

# BEYOND NUTRITION: A LANDSCAPE ANALYSIS OF VALUES-BASED PROCUREMENT AMONG FOOD SERVICE MANAGEMENT COMPANIES

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## EXECUTIVE SUMMARY

Public awareness of the positive and negative externalities of the food supply chain have led consumers to shift their food purchases to align with their values, yet this decision-making process can be rendered ineffectual by food service management companies, which are estimated to control around 60% of the \$72 billion food service market in North America. This landscape analysis used publicly available company websites to assess values-based procurement by Food Management's Top 50 Contract Management Companies of 2018 using four values from the Good Food Purchasing Program: local economies, environmental sustainability, animal rights, and valued workforce. Owing largely to the Global Animal Partnership's broiler chicken policy, animal welfare had a relatively high frequency of strong commitments, illustrating the power of easily adoptable certifications or standards. Local economies and environmental sustainability were frequently mentioned but not quantified, and valued workforce was mentioned the least often. Rather than making a commitment across all clients, companies appeared more likely to tailor their offerings to specific client interests, indicating an opportunity for consumers to create demand for values-based procurement.

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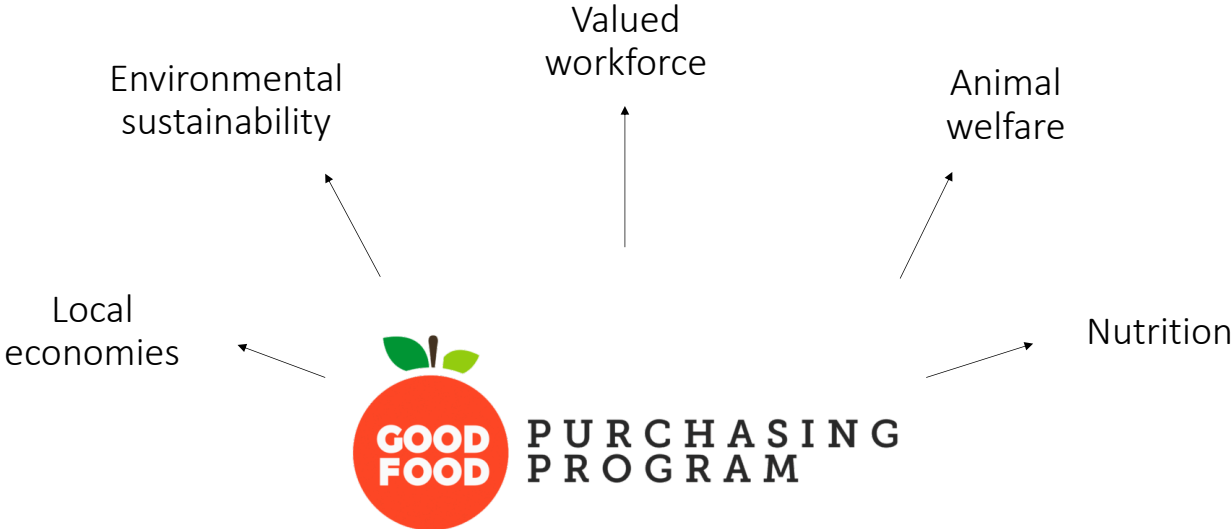
## INTRODUCTION

Just as food has the potential to nourish or harm the health of its consumer, it also has potential positive and negative effects throughout the supply chain, from the health of the workers who harvest the food to the quality of water and air used by entire populations. But individuals who want to consider these potential effects and reflect their priorities in their food purchases may find their choices limited if they are dining at an institution that outsources procurement decisions to a food service management company.<sup>1</sup> Food service management companies like Compass Group, Sodexo, and Aramark handle the food sourcing, preparation, and on-site meal service for their clients including an array of institutional settings such as large corporations, universities, healthcare settings, and senior living

facilities. Food service management companies are estimated to control about 60% of the \$72 billion food service market in North America, putting them in a unique position to affect trends in institutional food procurement through the magnitude of their revenue and the reach of their client base.<sup>1</sup> This landscape analysis focuses on a list of Food Management’s proprietary ranking of the Top 50 Contract Management Companies of 2018.<sup>2</sup> The combined revenue for all 50 companies in fiscal year 2017 was \$51.4 billion, a significant purchasing power that can have effects beyond simply nourishing the consumers who eat the food.<sup>2</sup>

As consumers have begun to develop an understanding of the effects of their food choices on ecosystems and the environment, some are also shifting their purchasing to align with values such as environmental responsibility.<sup>3</sup> Food corporations have seen this shift as a marketing opportunity, but the recent emphasis on “going green” has verged on “greenwashing,” in which advertising and labeling promote environmental benefits in a “false, deceptive, misleading or vague” manner.<sup>3</sup> A 2007 study of over 1,000 “green” products by TerraChoice, an environmental marketing firm, found that all but one of the products had “demonstrably false or misleading” claims.<sup>3</sup> Third-party certifications, often found on food labels at the grocery store, have emerged as a tool to help consumers distinguish genuine commitments from vague statements that are deployed for marketing purposes. Making informed food purchasing decisions becomes more difficult in the face of opaque procurement practices used by food service management companies, however, and existing institutional procurement practices often focus on one or two values at the expense of taking a systems approach to assess the potential impacts of food procurement practices on the entire food system.<sup>1</sup>

