antibiotics belong to classes of drugs used in human medicine. When antibiotics are used too frequently, the harmful bacteria they target become resistant to the drug.

In fact, bacteria can develop into a completely different strain that cannot be killed by the normally prescribed antibiotic. Drug-resistant bacteria jump from factory farms to people through food (see Consumer Reports' turkey tests), air and water, and livestock workers. One deadly drug-resistant type of staph bacteria called MRSA kills approximately 19,000 people annually, according to the Infectious Diseases Society of America. Such superbugs are especially threatening for people with compromised immune systems including infants, elderly people and patients with cancer receiving chemotherapy.

There is much that needs to change in order to preserve antibiotics' power for human health. Bon Appétit Management Company CEO Fedele Bauccio, who served for two years on the Pew Commission for Industrial Farm Animal Production, has spoken before Congress several times on the antibiotics crisis and the need for the FDA to more directly regulate the use of drugs in farm animals.

We support producers who are not abusing antibiotics or hormones, through the following sourcing commitments:

- We buy chicken and turkey raised without the routine, non-therapeutic use of antibiotics (since 2003).
- We source our ground beef from animals never, ever given antibiotics or artificial hormones (since 2007).
- Our milk and yogurt comes from cows not given bovine growth hormone, aka rBGH (since 2002).
- Our pork comes from animals never given antibiotics or ractopamine, a growth promoter (since early 2016).

We are also working with the Johns Hopkins Center for a Livable Future — a group of experts on antibiotic use in food production at the Johns Hopkins Bloomberg School of Public Health — to overhaul and update our antibiotics standards into a more cohesive and far-reaching package.

Results: In fiscal 2017, we spent \$39.5M on chicken, pork, and ground beef that complies with our standards.

Goal Four: Lessening our contribution to climate change through a Low Carbon Diet (later Low Carbon Lifestyle)

Goal Four, Strategy One: Launched Low Carbon Diet program in 2007 with specific targets in mind for reducing carbon emissions over five years.

How we eat is affecting the planet, but a handful of simple dietary choices and practices can have the same impact as switching from driving a large SUV to a more fuel-efficient sedan.

Greenhouse gases created by the food system — including production, distribution, and waste — are responsible for one-third of global emissions. Over a decade ago, we saw that as an opportunity to make positive change.

In early 2007, our Low Carbon Diet was the first national program to highlight the significance of food to climate change, and we became the first company to take steps to reduce the food service sector's contribution to the problem. We partnered with a science research team, headed by the highly respected nonprofit *Ecotrust*, for data gathering and number crunching.

Our campaign was three-pronged:

Develop an interactive, database-driven tool, the *Low Carbon Diet Calculator*, to convey the relative carbon-equivalent emissions impacts of common foods.

Recommend menu and operational changes our teams could implement.

Create an educational campaign for our chefs, managers, and guests to understand the issues.

As part of the Low Carbon Diet, we developed these five guiding principles for our teams and our guests (for explanations, visit our site *Eat Low Carbon*):

- You Bought It, You Eat It — Don't Waste Food
- Make "Seasonal and Regional" Your Food Mantra
- Moooove Away from Beef and Cheese
- Stop Flying Fish and Fruit — Don't Buy Air-Freighted Food
- If It's Processed and Packaged, Skip It

Results: In 2012, we reached our five-year commitment to reduce the company's carbon footprint in the highest impact areas by 25 percent. We stopped buying air-freighted seafood entirely, as well as non-tropical fruits and vegetables from outside North America. We reduced our use of tropical fruit by half. We shrank our beef purchases by 33 percent and cheese by 10 percent, and our food waste by one-third. These and other efforts achieved reductions of approximately 5 million pounds of carbon dioxide equivalent each month — and more importantly, have been incorporated into our everyday menuing and practices.

Goal Four, Strategy Two: Launched Low Carbon Lifestyle in 2015

“Bon Appétit is taking a lead by making thoughtful commitments in an area where few food companies have been willing to take a stand. It is critical that we become more aware that when we choose what to eat each day, we also make a choice about how our food is grown, processed, and affects the world around us.”

