

Sea of Distress



Ocean destruction
comes from
FoodService



Acknowledgments

Written by: David Pinsky and James Mitchell

Edited by: Joan O'Callaghan

Special thanks to: James Mitchell, Melodie Foley, Tim Aubry, Caitlin Cosgrove, John Hocevar, Mary Nicol, Njambi Good, Anna Wagner, David McElhatton, Azucena Lucatero, Deepa Padmanabha, Sarah King, Kate Melges, Jackie Dragon, Graham Forbes, Perry Wheeler, Cassandra Ogren, Andy Banks, Abby McGill, Daniel Murphy, Charlie Cray, Evan Goetz, Tess Boyer, Chris Eaton, Olly Knowles, Dan Cannon, Ben Smith, David Barre, Britt Cocanour, Robin Flaharty, and Maggie Mullen.

GREENPEACE

Greenpeace is the leading independent campaigning organization that uses peaceful protest and creative communication to expose global environmental problems and to promote solutions that are essential to a green and peaceful future.

Published August 2016 by
Greenpeace USA
702 H Street, NW
Suite 300
Washington, DC 20001
Tel: 202.462.1177

Printed on processed chlorine-free, 100% post-consumer waste recycled paper on a wind powered press.

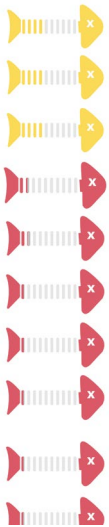


All Photos: © Greenpeace and ©IStock
Cover: © Paul Hilton , © Alex Hofford / Greenpeace
© Mladich, © HandmadePictures / IStock

Design by: Melodie Foley

WHAT'S INSIDE

Sea of Distress



4

Scorecard



5

Executive Summary
A Call for Action
Seafood Sustainability: From Retail to Foodservice
Methodology
Findings



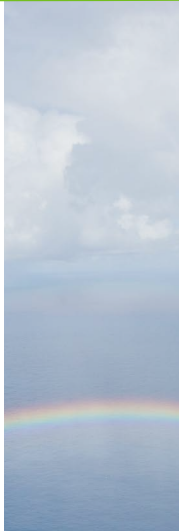
15

Leadership Needed
Spotlight on Canned Tuna
Protecting Workers' Rights
Five Ways Companies Must Lead



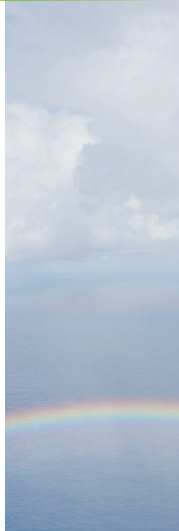
30

Company Profiles



51

Glossary



54

Endnotes

Scorecard



Rank	Company	Score
#1	Sodexo USA	41.8
#2	Compass Group USA	40.3
#3	Aramark	40.1
#4	Sysco	14.1
#5	Centerplate	11.6
#6	US Foods	9.3
#7	Gordon Food Service	9
#8	Delaware North	8.8
#9	Food Services of America	8
#10	Performance Food Group	7.5
#11	Shamrock Foods	7
#12	Maines Paper & Food Service	6.3
#13	AVI Foodsystems	5.5
#14	Elior North America	5
#14	Reinhart Foodservice	5

Executive Summary

A Call for Action

The global seafood industry is facing an environmental and social crisis.

One-third of global fish stocks are overfished, and for many of the 60% of stocks considered fully exploited, fishing pressure may be too high. With production expected to increase nearly 20% by 2025, our ocean ecosystems are being decimated.¹ Several recent scandals and investigations continue to sound the alarm on an out-of-control seafood industry that exploits workers and our oceans for short-term profits. The U.S. State Department has reported forced labor and human trafficking on fishing vessels or in processing facilities in more than 50 countries.²

Our oceans are vital to one million species, generate half of the oxygen we breathe, and provide food for billions of people. Inaction is not acceptable for any company profiting from, or linked to, supply chains that bring seafood to global markets at the expense of our oceans or on the backs of exploited workers. That is why a growing number of organizations, including Greenpeace, are tackling these pressing issues from sea to plate. Our oceans, industry workers, and consumers deserve sustainable and ethical products, and major buyers and sellers of seafood must act immediately.

This report addresses the role the U.S. food-service industry—including suppliers, broadline distributors, management companies, and operators—is playing in contributing to, or hindering, progress to ensure a sustainable and ethical global seafood industry. Though not assessed directly, many of the largest clients (e.g., restaurants, higher education, business and industry [B&I], healthcare, and sports and entertainment) of the companies profiled in this report have been informed of their role in advocating for solutions.



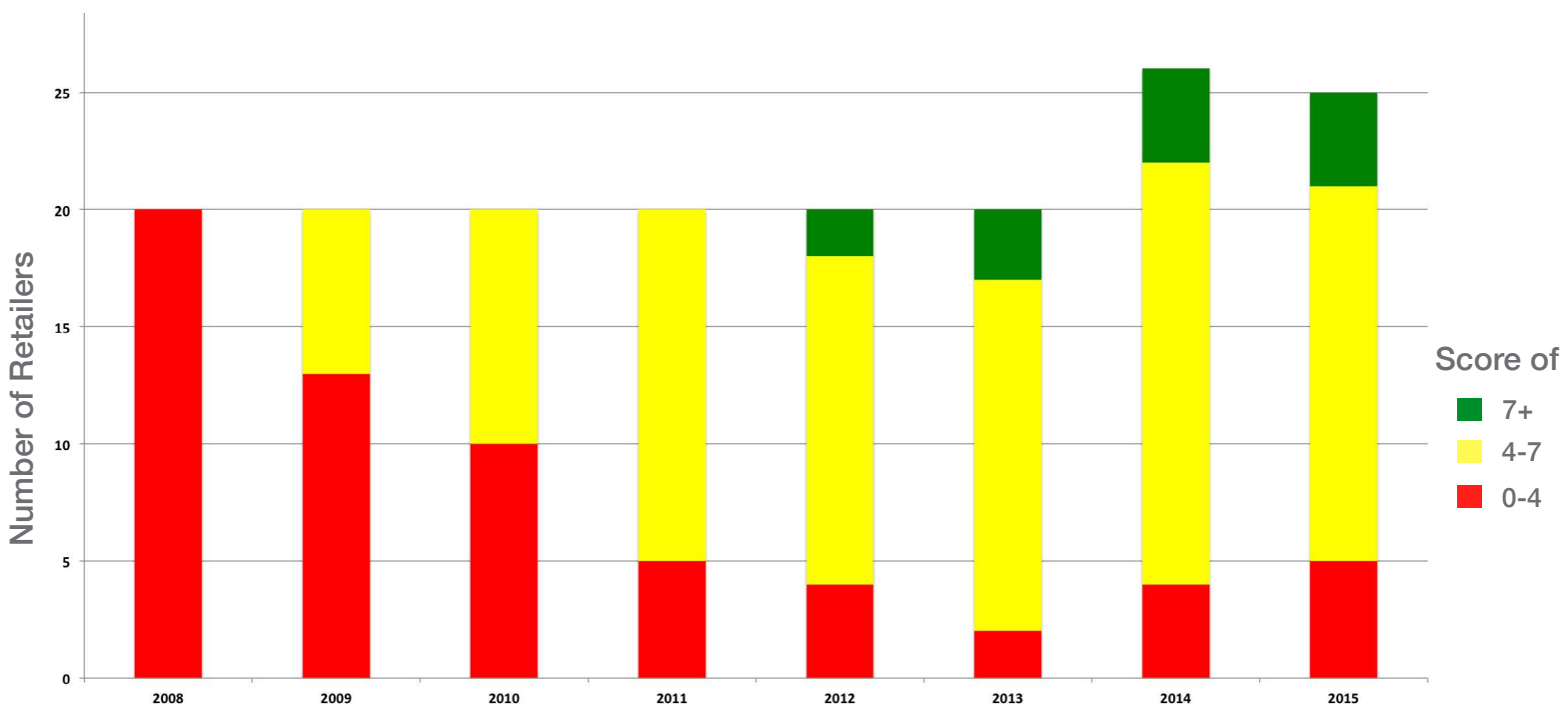
6 Sea of Distress

Tuna is among one of the largest seafood commodities by volume in foodservice (along with shrimp, salmon, whitefish, and crab). A closer look at the tuna industry can provide insights into problems plaguing the broader seafood industry. Greenpeace is running a global campaign on the world's largest canned tuna company, Thai Union Group, for failing to comprehensively clean up its global supply chains. Thai Union has been linked to egregious human rights violations and supplies many major foodservice companies profiled in this report (see page 19). This assessment examines the action or lack thereof of foodservice companies to foment change in this particular sector of the global seafood industry.

Regardless of your role or profession, if you are reading this report we encourage you to ask questions, demand action, and advocate for a sea change in the U.S. foodservice industry and global seafood industry. We encourage foodservice companies, major clients, and consumers to consult the "Leadership Needed" section (see pages 15-29) for ways to ensure sustainable and ethical seafood.

Seafood Sustainability: From Retail to Foodservice

Since 2008, Greenpeace has tracked the performance of U.S. grocery retailers in providing sustainable seafood options for their customers. This information has proved invaluable for conscientious consumers in search of seafood that they can feel comfortable purchasing. In response, the retail sector has made major improvements. Whereas all 20 retailers surveyed in our first *Carting Away the Oceans* report received failing scores, 20 out of the 25 surveyed in our most recent edition achieved passing marks.³ Four earned green ratings (at least 7/10), and several supermarkets are making initial efforts to address labor and human rights abuses pervasive in the global seafood industry.



Noteworthy Foodservice Clients



Greenpeace's work with the retail industry focuses on seafood consumed at home. This report seeks to capture another significant piece of the puzzle—what kind of seafood are consumers eating *away from home*? How sustainable is it? How well are workers who catch, farm, process, deliver, or serve seafood treated?

The U.S. foodservice industry represents approximately half of the food-away-from-home spending every day in the U.S.⁴ Tens of thousands of companies work behind the scenes to provide food across myriad segments. With annual sales exceeding \$700 billion and significant growth expected to continue, this industry has a tremendous impact on the environment and workers worldwide.

In the foodservice industry, corporate profits often come at a significant negative cost for our oceans and workers who provide seafood globally. **There is no excuse for the lack of movement from some of the largest foodservice distributors in the country like Sysco and US Foods**, as management companies such as Aramark and Compass Group USA surpass their efforts (e.g., improved shelf-stable tuna procurement).

Unlike major supermarket chains, broadline distributors and foodservice management companies are often unknown to the public, operating behind the scenes to provide meals for large companies and institutions from Walt Disney World to the U.S. Congress. Foodservice companies often do not share with customers whether the seafood being served is sustainable and ethical. As public awareness of industrial fishing's threats to healthy oceans and people grows, major clients should be concerned about where their seafood comes from, how it is caught, and how the workers are treated throughout the supply chain.



8 Sea of Distress

Take Kroger, for example, which has a large contract with Sysco for foodservice items (e.g., sandwiches, salads) at delis in more than 2,800 Kroger stores and 800 convenience stores nationwide.^{5, 6} As a well-known supermarket chain, second in U.S. sales only to Walmart, Kroger does not need or want international scandals of human rights abuses in the seafood industry to become a topic of conversation in its corporate dining halls, among shareholders, or with the millions of loyal customers who shop at Kroger and its banner stores. As a responsible company, Kroger should engage Sysco, which in turn can engage its suppliers, to ensure any seafood provided in Kroger stores is sustainable and ethical.

Several foodservice companies profiled in this report rely on polished talking points; seek cover behind industry trade groups, the National Fisheries Institute (NFI), and the International Seafood Sustainability Foundation (ISSF); and market sustainability claims without robust policies or measurable action to support their rhetoric. Perhaps 2016 will be the year these laggards stop greenwashing⁷ and implement transparent, meaningful changes to their sourcing practices.

As the foodservice industry increases its focus on responsible seafood, foodservice companies must also take action to address human rights concerns throughout their supply chains, cease sourcing conventionally caught tuna (e.g., using fish aggregating devices [FADs] or longlines), advocate for governmental action in the

U.S. and globally, and ensure their workers in the U.S. are paid and treated fairly.

Greenpeace encourages all foodservice companies in this report to publicly commit to responsible sourcing, hold suppliers accountable, and keep customers and the public updated on their progress. Having a robust policy, establishing and implementing effective audit procedures to ensure compliance, and communicating with buyers and suppliers are essential to move toward reforms.

The choice is clear for every U.S. foodservice company: continue to operate with a complicated, opaque supply chain that values profits over sustainability and human welfare, or seize this moment to advocate for significant change and emerge as an industry leader. The public can see through greenwashing, and Greenpeace will continue to make it clear to clients, consumers, and other stakeholders that there is work to do in the foodservice industry.

Regardless of whether a company is profiled in this report, Greenpeace advises companies to act now to set ambitious sustainability goals and only provide responsible seafood. Do not wait for a letter or a visit from Greenpeace, or fall behind proactive competitors making headlines and securing new contracts as a result of their leadership.



Methodology

This report evaluates the seafood sustainability of 15 major broadline distributors (e.g., Sysco, US Foods, Performance Food Group) and contract management companies (many are supplied by these large distributors, including Compass Group USA, Aramark, and Sodexo USA). Unless otherwise stated, Compass Group and Sodexo refer to Compass Group USA and Sodexo USA, respectively.

While several profiled companies have international operations, this report only evaluates their U.S. operations. However, ultimately Greenpeace expects international foodservice companies to have global initiatives (e.g., Sodexo Group) and develop consistent standards for every country where they operate.

We identified the leading companies based on market dominance. While there are many additional contract management companies, smaller distributors, and other segments of the massive foodservice industry, this report evaluates major players in the sector with significant buying power and presence in institutional foodservice.

We evaluated companies' seafood operations in five key areas: policy, responsible sourcing, advocacy, traceability and transparency, and inventory.

Each company received an identical 15-question, seven-page survey reflective of all five scoring criteria. Each company had advance notice of the survey, context about this assessment, and approximately three months to complete the survey. Four companies never responded in any capacity to Greenpeace. Compass Group, Aramark, and Sodexo were the only companies that completed the survey. Six of the companies that did not complete the survey provided some information related to sustainable seafood. Greenpeace asked company representatives additional clarification questions to ensure accuracy; sometimes these questions were answered, and sometimes they were not.

In addition to completed surveys, Greenpeace relied on externally available information (e.g., annual reports, websites, industry press, seafood catalogs) to evaluate companies. While the 12 companies that refused to complete the survey may have internal sustainable seafood initiatives, Greenpeace is unable to assess initiatives for which it has no data. Despite differences in business operations, all of these companies are major buyers of seafood, so core criteria (e.g., seafood policy, responsible sourcing) apply to

Broadline Distributors



Foodservice Management Companies



each company. All 15 companies are ranked against each other (see the Scorecard on page 4).

Surveys were scored independently and evaluated consistently across companies. After extensive review of independent findings among the scoring team, companies received an overall score (weighted average of the five criteria) agreed upon by the scoring team. Each company profile includes its overall score and score for each of the five criteria (i.e., policy, sourcing, advocacy, traceability and transparency, inventory) on a hundred-point scale, where below 40 is a failing score, 40 to 69.9 is a passing score, above 70 is a leading score.

Each company is encouraged to meet with Greenpeace for a detailed review of its results and Greenpeace's recommendations.

Scoring Criteria for Evaluating Seafood Sustainability

1. Sustainable seafood policy (22 points)

The policy score reflects systems a company has in place to govern its purchasing decisions and avoid supporting destructive or unethical practices. To be a leader in this category, a company would need to establish and enforce rigorous standards to responsibly source both wild-caught and farm-raised seafood across the fresh, frozen, and shelf-stable categories.

2. Responsible sourcing (22 points)

The responsible sourcing score evaluates a company's seafood supplier requirements (e.g., deliver according to its policy; refuse to buy seafood transshipped at sea; take measures to prevent illegal, unreported, and unregulated [IUU] fishing). It also evaluates a company's efforts to ensure fair, safe, and equitable working conditions for foodservice employees and seafood workers throughout the company's supply chains (e.g., prevent forced labor or labor abuse, operate in compliance with international labor standards, ensure non-interference with employees' freedom of association, provide living wages).

3. Current issues and advocacy (16 points)

The current issues and advocacy score evaluates a company's efforts to improve fisheries management (e.g., advocate for reforms with regional fisheries management organizations [RFMOs]); require suppliers to only source sustainable, ethical shelf-stable tuna;⁸ engage Thai Union Group to improve its operations; work with groups to publicly promote sustainable seafood and protect workers).

4. Traceability and Transparency (20 points)

The traceability and transparency score evaluates detailed seafood specifications a company collects and makes available for clients and consumers (e.g., vessel- or farm-to-shelf traceability, United Nations Food and Agricultural Organization [FAO] catch area). This score also assesses whether a company conducts internal and external third-party audits of its supply chain (covering traceability, sustainability, social equity, and the health and safety of workers).

5. Inventory (20 points)

This score evaluates each company's seafood inventory across nearly 30 species in key categories (e.g., shrimp, salmon, tuna, whitefish, crab) procured in foodservice. Each company's inventory was benchmarked against a commonly used sustainability measure in foodservice, the Monterey Bay Aquarium Seafood Watch recommendations.