This landscape analysis will assess values-based procurement for these 50 companies using four values from the Good Food Purchasing Program’s framework, a model that “encourages large institutions to direct their buying power toward five core values: local economies, environmental sustainability, valued workforce, animal welfare and nutrition.”<sup>4</sup> Building off



Source: <https://goodfoodpurchasing.org/program-overview/>



of third-party certifications that consumers might find on food packaging, this framework was developed by the Los Angeles Food Policy Council in 2012 with input from almost 100 stakeholders and experts in food systems, institutional food procurement, and the content areas of the five core values.<sup>5</sup> The program has gained momentum nationwide since its adoption by the Los Angeles Unified School District and the City of Los Angeles in 2012, with 28 current enrollees, including school districts and cities, representing almost one billion dollars in annual food purchases.<sup>5</sup> The Good Food Purchasing Program helps enrollees take a holistic approach to aligning their procurement with their values, leading Dr. Julie Morita, Chicago Public Health Commissioner, to remark, “This is the kind of systemic change that makes a long-term difference.”<sup>6</sup> The program’s verification process requires that, in addition to meeting a baseline standard for each core value, institutions must also achieve transparency in their supply chain so these values can be accurately assessed.<sup>4</sup> Although the top 50 contract management companies may not be presently seeking certification by the Good Food Purchasing Program, this framework will be useful for assessing their commitment to values-based procurement.

## METHODS

This landscape analysis assessed the publicly available information on the websites of the top 50 contract management companies. Each website was visited in February-March 2019, and information from each company’s website was used to evaluate their commitment to the Good Food Purchasing Program values except nutrition: local economies, valued workforce, animal welfare, and environmental sustainability.<sup>4</sup> Commitments to nutrition were not assessed in this analysis because the linkages between food, nutrition, and human health are currently promoted and prioritized through governmental initiatives like Nutrition Facts labels, the Dietary Guidelines for Americans, and MyPlate.<sup>7</sup> The remaining four values have not yet achieved the same level of visibility and public understanding, making them less likely to be considered in the procurement process. For each of the 50 companies, their com-

## Rating System



**Strong**

Mentioned, quantified

(e.g., “20% local sourcing,” “only cage-free eggs by 2025”)



**Fair**

Mentioned, not quantified

(e.g., “Sustainable food,” “use only socially responsible vendors”)



**Weak**

Not mentioned

mitment was rated “strong” if the value was mentioned in a quantified way, “fair” if the value was mentioned but no specific goals or numbers were mentioned, and “weak” if the value was not mentioned on the company’s website. Information must have been readily available on the company’s website; the values were not assessed using a search bar or search engine. The assumption underlying this decision is that companies committed to these values would clearly communicate this commitment to current and potential clients and consumers through the platform of their website.

## **TRENDS WITHIN VALUES**

### ***Local Economies***

The majority of the 50 food service companies have made a fair commitment to local economies: 27 companies (54%) mentioned the word “local” without quantifying their commitment in any way (Table 1). Sixteen companies (32%) did not mention local purchasing at all, while seven companies (14%) made strong, quantified commitments to local purchasing. These strong commitments typically included either the current or target percentage of their food that is purchased locally. For example, Whitsons Culinary Group states, “We currently source an average of 52% of our product mix locally.”<sup>8</sup> American Dining Creations, Food for Thought, and Parkhurst Dining opted for the more common target of 20% local sourcing.<sup>9-11</sup> These commitments typically defined “local,” although there was little consensus among their definitions. American Dining Creations and Food for Thought settled on 200 miles between where the produce was harvested and where it was served, Parkhurst Dining chose 250 miles, and Compass Group defined local as within 400 miles.<sup>9-12</sup> Epicurean Group, based in Northern California, defined local as “within 150 miles of our kitchens,” pointing to the fact that companies’ definitions of local are likely defined by the seasonality and productivity of their surroundings.<sup>13</sup>

The Good Food Purchasing Program’s vision for local economies is that food procurement will “support small and mid-sized agricultural and food processing operations within the local area or region.”<sup>4</sup> This definition, which considers farm size and distance from the farm to the purchaser, centers on the opportunity to support the financial success of farmers in the community and, by extension, the broader local economy. The food service management companies that explained their rationale for purchasing locally, however, cited a variety of reasons for this choice. Among the seven companies with a strong commitment to local purchasing and the 27 companies with a fair commitment to local purchasing, the most cited benefit to local purchasing was freshness and quality, mentioned by 15 companies (Table 3). Supporting the local economy came in second, with 10 companies explicitly mentioning this as a reason for their choice to buy local (Table 3).

Interestingly, five of these companies mentioned reductions in carbon dioxide emissions as a result of local purchasing (Table 3). This assumption focuses solely on transportation, which is only one source of carbon dioxide and other greenhouse gases in the food supply chain. Food production, transportation, and storage must all be considered when calculating a food’s carbon footprint, and evidence shows that the type of food and its method of production have a bigger impact than how far the food has traveled.<sup>14,15</sup> A life-cycle assess-

ment found that 83% of a US household's total greenhouse gas emissions from food consumption can be attributed to food production, compared to only 11% from transportation.<sup>15</sup> The same study found that abstaining one day a week from red meat and dairy had the same climate impact as consuming solely local foods every day.<sup>15</sup> Keeping the focus on transportation, however, still reveals that smaller vehicles used for shorter transportation routes are less efficient than longer-route forms of transportation.<sup>14</sup> Three of the five companies that referenced their carbon footprint were judged to have made a strong commitment to local economies (Table 3). Although their rationale may not be fully evidence-based, it does not invalidate their quantified commitment, which would benefit the local economy whether they recognize this fact or not. Other benefits of local purchasing that companies mentioned included sustainability, health, and environmental benefits in general.