—Marcia DeLonge, Union of Concerned Scientists food and environment program scientist

In 2015, we updated and relaunched the Low Carbon Diet as the Low Carbon Lifestyle with a renewed focus on four impact areas, narrowed down after a year’s consultation with food and climate change experts across the country, including the Union of Concerned Scientists, Environmental Working Group, and Rainforest Alliance.

PRIORITIZING PLANT-BASED PROTEINS

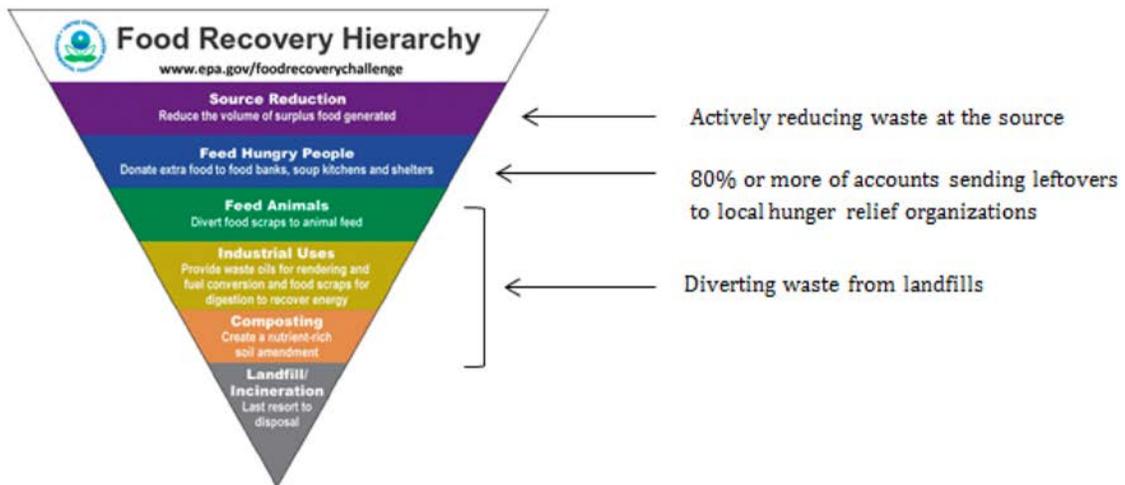
Bon Appétit has committed to continuing to shift the proteins we serve from animal- to plant-based sources. We have set specific ounces-per-guest-per-meal targets and launched detailed reporting on this and other metrics, via a new tool called the Dashboard, for every company location to ensure accountability. Chefs are receiving training on moving their menus away from beef and cheese, offering specifically defined reasonable portions of any animal protein (less than or equal to those of the U.S. Dietary Guidelines), and techniques to emphasize plant-based proteins.

WHY: The livestock industry contributes heavily to greenhouse gas emissions in multiple ways: the particular crops used for animal feed, manure management, and its dependence on water, as well as deforestation and land use issues. Greenhouse gas emissions from meat and dairy are higher globally than all emissions from transportation combined, partly because cows are ruminant animals whose digestive system constantly generates methane, a greenhouse gas that’s 20 to 25 times more powerful than carbon dioxide.

PREVENTING AND REDUCING FOOD WASTE

Food waste may not be something you fight with purchasing, but it a key issue: There’s no point in purchasing sustainably produced food if you then go on to waste it! At Bon Appétit, we hate waste with a passion. It’s a double contributor to climate change. Wasting food means you’re also wasting all the energy it took to grow, harvest, transport, and cook it. In addition, when organic matter, such as food waste, is put into the anaerobic environment of a landfill, it emits methane.