© Will Rose / Greenpeace



© Alex Hafford / Greenpeace

Findings

As Greenpeace's first evaluation of seafood sustainability in the U.S. foodservice industry, the findings in this report should be viewed as a baseline assessment of the current state of the industry. While Greenpeace made a concerted effort to work with the 15 companies profiled, only three participated in the foodservice survey used for this assessment. Declining to participate negatively affected performance for many companies because of the lack of detailed information required to assess their seafood operations. The lack of response and engagement from the other 12 companies is troubling, further increasing concerns about opaque seafood supply chains among U.S. foodservice companies.

Sodexo, Compass Group, and Aramark were the only companies to participate in the survey process and to receive passing scores (albeit low). However, each of these large management companies still has significant work to do to improve its operations. There is more than a 20-point difference in scores between Aramark (ranked 3rd) and the 12 remaining companies that failed this report. The rank order of failing companies does not demonstrate a significant difference in performance. For example, Sysco (ranked 4th) scored 14.1 points, whereas Elio North America and Reinhart Foodservice (tied for 14th) scored five points.

As the largest broadline distributors in the country, Sysco, US Foods, Performance Food Group, Gordon Food Service, and Reinhart Foodservice have an increased responsibility to ensure any seafood they purchase is sustainable and ethical. Despite their promises on paper to not do business with suppliers violating the law or harming workers, many of these large distributors purchase from companies and their subsidiaries that have been connected to destructive fishing practices and forced labor, including tuna giant Thai Union and its U.S. brand Chicken of the Sea (see page 19).

At a minimum, broadline distributors and management companies should already be monitoring their impact on our oceans and seafood workers. However, poor traceability continues to plague the foodservice industry, and many of these companies cannot even provide source farm or fishery information and other key data about the seafood they procure. This is a significant problem. Foodservice companies must work urgently to improve traceability and reform their policies and practices to prioritize sustainable, ethical seafood.

As suppliers for restaurants, retail, travel and leisure, B&I, education, healthcare, the military, contract management companies, and other segments, broadline distributors play a critical role in the supply chain to offer responsible seafood. Broadline distributors and their clients face significant risk by remaining idle while governments, major buyers, nongovernmental organizations (NGOs), and citizens



12 Sea of Distress

demand action on sustainability and human rights. Corporate and institutional clients should be concerned about potential risks to their brands and profits resulting from lack of transparency, traceability, and failure of broadline distributors to only provide sustainable, ethical seafood.

Given the dependence of contract management companies and other operators on broadline distributors, it is difficult for smaller operators who want responsible seafood to have significant buying leverage with large distributors. While group purchasing organizations (GPOs) and other cooperatives increase buying power, problems remain with flawed systems (e.g., rebates) that incentivize consumption without regard to environmental or social impacts. Perhaps the foodservice industry as a whole needs to refocus its priorities amid declining fish stocks and rampant human rights abuses in the global seafood industry.

As foodservice companies and the seafood industry begin work to address labor and human rights abuses abroad, it is essential for the U.S. foodservice industry to protect workers' rights for its own employees. Many foodservice employees are not paid a living wage and work without benefits, including paid sick leave, while foodservice companies post record profits. Sysco, US Foods, Compass Group, Aramark, Sodexo, Gordon Food Service, Reinhart Foodservice, Shamrock Foods, Centerplate, and AVI Foodsystems have questionable records regarding their treatment of U.S. workers and respect

for labor rights. Actual and alleged violations for these companies range from wage theft to union busting, discrimination against women, refusing workers access to restrooms, and wrongful termination. This striking and troubling trend in the U.S. foodservice industry requires immediate attention (see page 23).

Despite both an overall weak participation rate from the companies profiled in this report and significant work ahead, the foodservice industry has an opportunity to change. Foodservice companies should draw on lessons from the grocery retail sector and move swiftly to develop innovative, transformative improvements to protect our oceans and workers.



Significant findings and trends

- **Sodexo** (ranked 1st), **Compass Group** (2nd), and **Aramark** (3rd) were the only companies to fully participate in the survey process, receiving low passing scores. All remaining 12 companies profiled failed.
- Despite their low passing scores, **Sodexo**, **Compass Group**, and **Aramark** led profiled companies as a result of their transparency (e.g., participating in the survey process, providing public information), sustainability sourcing requirements (e.g., using Seafood Watch criteria for purchasing), and advocacy efforts.
- All eight broadline distributors failed this assessment: **Sysco**, **US Foods**, **Gordon Food Service**, **Food Services of America**, **Performance Food Group**, **Shamrock Foods**, **Maines Paper & Food Service**, and **Reinhart Foodservice**.
- **Sysco** (ranked 4th) and **US Foods** (ranked 6th), the two largest broadline distributors nationwide, performed poorly.
- In 2014, **Compass Group USA**, a subsidiary of the largest foodservice management company in the world, was the first U.S. foodservice company to commit to source sustainable canned tuna (i.e., FAD-free skipjack).
- In 2015, **Aramark** followed **Compass Group's** lead by committing to source shelf-stable, FAD-free skipjack *and* pole and line caught albacore tuna.
- **Sodexo** is the only one of the three largest U.S. foodservice management companies without a public tuna commitment. Until **Sodexo** agrees to fix its tuna sourcing, backed by a robust procurement policy, it remains at risk of providing unsustainable tuna that may be connected to forced labor.
- **Sysco** (ranked 4th) has made progress improving its procurement of some wild-caught seafood over the years. However, its current commitments fall significantly short of what is needed for a company of its size and position in the supply chain, especially for canned tuna. Sysco's lack of transparency significantly affected its score.
- **Centerplate** (ranked 5th) has begun work to improve its seafood procurement. The company could soon move beyond its failing score if it continues with its newfound momentum.
- While **US Foods** (ranked 6th) made news as the first foodservice company to obtain Marine Stewardship Council (MSC) Chain of Custody certification, it failed this assessment. The company's external seafood initiatives appear to mostly include membership in industry-funded groups. There is little indication the company is prioritizing improvements in its seafood operations.



14 Sea of Distress

- **Gordon Food Service** (ranked 7th) and **Performance Food Group** (ranked 10th) both recently updated their websites with sustainable seafood information. However, it remains unclear what company policies exist to uphold any commitments regarding sustainable, ethical seafood. **Gordon Food Service** must discontinue red list species orange roughy, Chilean sea bass, and hoki.
- Despite a 2010 commitment to avoid sourcing red list species, **Delaware North** (ranked 8th) has yet to update the public on its progress.
- **Food Services of America** (ranked 9th) provides some helpful information on its website (e.g., videos, third-party certification requirements); however, questions remain whether the company has a strong seafood policy to guide its purchasing.
- **Shamrock Foods** (ranked 11th) sources some MSC-certified seafood; however, it sells red list species like sharks, and it is unclear if the company has a comprehensive seafood policy.
- **Maines Paper & Food Service** (ranked 12th) has scant public information about its seafood sourcing, and it remains unclear if the company has any current initiatives.
- **AVI Foodsystems** (ranked 13th), and **Elior North America** and **Reinhart Foodservice** (tied for 14th), were the worst performers. Unbelievably, **Reinhart Foodservice** sources bluefin tuna, a *severely overfished* red list species.
- Some broadline distributors incorporate eco-certifications into their sourcing. **Sysco**, **Food Services of America**, **Shamrock Foods**, and **Maines Paper & Food Service** have all partnered with MSC.⁹
- **Sysco**, **US Foods**, **Compass Group**, **Aramark**, **Sodexo**, **Gordon Food Service**, **Reinhart Foodservice**, **Shamrock Foods**, **Centerplate**, and **AVI Foodsystems** have questionable records regarding their treatment of U.S. workers and respect for labor rights.

For an overall ranking of the featured companies, see page 4.

For more detailed company profiles, see pages 30-50.



Leadership Needed

Sysco and US Foods: Gatekeepers to better seafood

Sysco, the largest broadline distributor in the world, is so prevalent that major foodservice management companies, like Aramark, procure more than half of their products from Sysco.¹⁰ Sysco recently failed to acquire its second-largest competitor, US Foods. US Foods generates less than half of Sysco's annual revenue, though with \$23.1 billion in FY 2015 sales it is still the second-largest broadline distributor nationwide. The U.S. Federal Trade Commission (FTC) filed a complaint against the merger, citing both companies would comprise 75% of the national broadline distributor market.¹¹ Sysco and US Foods already dominate the broadline distribution industry, and would further do so if the merger had been approved. Thus, to many operators' relief, the FTC ruled to block the merger because of its anticompetitive nature.¹²



Sysco is so large that its seafood sales alone (nearly \$2.5 billion in 2015) are greater than the annual revenue of some management companies profiled in this report. As the two largest broadline distributors nationwide, Sysco and US Foods have significant control over what seafood products are available for management companies, restaurants, hotels, schools, and other clients, and the ability to influence suppliers. Larger companies have more resources to invest in improving the sustainability and social equity of their supply chains, and to identify alternative suppliers. And according to international principles of business and human rights, larger companies have the responsibility to use their leverage to address any human rights violations that may be linked to their operations or products.¹³

Unfortunately, even if smaller management companies or operators want responsible seafood, if Sysco or US Foods does not have a product to meet their criteria, it is challenging for a smaller company to get what it wants because of its limited purchasing power. This places increased responsibility on larger clients, such as Compass Group, Aramark, Sodexo, GPOs, and national restaurant chains, to leverage their buying power with broadline distributors to create industry-wide change.

Consumers, including millennials and students, increasingly want sustainable products.^{14, 15, 16, 17} Broadline distributors and foodservice management companies have a chance to seize this opportunity or be left behind for failing to evolve with consumer trends. Large, forward-thinking clients of Sysco and US Foods would be wise to demand that these large distributors clean up their supply chains, and only provide sustainable, ethical seafood.

With increased risk from strengthened U.S. laws, international human rights scandals, and lawsuits, major clients could be implicated in forced labor or labor abuse, as Darden¹⁹ and Red Lobster²⁰ were for their sourcing of Thai Union products in 2015. This spring, members of the Senate Caucus to End Human Trafficking called on Sysco to ensure there is no

Seafood and sustainability rank among the top-20 food trends.

#1 Locally sourced meats and seafood

#6 Environmental sustainability

#9 Sustainable seafood

-Source: National Restaurant Association's What's Hot in 2016 Culinary Forecast¹⁸

human trafficking in its supply chains, noting Sysco's business relationship with Thai Union.²¹ It is incumbent on foodservice companies to act swiftly to address labor and human rights abuses in the seafood industry (see page 21).

As the foodservice industry looks overseas to ensure suppliers are treating workers well, it is equally important to ensure U.S. workers are also protected. Both Sysco and US Foods have a poor track record, from firing workers supporting union drives²² to closing union-operated distribution centers.²³ U.S. workers deserve respect, living wages, and fair and safe working conditions. Workers must be able to freely join representative organizations and bargain collectively. As the Teamsters vow to continue campaigning for Sysco and US Foods workers' rights,²⁴ this is a moment for both companies to dramatically turn a corner and protect workers' rights.

Confronting systemic problems

Food safety is critical in foodservice. Because an *E. coli* outbreak or spoiled food is a dreaded scenario, companies are apt to proudly share their commitments to safe, fresh food, and audit systems to ensure food safety. However, today's consumers want to support businesses that are socially responsible as well, not those serving lunch tainted with forced labor or illegal shark finning.

Companies need systems in place—for any product sold—to quickly provide a client key data elements, such as harvest method, fishery or farm, species name, and vessel for wild-caught seafood. Audits must go beyond food safety to cover sustainability, social responsibility, and worker health and safety. It is woefully inadequate for foodservice companies to consider a supplier signature as evidence that the supplier will uphold a seafood buyer's sustainability or labor standards. Companies must ensure through third-party audits, paired with effective grievance and remedy mechanisms, that there are safe, decent working conditions and living wages for seafood workers. Furthermore, foodservice companies must publicly and transparently share the results of audits. Traceability has never been more important, given an increased global spotlight on human trafficking, labor, and human rights abuse in the seafood industry.

A major loophole in institutional foodservice is the nuance of on-contract and off-contract purchases.²⁵ While companies like Compass Group have a seafood policy to guide purchasing, operators may receive special requests for a product not in the catalog or decide to purchase something that is not approved (i.e., off-contract). While off-contract purchases are strongly discouraged and sometimes can even be helpful (e.g., if an operator purchases a more responsibly sourced product than what is in the catalog), the lack of traceability with off-contract purchases is alarming. A company can have a strong seafood policy that ensures sustainable and ethical sourcing; however, if there is no compliance and an inability to track off-contract purchases, those standards can be compromised. Furthermore, major seafood commitments to date in the foodservice industry only apply to contracted purchases or private label products. Thus, these commitments preclude a significant amount of seafood purchases and permit companies to tout seafood sustainability without actually ensuring *all* seafood purchases are responsible.

While it may be unpopular to discuss rebates²⁶ throughout the industry, they are a quintessential example of a broken system. Aside from the alleged and confirmed fraud with this system (e.g., lawsuits against US Foods,²⁷ Compass Group,²⁸ Sodexo²⁹), the rebate



model incentivizes buying in bulk quantities to receive discounts without regard for the environmental or social impacts of products. Encouraging consumption and making it cheaper to buy more is not a sustainable business model for our world's oceans, where many species are threatened or vulnerable. This model limits the options for smaller buyers who, even if they want responsible seafood options, do not buy in volumes large enough to make it profitable for broadline distributors like Sysco to source better products. One solution to avoid this situation: Sysco and other large distributors must stop selling unsustainable seafood altogether.

Management companies and self-operated institutions (e.g., hospitals) sometimes work with GPOs, designed to negotiate and procure products in a large enough volume so that large distributors (e.g., Sysco, US Foods) provide products at a lower cost for GPO members.³⁰ Not surprisingly, this model is connected to the rebate system. The more members a GPO has, the greater demand for products, resulting in increased savings for GPO members and increased profits for the GPO, broadline distributors, and suppliers. To ensure stable demand, GPOs set member requirements to source nearly all products from a contracted vendor (i.e., on-contract). If that contracted vendor (e.g., Sysco, US Foods) is providing destructive seafood, then chances are GPO members will receive that product.

Since broadline distributors are sourcing unsustainable and possibly unethical seafood, when the cheapest price rules the day, there is little incentive for customers to purchase responsible seafood. It should be possible to shift the rebate system to incentivize sustainable, ethical seafood purchasing. For some time, contract management companies have gathered to discuss sustainable seafood sourcing.³¹ It is time broadline distributors work together across the industry to create systemic changes that put people and our planet first. This conundrum could be resolved, though it will take work across the industry and leadership from major players like Sysco and US Foods.

While it may be difficult for smaller operators with little purchasing power to demand sustainable, ethical seafood from distribution giants Sysco and US Foods, Greenpeace implores smaller companies that are more nimble and progressive to continue advocating for responsible seafood from suppliers. Consider picking up the phone several times to speak with your contact, write a letter, align with other concerned companies, and demonstrate that you only want to purchase sustainable, ethical seafood. If companies are true to their zero-tolerance policies for illegal or unethical sourcing, then it is time for a reality check and increased focus to demand better seafood.

As efforts increase to confront human trafficking, labor abuse, and forced labor in the seafood industry, foodservice companies must not forget U.S. workers. From lawsuits to

wage theft, union busting, and low wages, the foodservice industry struggles to protect workers' rights and provide fair, living wages for employees. As nationwide campaigns continue (e.g., Teamsters, Fight for \$15), and as governmental action and public awareness grow, foodservice companies must urgently address their labor policies and treatment of workers throughout their supply chains (see page 21).

Increasing ambition and engaging stakeholders

Food systems are complex, and the companies included in this report provide enormous quantities of food for U.S. consumers every day. While Greenpeace understands change in large systems like the foodservice industry takes time, it is incumbent on the companies profiled to devote appropriate resources and ambition toward improving seafood procurement for the benefit of our oceans and seafood workers globally.

While some companies (e.g., Sodexo, Compass Group, Aramark, Sysco) have been at work for years to improve their seafood operations, progress has been slow at best and much work remains. An increased level of ambition is needed to address overfishing, destructive fishing, illegal fishing, and human rights and labor abuses in the seafood industry.

The foodservice industry must overcome its aversion to transparency and increase its engagement with legitimate NGOs, worker organizations, and human rights organizations. Because of the lack of participation from Sysco, US Foods, Performance Food Group, and nine other companies that refused to participate in the survey process and/or engage in dialogue, Greenpeace is unable to reflect any hard work these companies may be doing to procure sustainable seafood. Even suppliers who may be providing responsibly sourced products to foodservice companies are affected because Greenpeace is unable to report on any internal improvements from companies that refused to fully participate in the assessment process. Greenpeace hopes this report is a turning point for the 12 nonresponders to begin engaging in productive dialogue on sustainable, ethical seafood and to take swift action to improve their operations.



Spotlight on Canned Tuna

These sleek, fast, majestic creatures are in trouble. In pursuit of profit, the global tuna industry is relentlessly fishing for what is left, and continuing to ignore calls from scientists and NGOs to relieve pressure on some stocks that are pushed to the brink. Globally, just less than half of the 23 commercially important tuna stocks are considered healthy.³² From destructive fishing to overfishing, illegal fishing, and the exploitation of workers, massive global fishing companies will stop at nothing to provide cheap canned tuna for global markets.