### **Valued Workforce**

The Good Food Purchasing Program's definition of a valued workforce is to "provide safe and healthy working conditions and fair compensation for all food chain workers and producers from production to consumption."<sup>4</sup> Only one company, Compass Group, made a strong commitment to a valued workforce that aligned with this vision, stating, "Compass Group and the Coalition of Immokalee Workers (CIW) signed a landmark agreement on September 25, 2009, that would forever change the food industry and the hearts and minds of Compass associates."<sup>16</sup> This statement is accompanied by a link that takes you to a separate domain, [CompassFairFood.com](http://CompassFairFood.com), detailing the agreement.<sup>17</sup> Compass Group will pay an extra 1.3 cents per pound of Florida tomatoes, which will allow participating farms to improve working conditions and compensate workers with fairer wages.<sup>17</sup> The list of partners on the Coalition of Immokalee Workers Fair Food Program website also includes Sodexo and Aramark, although information about their participation was not readily available on the companies' own websites, leading to their designation as "fair" on this commitment.<sup>18</sup>

Four other companies were also judged to have a fair commitment to valued workforce, for a total of six companies (12%). Epicurean Group mentions that they are "dedicated to environmentally and socially responsible food service management practices," without explaining what those practices entail.<sup>19</sup> In their list of culinary commitments, Café Services states that they "use only socially responsible vendors."<sup>20</sup> Through their programs, Fresh Ideas "strive[s] to balance social equity, environmental health and economic prosperity."<sup>21</sup> Without more detail, it is not possible to determine whether these statements in support of social responsibility and equity are concrete commitments or marketing techniques.

On the same web page, Fresh Ideas says, "We believe that employees come first."<sup>21</sup> They go on to mention the importance of having passionate, happy chefs. Although not formally measured in this review, highlighting employee well-being on the company's website was a common theme among many of the top 50 contract management companies. The limited scope of this definition of "employees," stopping within the walls of companies' kitchens, cafes, and offices, neglects to consider the welfare of workers along the rest of the supply chain, including farmers, harvesters, drivers, and workers in processing facilities.

## **Animal Welfare**

Of the four values, animal welfare garnered the highest percentage of strong commitments, with 17 of the 50 companies (34%) including quantified details about their goals and accomplishments on their website (Table 1). This percentage is more than double the next highest percentage of strong commitments: the 14% of companies that conveyed a strong commitment to local economies. Only five companies (10%) expressed a fair commitment by mentioning animal welfare without quantifying it in any way, and the majority of companies (56%) did not mention animal welfare on their website at all. Gourmet Services provides an excellent example of a fair commitment on their Sustainability page, noting, “Some of the green initiatives that we have either achieved or foresee include ... use of humanely raised and handled animals (e.g., cage free poultry).”<sup>22</sup>

Notably, all 17 companies with a strong commitment uniformly stated that they were committed to meeting Global Animal Partnership’s standards for broiler chickens by 2024.<sup>9,10,12,23-</sup>  
<sup>36</sup> Global Animal Partnership designed a five-step certification program with different benchmarks for broiler chickens, including no cages, enriched environments, and keeping the chickens on pasture at all times.<sup>37</sup> Interestingly, none of the companies used this “step” terminology to describe their goals, potentially indicating that they would settle for merely satisfying the first step. In addition to broiler chickens, the majority of these 17 companies had also committed to purchasing only cage-free shell and liquid eggs, with varying target dates ranging from 2017 to 2025. A handful of these companies also made commitments to purchasing only group-housed pork, ceasing to purchase veal and foie gras, eliminating growth hormones, and using antibiotics responsibly.

The uniformity of adherence to the broiler chicken standards and timeline set forth by Global Animal Partnership suggests the power of clearly defined external commitments that companies can adopt. Yet Global Animal Partnership also has standards for the treatment of beef, turkey, and pigs, among other species.<sup>38</sup> More information would be necessary to fully describe how broiler chicken welfare emerged as a prominent procurement priority over commitments to other animals, but experts at the Johns Hopkins Center for a Livable Future (R. Martin & C. Hricko, written communication, March 2019) suggest that broilers have been an easy target for welfare reforms and other production changes given their relatively short life cycle and staggered production timelines. Aramark claims to have been “one of the first foodservice companies to commit to the humane treatment of broiler chickens” in 2016.<sup>24</sup> The subtext is clear: companies in this industry have an eye on their competitors and will adapt accordingly. In this light, it is hardly a coincidence that a full third of the top 50 contract management companies have identical broiler chicken policies.