We’ve been fighting waste since we opened our doors — waste prevention is inherent in the way we cook and serve our food, preparing meals from scratch in small batches to order, using snout-to-tail and stem-to-root cooking techniques. Bon Appétit is prioritizing waste reduction according to the EPA’s Food Recovery Hierarchy — ensuring that our teams are actively preventing waste at the source and donating excess food to local hunger relief organizations in order to make landfills their last resort.



Food waste on farms: In 2014, we launched the Imperfectly Delicious Produce program, through which we help prevent waste in the supply chain and reduce the negative impact it has on our environment while putting money back in the pockets of farmers who need it most. Food service operations use produce in many different ways, and visual perfection is necessary for only a small percentage of them. Size and appearance matter little; flavor matters the most. Through the Imperfectly Delicious Produce program, we’ve engaged our distributors, farmers, and chefs to identify opportunities to rescue cosmetically challenged, over-/under-sized, and underutilized produce from going to waste on a regular basis. Some examples of IDP items we have rescued:

- “Clipped” or “second cut” spinach, baby kale, and baby chard: These second-harvest greens represent a whopping 50 percent reduction in water usage. (Greens don’t all grow at the same pace. A machine harvest may clip the top of shorter leaves that could be harvested on a second pass, so most farmers don’t bother. Give them a market for those leaves and they will, though.)
- Broccoli florets aka broccoli “fines”: The small florets left over in processing when the big heads are broken into retail-sized bags. They’re usually thrown away, but they’re great for stir fries and quiches, and another revenue stream for farms.



- Cauliflower oddballs: Giving a home to the smaller- or larger-than-average heads or ones with weather-related blemishes can mean a 20 to 40 percent increase in harvest yield for cauliflower farmers.
- Romaine leaves: The craze for “hearts of romaine” has left the outer leaves in the dust, literally. Buying some of what would otherwise be disked under can translate into a 10 to 15 percent increase in crop yield for romaine farmers and less water used per pound of romaine harvested.

Results: In calendar 2017, Bon Appétit accounts around the country saved nearly 1 million pounds of produce from going to waste, through the IDP program.



Food recovery: Around the country, we work with food banks and nonprofit organizations such as the *Food Recovery Network* to take excess, nutrient-dense food from our cafés and get it to food-insecure people. We’ve committed that by the end of 2018, all our accounts will be actively reducing waste at the source and at least 80 percent of them will be Food Recovery Certified, meaning they are regularly (not just occasionally) donating their

excess food to people in need, as verified by an independent third party. We are on track to meet these goals.

TRIMMING TRANSPORTATION

In terms of climate change, how food travels is more important than how many miles it covers. As a rule, any food that travels by airplane is going to be a higher-carbon choice than foods that traveled a similar or shorter distance by boat or truck.

We evaluate both distance traveled and, more critically, the mode of transportation when making purchasing decisions in order to prioritize carbon-efficient transportation of food. That means no air-freighted seafood; restricting purchases of vegetables, meat, non-tropical fruit, and bottled water purchases to North America; encouraging purchases of seasonal and regional fruits; and training chefs and managers how to prioritize tropical fruit that is typically boated or trucked versus air-freighted when needed.

DECREASING DEFORESTATION

Forests play a critical role in stabilizing the climate. Clear-cutting forests to plant grains for animal feed, for coffee plantations, or for use in paper products releases greenhouse gas emissions stored over the lifetime of that forest and reduces the planet’s capacity to absorb additional emissions created by humans.

We support sustainable forestry and agricultural management through our purchasing practices, including purchasing meat from North American farms and ranches (fed with U.S.-grown crops), opting for paper products that are FSC Certified and/or made from recycled content, and setting measurable goals for purchasing coffee from Certified Organic, shade-grown, Rainforest Alliance or Bird Friendly certified (by the Smithsonian Migratory Bird Center) farms.

Goal Five: Use our purchasing power to support improved animal welfare

At Bon Appétit, we believe that to be sustainable, the U.S. food system requires major, continuing improvements in how the animals we eat are raised.