For years, Greenpeace has worked globally to transform the tuna industry and demand change from markets. Greenpeace is calling on major buyers, traders, and sellers of canned tuna to ensure traceability from ship to plate. Companies must source tuna from healthy stocks, use sustainable fishing methods (e.g., FAD-free, pole and line), and commit to operate only in accordance with strong labor and human rights standards.^{33, 34}

The U.S. is the largest tuna market in the world, yet it lags behind more progressive markets like Western Europe, Australia, and Canada. Perhaps such paltry progress in the U.S. is connected to alleged illegal activities (e.g., price fixing, colluding to block sales of sustainable FAD-free tuna) of the three largest U.S. tuna brands—Chicken of the Sea, StarKist, and Bumble Bee—now the focus of a criminal investigation by the U.S. Department of Justice.^{35, 36} Despite major market challenges, over the last five years U.S. supermarkets have begun to clean up their private label canned tuna (e.g., Costco, Safeway, Trader Joe's, Whole Foods), and several are developing policies to ensure any canned tuna on store shelves will only be sustainably and ethically caught.

Last year, Greenpeace investigated well-known brands sold in the U.S. and rated them

on sustainability and social responsibility, including Chicken of the Sea, StarKist, and Bumble Bee.³⁷ Each of these national brands failed, while Wild Planet, American Tuna, and Ocean Naturals ranked as the top three brands, respectively. Whether private label or national brands, most headline distributors and management companies are procuring destructive, and possibly unethical, canned tuna. Unknowing customers, whether in a campus dining hall, hospital, or even the halls of Congress, are consuming tuna linked to ocean destruction and possibly forced labor and egregious human rights abuses.

Thai Union Group—the world's largest canned tuna company³⁸—is a major foodservice tuna supplier and owns U.S. tuna brand Chicken of the Sea. Thai Union is the focus of a global Greenpeace campaign working to reform an out-of-control industry. Thai Union has been deemed a “keystone actor in marine ecosystems” for its disproportionately large impact on ocean ecosystems.³⁹ The company has also been connected to human rights abuses in some of its supply chains.^{40, 41, 42}

Several foodservice companies are connected to Thai Union. For example, Sysco is a



customer and, according to U.S. customs records, Mitsui Foods' Empress brand canned tuna (the preferred vendor for Compass Group/Foodbuy) is supplied by Thai Union. Whether procuring tuna or other commodities like shrimp, doing business with Thai Union and other companies that lack a strong and comprehensive sustainability and social responsibility policy is risky for any foodservice company committed to ensuring its seafood is ethical and sustainable. The tuna industry needs urgent reform to ensure no tuna operations are connected to forced labor, labor abuse, or human rights abuses (see page 21), and it is up to Thai Union and other industry leaders to rise to the challenge in a meaningful and measurable way.

As nationwide awareness grows, college students are calling for sustainability across the food supply chain. In the wake of student-led campaigns at colleges and universities nationwide, foodservice companies are starting to act on tuna. Compass Group USA committed in 2014 to source its canned skipjack tuna from purse seine fishing on free schools (e.g., FAD-free). Despite concerns about the traceability and social responsibility of FAD-free skipjack tuna supplied by Thai Union,

this commitment was a significant development. Last fall, Aramark surpassed Compass Group, committing to source canned FAD-free skipjack and pole and line caught albacore tuna. These commitments adhere to Seafood Watch green and yellow tuna criteria. Seafood Watch red lists all tuna caught by purse seine fishing using FADs. These developments are encouraging. As more companies transition to responsibly caught tuna, suppliers and distributors must adapt or lose business to more progressive companies.

Sodexo remains the only one of the top-three U.S. contract management companies without a commitment to source responsible canned tuna. The company has an opportunity to surpass Compass Group and Aramark by offering sustainable, ethical canned tuna and releasing a strong public policy that backs its commitment. Until such changes occur, clients and consumers should be wary of any tuna melts sold at Sodexo-operated facilities.

Despite known concerns with tuna supply chains, Greenpeace is aware of only four companies seriously looking into their tuna policies and practices, and none of those companies is a broadline distributor. Major

Public commitment

Public tuna policy

	Public commitment	Public tuna policy
Compass Group	FAD-free skipjack	X
Aramark	FAD-free skipjack, pole & line albacore	X
Sodexo	X	X
Sysco	X	X
US Foods	X	X
Performance Food Group	X	X



©Thomas Fracois/ Istock

players like Sysco, US Foods, Performance Food Group, Gordon Food Service, and Reinhart Foodservice must take action, pressure suppliers like Thai Union, and demand sustainable, ethical canned tuna.

Rather than delaying action or refusing to change, U.S. foodservice companies should help shift the market by signaling the industry's commitment to procure responsible canned tuna. The U.S. retail sector is making changes; so too should foodservice. In addition to procurement changes, foodservice companies must create comprehensive policies covering private label and national brands. Any policy and commitment (e.g., Compass Group, Aramark) must be public and time bound.

Forward-thinking companies must ask their suppliers what they are doing to provide sustainable, ethical canned tuna. If a company is receiving tuna from distributors doing business with Thai Union, such as Sysco, Greenpeace recommends asking what Sysco and others are doing to procure responsible tuna from the company. If their response is unsatisfactory and leaves room for doubt, consider other suppliers that can guarantee sustainable, ethical canned tuna.

As noted above, several national brands are offering responsible canned tuna. Change must be driven throughout the supply chain, from supplier to trader, to distributor, to clients. Broadline distributors need to shift their procurement and own brands to meet growing demand from management companies. If Wild Planet, American Tuna, Pacifical, and Tri Marine (i.e., Ocean Naturals) can offer better canned tuna, so too should large distributors and suppliers like Thai Union. The time for excuses and inaction is over. The U.S. market must take leadership on responsible tuna, and foodservice companies play an important role.

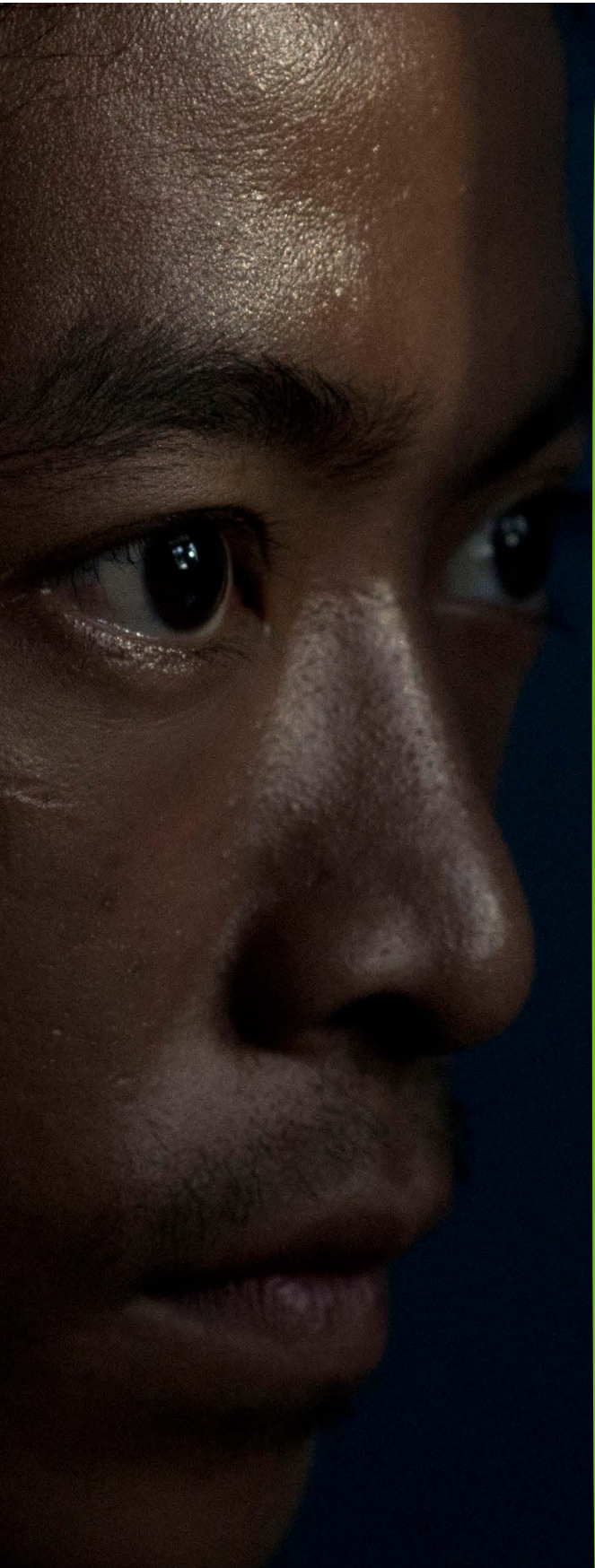
Protecting Workers' Rights

Forced labor and other human rights abuses

As fish stocks decline from overfishing, industrial fleets expand, and demand increases for cheap seafood, some companies are motivated to employ cheap or forced labor, and to fish illegally.^{47, 48} Some fishing operators use human trafficking networks to crew ships, and use "debt bondage, violence, intimidation and murder to keep crews in line and maintain cheap seafood..."⁴⁹ While media coverage and industry response have largely focused on shrimp production in Thailand, the U.S. State Department has reported forced labor and human trafficking on fishing vessels or in processing facilities in more than 50 countries.⁵⁰

Greenpeace has documented deplorable working conditions on tuna vessels (e.g., working up to 22 hours a day, wage theft, debt bondage, physical abuse, and violence).^{51, 52} The tuna industry relies on transshipment at sea, where smaller boats refuel, restock, and transfer catch onto larger cargo vessels. Tuna can be commingled from several different sources with relative ease, obfuscating the supply chain, erasing detection of tuna caught illegally or unethically, and allowing vessels, along with their crew,





to avoid returning to port for excessive periods of time.^{53, 54} Many trafficked and abused workers have their documentation confiscated and are forced to remain at sea with no means of escape; some escaped men have reported being at sea for years.^{55, 56, 57} This practice turns fishing boats into floating prisons and enables vessels to hide illegally caught fish and mistreat crew members.

If a supplier like Thai Union largely relies on transshipment at sea to operate, then it is reasonable to be concerned about its supply chain. Greenpeace implores every food-service company directly supplied by—or purchasing—Thai Union or its brands (e.g., Chicken of the Sea) to immediately pick up the phone and demand that Thai Union provide sustainable seafood and information as to how it ensures ethical sourcing practices. Companies can leverage long-term supplier relationships—whether Thai Union or another supplier—to improve problematic operations. However, there is a point when companies must terminate a relationship if a supplier is unwilling to act or delays excessively,^{58,59} lest they too become complicit in the problem.

According to the United Nations, a business are responsible for adverse human rights impacts directly linked to their “operations, products or services by their business relationships...”⁶⁰ Companies refusing this due diligence must be held responsible for their part in maintaining this abusive and corrupt system, and bringing products to the public that may be tainted with abuse. This is increasingly important, given legal implications in the U.S., including amendments to the Tariff Act of 1930, where goods produced “wholly or in part” with forced labor could be seized at port.⁶¹

Establishing a more just seafood trade requires commitments and responsible action. Foodservice companies must know that the time of counting profits while ignoring human and labor rights violations throughout the supply chain is coming to a close. The foodservice industry must do its part to assure consumers and governments, through robust checks and balances, that no products violate any labor, human rights, or environmental laws throughout the supply chain.

While some companies may seek an easy fix by using eco-certifications, there is no certification scheme or combination of certifications that can assure any company or customer that seafood is truly sustainable or ethical. Companies must develop their own seafood policies and sourcing standards that address sustainability, labor, and

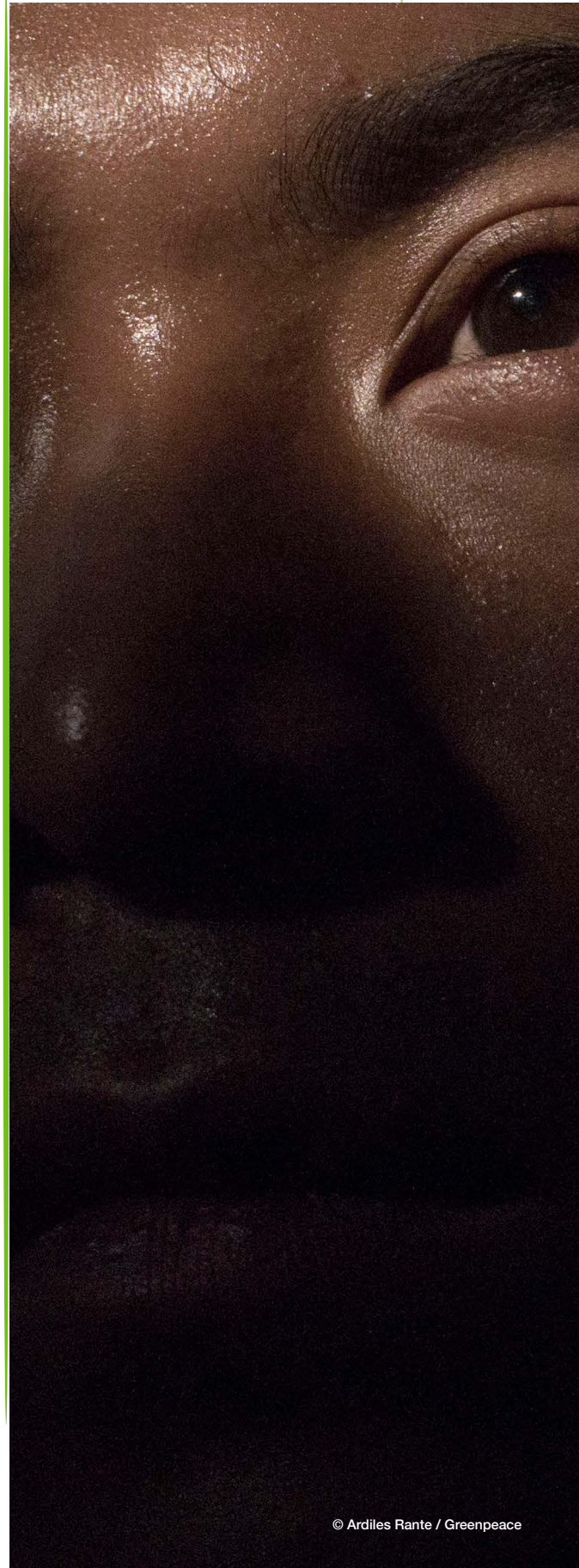
human rights. It is inadequate for any company to rely solely on sourcing 100% MSC- or Best Aquaculture Practices (BAP)-certified products, as third-party certifications are ripe with unresolved concerns.^{62, 63, 64, 65, 66, 67, 68, 69} While MSC is beginning to consider more robust standards for labor, it will be years until new standards are implemented.⁷⁰

The foodservice industry must be more vocal about its efforts to protect workers. Companies must assess if their pricing and purchasing practices allow for just working conditions further down supply chains. Rather than tout working with industry groups or membership in task forces, companies need to publicly commit to protecting workers, strengthen policies, review their supply chains, and follow through on commitments in a timely manner. This makes it clear to current or future clients, suppliers, governments, investors, and the public that foodservice is working swiftly and meaningfully to address concerns, and there will be consequences for suppliers unwilling to act with the same level of urgency.

Exploitation of U.S. workers

A story less often told in the seafood industry is the exploitation of workers in the U.S. Many companies in this report, including, but not limited to, Sysco,^{71, 72} US Foods,⁷³ Compass Group,^{74, 75, 76, 77} Aramark^{78, 79} Sodexo,^{80, 81, 82} Gordon Food Service,⁸³ Reinhart Foodservice,⁸⁴ Shamrock Foods,^{85, 86} Centerplate,^{87, 88} and AVI Foodsystems^{89, 90} have questionable records regarding their treatment of U.S. workers and respect for labor rights. Just this year, a federal judge ruled that Shamrock Foods actively interfered with a union organizing drive,⁹¹ and hundreds of US Foods workers have gone on strike nationwide to protest its unfair labor practices.⁹²

Greenpeace is calling on foodservice companies to ensure that workers throughout their supply chains are treated with respect, paid a living wage, and afforded fair and safe working conditions. Workers must also be able to freely join representative organizations and bargain collectively. Companies must go beyond policy statements and take action. Regardless of the strength of a company's policies, if it does not comply or enforce noncompliance, that policy is meaningless. Clearly, some foodservice companies are violating their standards with poor treatment of U.S. workers and receiving unethically produced seafood from exploited workers abroad.



Foodservice companies often state in their policies that they will follow all applicable laws in the countries where they operate. Laws differ from country to country, including how young workers can be (e.g., permitting suppliers to employ children 14 years and older) and the level of protections for foodservice employees (e.g., worker representation requirements). Unfortunately, this means international foodservice companies, especially those operating in Europe where labor laws are stronger than in the U.S., can promote their strong labor standards abroad while their treatment of U.S. workers is subpar. The foodservice industry must improve its treatment of U.S. workers and go beyond “applicable” labor laws in the U.S.

As laws governing seafood continue to strengthen in the U.S.⁹³ and abroad, the State Department, Senate Caucus to End Human Trafficking, and labor (e.g., Teamsters, Union of Needletrades, Industrial, and Textile Employees and Hotel Employees and Restaurant Employees Union [UNITE HERE], United Food and Commercial Workers International Union [UFCW], Service Employees International Union [SEIU]) will continue to demand better treatment of workers. Businesses face significant reputational risk and potential legal liabilities of being linked to forced labor, or willfully violating U.S. labor law through anti-union behavior. Thus, it is undeniably a business case priority for the foodservice industry to develop standards and systems to ensure workers are treated ethically.