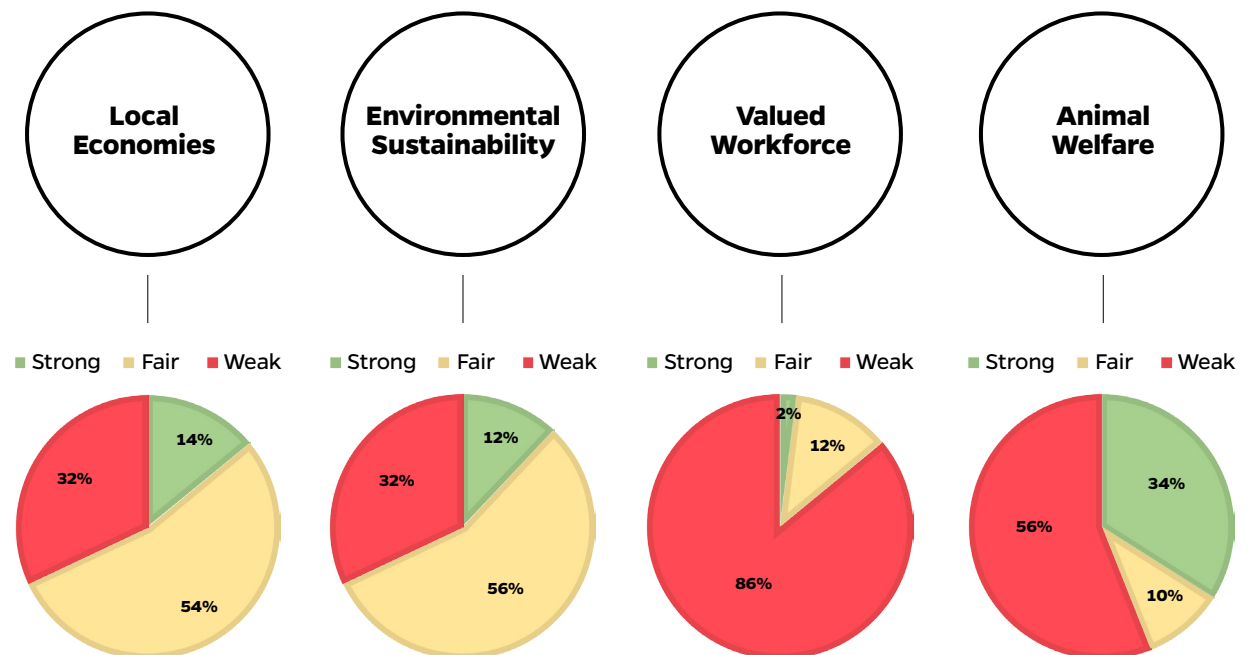
## **Environmental Sustainability**

The Good Food Purchasing Program’s definition asks that companies “source from producers that employ sustainable production systems that reduce or eliminate synthetic pesticides and fertilizers; avoid the use of hormones, routine antibiotics and genetic engineering; conserve soil and water; protect and enhance wildlife habitats and biodiversity; and reduce on-farm energy and water consumption, food waste and greenhouse gas emissions; and increase menu options that have lower carbon and water footprints.”<sup>4</sup> This is a broad defini-

tion, encompassing a systems approach to the impacts that food procurement choices can have on the environment. In order to be judged as having a strong commitment to environmental sustainability, companies only needed to quantify their progress or goal regarding one aspect of the Good Food Purchasing Program’s definition. Only six companies (12%) had strong, quantified commitments, while 16 companies (32%) did not mention environmental sustainability at all. Twenty-eight companies (56%) conveyed a fair commitment to environmental sustainability by mentioning it on their company websites (Table 1).

Many companies that were judged to have a fair commitment cited internal practices such as paperless initiatives and water coolers without bottles or cups as sustainability initiatives. This finding mirrors the commitments to a valued workforce in that companies often limit their commitments to practices within their company’s walls, leaving out the larger systemic impacts of their food procurement practices. More frequently than for the other values assessed, company websites indicated that sustainability initiatives were available upon client request. These initiatives, such as compostable flatware, do not meet the vision of the Good Food Purchasing Program’s comprehensive description of environmental sustainability, which encompasses the impacts of each food’s entire production system, including on-farm fossil fuel use, fertilizer choices, and changes in land use.<sup>39</sup> As seen in the local economies value, some companies cited local purchasing as a sustainability initiative. While local purchasing has many benefits, close proximity of a farming operation to its client does not guarantee that the operation follows best practices for environmental sustainability. In addition, research has shown that the types of food consumed and how they are produced play a greater role than food miles in the greenhouse gas footprint of a food item.<sup>15,39</sup>

One theme that stands out among companies with both strong and fair commitments to environmental sustainability is the purchasing of sustainable seafood. Companies referenced the Monterey Bay Aquarium Seafood Watch and their “Best Choice and “Good Alternative”





system of rating different types of seafood. The Monterey Bay Aquarium makes seafood recommendations in order to help purchasers and consumers make choices that are better for ocean ecologies with regard to damage to habitats, population depletion, pollution, and unintended effects on other animals.<sup>40</sup> Similar to the Global Animal Partnership standards for broiler chickens, this easy-to-understand rating system suggests the power of a third-party certification in making it easier for companies to take steps towards embodying complex values in their procurement practices.