The vast majority of farm animals are crowded together in confined spaces, routinely given antibiotics, and fattened as fast as can be managed. Few are truly permitted to enjoy the Five

“Bon Appétit Management Company has been leading the way on animal welfare issues within the food industry since its inception. Whether it’s sourcing from higher welfare suppliers, endorsing legislation tackling animal cruelty, or offering more plant-based meals, the company sets a very high bar for social responsibility.”

— Josh Balk, senior director of food policy for [*The Humane Society of United States*](#)

Freedom of animal welfare that are under human control. Developed in England in the 1960s and formalized around 1979, they are often referenced as the acceptable baseline for creating animal welfare standards. The first is “Freedom from hunger or thirst”; the second is “Freedom from discomfort”; the third, “Freedom from pain, injury or disease.” Sounds simple, yes? Yet they are ignored by the vast majority of the industry,

particularly Nos. 4 and 5: “Freedom to express (most) normal behavior, by providing sufficient space, proper facilities and company of the animal’s own kind,” and “Freedom from fear and distress, by ensuring conditions and treatment that avoid mental suffering.”

Through our purchasing relationships, Bon Appétit has taken aim at many of the standard practices that violate these freedoms. Our philosophy when it comes to animal products is three-tiered: We believe in supporting small farms, rewarding responsible mid-size ones, and using our market power to influence the big producers to improve their practices.

We’ve made the following commitments:

Dairy: In 2003 we switched to milk and yogurt from producers who do not use artificial hormones (rBGH or rBST), which is linked to increased rates of mastitis and lameness in cows

Goals set in March 2016: We agree with the dairy industry’s own decision to phase out the cruel practice of tail docking of dairy cows and are asking all of our suppliers to do so immediately, as well as to cease dehorning without pain management by 2026, or sooner if there are breakthroughs on resolving these issues (such as using polled genetics so that cattle are born without horns).

Poultry: Starting in 2003, we required that our chicken and turkey come from animals not given routine, nontherapeutic antibiotics. (See above.)

Goals updated in November 2016: By 2024, all of our broiler chickens will be certified under Global Animal Partnership's 5-Step Animal Welfare Rating program, including the use of approved genetics for slower-growing strains; offering enrichments including hay bales, perches, and natural light; and ensuring minimum space requirements (at least a square foot for every 6 pounds). In addition, all broilers in our supply chain will be rendered unconscious prior to shackling using a method of Controlled Atmosphere Stunning.

Eggs: In 2005 we switched to Certified Humane cage-free shell eggs. Battery cages are not permitted, and the housing facilities must include areas for hens to nest, dust bathe, scratch, and perch. We completed the switch to Certified Humane cage-free pre-cracked/liquid eggs in early 2016.

Foie gras and crate-raised veal: Banned since 2012.

Ground beef: In 2007 we committed to sourcing our ground beef from cows raised without antibiotics ever (sick animals are treated and sold elsewhere), added growth hormones, or animal byproducts in their feed. In 2012 we broadened that companywide ground-beef requirement to include certification from [Humane Farm Animal Care](#).

Goals set in March 2016: We are considering a revised antibiotics policy for all our contracted beef, not just ground. As with dairy, we are asking all of our suppliers to cease dehorning without pain management by 2026, or sooner if there are breakthroughs on resolving these issues (such as using polled genetics so that cattle are born without horns).

Pork: In late 2015 we switched our contracted pork to a producer that ensures sows live in group housing, not inhumane gestation crates, for most of their pregnancies.

Starting in 2016: This pork also comes from animals never given antibiotics (sick animals are treated and sold elsewhere) or ractopamine, a common growth promoter with animal-welfare side effects that has been banned in most countries. Our new supplier is also testing more humane farrowing (birth and post-natal) practices, such as allowing the sows to turn around. It long ago did away with "thumping," the practice in which sick or injured piglets are killed by slamming their skulls into the ground. We would like to see enriched environments for all pigs as well as tail docking and castration either phased out and performed with pain management by 2026, or sooner if there are breakthroughs on resolving these issues.