This is a moment for leading companies whose bottom line is usually maximizing profit to consider the potentially costly risks associated with poor treatment of workers and consider alternatives, such as the benefits of paid sick leave and higher wages.⁹⁴ For an industry concerned about food safety, it is odd and troubling that despite the public health and safety risks, some researchers estimate that half of food workers come to work sick.⁹⁵ Many workers do so because they cannot afford to lose pay. This work environment must change, and paid sick leave must be a right for hard-working foodservice employees. As strong, national campaigns like Fight for \$15 demand a fair, living wage for quick service employees and garner widespread support,⁹⁶ foodservice



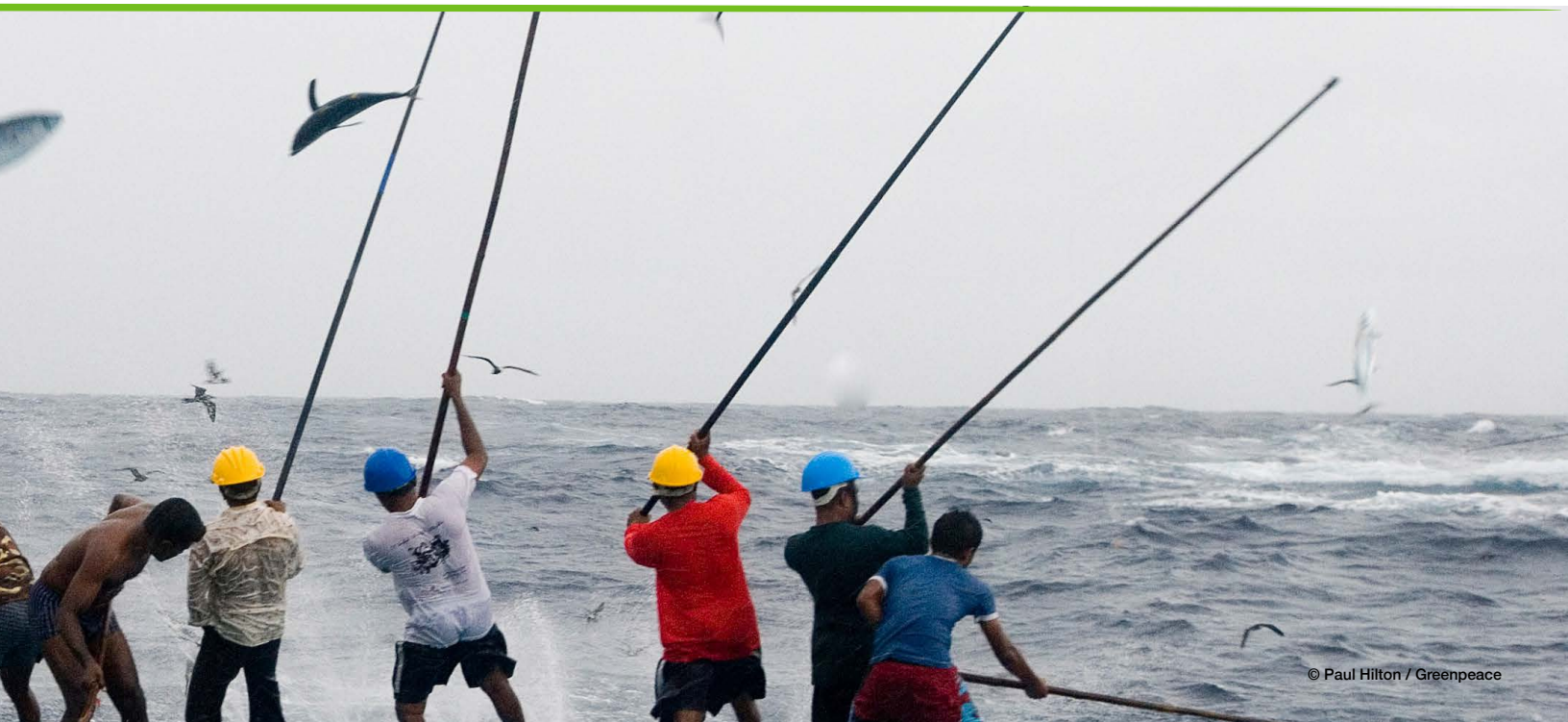
companies can either lead positive reforms to support their workers and brand or be left behind, no doubt seeing continued protests from workers and their supporters.

The timing is especially important for foodservice companies, which put a premium on millennials. According to one study, 43% of millennials do not trust large food manufacturers,⁹⁷ and in another study nearly half of millennials value factors like social impact and transparency over traditional value drivers (e.g., price).⁹⁸ Higher education, another key segment for foodservice, can be disrupted by millennials.⁹⁹ Questionable or unethical operations in the foodservice industry may now be less likely to go unchecked by millennials (e.g., students protesting foodservice companies at Loyola University Chicago,¹⁰⁰ Georgetown University,¹⁰¹ Fordham University,¹⁰² University of Chicago,¹⁰³ and Binghamton University¹⁰⁴).

Similar to confronting forced labor, labor abuse, and human trafficking abroad, foodservice companies can proactively work to treat U.S. workers ethically and incur numerous benefits from staff retention to building their brand, or they can lag behind and be at risk of brand damage and lawsuits. The public is clearly concerned about workers at home and abroad, and consumers are willing to pay more for responsible products.¹⁰⁵
¹⁰⁶ Now is the time for the foodservice industry to put people first.

Time for action

To protect workers throughout supply chains, Greenpeace is calling on foodservice companies to publicly and internally commit to end forced labor, labor abuse, and IUU fishing. Foodservice companies must proactively review their supply chains and sourcing standards and collaborate with suppliers, governments, worker organizations, and NGOs to create systemic change. Companies must substantially increase their advocacy efforts (e.g., engage in the political process on ocean conservation, fishery management, and protecting human rights), using their buying power for positive change.



26 Sea of Distress

The foodservice industry must improve traceability, transparency, and enforcement mechanisms to ensure any seafood is free of labor and human rights abuses, and to comply with U.S. laws. Further, companies must strengthen existing policies, require third-party supplier audits (covering traceability, sustainability, social responsibility, and worker health and safety), and ensure effective worker grievance mechanisms are established. Foodservice companies must work in good faith to ensure that all U.S. employees and seafood workers throughout supply chains are treated ethically, are afforded a voice in the workplace, are paid a living wage, and work in safe conditions.¹⁰⁷ Workers must also be able to freely join representative organizations and bargain collectively.

While significantly more work remains, these initial steps are critical for companies committed to protecting workers. To assist companies, Greenpeace recommends the following labor and human rights organizations: Environmental Justice Foundation, Human Rights at Sea, Human Rights Watch, International Labor Rights Forum, International Transport Workers Federation, International Brotherhood of Teamsters, International Union of Food Workers (IUF), UFCW, UNITE HERE, SEIU, and the Solidarity Center.

Greenpeace implores the foodservice industry to act with great haste to ensure that workers and our environment are protected, and Greenpeace will continue to work with organized labor and allies, nationwide and abroad, to ensure companies take demonstrable action.



© Mark Smith / Greenpeace



© Paul Hilton / Greenpeace

Five Ways Foodservice Companies Must Lead

1. Create a strong, publicly available sustainable seafood policy. Companies that have sensible guidelines (covering fresh, frozen, shelf-stable wild and farmed seafood) governing their seafood practices are better able to ensure that they are not causing undue harm to the oceans or people throughout their operations. Policies should be time bound, measurable, and transparent (e.g., report progress publicly, allowing clients and consumers to purchase seafood with confidence).

2. Take action to stop forced labor, labor abuse, and IUU fishing. Demand that Thai Union improve. Foodservice companies must improve traceability, transparency, and enforcement mechanisms to ensure that any seafood is free of labor and human rights abuses. This includes requiring third-party supplier audits, banning purchases of seafood transshipped at sea, and ensuring workers throughout the supply chain (including U.S. workers) are treated ethically. As a first step, assess whether Thai Union is a supplier and, if so, demand only sustainable, ethical seafood from Thai Union or your vendor supplying Thai Union products (see pages 19–26).

3. Support initiatives and advocate for positive change for our oceans and the people who rely on and catch seafood. Foodservice companies must engage in the political process concerned with ocean conservation, fishery management, and the protection of workers'—and human—rights. Foodservice companies must use their buying power to create change by weighing in on a political level, and should encourage clients and consumers to be advocates for workers and our oceans.

4. Increase overall transparency through key data elements, chain of custody, and education. Sustainable, ethical seafood is impossible to achieve without establishing strong traceability mechanisms. This traceability must carry through from the fishing vessel or farm to the point of sale, allowing seafood clients and end consumers to make educated choices based on all available information.

5. Yellow is not the new green: stop sourcing it! Responsible companies should only purchase green-rated species, and avoid yellow- and red-rated species, given sourcing concerns.¹⁰⁸ Avoid seafood connected to overfishing, destructive fishing and farming methods, or unethical treatment of workers, *even* if it is third-party certified or involved in a Fishery or Aquaculture Improvement Project (FIP/AIP). Tell your clients and consumers why your company only sources green-rated species.



Five Ways Large Clients Can Help

As fish stocks collapse, demand increases, and workers continue to be at risk of labor and human rights abuses, foodservice companies profiting from the sale of seafood have a responsibility to act. Foodservice companies have the power to bring about enormous positive change for our oceans and seafood workers. They can and must help rebuild depleted stocks, create protective measures for vulnerable habitats, promote strong fishery management across the globe, and ensure that workers throughout the supply chain are guaranteed fair wages, ethical treatment, and safe working conditions.

1. Know the facts. Visit [greenpeace.org/seafood](https://www.greenpeace.org/seafood) to learn more about sustainable seafood and pressing issues.

2. Commit to better sourcing. Create a seafood sourcing policy as part of your overall Corporate Social Responsibility (CSR) program that helps your company ensure it is part of the solution. Require your foodservice provider to meet your strong standards, including rigorous, third-party-audited chain of custody for any seafood provided, from ship or farm to plate.

3. Sell tuna? Make sure it is sustainable and ethical. Tell your foodservice provider that you want responsibly caught tuna, and express your concern if it is coming from suppliers that cannot guarantee sustainable and ethical products, like Chicken of the Sea and Thai Union.

4. Only do business with companies that protect workers' rights. Ask how companies independently audit their supply chains, ensure effective worker grievance mechanisms, and ensure that any workers—from their U.S. staff to workers throughout their supply chains—have a voice in the workplace, are paid a living wage, and work in safe conditions. If your foodservice provider's response to your questions is only to share with you its written policy, take your business elsewhere.

5. Vote with your dollar. Use the Monterey Bay Aquarium Seafood Watch appⁱ and only buy green-rated “Best Choices” seafood from businesses making sustainable choices. Ask how your foodservice provider is addressing growing concerns about forced labor, labor abuse, and illegal fishing. If you are not satisfied with its response, take your business elsewhere.

ⁱ *The Seafood Watch App.* Monterey Bay Aquarium Seafood Watch. <https://www.seafoodwatch.org/seafood-recommendations/our-app>.

Five Ways Consumers Can Take Action

- 1. Know the facts.** Visit greenpeace.org/seafood to learn more about sustainable seafood and pressing issues.
- 2. Eat tuna? Make sure it is sustainable and ethical.** Tell your foodservice provider that you want responsibly caught tuna, and express your concern if it is coming from suppliers that cannot guarantee sustainable and ethical products, like Chicken of the Sea or Thai Union.
- 3. Vote with your dollar.** Use the Monterey Bay Aquarium Seafood Watch app and only buy green-rated “Best Choices” seafood from businesses making sustainable choices. Ask how the company is addressing growing concerns about forced labor, labor abuse, and illegal fishing. If you are not satisfied with its response, take your business elsewhere.
- 4. Eat less seafood.** Today’s demand for seafood far outweighs what can be delivered from sustainable sources. Reducing seafood consumption now can help lessen the pressure on our oceans, ensuring fish for the future.
- 5. Speak your mind.** Join Greenpeace Greenwireⁱⁱ to connect with volunteers in your area and invite your community to take action with you. Bring your friends and tell your foodservice provider—whether at your local restaurant, hospital, school, corporate campus, or hotel—that you only want sustainable, ethical seafood. Demand to know the truth behind your seafood options.

ii *Greenpeace Greenwire*. Greenpeace USA. <<https://greenwire.greenpeace.org/usa/en/home>>.

Company Profiles





Headquarters: Gaithersburg, MD

Background: Sodexo Group is one of the top-three (by revenue) foodservice management companies in the world, operating in 80 countries globally. Sodexo North America (U.S., Canada, and Puerto Rico) posted \$9.8 billion for FY 2015 sales. In 2015, Sodexo North America was the highest-performing segment (41% of total sales) for Sodexo Group. Recent Sodexo contract wins include the U.S. House of Representatives, California Academy of Sciences, UMass Memorial Medical Center, PS Lifestyle, and the University of Maine System.¹⁰⁹

Subsidiaries: Entegra (procurement organization)

Greenpeace Comments: Sodexo ranked the highest among companies profiled in this report, though it is trailed closely by competitors Compass Group and Aramark. Much of its performance is the result of public-facing seafood policies, extensive internal communication of its standards with buyers, and refusal to purchase several red list species. While Sodexo was ranked highest in this report, it is at the top of a low-performing field and must continue to improve its seafood operations.

As Compass Group and Aramark made major tuna commitments and procurement changes in the past two years, Sodexo remained silent on its shelf-stable tuna. It is unclear what the company is doing to ensure that major suppliers, like Sysco, only provide Sodexo with responsible canned tuna. Sodexo's goals to source MSC certified tuna or from International Seafood Sustainability Association (ISSA) members does not guarantee that its tuna will be sustainable or ethically caught, due to ISSA's low standards and limited scope.¹¹⁰ Because of unresolved concerns, MSC certification alone is not sufficient to ensure responsibly caught seafood,

particularly since it does not currently account for labor and human rights concerns in a robust way (see page 23). There are some initial signs that Sodexo may be starting to review its tuna sourcing, though it remains unclear if significant changes are forthcoming.

Sodexo is a member of the Shrimp Sustainable Supply Chain Task Force and Global Sustainable Seafood Initiative. While engaging in industry discussions can be important, Sodexo must use its buying power and global reach to demand better products from suppliers and advocate for improvements in fisheries management similar to its competitors, Compass Group and Aramark (e.g., by writing letters to Congress supporting the IUU Enforcement Act of 2015).

Unlike Compass Group and Aramark, Sodexo has an extensive auditing process covering sustainability and social responsibility, with robust and time-sensitive measures to correct (or terminate) suppliers in violation of company policies. However, not all of these audits are publicly available. While Sodexo has the strongest written policies of any company in this report to ensure fair and ethical treatment of workers throughout its supply chains, it has a history of worrisome U.S. labor relations. For example, workers have struggled to unionize and receive fair wages,^{111, 112} suggesting that there may be challenges with Sodexo's implementation of its labor policies. As Sodexo's international framework agreement with IUF helps move the company in the right direction, Sodexo must continue to prioritize workers' rights throughout its supply chains. This is especially important as U.S. foodservice workers and global seafood industry workers struggle.

Sodexo has extensive internal systems to educate buyers on red list species according to its company policy. In 2009, Sodexo committed to improve its seafood sourcing, including discontinuing red list species. It scored highest among all foodservice companies profiled in the inventory section because

it does not purchase some red list or often problematic species like yellowfin and bigeye tuna, hoki, orange roughy, Chilean sea bass, and sharks. Other companies in this report should follow Sodexo's lead and stop sourcing red list species.

Recommendations: Sodexo could remain ahead of its U.S. competition by publicly committing to only purchase responsible canned tuna, backed by a strong, public policy. The company must improve its treatment of U.S. workers and work to ensure no labor or human rights abuses occur throughout its supply chains (e.g., conduct audits, enforce supplier standards). Sodexo should increase its public advocacy for industry reforms and best practices with a variety of stakeholders (e.g., government, RFMOs, Seafood Watch Sustainable Seafood Roundtable).



Noteworthy Clients



#2 Compass Group USA



Overall Score

40.3

Policy: 65.9 Sourcing: 20.5 Advocacy: 53.1 Traceability: 27.5 Inventory: 36.4

Headquarters: Charlotte, NC

Background: Compass Group is the largest food-service management company in the world, operating in more than 50 countries and serving nearly 4 billion meals a year. Compass Group USA (including Canada) generated \$14.5 billion in FY 2015, which was more than half of its parent company's annual global revenue. In addition to a massive contract with IBM and operating Walmart corporate dining locations, Compass Group won new contracts with Kimberly-Clark, Emory University, Kennesaw State University, Chesterfield County Public Schools, Mapfre Stadium, and Genesis Health Systems.¹¹³

Subsidiaries: Bon Appétit Management Company, Canteen Vending, Chartwells Higher Education, Compass Group Canada/ESS North America, Compass One Healthcare, Culinary Group, Eurest, Foodbuy (procurement organization), Flik, Levy Restaurants, Morrison Community Living, Restaurant Associates, Touchpoint, Wolfgang Puck Catering¹¹⁴

Greenpeace Comments: Compass Group ranked second and is within two points of Sodexo. While Compass Group has a seafood policy, it is not publicly available on its U.S. website. Greenpeace found copies of the policy shared by some Compass Group-operated facilities (e.g., higher education), though it remains unclear if this policy is specific to that operator only.