## **TRENDS ACROSS VALUES**

### ***High Percentage of Fair Commitments***

In looking across Table 1, the distribution of values for local economies and environmental sustainability are very similar. In both categories, over half of the companies were rated as fairly committed, as defined by mentioning the word but not quantifying their commitment. A handful of companies expressed strong commitments, and about a third of companies did not mention the values at all. One possible explanation for this finding may be the rise of “local” and “sustainable” as buzzwords on food packaging and restaurant menus. Environmental advertising accelerated after its introduction in the 1990s, leading both to legitimate impacts, such as the rapid growth of organic products in the US food industry, and less-legitimate marketing in the form of greenwashing.<sup>3</sup> While food consultants were proclaiming in 2012 that “this trend [of local and sustainable food] is here to stay,” QSR magazine, an industry resource for quick-service restaurants, declared in 2017 that “local” and “sustainable” are “rote words” that have been used too frequently to stand out.<sup>41,42</sup> The United States Department of Agriculture does not have a firm, quantified definition of “local” in the context of food procurement, opening the doors for the word to be used for marketing purposes without restriction.<sup>43</sup> As seen in companies’ varying rationales for purchasing local foods, both “local” and “sustainable” have positive connotations that may not always be grounded in evidence, making them attractive words to pepper into a website.

### ***High Percentage of Weak Commitments***

In contrast to local economies and environmental sustainability, the majority of companies did not mention valued workforce (86%) and animal welfare (56%). It may be that it is more difficult to be vague in reference to the rights of humans and animals. Another possibility is that companies may be concerned that showcasing incremental commitments toward supporting human and animal rights, such as paying an additional penny for tomato workers or ending inhumane chicken shocking, may draw attention to other human and animal rights issues that these companies have not yet been able to address. The general public appears to have a poor understanding of animal welfare issues within the food system, with evidence showing that some consumers actively avoid this type of information in order to remain willfully ignorant of the sources of their food.<sup>44</sup> These findings may make human and animal rights unpalatable topics for food service management companies to mention on their websites, and future research is necessary to determine whether this could influence the results of this analysis.



### **Available Upon Request**

In their sustainability brochure, Metz Culinary Management notes that they supply “upon request, Fair-Trade certified products.”<sup>45</sup> This sentiment was a common theme throughout this analysis and was also mentioned on companies’ websites in relation to local food and sustainability initiatives: client demand drives procurement related to these specific values. Rather than making a commitment across all of their clients, these companies seem more likely to tailor their offerings to specific client interests. This trend represents an opportunity for clients of food service management companies to drive the adoption of values-based procurement standards. Extrapolated further, this power can be traced back to consumers. In speaking about their zero-waste goals, Ted Monk, the vice president of sustainability and corporate responsibility at Sodexo North America, says, “Our products are changing just because of what the consumer wants right now...if it’s food the consumer wants, that’s food that won’t be wasted.”<sup>46</sup> The customers of clients of these food service management companies can “vote with their dollar,” ultimately shaping food procurement practices that can then help to shape the food system.

While this piecemeal procurement policy presents an opportunity for some, it also raises equity concerns for low- to middle-income clients and customers without the resources to “vote with their dollar.” This analysis did not include pricing data, but if companies are charging a premium for values-based procurement, it may be out of reach for some clients and customers who will then receive food that does not mirror their values. Making company-wide commitments that are available to all clients may be a more equitable policy than restricting access to those who can afford values-based procurement.

### **Within-Company Trends**

Only one food service management company, Compass Group North America, featured strong, quantifiable commitments to all four values: local economies, valued workforce, animal welfare, and environmental sustainability. Compass Group was also ranked as the top contract management company of 2018. This raises a “chicken or the egg” question: did Compass Group’s commitment to these values help it achieve the top ranking or did its success allow it the flexibility to then pursue its values through procurement? While the answer to this question is outside of the scope of this landscape analysis, it is a valuable area for future research.

In addition to Compass Group, Sodexo, Aramark, and Metz Culinary Management were either strong or fair in all of their commitments (Table 2). As the top three companies, Compass Group, Sodexo, and Aramark represented over 60% of the total revenue of the top 50 companies, a sizeable commitment to the four values assessed in this analysis.<sup>2</sup> Nine companies made no mention of any of the four values on their company websites: Centerplate, Legends Hospitality, Healthcare Services Group, Thomas Cuisine Management, Continental Services, ABM Healthcare Support Services, Sterling Spoon Culinary Management, Global Connections to Employment, and Prince Food Systems (Table 2). These nine companies were fairly evenly distributed across all 50 rankings, indicating that there is not a clear trend for not mentioning values by company size. There were no companies in this assessment that were judged to have made a fair commitment to all four values on their website.

## **LIMITATIONS**

Institutional food procurement is a broad topic, and this landscape analysis is inherently limited by the choice to focus on four values that are central to the Good Food Purchasing Program. It is possible that choosing a different set of values or allowing for a more open-ended exploration of values would have yielded different results. This analysis is also limited by the choice to assess only the Top 50 Contract Management Companies of 2018 as judged by Food Management. This sample may share patterns of characteristics that are not common in the broader population of food service management companies, including smaller companies, thereby threatening the external validity of this analysis. Additionally, institutional food procurement is certainly not limited to food service management companies, and different trends may be found in studying the procurement policies of companies and organizations that handle procurement directly.

This analysis looked at company websites at one point in time, so identifying trends in the adoption of values is outside of the scope of this analysis and is a topic for future research. A case study on the spread of specific trends, like company adoption of the Global Animal Partnership's broiler chicken policy or the use of the Monterey Bay Aquarium Seafood Watch rating system, could help inform future initiatives to increase food service management company participation in similar certification programs.