Results: In fiscal 2017, we spent \$9.7M on certified cage-free shell and liquid eggs. As of 2017, more than 25% of our total meat, poultry, and egg purchases come from producers whose practices have been certified by credible, independent animal-welfare monitors Humane Farm Animal Care (HFAC), Food Alliance, Animal Welfare Approved, or Global Animal Partnership.

Education and Transparency

As mentioned before, there is no “vice president of sustainability” or “sustainability department” at Bon Appétit. Everyone is responsible for understanding and adhering to our many companywide food standards and purchasing commitments. All Bon Appétit salaried employees are required to take the interactive online Circle of Responsibility (COR) training, which examines how Bon Appétit’s kitchen principles support the environment, the community, and our guests’ personal health. After completing this rigorous, 14-module training — which includes a variety of topics from sustainable sourcing to waste management to nutrition — chefs and café managers are prepared to be a reliable source of sustainability information to our guests.



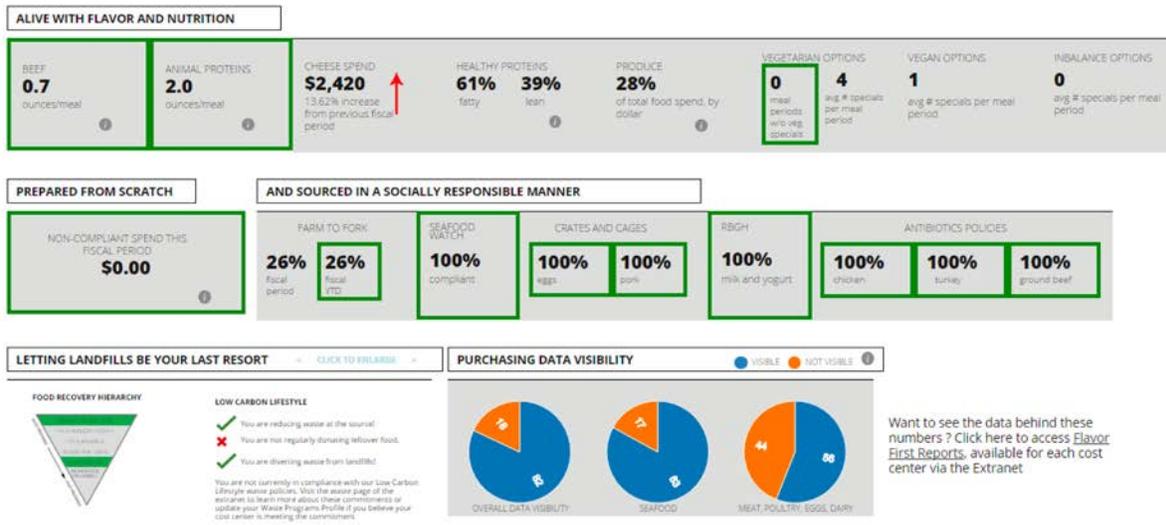
We offer multiple other ways through which those guests can learn about what they’re eating, where it came from, how it was grown, and why those things matter. All locations have a private guest-facing website that — in addition to daily menus and a suite of wellness tool — offers their particular Farm to Fork map and information about all of our commitments and policies, grouped by issue and by food type. We also host annual events such as the Eat Local Challenge (since 2005), Low Carbon Diet Day (now Earth Day), Farmworker Awareness Week, and more in which we provide both fun and tasty ways to learn about specific sustainability issues.

Food Standards Dashboard

In 2015 we launched the Food Standards Dashboard, an internal, proprietary tracking and reporting tool that gives our chefs and managers (and clients) easy access to the data they need to be sure they’re living up to Bon Appétit’s wellness, culinary, and sustainability commitments. It is the industry’s most sophisticated management tool, pulling information from our purchasing, finance, and menu management systems, to synthesize a complex set of data and compare it against a long list of business rules in order to calculate compliance.