Compass Group was the first U.S. foodservice company to publicly commit to source responsible canned tuna (i.e., FAD-free skipjack in 2014). This is a significant move for the largest contract management company in the U.S. and owner of Foodbuy, the largest procurement organization in the U.S. It must also improve its albacore tuna sourcing and back these commitments with a public-facing policy. Compass Group and Foodbuy's preferred vendor, Mitsui Foods, is supplied by Thai Union,

raising concerns about potential labor and human rights abuses. Compass Group should proactively engage Thai Union to ensure that tuna and other products supplied by this seafood giant are sustainably and ethically caught.

Following leadership initiated by its subsidiary Bon Appétit, Compass Group was the first major foodservice company to make public sustainable seafood commitments (e.g., with Seafood Watch in 2006). Its sourcing improvements and advocacy (e.g., supporting the IUU Enforcement Act of 2015, engaging with the International Commission for the Conservation of Atlantic Tunas [ICCAT] and Western and Central Pacific Fisheries Commission [WCPFC]) are encouraging and important for a company of its size. Compass Group needs to consider other ways to support improvements in fisheries management and communicate its sustainability efforts with buyers, clients, and consumers.

Compass Group should be commended for publicly detailing its challenges and working to improve supply chain transparency to benchmark against its sustainable seafood commitments.¹¹⁵ Greenpeace encourages all companies in this report to operate with this level of transparency. Compass Group must deepen its analysis of its supply chain to ensure it is not connected to labor or human rights abuses, and ensure that third-party audits assess the social equity and safety of workers, as well as sustainability.

In the past year, Compass Group faced increased scrutiny from Congress. From wage theft of Senate cafeteria workers^{116, 117} to concerns from senators regarding Compass Group's efforts to purchase ethically sourced seafood,¹¹⁸ it is no surprise that it performed poorly in the responsible sourcing category. Compass Group must work diligently to improve its operations and protect workers' rights throughout its supply chains.

Compass Group does not source orange roughy, Chilean sea bass, or sharks; however, it needs to stop sourcing hoki. The company must uphold strict internal protocols to ensure policy provisions are enforced at the account level. Compass Group appears to be concerned about the environmental impacts of farmed salmon and is considering options to improve its sourcing. Given the massive demand for salmon in foodservice, Greenpeace encourages Compass Group to promptly shift to responsible options (i.e., green-rated species only).

Recommendations: Compass Group needs to release a strong canned tuna policy, and engage Thai Union and Mitsui Foods to ensure all its tuna (skipjack and albacore) is sustainably and ethically sourced. Given the company's size and important role its subsidiary Foodbuy has in the foodservice supply chain, Compass Group's number one priority should be investigating its tuna supply chains. The company needs to build on its supply chain transparency work to include strong auditing procedures against environmental and social standards, and strengthen its traceability systems. Compass Group must improve its focus on workers in the U.S. and abroad, ensuring workers are treated ethically, paid a living wage, and have the right to freedom of association and representation.



Noteworthy Clients





Overall Score 40.1

Policy: 65.9 Sourcing: 21.6 Advocacy: 67.2 Traceability: 20 Inventory: 30.7

Headquarters: Philadelphia, PA

Background: Aramark is a global foodservice management company operating in 22 countries. Aramark's North American segment generated \$9.95 billion in sales for FY 2015. Similar to Compass Group and Sodexo, its U.S. segment is a driver for its global operations. Aramark recently won a massive contract for Yosemite National Park, replacing Delaware North. Aramark extended contracts with the University of Tennessee, University of Akron, and Lincoln Financial Field. New healthcare contracts include Kennedy Health and Vanderbilt University Medical Center.¹¹⁹

Greenpeace comments: Aramark is nearly tied with Compass Group. While much work remains overall, for canned tuna Aramark has mostly lived up to its public CSR commitment to lead by example. Aramark led in this report on advocacy, which included its public 2015 commitment to only source FAD-free skipjack (from Pacific through Rema Foods) and pole and line albacore for the shelf-stable tuna category. This commitment raises the bar for other contract management companies, including Sodexo and Compass Group. Aramark has the strongest tuna commitment to date among U.S. foodservice companies, and is developing a seafood policy to back its current commitments.

Aramark has an internal policy to avoid all Thai Union products, and has a mechanism in place to swiftly remove Thai Union products from its sourcing if and when they are discovered in the supply chain. This action demonstrates a tangible step to ensure its products are not connected to destructive fishing or potentially to forced labor and human rights abuses.

Aramark, like every company profiled in this report, has significant work ahead to establish

independent third-party audits covering traceability, sustainability, social equity, and the health and safety of workers. The company is working with internal and external stakeholders to develop systems to improve traceability and transparency in its supply chain. Aramark could use its active membership in the Seafood Watch Sustainable Seafood Roundtable to share best practices and work with other major companies to develop much-needed solutions to ensure sustainable, ethical seafood throughout the supply chain.

Aramark partners with Seafood Watch. Similar to Compass Group, its tuna sourcing improvements and advocacy efforts (e.g., supporting the IUU Enforcement Act of 2015, engaging with ICCAT and WCPFC) are significant, coming from one of the largest foodservice companies nationwide. The company is working with suppliers to improve procurement of other at-risk commodities (e.g., shrimp). Aramark has a major distribution agreement with Sysco, procuring more than half of its products from Sysco annually.¹²⁰ Given the size of this contract, Aramark must continue to use its buying power to call for sustainable, ethical seafood from Sysco, helping to realize seafood improvements across the foodservice industry.

Despite its recognition as one of the World's Most Ethical Companies,¹²¹ there are reports of Aramark's poor treatment of workers. Recent grievances include workers reporting low wages¹²² and alleging anti-union activities.¹²³ As Aramark's profits grow, the company must not leave behind frontline workers. It must ensure that all its employees receive a living wage, are able to freely join representative organizations, and may bargain collectively. With the development of a new seafood policy, Aramark has the opportunity to ensure that all workers throughout its supply chains are treated ethically.

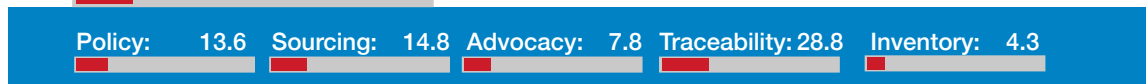
Aramark must tighten its standards and education initiatives so that operators are unable to violate company policy and purchase red list species like orange roughy, Chilean sea bass, or sharks.

Recommendations: Aramark needs to release a public seafood policy that includes tuna (e.g., shelf-stable, fresh, and frozen) and strengthen its auditing procedures. Aramark must use its buying power with Sysco, calling on the company to only supply sustainable, ethical seafood. Aramark should re-invest its growing profits into benefits and systems to ensure the ethical treatment of workers in the U.S. and throughout its supply chains. The company can improve its sourcing, to ensure it does not source any red list species.



Noteworthy Clients





Headquarters: Houston, TX

Background: Sysco, the largest broadline distributor in the world (and U.S.), supplies roughly 425,000 customers,¹²⁴ and generated \$43.1 billion (U.S. sales) for FY 2015. Sysco sold nearly \$2.5 billion of seafood in 2015, and the company is continuing to grow (e.g., acquiring UK-based Brakes Group and North Star Seafood after its failed merger with US Foods). Many contract management companies and operators—from university cafeterias to corporate dining halls, restaurants, and even the U.S. Congress—rely on Sysco to procure and deliver food. In 2015, Sysco announced a new contract with Kroger, the second-largest U.S. grocery retailer.¹²⁵

Subsidiaries: Buckhead Beef Company, European Imports, Houston Meat & Seafood, Imperial Seafood and Shellfish Company, Louisiana Foods Global Seafood Source, North Star Seafood, SYGMA¹²⁶

Greenpeace Comments: Sysco scored an abysmal 14.1 points (more than 20 points less than the top-three ranked companies in this report). While Sysco has several seafood initiatives, its refusal to participate in the survey process significantly affected its score because of lack of detailed information. As a massive seafood buyer, Sysco has the responsibility and ability to offer innovative solutions that can shift the entire paradigm in the U.S. foodservice industry.

Sysco has a public commitment to source MSC-certified products, or seafood either in MSC assessment or in a FIP, and has improved its sourcing based on these criteria. While Greenpeace commends Sysco for setting public seafood commitments and communicating updates on its progress, this commitment is problematic because of existing concerns with eco-certifications like MSC (see page 23)

and its focus only on high-volume products.¹²⁷ Sysco should strengthen its existing aquaculture commitments (e.g., minimum BAP 2-star certification) to align with its subsidiary, Brakes Group (e.g., BAP 4-star commitment).¹²⁸

Sysco needs to set stronger standards than sourcing tuna from ISSA members—a practice that cannot currently guarantee the company receives sustainable, ethical tuna. The company should be wary of some ISSA members (e.g., Chicken of the Sea, StarKist, Bumble Bee) implicated in alleged collusion to block sustainable canned tuna in the U.S. market.¹²⁹ Sysco must strengthen its program to account for gaps in eco-certifications and low-bar standards from ISSF and ISSA.¹³⁰ It can start by releasing a public sustainable seafood policy, including a plan to supply sustainable, ethical shelf-stable tuna.

Sysco policies, like those of its competitors, state it does not knowingly source seafood caught by forced labor or by people working under abusive labor conditions. Sysco has taken measures to stop sourcing shrimp from Thailand for its own brand products until current supply chain concerns are addressed. The company is working to improve traceability throughout its supply chain and works with third-party auditors to review suppliers for Sysco brand products against its standards.

However, as scandals throughout the seafood industry persist, Sysco must continue to use its buying power and market influence to spur industry-wide reforms. For example, Sysco could publicly disclose the results of its audits and indicate in more detail any action it is taking to improve problematic commodities (beyond participation in industry working groups). Sysco could also demand sustainable, ethical seafood from Thai Union, and, like UK retailers,¹³¹ set a public deadline for the company to comply. Such action has never been more necessary, as calls from customers to Congress have requested that any products Sysco procures, including those supplied by Thai Union, are ethically sourced.¹³²

In the U.S., Sysco is struggling to treat its own workers fairly. Last year, Sysco fired workers in Georgia and Kansas who were supporting union organizing drives,¹³³ resulting in a National Labor Relations Board (NLRB) complaint against Sysco¹³⁴ and Sysco reinstating those workers.¹³⁵ The Teamsters protested Sysco at International Food Distributors Association (IFDA) lobby meetings in Atlanta¹³⁶ and Lansing, MI¹³⁷ for alleged labor violations and anti-union activities, including hiring union busters. Sysco is now firing employees to improve its operating income,¹³⁸ begging the question of what else this company plans to do to maximize profits at the expense of workers domestically and throughout its supply chains.

Sysco performed poorly (4.3 points) in the inventory category because of lack of information regarding its seafood procurement. As Sysco works to meet its 2020 seafood commitments, which include top farmed species, the company should ensure that *all seafood* it purchases is in compliance with its policy, not just Sysco brand products.

While Sysco failed this year's assessment, the company has devoted resources to sustainable seafood at a scale larger than any other broadline distributor. There are signs that some company leadership is prioritizing this work. Senior executives must heed calls for Sysco to lead in the broadline distribution industry, and look beyond short-term profits to the role Sysco can play in transforming a dirty seafood industry.

Recommendations: Greenpeace encourages Sysco to participate in the survey process to fully reflect the company's initiatives. Sysco can take leadership by releasing a public-facing seafood policy and cleaning up its canned tuna, especially its products supplied by Thai Union.¹³⁹ Sysco must work to address systemic problems in the foodservice industry (e.g., rebates, lack of traceability) and advocate for reforms in the global seafood industry, from suppliers to governments and fishery management bodies. Sysco needs to ensure that workers throughout its supply chains are treated fairly and are provided the right to free and fair choice of union representation without employer interference.



Noteworthy Clients

#5 Centerplate

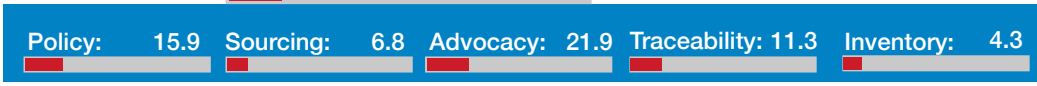
Overall Score

11.6

DID NOT RESPOND



Centerplate



Headquarters: Stamford, CT

Background: Centerplate operates in the U.S. and UK, specializing in the sports and entertainment segment. Its FY 2015 sales were valued at \$850 million. Some of Centerplate’s recently operated events include the Belmont Stakes Triple Crown race and Super Bowl 50 at Levi’s Stadium.¹⁴⁰

Greenpeace Comments: Despite its failing score, Centerplate scored higher than all other management companies that failed this report. Some operators appear to be focused on sustainable seafood (e.g., MSC-certified seafood at Levi’s Stadium or local, traceable seafood sourcing at Safeco Field), though Centerplate lacks a comprehensive sustainable seafood program.

While the company has significant work to do, some initial signs from leadership (e.g., policy development, buyer education) indicate Centerplate could quickly turn its operations around and be among the leaders in the U.S. foodservice industry in responsible seafood. Centerplate is improving its procurement according to Seafood Watch criteria to ensure it does not source red list species, and is working to transition to pole and line caught tuna. Like Aramark, Centerplate has a policy to avoid Thai Union products until Thai Union improves its operations.

Unfortunately, Centerplate is among one of many foodservice companies with worrisome labor relations (e.g., poor wages for San Francisco Giants employees,¹⁴¹ a wage theft lawsuit¹⁴² and troubling worker accounts following Super Bowl 50,¹⁴³ a petition against Centerplate resulting from prior treatment of workers¹⁴⁴). Centerplate needs to clearly and publicly articulate how it is working to provide employees with fair, living wages, safe working conditions, and the right to freedom of association and representation. As it works to improve its treatment of U.S. workers, Centerplate must ensure any seafood throughout its supply chain is sustainable and ethically sourced.

Recommendations: Centerplate can strengthen its seafood program by releasing a public policy, cleaning up its shelf-stable tuna, advocating for industry reform, and ensuring workers are treated fairly throughout its supply chains.



Noteworthy Clients



#6 US Foods

Overall Score

9.3

DID NOT RESPOND



Policy:	6.8	Sourcing:	6.8	Advocacy:	12.5	Traceability:	16.3	Inventory:	5
---------	-----	-----------	-----	-----------	------	---------------	------	------------	---

Headquarters: Rosemont, IL

Background: US Foods, the second-largest broadline distributor in the U.S., recently failed to merge with its top competitor, Sysco. Its FY 2015 revenue was \$23.1 billion. The company's owners, private equity firms KKR¹⁴⁵ and Clayton Dubilier & Rice, are looking to sell US Foods, raising capital from its March initial public offering (IPO) and recently announcing a senior notes offering. US Foods recently acquired distributors Cara Donna and Dierks Waukesha.

Greenpeace Comments: US Foods failed, scoring a paltry 9.3 points. The company did not participate in the survey process and, unlike Sysco, refused to engage in any dialogue with Greenpeace, making it very difficult to report on any initiatives the company may have for sustainable seafood. Given its size and position in the foodservice supply chain, US Foods has a significant influence on the seafood available for foodservice operators. To date, it is failing to act responsibly, and lags significantly behind Sysco. Not surprising, US Foods does not have a public seafood policy, and it is unclear if it has any internal standards for seafood sourcing.

While US Foods offers private label (*Rykoff-Sexton*) pole and line tuna for both canned skipjack and albacore, it is unclear how significant these volumes are for its total shelf-stable tuna sales. The company must do far more to ensure responsible tuna procurement. US Foods supplies some MSC- and BAP-certified seafood, and, as of late 2015, has full MSC Chain of Custody certification for each of its distribution centers.¹⁴⁶ This is a promising step toward traceability; however,

eco-certifications are inadequate as sole sourcing standards (see page 23).

It is unfortunate that US Foods refuses to engage with Greenpeace. It proudly announces partnerships with industry groups actively working to discredit Greenpeace's reputation while maintaining a destructive status quo in the global seafood industry (e.g., NFI¹⁴⁷). Furthermore, with allegations of collusion to block sustainable tuna in the U.S. market,¹⁴⁸ Greenpeace encourages US Foods to closely consider with which groups it partners. Any movement from US Foods on seafood should be met with caution until the company clearly articulates its overall policy and strategy for cleaning up its supply chains.

No doubt troubling news for US Foods shareholders and clients is the company's poor treatment of its workers. In February 2016, workers in US Foods' Arizona distribution center went on strike in response to the company's slashing of benefits for all nonunion workers after the failed Sysco merger.¹⁴⁹ The company is closing its Severn, MD, warehouse in what appears to be a move to cut costs and move work to a nonunion facility in Manassas, VA.¹⁵⁰ The Teamsters are continuing a nationwide strike demanding that US Foods put workers first,¹⁵¹ while there is no indication US Foods is ready to change its dangerous tactics that harm workers. Such actions are counter to the company's core value of integrity.¹⁵² It also raises questions about US Foods' ability to prioritize the safety and well-being of its workers throughout its seafood supply chains if it struggles to protect workers over which it has direct control. The company must respect workers' rights to form a union and not extract profits off the backs of workers through plant closings, or cuts to wages or benefits.