This analysis was constrained by the public availability of information on each company's website and thus cannot assess the motivations behind these companies' decisions to adopt values-based procurement or not. It is important to note that a lack of mention of these values does not necessarily mean that these companies are not incorporating these values into their decision-making processes. Similarly, a vague mention of a value cannot immediately be written off as "greenwashing." A lack of available information on these values could simply indicate a lack of time or resources available for website development. It is also possible that companies could be doing more to honor these four values than can be gleaned from their website, but underlying this analysis is the assumption that companies with commitments to these values would feature them accurately and prominently on their website. Across the board, detailed monitoring of companies' progress toward these values-based commitments or goals was not publicly available on their websites. This landscape analysis is therefore unable to determine the extent to which these commitments translate into genuine action.

## **CONCLUSION**

The significant purchasing power of food service management companies puts them in a position to influence local economies, environmental sustainability, animal rights, and the welfare of workers at all stages in the supply chain. This landscape analysis found that the top 50 contract management companies are not uniformly committed to these four values. Animal welfare had a relatively high frequency of strong commitments, owing largely to the Global Animal Partnership's broiler chicken policy. Local economies and environmental sustainability were frequently mentioned but not quantified, suggesting that these topics may have reached a level of recognition and desirability that makes them marketable. Valued

workforce was mentioned the least frequently across all companies, demonstrating a need to bring attention to issues of workers' rights across the food supply chain.

The Global Animal Partnership's broiler chicken policy, the Monterey Bay Aquarium Seafood Watch's rating system, and the Coalition of Immokalee Workers Fair Food Program illustrate the potential power of certifications or standards that companies can adopt. Developing and continuing to promote certifications or standards for all of the Good Food Purchasing Program's values will be important in eliciting strong commitments from food service management companies and, as demonstrated by these companies' responsiveness to client requests, there is an opportunity for consumers to continue creating demand for these programs.

### **RECOMMENDATIONS FOR FOOD SERVICE MANAGEMENT COMPANIES**

- ▶ **Prioritize Values-Based Procurement** – Food service management companies' concentrated purchasing power puts them in a position to shape the food system. This power can be used to support local economies, environmental sustainability, animal rights, and workers' welfare at all stages of the food supply chain.
- ▶ **Make Quantifiable Commitments** – Quantified commitments to values-based procurement are measurable so progress can be tracked. Publicly sharing progress towards these commitments is an important step in building transparency along the supply chain and may also attract consumers who share these values.
- ▶ **Participate in Certification Programs** – Values-based certification programs by organizations like the Global Animal Partnership make it easier for companies to take steps towards embodying complex values in their procurement practices.
- ▶ **Consider Equity** – Charging a premium for values-based procurement may keep it out of reach for under-resourced clients and consumers who will then receive food that does not mirror their values. Making company-wide commitments that are available to all clients may be more equitable.

### **RECOMMENDATIONS FOR CONSUMERS**

- ▶ **Ask Questions** – When dining out, ask questions to find out if the menu options support the food system values that you care about, like environmental sustainability.
- ▶ **Share Information** – If there's a particular certification that you'd like to support with your food purchases, like the Global Animal Partnership standards, share information about it with your dining institution. If you're hoping to hold this institution accountable in a more holistic way, recommend that they look into the Good Food Purchasing Program.
- ▶ **Vote with Your Dollar** – If you are financially and logistically able to, choose to dine at institutions or purchase foods that align with your values. Consumers have the ability to demonstrate demand for values-based procurement.

## TABLES

**Table 1: Four Values Frequencies**

N=50 COUNT (%)	LOCAL ECONOMIES	VALUED WORKFORCE	ANIMAL WELFARE	ENVIRONMENTAL SUSTAINABILITY
<b>Strong</b>	7 (14%)	1 (2%)	17 (34%)	6 (12%)
<b>Fair</b>	27 (54%)	6 (12%)	5 (10%)	28 (56%)
<b>Weak</b>	16 (32%)	43 (86%)	28 (56%)	16 (32%)
<b>Total</b>	50 (100%)	50 (100%)	50 (100%)	50 (100%)

**Table 2: Four Values Rankings**

Superscript numbers are citations referring to the page on the company’s website where the information regarding that value was found.