FOOD STANDARDS DASHBOARD

FISCAL PERIOD ENDING: 10/27/2018 FOR MARKETPLACE CAFE (23131)



The Food Standards Dashboard shows where each unit stands on Bon Appétit’s many sustainability and well-being commitments, such as Farm to Fork purchasing expenditures; compliance of seafood purchases with Seafood Watch criteria; percentage of lean versus fatty protein choices; and average number of vegetarian, vegan, and In Balance options per meal period. Additional data is also collected specifically for our Low Carbon Lifestyle program’s focus areas, such as the average number of ounces of beef specifically and animal proteins generally being purchased on average per guest per meal served. Each café manager is also required to enter information about that location’s waste-related programs, including food recovery programs, Imperfectly Delicious Produce purchasing, and composting. The Food Standards Dashboard puts the café’s waste related programs into the context of the EPA Food Recovery Hierarchy and our companywide waste-related commitments.

Financial Information

Guests often ask if local food is more expensive. Generally no, not when bought at peak harvest time. Our chefs have become quite skilled at making the most of “bumper crops,” preserving them for future menus in a variety of ways (pesto, sauces, flash-frozen berries, jams, butters, syrups, etc). There is often more labor involved in purchasing local food, whether it’s extra washing or needing to purchase whole or half-animals and butcher them on site, but it’s well worth it to be able to serve these high-quality ingredients.

We have faced some challenges when it comes to price differences in sourcing some of other categories. Cage-free shell eggs were much more expensive in 2005, when we switched to them, than they are now; and cage-free liquid eggs remain higher than conventional liquid eggs. Our gestation-crate-free, no-antibiotic bacon is more expensive than conventional bacon, as is our

Certified Humane ground beef. But when we lead the way, others follow. The more demand there is, eventually the market catches up with supply, and prices begin to equalize.

Results

Results have been provided under each section for Goals, and are reaffirmed below.

Goal 1:

In January 2011 we celebrated reaching the milestone of 1,000 registered Farm to Fork vendors; as of March 2018, we had 1,394 vendors registered. In fiscal 2017 (FY ends Sept. 30) we spent \$45.2 million on Farm to Fork purchases companywide.

Fish to Fork has become an important companion to both our Farm to Fork and our sustainable seafood purchasing programs. In fiscal 2017 we spent \$1.5M with our registered Fish to Fork partners.

As of March 2018, we have 159 registered Locally Crafted vendors companywide.

Goal 2:

In fiscal 2017 we spent \$7.3 million on seafood that met Seafood Watch sustainability criteria and/or our Fish to Fork criteria.

We now purchase almost 250,000 pounds of FAD-free skipjack tuna annually.

Goal 3:

In fiscal 2017, we spent \$39.5M on chicken, pork, and ground beef that complies with our standards.

Goal 4:

In 2012, we reached our five-year commitment to reduce the company's carbon footprint in the highest impact areas by 25 percent. We stopped buying air-freighted seafood entirely, as well as non-tropical fruits and vegetables from outside North America. We reduced our use of tropical fruit by half. We shrank our beef purchases by 33 percent and cheese by 10 percent, and our food waste by one-third. These and other efforts achieved reductions of approximately 5 million pounds of carbon dioxide equivalent each month — and more importantly, have been incorporated into our everyday menuing and practices.

Goal 5:

In calendar 2017, Bon Appétit accounts around the country saved nearly 1 million pounds of produce from going to waste, through the IDP program.

In fiscal 2017, we spent \$9.7M on certified cage-free shell and liquid eggs. As of 2017, more than 25% of our total meat, poultry, and egg purchases come from producers whose practices have been certified by credible, independent animal-welfare monitors Humane Farm Animal Care (HFAC), Food Alliance, Animal Welfare Approved, or Global Animal Partnership.

Challenges and Lessons Learned

When we first launched our Farm to Fork program, we had difficulty finding farmers, period, and when we did, we had trouble convincing them that a food service company was worthy of their premium products. “You don’t deserve my melons!” one farmer famously said to us. Fortunately, that one simply took time and trust to overcome.