Scant public information is available regarding US Foods' seafood inventory, though given the lack of information on any sustainable seafood initiatives, it is reasonable to assume that the company has significant work ahead to improve its procurement.



Recommendations: US Foods has a responsibility to its workers, clients, and shareholders to dramatically improve its seafood program and treatment of workers. The company must develop a strong, public-facing seafood policy, ensure its products are sustainable and ethically procured—especially products from notorious suppliers like Thai Union—work rapidly to resolve labor disputes in the U.S., and ensure its suppliers are treating workers fairly and ethically throughout its supply chains. If US Foods does not turn a corner, its reputation, sales, and competitive edge may suffer as more progressive companies rise to the challenge.



BOY SCOUTS
OF AMERICA®



Noteworthy Clients

#7 Gordon Food Service

Overall Score

9

DID NOT RESPOND



Policy:	9.1	Sourcing:	9.1	Advocacy:	6.3	Traceability:	18.8	Inventory:	1.4
---------	-----	-----------	-----	-----------	-----	---------------	------	------------	-----

Headquarters: Grand Rapids, MI

Background: Gordon Food Service (GFS) touts itself as the “largest family-operated broadline food distribution company in North America.”¹⁵³ The company operates in the eastern half of the U.S. and in Canada, mainly supplying the restaurants, education, and healthcare segments. Its FY 2015 revenue was \$12.6 billion.

Subsidiaries: Glazier Foods Company, Halperns’ Steak and Seafood Company, Institutional Distributors, Perkins

Greenpeace Comments: GFS did not participate in the survey. While GFS has recently updated its website to include more information on its work to source responsible seafood, it needs to follow this action by releasing a strong, public policy indicating how it is ensuring compliance with these commitments.

GFS’s MSC Chain of Custody certification is a step in the right direction on traceability for some of its inventory, and GFS relies on Aquaculture Stewardship Council (ASC) and BAP certifications for *some* of its products. Eco-certifications can be useful, but are not sufficient as the only standards to ensure sustainable, ethical seafood, given outstanding concerns (see page 23).

While GFS deserves praise for being one of the few companies that is transparent with its seafood catalog, the company sources red list species Chilean sea bass, orange roughy, and hoki. This is in stark contrast to the work its Canadian subsidiary Albion Fisheries has undertaken with NGO Ocean Wise to phase out Greenpeace Canada red list species. Furthermore, clients reviewing GFS’s catalog are provided no information regarding the company’s efforts to ensure its tuna, shrimp, or other

at-risk species are not connected to human rights abuses.

GFS has purchased destructively caught canned tuna from Chicken of the Sea and StarKist, two companies implicated in allegations of price fixing, underfilling cans, and colluding to block sustainable FAD-free tuna from the U.S. market.^{154, 155} Chicken of the Sea is owned by Thai Union, a company notorious for destructive fishing and connected to human rights abuses in some of its supply chains (see page 19). Clearly, the U.S. division of GFS needs to engage Greenpeace and other experts with great haste to reform its supply chains.

GFS has been fined twice for strength tests the U.S. Department of Labor ruled were illegal and used to discriminate against qualified female applicants for warehouse jobs.¹⁵⁶ While the company espouses its “cornerstone values” and equal opportunity statements online, in the absence of any public policies, it remains unclear how GFS protects workers’ rights throughout its supply chains.

Recommendations: GFS must demonstrate it is committed to sustainable, ethical seafood by releasing a public seafood policy (i.e., covering fresh, frozen, and shelf-stable categories). The company needs to document publicly how it is working to protect its U.S. employees and workers throughout its supply chains. Especially because of its canned tuna sourcing, GFS must conduct third-party audits to ensure supplier compliance with strong environmental, social responsibility, and worker health and safety standards. GFS needs to drop red list species from its inventory and work with governments, RFMOs, NGOs, and industry to improve global seafood operations.

9

Noteworthy Clients



#8 Delaware North

Overall Score

8.8

DID NOT RESPOND



Policy:	19.3	Sourcing:	9.1	Advocacy:	3.1	Traceability:	10	Inventory:	0
---------	------	-----------	-----	-----------	-----	---------------	----	------------	---

Headquarters: Buffalo, NY

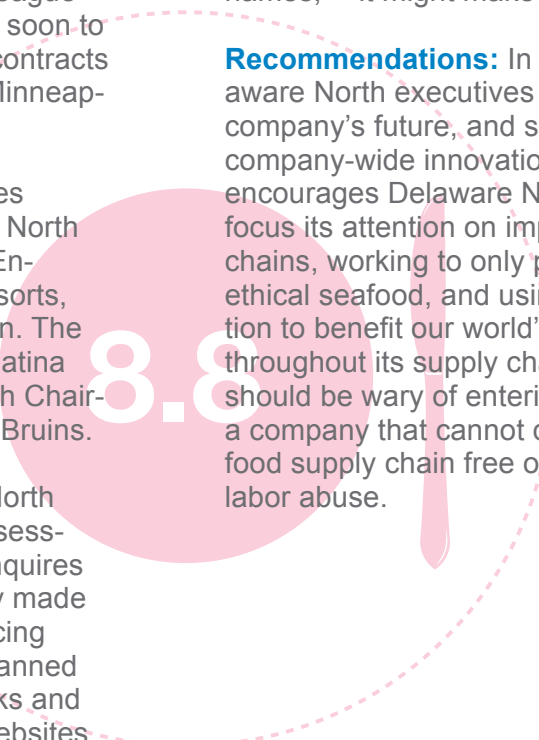
Background: Delaware North a company with FY 2015 revenue of \$2.8 billion, operating in a variety of segments, in the U.S. and abroad, including sportservice, entertainment, parks and resorts, and airports. The company won contracts for the home stadiums of the National Football League San Diego Chargers (Qualcomm Stadium) and the Major League Baseball Atlanta Braves (Turner Field, soon to be the new SunTrust Park), and new contracts with Tampa International Airport and Minneapolis-St. Paul Airport.¹⁵⁷

Subsidiaries: Delaware North operates several subsidiaries entitled Delaware North Companies: Sportservice, Gaming & Entertainment, International, Parks & Resorts, Travel Hospitality Services, and Boston. The company holds a majority interest in Patina Restaurant Group, and Delaware North Chairman Jeremy Jacobs owns the Boston Bruins.

Greenpeace Comments: Delaware North refused to participate in the survey assessment process or respond to multiple inquires by Greenpeace. In 2010, the company made promising commitments to avoid sourcing Seafood Watch red list species and planned to spearhead this initiative with its parks and resorts division. Some park division websites appear to use Seafood Watch criteria for seafood sourcing, though it is unclear if these standards are company-wide. Six years after its commitment, it is unclear if Delaware North has improved. Greenpeace only found outdated CSR reports and scant public information online.

Delaware North is currently embroiled in litigation with the U.S. National Parks Service (NPS), and is claiming ownership rights over the name “Yosemite National Park” and other iconic places after losing its contract over this prestigious NPS site to Aramark. Perhaps if Delaware North pursued responsible seafood sourcing with the same energy with which it is suing the federal government over park names,¹⁵⁸ it might make some progress.

Recommendations: In April 2016, top Delaware North executives met to plan for the company’s future, and shared aspirations for company-wide innovation.¹⁵⁹ Greenpeace encourages Delaware North to immediately focus its attention on improving its supply chains, working to only procure sustainable, ethical seafood, and using its drive for innovation to benefit our world’s oceans and workers throughout its supply chains. Until then, clients should be wary of entering into a contract with a company that cannot demonstrate a seafood supply chain free of destructive fishing or labor abuse.



Noteworthy Clients





Policy:	9.1	Sourcing:	8	Advocacy:	3.1	Traceability:	13.8	Inventory:	5
---------	-----	-----------	---	-----------	-----	---------------	------	------------	---

Headquarters: Scottsdale, AZ

Background: Food Services of America (FSA) is a broadline distributor and subsidiary of Services Group of America, which generated \$3.5 billion in FY 2015. FSA has a geographic focus throughout the U.S. Mountain West, West Coast, and Alaska.

Greenpeace Comments: FSA did not participate in the survey, and does not have a public seafood policy.

Like some other large distributors, FSA is MSC Chain of Custody certified. The company has posted some information online, including videos with its seafood director and details regarding its *Flying Flag* brand BAP-certified farmed shrimp. In interviews, FSA acknowledges the “importance of protecting the world’s seafood resources,...”¹⁶⁰ Thus, the company appears to have some interest in sustainable seafood. FSA states that “the best way to plan for the future of a quality supply is the use and promotion of reputable third-party certification programs.”¹⁶¹ Unfortunately, third-party certifications alone are insufficient for any company committed to sustainable, ethical seafood. Some certification schemes either have anemic standards or do not rigorously evaluate certain key areas, such as labor violations in supply chains (see page 23).

While some of its efforts are encouraging, FSA needs a strong, public seafood policy ensuring that its products are sustainable and are not connected to forced labor or human rights abuses. It should also explore how its sustainable, natural, organic, regional program can extend beyond its current land-based commodities. FSA previously worked on improving meat traceability,¹⁶² so surely it can prioritize seafood traceability and responsible seafood sourcing in a more robust and public way.

In the past, the company has come under scrutiny for outdated policies, with a nonsolicitation clause in its employee handbook.¹⁶³ While FSA has a fairly high union density compared with other U.S. foodservice companies, it remains unclear how FSA protects workers’ rights throughout its supply chain, from U.S. operations to suppliers abroad.

Recommendations: FSA has some initiatives and has worked on traceability in the past for other commodities. Rather than refuse to engage with NGOs such as Greenpeace and provide limited public information, FSA must prioritize engaging credible stakeholders on ensuring sustainable, ethical seafood for its operations. This includes releasing a public-facing seafood policy with commitments; implementing third-party audits covering sustainability, social responsibility, and worker health and safety; and advocating for industry reforms.

#10 Performance Food Group

Overall Score

7.5

DID NOT RESPOND



Policy:	8	Sourcing:	8	Advocacy:	3.1	Traceability:	17.5	Inventory:	0
---------	---	-----------	---	-----------	-----	---------------	------	------------	---

Headquarters: Richmond, VA

Background: Performance Food Group (PFG) is the third-largest U.S. broadline distributor, behind Sysco and US Foods. PFG generated \$15.27 billion in FY 2015. The company launched an IPO in September 2015, and in May 2016 filed for a secondary offering. PFG recently won a major contract with Red Lobster.¹⁶⁴

Subsidiaries: Performance Foodservice, PFG Customized, Vistar

Greenpeace Comments: PFG did not participate in the survey process and does not appear to have a sustainable seafood policy. The company provided some information regarding its efforts and recently added some sustainability commitments to its website. Given its size and position in the foodservice supply chain, PFG must increase its initiatives in a more public and robust way.

PFG appears to have undertaken some traceability initiatives. The company requires all branded and nonbranded suppliers to perform satisfactorily in an annual third-party audit. However, there is no evidence to suggest that this audit evaluates anything beyond food safety. PFG's *PathProven* system applies only to some seafood species,¹⁶⁵ and while the company does DNA testing on commonly mislabeled species, this only applies to PFG-branded seafood. It is unclear what the company is doing

with this traceability information, and there is no evidence that PFG is either actively addressing human rights abuses in the supply chain or ensuring that its own workers are treated well. It will take much more concerted effort to ensure suppliers do not operate illegally and put workers at risk.

PFG appears to consider the impacts of sourcing each species, though details remain unclear. The company must exercise caution when relying on industry-funded groups like ISSF or third-party certifiers (MSC, BAP) as the only benchmarks for its sustainable seafood program. These groups fall short in key areas (see page 23) and, alone, will not guarantee sustainable, ethical seafood.¹⁶⁶

Recommendations: PFG is large enough to use its buying power to improve the industry, and is arguably more nimble than its larger competitors to move rapidly on improvements. PFG must release a strong, public seafood policy to guide its procurement decisions and assure clients that it is prioritizing sustainable, ethical seafood. The company must clearly articulate how it is working to protect workers throughout its supply chains, including providing more detail about its audit procedures. Finally PFG needs to be more vocal throughout industry and government and among NGOs to reform the seafood industry. This includes ensuring that any products (e.g., canned tuna, shrimp) connected to problematic suppliers like Thai Union are rapidly improved.

7.5



Noteworthy Clients



#11 Shamrock Foods

Overall Score

7

DID NOT RESPOND



Policy:	5.7	Sourcing:	9.1	Advocacy:	0	Traceability:	13.8	Inventory:	5
---------	-----	-----------	-----	-----------	---	---------------	------	------------	---

Headquarters: Phoenix, AZ

Background: Shamrock Foods is a broadline distributor owned by Shamrock Foods Company, with a geographic emphasis in the U.S. South-west and FY 2015 revenue of \$2.78 billion.

Greenpeace Comments: Shamrock Foods did not participate in the survey process, and never responded to repeated inquiries from Greenpeace. Shamrock Foods does not have a publicly available seafood policy, and very little public company information is available. Thus, while Shamrock Foods may have internal initiatives to procure responsible seafood, Greenpeace is unable to reflect those initiatives in this report.

Shamrock Foods carries the MSC label for some of its seafood products and has MSC Chain of Custody certification for its operations. While the company sources some yellow-rated species (e.g., Verlasso farmed salmon), it sells red list species, including sharks and Chilean Sea bass. Shamrock Foods needs to develop strong, public standards that go beyond relying solely on eco-certifications, because of limitations of this approach and outstanding problems (see page 23).

Shamrock Foods does not indicate what it is doing to address human rights abuses in the seafood industry. The company supplies Chicken of the Sea (owned by Thai Union) and Empress canned tuna (a Mitsui Foods brand, supplied by Thai Union). Thus, it cannot guarantee for its clients that these products are sustainable or free from labor or human rights abuses. It remains unclear how Shamrock Foods is addressing its tuna

sourcing, given serious industry-wide concerns (page 19).

According to the NLRB, in the U.S., Shamrock Foods “threatens, spies on and fires employees for supporting their union.”¹⁶⁷ Earlier this year, an NLRB judge ruled that “Shamrock Foods engaged in a variety of unlawful anti-union activities during a union drive, such as firing a worker, interrogating employees and threatening workers with loss of benefits and unspecified reprisals if they unionized.”¹⁶⁸ This finding raises significant questions about how seriously the company prioritizes safe, ethical treatment of workers throughout its supply chains.

As one of the poorest-performing companies in this report with unclear sustainable seafood goals and a worrisome record of anti-labor antics, Shamrock Foods must turn a corner quickly to safeguard its reputation and sales.

Recommendations: Shamrock Foods must release a public seafood policy with commitments to improve its sourcing, and articulate how it will protect workers throughout its supply chain. The company must drop red list species like sharks, quickly improve any shelf-stable tuna sourcing amid significant concerns with suppliers like Thai Union, and improve its advocacy efforts to reform the seafood industry. To uphold its motto to treat “all associates as family..,” Shamrock Foods must ensure its U.S. workforce is treated with respect, paid a living wage, and able to freely join representative organizations and bargain collectively.

#12 Maines Paper & Food Service

Overall Score

6.3

DID NOT RESPOND



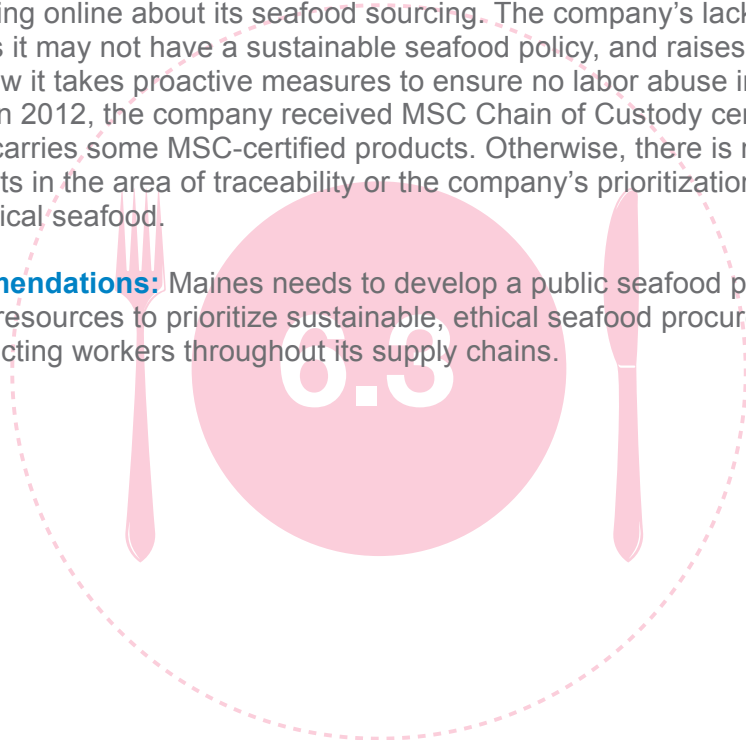
Policy:	5.7	Sourcing:	6.8	Advocacy:	1.6	Traceability:	15	Inventory:	1.4
---------	-----	-----------	-----	-----------	-----	---------------	----	------------	-----

Headquarters: Conklin, NY

Background: Maines Paper & Food Service (Maines) is a broadline distributor with a geographic focus in the U.S. Northeast, and generated \$3.4 billion in sales in FY 2015.