RANK	COMPANY	LOCAL ECONOMIES	VALUED WORKFORCE	ANIMAL WELFARE	ENVIRONMENTAL SUSTAINABILITY
1	Compass Group North America	STRONG <sup>12</sup>	STRONG <sup>17</sup>	STRONG <sup>12</sup>	STRONG <sup>12</sup>
2	Sodexo	FAIR <sup>47</sup>	FAIR <sup>48</sup>	STRONG <sup>23</sup>	STRONG <sup>47</sup>
3	Aramark Corp	FAIR <sup>49</sup>	FAIR <sup>50</sup>	STRONG <sup>24</sup>	STRONG <sup>51</sup>
4	Delaware North Cos.	WEAK <sup>52</sup>	WEAK <sup>52</sup>	STRONG <sup>25</sup>	FAIR <sup>53</sup>
5	Elior North America	STRONG <sup>54</sup>	WEAK <sup>55</sup>	STRONG <sup>26</sup>	STRONG <sup>54</sup>
6	Centerplate	WEAK <sup>56</sup>	WEAK <sup>56</sup>	WEAK <sup>56</sup>	WEAK <sup>56</sup>
7	Legends Hospitality	WEAK <sup>57</sup>	WEAK <sup>57</sup>	WEAK <sup>57</sup>	WEAK <sup>57</sup>
8	AVI Foodsystems	WEAK <sup>58</sup>	WEAK <sup>58</sup>	STRONG <sup>27</sup>	FAIR <sup>59</sup>
9	Healthcare Services Group	WEAK <sup>60</sup>	WEAK <sup>60</sup>	WEAK <sup>60</sup>	WEAK <sup>60</sup>
10	Thompson Hospitality	FAIR <sup>61</sup>	WEAK <sup>62</sup>	WEAK <sup>62</sup>	FAIR <sup>61</sup>
11	Guest Services Inc.	FAIR <sup>63</sup>	WEAK <sup>64</sup>	FAIR <sup>63</sup>	FAIR <sup>63</sup>
12	Spectra Food Services and Hospitality	FAIR <sup>65</sup>	WEAK <sup>66</sup>	STRONG <sup>28</sup>	FAIR <sup>28</sup>
13	Guckenheimer Enterprises Inc.	FAIR <sup>67</sup>	WEAK <sup>68</sup>	WEAK <sup>68</sup>	FAIR <sup>67</sup>
14	Southwest Foodservice Excellence	FAIR <sup>69</sup>	WEAK <sup>70</sup>	WEAK <sup>70</sup>	WEAK <sup>70</sup>
15	Metz Culinary Management	FAIR <sup>71</sup>	FAIR <sup>45</sup>	STRONG <sup>45</sup>	FAIR <sup>72</sup>
16	Thomas Cuisine Management	WEAK <sup>73</sup>	WEAK <sup>73</sup>	WEAK <sup>73</sup>	WEAK <sup>73</sup>
17	Unidine Corp.	FAIR <sup>74</sup>	WEAK <sup>75</sup>	FAIR <sup>74</sup>	FAIR <sup>74</sup>
18	Gourmet Services Inc.	FAIR <sup>22</sup>	WEAK <sup>76</sup>	FAIR <sup>22</sup>	FAIR <sup>22</sup>
19	Parkhurst Dining	STRONG <sup>11</sup>	WEAK <sup>77</sup>	FAIR <sup>78</sup>	STRONG <sup>79</sup>
20	Whitsons Culinary Group	STRONG <sup>8</sup>	WEAK <sup>80</sup>	WEAK <sup>80</sup>	FAIR <sup>8</sup>
21	Nutrition Group	FAIR <sup>81</sup>	WEAK <sup>82</sup>	WEAK <sup>82</sup>	FAIR <sup>83</sup>
22	American Dining Creations/Food & Vending	STRONG <sup>9</sup>	WEAK <sup>84</sup>	STRONG <sup>9</sup>	FAIR <sup>85</sup>
23	Taher Inc	FAIR <sup>86</sup>	WEAK <sup>87</sup>	WEAK <sup>87</sup>	FAIR <sup>88</sup>
24	Company Kitchen	FAIR <sup>89</sup>	WEAK <sup>90</sup>	WEAK <sup>90</sup>	FAIR <sup>89</sup>
25	Continental Services	WEAK <sup>91</sup>	WEAK <sup>91</sup>	WEAK <sup>91</sup>	WEAK <sup>91</sup>
26	HHS Culinary & Nutrition Solutions	FAIR <sup>92</sup>	WEAK <sup>93</sup>	STRONG <sup>30</sup>	WEAK <sup>93</sup>
27	Lessing’s Food Service Management	FAIR <sup>94</sup>	WEAK <sup>94</sup>	STRONG <sup>31</sup>	FAIR <sup>94</sup>
28	Creative Dining Services	FAIR <sup>95</sup>	WEAK <sup>96</sup>	STRONG <sup>32</sup>	FAIR <sup>97</sup>