In February 2012, we made several commitments to improve the welfare of animals in our food supply. We vowed to stop purchasing foie gras and crated veal, effective immediately, and by the end of 2015 to switch to cage-free pre-cracked (a.k.a. liquid) eggs and pork from sows raised without gestation crates; and to source 25 percent of our meat, poultry and egg purchases companywide from producers that meet one of four third-party animal welfare humane certifications. It was an aggressive timeline and an ambitious one — we were committing to buy a supply of products that barely existed at that time, such as cage-free liquid eggs.

We did end up making good on those promises, but it took longer than we had hoped it would. Along the way, we learned even more about the challenges of shifting a supply chain and changing a massive, entrenched industry’s practices. For example, there are few industrial-scale suppliers of pre-cracked eggs from hens that are certified cage-free. We were close to making a deal with one when avian flu hit the egg industry like a meteor, cratering the supply of all eggs. It took us months to find another supplier; we completed the switch in 2016.

Our gestation crate commitment took slightly longer than planned as well. The vast majority of breeding sows are confined to gestation crates for their entire pregnancies. That’s almost four months spent in cages too small to even turn around in. That’s not acceptable to us. In December 2015, we made a deal for all our contracted pork to come from sows that live in group housing, in which these highly intelligent creatures are free to move and socialize. Our new supplier is the most progressive in the industrial-scale U.S. pork industry when it comes to animal welfare. And an important bonus: the pork we’re now buying is also from hogs never given antibiotics or growth promoters (including ractopamine, which causes severe animal-welfare problems).

And for the 25% target for meat, poultry and egg purchases from producers with third-party-certified animal-welfare practices? We missed the 2015 deadline by quite a bit, by failing to get our supply of cage-free liquid eggs (see above) and because although our new pork producer is leading the industry, it is not third-party certified for its animal welfare practices. We were also hindered by the fact that meat prices have risen dramatically, making the denominator of that 25% a moving target. We finally hit our goal at the end of fiscal 2017 with 26.7% certified product.

Streamlining our patchwork of antibiotics policies remains one of our biggest challenges. The “Never Ever” antibiotics movement has emerged as a response to the overuse of humane-necessary drugs on farms. Consumers and advocacy groups are demanding that under no circumstances do animals receive antibiotics during their lifetime. (Never. Ever.) As a policy, Never Ever is easy for consumers to understand, but in practice we’re not so sure it’s actually the best for animals, or for farmers. Our Farm to Fork vendors have asked us, “What happens when a calf gets pink eye and I

need to treat it?” Under the Never Ever model, the animal’s economic value plunges dramatically, from premium to commodity. Most large-scale producers run both Never Ever brands and conventional brands, so they can simply move that calf into the conventional supply. But for our small farmer who doesn’t have two types of buyers, Never Ever can be financially devastating. We don’t want them to have to choose between their animals’ welfare and their economic survival.

Ideally there would be a third-party-verified policy that said antibiotics can be used judiciously to treat sick animals — just like in human medicine. There are groups working on that, like School Food FOCUS and The Pew Charitable Trusts’ joint Certified Responsible Antibiotic Use standard and the Natural Resources Defense Council, but you won’t see this meat in supermarkets or on restaurant menus yet. For now, it is still pretty much all (conventional) or nothing (never ever).

Benefits

We are lucky to have been led for 30 years by CEO and cofounder Fedele Bauccio, who is passionate about helping to create a more sustainable food system. Fedele has long believed that Bon Appétit’s being a pioneer in this area was not only a terrific way to stake out our brand in the food service industry and to attract and retain employees — it was also simply the right thing to do.

We are proud to spend tens of millions of dollars annually on produce from farmers who live on the land and practice good stewardship, eggs that come from laying hens with room to turn around and engage in natural behaviors, on milk from cows not given hormones that can make them lame, on ground beef from Certified Humane cattle, on pork from sows not confined to cruel gestation crates for their entire pregnancies... and so much more.