Greenpeace Comments: Maines did not participate in the survey and has virtually nothing online about its seafood sourcing. The company's lack of information suggests it may not have a sustainable seafood policy, and raises questions about how it takes proactive measures to ensure no labor abuse in its supply chains. In 2012, the company received MSC Chain of Custody certification and Maines carries some MSC-certified products. Otherwise, there is no evidence of any efforts in the area of traceability or the company's prioritization of sustainable, ethical seafood.

Recommendations: Maines needs to develop a public seafood policy and to align its resources to prioritize sustainable, ethical seafood procurement, including protecting workers throughout its supply chains.



13 AVI Foodsystems

Overall Score

5.5

DID NOT RESPOND



AVI FOODSYSTEMS INC.
America's Food Service Leader

Policy: 4.6 Sourcing: 8 Advocacy: 3.1 Traceability: 11.3 Inventory: 0

Headquarters: Warren, OH

Background: AVI Foodsystems (AVI) is a family-owned business with \$625 million in FY 2015 revenue. It focuses primarily on B&I, followed the higher education and healthcare segments. AVI contract wins include Siena College, Honda Manufacturing of Alabama, Mercedes-Benz US International, and Mount Carmel Health System. It recently renewed contracts with Sarah Lawrence College, Wellesley College, and Progressive Insurance.¹⁶⁹

Greenpeace Comments: AVI did not participate in the survey. Its website provides some information about its general environmental practices, but there is no sustainable seafood information. Despite initial encouraging communication with the company, there are no policies or commitments for Greenpeace to evaluate in any detail for this assessment.

Some of AVI's higher education clients (Sarah Lawrence College and Alfred University) use traceable seafood systems like Open Ocean Trading and speak publicly about sustainability, but this does not mean that the company has implemented responsible seafood sourcing across its operations.

AVI's alleged mistreatment of workers at Kenyon College^{170, 171} raises questions about its efforts to protect workers in the U.S. and throughout its supply chains.

Recommendations: As one of the three worst-performing companies in this report, AVI has an opportunity to turn things around if its leadership decides to prioritize sustainable, ethical seafood and start by releasing a public seafood policy. This should be manageable for a company of its size and would bolster the family-owned company's reputation, putting its clients at ease. Further, AVI needs to assure the public that it is committed to workers' rights, which includes evaluating its current labor policies and treatment of workers.



PROGRESSIVE

HONDA

Honda Manufacturing of Alabama, LLC

Noteworthy Clients



Kenyon College



#14 Elior North America

Overall Score

5

DID NOT RESPOND



Policy: 4.6 Sourcing: 6.8 Advocacy: 3.1 Traceability: 10 Inventory: 0

Headquarters: Charlotte, NC

Background: Elior North America (Elior NA; formerly Trusthouse Services Group), a subsidiary of global foodservice company Elior Group, continues its rapid growth. Elior NA acquired several foodservice companies nationwide and posted a 28% increase from FY 2014 to FY 2015, reflecting \$637 million in sales and surpassing AVI Foodsystems in annual revenue.¹⁷² The company promotes itself as a modern and attentive management company. Elior NA won contracts with Rutland Central and South Supervisory Unions, Johnsbury Academy, and Lyndon Institute in Vermont. The company expanded or rebranded its operations at Los Angeles, Detroit, Atlanta, Miami, and Chicago international airports.^{173,174}

Subsidiaries: ABL Management, Aladdin, AmeriServe, A'Viands, Consolidated Food Service Management, Cura Hospitality, FitzVogt & Associates, Lindley, Preferred Meals, STARR Catering Group, Summit, Valley Services

Greenpeace Comments: Elior NA did not participate in the survey. As a newer company touting its progressive values, leadership, and a modern brand, it should be leading on responsible seafood. Unfortunately, Elior NA did not fare well in this assessment because of lack of public information, and there is little indication that it is working to address the sustainability and social responsibility of its seafood sourcing.

Globally, Elior Group has worked on sustainable seafood and has banned a number of overfished species, but it remains unclear if Elior NA is giving any level of detail to this work in the U.S.

Recommendations: As Elior NA continues to expand in the U.S., Greenpeace implores the company to continue work started by its parent company on sustainable, ethical seafood. Elior NA must begin a dialogue with respected conservation, labor, and human rights groups to improve its seafood operations. The company needs to develop a public, sustainable seafood policy, clean up its tuna sourcing, and band together, if needed, with other management companies to demand responsibly sourced seafood from broadline distributors like Sysco.

Noteworthy Clients

CARNEGIE HALL

Philadelphia
Museum of
Art

NEW-YORK
HISTORICAL
SOCIETY
MUSEUM & LIBRARY

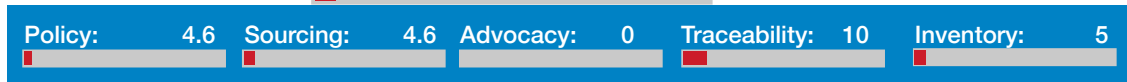

NEW YORK
BOTANICAL GARDEN
EST 1891

#14 Reinhart Foodservice

Overall Score

5

DID NOT RESPOND



Headquarters: Rosemont, IL

Background: Reinhart Foodservice (Reinhart) is owned by Reyes Holdings, a company that also controls a McDonald’s distributor, Martin-Brower Company, and Reyes Beverage Group, a large beer distributor. Reyes’ FY 2015 revenue was \$25 billion. It primarily operates across the eastern half of the U.S., serving a variety of clients across industry segments, including Subway, Burger King, and several U.S. Department of Defense contracts.

Greenpeace Comments: Reinhart did not participate in the survey. As the fifth-largest broadline distributor in the U.S. and tied with Elior NA as the worst-performing company in this report, Reinhart is failing to deliver on sustainable, ethical seafood that ensures healthy oceans and the safety of workers throughout its supply chains.

While the company has some blogs on sustainability, it does not specify what it is doing to prioritize sustainable, ethical seafood. Its website lacks relevant information, and it does not have a public policy.

Clients should quickly notice the company’s lack of sophistication and focus on responsible seafood. In addition to sharks and Chilean sea bass, Reinhart sources bigeye and yellowfin tuna—stocks that are in need of recovery. Worst of all, Reinhart sources *bluefin tuna*: a severely overfished species red listed by Seafood Watch for every single stock in the world. This suggests Reinhart either does not prioritize sustainable, ethical seafood, or is not concerned with the implications of sourcing threatened species.

In March of this year, a shelving unit collapsed at one of Reinhart’s warehouses, killing one worker and injuring seven others days after a worker allegedly told a supervisor the shelving appeared unstable.¹⁷⁵ Increased vigilance for health and safety in the transportation and warehousing industries is warranted, given injury and illness rates are the highest among private industry and data show injury rates have increased in recent years.¹⁷⁶ Because of its failure to respond in the survey process, it remains unclear what Reinhart is doing to ensure safe and ethical working conditions for workers in the U.S. and throughout its supply chains.

Recommendations: Reinhart must urgently clean up its act. Companies should be wary of doing business with Reinhart until they receive guarantees it has improved its seafood and labor operations.



Noteworthy Clients

Glossary

AIP: Aquaculture improvement project

Aquaculture Stewardship Council (ASC): A certification scheme for farmed species. ASC certified products are supposed to meet certain criteria for responsibly farmed seafood. While it may be a start, it is best for companies to avoid exclusively relying on third-party certifiers.

B&I: Business and Industry foodservice segment

Best Aquaculture Practices (BAP): These third-party standards seek to address environmental and social responsibility, animal welfare, food safety, and traceability in a voluntary certification program for aquaculture facilities. BAP primarily covers shrimp, salmon, tilapia, pangasius, channel catfish, and mussels. Companies sometimes source BAP certified products according to a coding system (e.g., BAP 2-star, BAP 3-star). While it may be a start, it is best for companies to avoid exclusively relying on third-party certifiers.

Broadline distributor: Large foodservice distributors carrying a full line of products, including perishables (e.g., meat, seafood, dairy, produce), nonperishables (e.g., canned and dry grocery goods), and supplies necessary for foodservice operations. Broadline distributors carry private label and national brands, deliver products to operators, and have large contracts with a variety of customers, including management companies, GPOs, and restaurants. Broadline distributors in this report include Sysco, US Foods, Performance Food Group, Gordon Food Service, Reinhart Foodservice, Maines Paper & Foodservice, Food Services of America, and Shamrock Foods.

Bycatch: Marine life unintentionally caught and often killed when fishing (e.g., sharks, turtles, and juvenile tuna). Some fishing methods have a higher rate of bycatch than others, such as conventional longlines and purse seines employing fish aggregating devices (FADs).

Contract management company: Also referred to as “foodservice management company” or “management company.” These companies work with various corporate or institutional clients to manage and operate dining services, among other services. Management companies in this report include Compass Group USA, Aramark, Sodexo USA, Centerplate, Delaware North, AVI Foodsystems, and Elior North America.

CSR: Corporate social responsibility

FAD-free: Fishing without the use of FADs, setting purse seine nets on free schools of fish. Other marine life is less impacted when fishing free school, so it is a better option.

Fish aggregating device (FAD): An artificial, floating object that attracts schools of tuna, along with the (indiscriminate) aggregation of all kinds of marine life. Fishing with FADs leads to unintended collateral damage, or bycatch, in the form of dead sea turtles, sharks, and other fish.¹⁷⁷

United Nations Food and Agriculture Organization (FAO): This entity has categorized the oceans’ “major fishing areas” by a numeric code, and this information aids people in finding out where a particular species was caught.

FTC: U.S. Federal Trade Commission

Fight for \$15: An international movement organizing for \$15 an hour and union rights for “fast-food workers, home health aides, child care teachers, airport workers, adjunct professors, retail employees and underpaid workers everywhere.” Starting with New York City fast food workers, Fight for \$15 now operates in more than 300 cities on six continents.¹⁷⁸

FIP: Fishery improvement project

Gear type: A reference to the fishing method used to catch a particular species of fish. Some gear types (like pole and line for tuna) are far more favorable to the environment than others (like trawling for flatfish, which scrapes and damages the ocean floor).

Greenwashing: The act of misleading consumers regarding the environmental practices of a company or the environmental practices of a product or service.

Group purchasing organization (GPO): Independently or association-owned national or regional organizations that pool the volume of their members to obtain savings from vendors and manufacturers.¹⁷⁹

ICCAT: International Commission for the Conservation of Atlantic Tunas

IFDA: International Foodservice Distributors Association

ILO: United Nations International Labour Organization

ILO Core Conventions: Eight conventions that the International Labour Organization deems as fundamental principles and rights at work. Foodservice companies should only source from vessels, companies, canneries, and processors that operate in full compliance with international labor standards, including ILO Core Conventions, the ILO Maritime Labour Convention, and the ILO Work in Fishing Convention.

IPO: Initial public offering

ISSA: International Seafood Sustainability Association

ISSF: International Seafood Sustainability Foundation

IUF: International Union of Food Workers

IUU: Illegal, unreported, and unregulated fishing (also known as pirate fishing)

Longline: Fishing lines, sometimes dozens of miles long, baited with thousands of hooks. This is very indiscriminate, highly destructive fishing gear.¹⁸⁰

Marine Stewardship Council (MSC): Nonprofit organization that runs a certification scheme for wild fisheries. MSC-certified products are supposed to meet certain sustainability criteria. In some cases, this certification may not be the best barometer for whether a wild-caught species was truly caught sustainably. While it may be a start, it is best for foodservice companies to avoid exclusively relying on third-party certifiers.

MSC Chain of Custody certification: An identification, control, and traceability program that ensures that products labeled or marketed as MSC-certified originated from an MSC-certified sustainable fishery.

NFI: National Fisheries Institute

NGO: Nongovernmental organization

NLRB: National Labor Relations Board

NPS: National Parks Service

Off-contract purchasing: Procurement of products from a secondary vendor other than an institution's primary management company or GPO. This can include "other distributors, local or regional farms and producers, manufacturers, processors, and aggregators."¹⁸¹ While off-contract purchases could be a way for operators to purchase sustainable, ethical seafood not available from their management company or GPO, it creates an opaque supply chain because of lack of traceability. Furthermore, major foodservice companies' sustainable seafood commitments apply only to on-contract purchases. As long as off-contract purchases occur, it is impossible for a foodservice company to guarantee all of its seafood is responsible and in compliance with company policies.

On-contract purchasing: Procurement of products from a contracted vendor. Management companies or GPOs typically require institutions to purchase a large percentage of products (e.g.,

70–90%) on-contract in order to receive discounted rates.¹⁸²

Pole and line: A highly selective form of fishing that has virtually no bycatch, as tuna are caught one by one with a fishing pole and a line.¹⁸³

Rebates: Or volume discount allowances; this system incentivizes on-contract purchasing and awards consumption without regard to environmental or social impacts. Rebates are "refunds or discounts paid to [management companies] and GPOs from distributors, manufacturers and suppliers based on a predetermined volume of sales. This negotiated pricing allows them to offer products at a lower cost to the institutions. Rebates are one of the primary ways that [management companies] maintain profitability and are reward for efficiency. There is little transparency in terms of the amount of rebates [management companies] receive as a result of their purchasing practices."¹⁸⁴

Red list: Refers to a list of species of seafood that should not be bought or sold for various sustainability reasons, ranging from stock status to farming conditions, to method of capture. Any red list species in this report is classified as "avoid" according to Seafood Watch recommendations. Seafood Watch does not assess some species and defers to MSC recommendations (e.g., hoki, Alaska pollock). Because of existing concerns with MSC certification (see page 23), for this report, Greenpeace considers any species not evaluated by Seafood Watch as a red list species.

Regional Fishery Management Organization (RFMO): An "international body of countries sharing a practical and/or financial interest in managing and conserving fish stocks in a particular region."¹⁸⁵ There are about 17 RFMOs covering large areas of our oceans. RFMOs are established by international agreements or treaties and can take different forms. RFMO decisions are binding for member countries.

Responsible seafood: Synonym: sustainable, ethical seafood

Responsible tuna: Synonym: sustainable, ethical tuna

Seafood Watch: The Monterey Bay Aquarium Seafood Watch program educates consumers and businesses through its sustainable seafood recommendations (e.g., Best Choice, Good Alternative, or Avoid). Greenpeace used Seafood Watch recommendations to evaluate foodservice companies for the inventory category of this report.

SEIU: Service Employees International Union

Senate Caucus to End Human Trafficking:

Chaired by Senators Richard Blumenthal (D-CT) and Rob Portman (R-OH), this 17-member Senate committee is a multijurisdictional forum to engage members on common policy goals to combat human trafficking. The caucus seeks to “lead the Senate charge to eradicate trafficking by promoting awareness, removing demand, supporting prosecution efforts, and ensuring appropriate service systems are available for survivors.”¹⁸⁶

Shrimp Sustainable Supply Chain Task Force:

Also referred to as the Shrimp Task Force, this multistakeholder body aims to confront forced labor and human trafficking specific to shrimp in Thailand’s seafood supply chain.

SKU: Stock Keeping Unit

Species name: Also known as Latin name or scientific name, the species name clarifies precisely what species is in the package. Given that mislabeled seafood is a common problem in the industry and many species of fish are known by several names, this is a key data element food-service companies should have for any purchased seafood.

Sustainable, ethical seafood: Wild-caught or farm-raised seafood using best available fishing/farming practices that mitigate adverse environmental and social impacts. This includes sourcing from healthy stocks, using harvest methods that limit environmental impacts, and sourcing from suppliers who treat workers ethically (e.g., in accordance with ILO Core Conventions), the ILO Maritime Labour Convention, and the ILO Work in Fishing Convention.

Sustainable, ethical tuna: Tuna sourced from healthy stocks; caught using sustainable fishing methods, such as pole and line, handline, troll-caught, or purse seine fishing on free schools (i.e., FAD-free); and supplied by workers who are treated ethically (e.g., in accordance with ILO Core Conventions, the ILO Maritime Labour Convention, and the ILO Work in Fishing Convention).

Sustainable Seafood Roundtable: A precompetitive forum convened by Monterey Bay Aquarium Seafood Watch for U.S. businesses to collaborate on industry-wide improvements (e.g., common corporate purchasing and reporting policies, identification of potential social issues associated with seafood supply chains, etc.).

Third-party audit: When an independent party, unaffiliated with either the company or the certifying group, checks whether the product or process meets the standard holder’s standards. While an extremely valuable tool, a third-party auditor’s performance is only as good as the standards, which serve as the baseline for the audit.

Three largest tuna brands: Chicken of the Sea, StarKist, and Bumble Bee. These are the three largest vendors of canned tuna in the U.S. market, and are all known to sell tuna that has been caught in destructive, irresponsible, and wasteful tuna fishing practices.

Transshipment at sea: A legal practice wherein one vessel transfers its cargo from its hold to that of another vessel directly next to it, without needing to go to port. This practice is often how unethical companies can commingle legally caught and illegally caught seafood and essentially “launder” pirated seafood as well as hide labor abuse (see page 21).

UFCW: United Food and Commercial Workers International

UNITE HERE: Union of Needletrades, Industrial, and Textile Employees (UNITE) and Hotel Employees and Restaurant Employees Union (HERE) merged in 2004 to form one union.