RANK	COMPANY	LOCAL ECONOMIES	VALUED WORKFORCE	ANIMAL WELFARE	ENVIRONMENTAL SUSTAINABILITY
29	Southern Foodservice	WEAK <sup>98</sup>	WEAK <sup>98</sup>	STRONG <sup>33</sup>	WEAK <sup>98</sup>
30	Pomptonian Food Service	FAIR <sup>99</sup>	WEAK <sup>100</sup>	STRONG <sup>34</sup>	WEAK <sup>100</sup>
31	MMI Dining Systems	FAIR <sup>101</sup>	WEAK <sup>102</sup>	WEAK <sup>102</sup>	WEAK <sup>102</sup>
32	ABM Healthcare Support Services	WEAK <sup>103</sup>	WEAK <sup>103</sup>	WEAK <sup>103</sup>	WEAK <sup>103</sup>
33	LPM Affiliated Companies dba Epicurean Feast	FAIR <sup>104</sup>	WEAK <sup>105</sup>	STRONG <sup>35</sup>	FAIR <sup>104</sup>
34	Cafe Services Inc.	FAIR <sup>106</sup>	FAIR <sup>20</sup>	WEAK <sup>107</sup>	FAIR <sup>108</sup>
35	Quest Food Management	FAIR <sup>36</sup>	WEAK <sup>109</sup>	STRONG <sup>36</sup>	FAIR <sup>110</sup>
36	Mazzone Hospitality/PRIME Business Dining	FAIR <sup>111</sup>	WEAK <sup>112</sup>	WEAK <sup>112</sup>	FAIR <sup>113</sup>
37	Epicurean Group	STRONG <sup>13</sup>	FAIR <sup>19</sup>	WEAK <sup>114</sup>	FAIR <sup>115</sup>
38	Food Management Group Inc.	WEAK <sup>116</sup>	WEAK <sup>116</sup>	WEAK <sup>116</sup>	FAIR <sup>117</sup>
39	Sterling Spoon Culinary Management	WEAK <sup>118</sup>	WEAK <sup>118</sup>	WEAK <sup>118</sup>	WEAK <sup>118</sup>
40	Global Connections to Employment	WEAK <sup>119</sup>	WEAK <sup>119</sup>	WEAK <sup>119</sup>	WEAK <sup>119</sup>
41	Fresh Ideas Food Service Management	WEAK <sup>120</sup>	FAIR <sup>21</sup>	WEAK <sup>120</sup>	FAIR <sup>21</sup>
42	Food For Thought	STRONG <sup>10</sup>	WEAK <sup>121</sup>	STRONG <sup>10</sup>	FAIR <sup>10</sup>
43	Brock & Co. Inc.	FAIR <sup>122</sup>	WEAK <sup>123</sup>	FAIR <sup>122</sup>	FAIR <sup>122</sup>
44	Prince Food Systems Inc.	WEAK <sup>124</sup>	WEAK <sup>124</sup>	WEAK <sup>124</sup>	WEAK <sup>124</sup>
45	Luby's Culinary Services	WEAK <sup>125</sup>	WEAK <sup>125</sup>	WEAK <sup>125</sup>	FAIR <sup>126</sup>
46	Culinary Services Group	FAIR <sup>127</sup>	WEAK <sup>128</sup>	WEAK <sup>128</sup>	WEAK <sup>128</sup>
47	NexDine	FAIR <sup>129</sup>	WEAK <sup>130</sup>	WEAK <sup>130</sup>	STRONG <sup>129</sup>
48	Lintons Managed Services	WEAK <sup>131</sup>	WEAK <sup>131</sup>	WEAK <sup>131</sup>	FAIR <sup>132</sup>
49	Lunchtime Solutions Inc.	FAIR <sup>133</sup>	WEAK <sup>134</sup>	WEAK <sup>134</sup>	FAIR <sup>133</sup>
50	Plum Market Food Service	FAIR <sup>135</sup>	WEAK <sup>135</sup>	WEAK <sup>135</sup>	WEAK <sup>135</sup>

**Table 3: Local Economies**

RANK	COMPANY	LOCAL ECONOMIES	LOCAL ECONOMY	FEWER CO2 EMISSIONS	FRESHNESS/QUALITY	SUSTAINABLE	ENVIRONMENT	HEALTH
1	Compass Group North America	STRONG <sup>12</sup>	x					
5	Elior North America	STRONG <sup>54</sup>				x		
19	Parkhurst Dining	STRONG <sup>11</sup>			x			
20	Whitsons Culinary Group	STRONG <sup>8</sup>	x	x				
22	American Dining Creations/Food & Vending	STRONG <sup>9</sup>	x	x	x			
37	Epicurean Group	STRONG <sup>13</sup>			x		x	
42	Food For Thought	STRONG <sup>10</sup>	x	x	x			
2	Sodexo	FAIR <sup>47</sup>						
3	Aramark Corp	FAIR <sup>49</sup>	x				x	
10	Thompson Hospitality	FAIR <sup>61</sup>			x			
11	Guest Services Inc.	FAIR <sup>63</sup>	x					
12	Spectra Food Services and Hospitality	FAIR <sup>65</sup>			x			
13	Guckenheimer Enterprises Inc.	FAIR <sup>67</sup>			x			
14	Southwest Foodservice Excellence	FAIR <sup>69</sup>			x			
15	Metz Culinary Management	FAIR <sup>71</sup>			x			
17	Unidine Corp.	FAIR <sup>74</sup>						x
18	Gourmet Services Inc.	FAIR <sup>22</sup>	x					
21	Nutrition Group	FAIR <sup>81</sup>			x			
23	Taher Inc	FAIR <sup>86</sup>						
24	Company Kitchen	FAIR <sup>89</sup>		x				
26	HHS Culinary & Nutrition Solutions	FAIR <sup>92</sup>			x			
27	Lessing's Food Service Management	FAIR <sup>94</sup>				x		x
28	Creative Dining Services	FAIR <sup>95</sup>						
30	Pomptonian Food Service	FAIR <sup>99</sup>	x		x			
31	MMI Dining Systems	FAIR <sup>101</sup>						
33	LPM Affiliated Companies dba Epicurean Feast	FAIR <sup>104</sup>					x	
34	Cafe Services Inc.	FAIR <sup>106</sup>	x					
35	Quest Food Management	FAIR <sup>36</sup>	x	x	x			
36	Mazzone Hospitality/PRIME Business Dining	FAIR <sup>111</sup>					x	
43	Brock & Co. Inc.	FAIR <sup>122</sup>						
46	Culinary Services Group	FAIR <sup>127</sup>			x			
47	NexDine	FAIR <sup>129</sup>				x		
49	Lunchtime Solutions Inc.	FAIR <sup>133</sup>			x			
50	Plum Market Food Service	FAIR <sup>135</sup>						
			10	5	15	3	4	2

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