WCPFC: Western and Central Pacific Fisheries Commission

Endnotes

- 1 *The State of World Fisheries and Aquaculture*. Rep. Food and Agriculture Organization of the United Nations, 2016, p. 5, 171. Web. 1 Aug. 2016. <<http://www.fao.org/3/a-i5555e.pdf>>.
- 2 CdeBaca, Luis. "Briefing on the Trafficking in Persons Report 2014." Via teleconference. 20 June 2014. Interview by Jeff Rathke. Web. 1 Aug. 2016. <<http://www.state.gov/j/tip/rls/rm/2014/228067.htm>>.
- 3 *Carting Away the Oceans 9*. Rep. Greenpeace USA, June 2015, p. 4. Web. 1 Aug. 2016. <http://www.greenpeace.org/seasia/th/Global/sea-sial/2015/png1/Supply-chained_EN.pdf>.
- 4 Perkins, Caroline, and Chris Caldwell. "A Primer on Foodservice Distribution." *International Food Distributors Association*. N.p., n.d. Web. 1 Aug. 2016. <<http://www.ifdaonline.org/About-IFDA/Who-Are-Food-service-Distributors>>.
- 5 "Sysco to Supply Kroger Prepared Foods." *Supermarket News*. 5 Oct. 2015. Web. 1 Aug. 2016. <<http://supermarketnews.com/deli/sysco-supply-kroger-prepared-foods>>.
- 6 *Investor Day Presentation*. PowerPoint. Sysco Corporation, 15 Sep. 2015, p. 44. Web. 1 Aug. 2016. <[http://s1.q4cdn.com/164202355/files/doc_presentations/2015/20150914_Investor-Day-presentation-\(all-sections\)_v63_Webcast-version.pdf](http://s1.q4cdn.com/164202355/files/doc_presentations/2015/20150914_Investor-Day-presentation-(all-sections)_v63_Webcast-version.pdf)>.
- 7 See glossary for definition of greenwashing.
- 8 See glossary for definition of sustainable, ethical tuna.
- 9 *Leading Companies Worldwide Partnering with MSC*. Rep. Marine Stewardship Council, 31 Jan. 2014, p. 7. Web. 1 Aug. 2016. <https://www.msc.org/documents/email/leading-companies-worldwide-partnering-with-msc/at_download/file>.
- 10 *2015 Annual Report*. Rep. Aramark Corporation, 2015, p. 23. Web. 1 Aug. 2016. <<http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9NjA0NDU2fE-NoaWxkSUQ9MzE1NDg5fFR5cGU9MQ==&t=1>>.
- 11 *FTC Challenges Proposed Merger of Sysco and US Foods*. Washington, DC: Federal Trade Commission, 19 Feb. 2015. Web. 1 Aug. 2016. <<https://www.ftc.gov/news-events/press-releases/2015/02/ftc-challenges-proposed-merger-sysco-us-foods>>.
- 12 Kendall, Brent, and Annie Gasparri. "Federal Judge Halts Sysco-US Foods Merger: Judge sides with FTC on antitrust challenge to merger of food distributors." *The Wall Street Journal*. N.p., 23 June 2015. Web. 1 Aug. 2016. <<http://www.wsj.com/articles/federal-judge-issues-injunction-blocking-sysco-us-foods-merger-1435093324>>.
- 13 *Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect, and Remedy" Framework*. Rep. Geneva: Office of the United Nations High Commissioner for Human Rights, Apr. 2011, p. 21. Web. 1 Aug. 2016. <http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf>.
- 14 "Survey: Seafood consumers put sustainability before price, brand." *Undercurrent News*. 13 July 2016. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2016/07/13/survey-seafood-consumers-put-sustainability-before-price-brand/>>.
- 15 Rachel, Begun. "5 foodservice trends for 2016." *Food Management*. 30 Dec. 2015, p. 5. Web. 1 Aug. 2016. <<http://food-management.com/market-trends/5-foodservice-trends-2016?page=5>>.
- 16 *2015 Millennial CSR Study*. Rep. Cone Communications, 23 Sep. 2015. Web. 1 Aug. 2016. <<http://www.conecomm.com/research-blog/2015-cone-communications-millennial-csr-study#download-research>>.
- 17 Jordan, Deanna. "Students Prioritize Social and Environmental Responsibility." Web log post. *Technomic blog*. Technomic. N.p., 16 June 2015. Web. 1 Aug. 2016. <<https://blogs.technomic.com/students-prioritize-social-and-environmental-responsibility/>>.
- 18 *What's Hot: 2016 Culinary Forecast*. Rep. National Restaurant Association, Nov. 2015, p. 1. Web. 1 Aug. 2016. <<http://www.restaurant.org/Downloads/PDFs/News-Research/WhatsHot2016>>.
- 19 Restaurant Opportunities Centers United. *Slavery and Human Rights Abuses Connected to Top Darden Seafood Supplier, Thai Union Frozen Products*. New York: Restaurant Opportunities Centers United, 27 Mar. 2015. Web. 1 Aug. 2016. <<http://www.restaurant.org/Downloads/PDFs/News-Research/WhatsHot2016>>.
- 20 Mason, Margie, Robin McDowell, Martha Mendoza, and Esther Htusan. "AP: Global supermarkets selling shrimp peeled by slaves." *AP*. N.p., 14 Dec. 2015. Web. 1 Aug. 2016. <<http://bigstory.ap.org/article/0d9bad238bc24a059beeb4041aa21435/ap-global-supermarkets-selling-shrimp-peeled-slaves>>.
- 21 Blumenthal, Brown. *Call on Sysco to Ensure No Human Trafficking in Seafood Supply Chain*. Washington, DC: Senator Richard Blumenthal, 24 May 2016. Web. 1 Aug. 2016. <<https://www.blumenthal.senate.gov/newsroom/press/release/blumenthal-brown-call-on-sysco-to-ensure-no-human-trafficking-in-seafood-supply-chain>>.
- 22 "Sysco fired 18 workers for organizing a union. Demand justice!" Web log post. *Teamster Nation Blog*. International Brotherhood of Teamsters. N.p., 20 Mar. 2015. Web. 1 Aug. 2016. <<http://teamsternation.blogspot.com/2015/03/sysco-fired-18-workers-for-organizing.html>>.
- 23 Sherman, Natalie. "US Foods to close Severn distribution center." *The Baltimore Sun*. N.p., 6 Apr. 2016. Web. 1 Aug. 2016. <<http://www.baltimoresun.com/business/jobs/bs-bz-us-foods-closing-20160406-story.html>>.
- 24 Rose, Michael. "Teamsters Vow More Organizing at Sysco, US Foods." *Bloomberg BNA: Daily Labor Report*. N.p., 30 June 2016. Web. 1 Aug. 2016. <<http://www.bna.com/teamsters-vow-organizing-n57982076310/>>.
- 25 See glossary for definition of on-contract and off-contract purchases.
- 26 See glossary for definition of rebates.

27 Koenig, Bryan. "US Foods To Pay Florida \$15.5M For Inflated Prices." *Law360*. N.p., 21 Aug. 2015. Web. 1 Aug. 2016. <<http://www.law360.com/articles/693505/us-foods-to-pay-florida-15-5m-for-inflated-prices>>.

28 *Food services contractor Chartwells agrees to pay \$19.4M to settle whistleblower allegations involving DC school meal programs*. Washington, DC: Phillips & Cohen LLP, 5 June 2015. Web. 1 Aug. 2016. <<http://www.phillipsandcohen.com/2015/Food-services-contractor-Chartwells-agrees-to-pay-19-4M-to-settle-whistleblower-allegations-involving-DC-school-meal-programs.shtml>>.

29 Bruske, Ed. "Kickback Lash: Sodexo to pay New York \$20 million for school-meal rebate fraud." *Grist*. N.p., 22 July 2010. Web. 1 Aug. 2016. <<http://grist.org/article/food-sodexo-to-pay-new-york-20-million-for-fraud/>>.

30 *Setting the Table for Success: A Toolkit for Increasing Local Food Purchasing by Institutional Food Service Management*. Rep. Farm to Institution New England. N.p., n.d. Web. 1 Aug. 2016. <<http://www.farmtoinstitution.org/food-service-toolkit#3D>>.

31 Through the Monterey Bay Aquarium Seafood Watch Sustainable Seafood Roundtable. See glossary.

32 *ISSF Tuna Stock Status Update, 2016: Status of the world fisheries for tuna*. Rep. International Seafood Sustainability Foundation, 2015, p. 3. Web. 1 Aug. 2016. <<http://issf-foundation.org/downloads/12762/>>.

33 International Labour Organization Core Conventions include: ILO C29 Convention on Forced Labour, 1930; ILO C87 Freedom of Association and Protection of the Right to Organize, 1948; ILO C98 Right to Organize and Collective Bargaining, 1949; ILO C100 Equal Remuneration, 1951; ILO C105 Abolition of Forced Labour Convention, 1957; ILO C105 Discrimination (Employment and Occupation), 1958; ILO C138 Minimum Age Convention, 1973; and ILO C182 Worst Forms of Child Labour, 1999. For more information, see ILO 2014. <<http://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventionsand-recommendations/lang--en/index.htm>>.

34 In addition to ILO Core Conventions (see above citation), also see ILO Maritime Labor Convention, 2006 (<http://www.ilo.org/global/standards/maritime-labour-convention/text/WCMS_090250/lang--en/index.htm>); and ILO Work in Fishing Convention, 2007 (<http://www.ilo.org/global/industries-and-sectors/shipping-ports-fisheries-inland-waterways/WCMS_177280/lang--en/index.htm>).

35 Seaman, Tom. "Top Bumble Bee, Starkist, Chicken of the Sea execs name in updated tuna price fixing lawsuits." *Undercurrent News*. N.p., 18 July 2016. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2016/07/18/top-bumble-bee-starkist-chicken-of-the-sea-execs-named-in-updated-tuna-price-fixing-lawsuits/>>.

36 Seaman, Tom. "Lawsuits: US brands colluded on not selling FAD-free tuna." *Undercurrent News*. N.p., 18 July 2016. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2016/07/18/lawsuits-us-brands-colluded-on-not-selling-fad-free-tuna/>>.

37 *Tuna Shopping Guide*. Greenpeace USA, 2015. Web. 1 Aug. 2016. <www.greenpeace.org/usa/oceans/tuna-guide/>.

38 *Annual Report 2014*. Rep. Thai Union Frozen Products Public Company Limited, 2014. Web. 3 June 2015. <http://tuf.listedcompany.com/misc/ar/ar2014_en.html>.

39 Österblom, H., J-B. Jouffray, C. Folke, B. Crona, M. Troell, A. Merrie, et al. "Transnational Corporations as 'Keystone Actors' in Marine Ecosystems." *Plos One* 10.5 (2015). N.p. Web. 1 Aug. 2016. <<http://journals.plos.org/plosone/article?id=10.1371%2Fjournal.pone.0127533>>.

40 Mason, Margie, Robin McDowell, Martha Mendoza, and Esther Htusan. "AP Investigation: Are Slaves Catching the Fish You Buy?" *AP: The Big Story*. N.p., 25 Mar. 2015. Web. 1 Aug. 2016. <<http://bigstory.ap.org/article/b9e0fc7155014ba78e07f1a022d90389/ap-investigation-are-slaves-catching-fish-you-buy>>.

41 Mason, McDowell, Mendoza, and Htusan. "AP: Global supermarkets selling shrimp peeled by slaves." *AP*.

42 Urbina, Ian. "'Sea Slaves': The Human Misery that Feeds Pets and Livestock." *The New York Times*. N.p., 27 Jul. 2015. Web. 1 Aug. 2016. <http://www.nytimes.com/2015/07/27/world/outlaw-ocean-thailand-fishing-sea-slaves-pets.html?smid=pl-share&_r=2>.

43 "More Than 30 Student Groups Tell Aramark: Sustainable Tuna Now!" Web log post. *Greenpeace Blogs*. Greenpeace USA. N.p., n.d. Web. 1 Aug. 2016. <<http://www.greenpeace.org/usa/30-student-groups-tell-aramark-sustainable-tuna-now/>>.

44 *100% Sustainably Sourced Skipjack Tuna by 2015*. Charlotte, NC: Compass Group USA. N.p., 12 Aug. 2014. Web. 1 Aug. 2016. <<http://www.compass-usa.com/press-releases/compass-group-targets-100-sustainably-sourced-skipjack-tuna-2015/>>.

45 *Transitioning to 100% Sustainably Sourced Tuna*. Philadelphia: Aramark Corporation. N.p., 15 Oct. 2015. Web. 1 Aug. 2016. <<http://www.aramark.com/about-us/news/aramark-general/sustainably-sourced-tuna?>>.

46 *Tuna Recommendations*. Monterey Bay Aquarium Seafood Watch. Web. 1 Aug. 2016. <<http://www.seafoodwatch.org/seafood-recommendations/groups/tuna?q=Tuna&t=Tuna>>.

47 *Slavery and Labour Abuse in the Fishing Sector: Greenpeace Guidance for the Seafood Industry and Government*. Rep. Greenpeace International, 26 Aug. 2014. Web. 1 Aug. 2016. <<http://www.greenpeace.org/international/en/publications/Campaign-reports/Oceans-Reports/Slavery-and-Labour-Abuse-in-the-Fishing-Sector/>>.

48 *Pirates and Slaves: How Overfishing in Thailand Fuels Human Trafficking and the Plundering of Our Oceans*. Rep. Environmental Justice Foundation, 2015, p. 5. Web. 1 Aug. 2016. <http://ejfoundation.org/sites/default/files/public/EJF_Pirates_and_Slaves_2015.pdf>.

49 Ibid.

- 50 "Briefing on the Trafficking in Persons Report 2014." Via teleconference. <<http://www.state.gov/j/tip/rls/rm/2014/228067.htm>>.
- 51 *Supply Chained: Human rights abuses in the global tuna industry*. Rep. Greenpeace Southeast Asia, 4 Nov. 2015, p. 15. Web. 1 Aug. 2016. <http://www.greenpeace.org/seasia/th/Global/seasia/2015/png1/Supply-chained_EN.pdf>.
- 52 *Made in Taiwan: Government Failure and Illegal, Abusive and Criminal Fisheries*. Rep. Greenpeace East Asia, 14 Apr. 2016, p. 22. Web. 1 Aug. 2016. <<http://www.greenpeace.org/international/Global/international/publications/oceans/2016/Taiwan-Tuna-Rpt-2016.pdf>>.
- 53 *Out of Line: The Failure of the Global Tuna Longline Fisheries*. Rep. Greenpeace International, Nov. 2013. Web. 1 Aug. 2016. <<http://www.greenpeace.org/international/Global/international/publications/oceans/2013/459-OutOfLineReport-DEF-LR.pdf>>.
- 54 Hocevar, John. "Major U.S. Tuna Brands Connected to Slavery at Sea and Human Rights Abuses." Web log post. *Greenpeace Blogs*. Greenpeace USA. N.p., 26 Mar. 2015. Web. 1 Aug. 2016. <<http://greenpeaceblogs.org/2015/03/26/major-us-tuna-brands-connected-slavery-sea-human-rights-abuses/>>.
- 55 *Slavery and Labour Abuse in the Fishing Sector*, Greenpeace International.
- 56 *Pirates and Slaves*, EJF, p. 5.
- 57 Hodall, Kate, Chris Kelly, and Felicity Lawrence. "Revealed: Asian Slave Labour Producing Prawns for Supermarkets in US, UK." *UK Guardian*. N.p., 10 June 2014. Web. 1 Aug. 2016. <<http://www.theguardian.com/global-development/2014/jun/10/supermarket-prawns-thailand-produced-slave-labour>>.
- 58 "Waitrose Joins Tesco in Threatening to Can John West Over Broken Tuna Sustainability Pledge." *Sustainable Brands*. N.p., 10 May 2016. Web. 1 Aug. 2016. <http://www.sustainablebrands.com/news_and_views/behavior_change/sustainable_brands/waitrose_joins_tesco_threatening_can_john_west_ove>.
- 59 "Tesco delists 'a number' of John West lines." *Undercurrent News*. N.p., 25 July 2016. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2016/07/25/tesco-delists-a-number-of-john-west-lines/>>.
- 60 *Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect, and Remedy" Framework*. Geneva: Office of the United Nations High Commissioner on Human Rights, p. 21.
- 61 The Trade Facilitation and Trade Enforcement Act of 2015 amends section 307 of the Tariff Act of 1930, eliminating the "consumptive demand" exception to the prohibition on importing merchandise made by convict, forced, or indentured labor. The threshold to initiate a Customs and Border Protection investigation is still relatively high; however, with the removal of the "consumptive demand" provision, these investigations can include a whole new range of goods and commodities that were previously exempt.
- 62 Dorey, Cat. "Marine Stewardship Council: Living in Fisheries Fantasy Land." Web log post. *Making Waves*. Greenpeace International. N.p., 14 May 2015. Web. 1 Aug. 2016. <<http://www.greenpeace.org/international/en/news/Blogs/makingwaves/marine-stewardship-council/blog/52889/>>.
- 63 *The Walmart Effect: Child and Worker Rights Violations at Narong Seafood, Thailand's Model Shrimp Processing Factory*. Issue brief. International Labor Rights Forum; Warehouse Workers United, n.d. Web. 1 Aug. 2016. <http://www.laborrights.org/sites/default/files/publications/The_Walmart_Effect_-_Narong_Seafood.pdf>.
- 64 Zwerdling, Daniel, and Margot Williams. "Is Sustainable-Labeled Seafood Really Sustainable?" *NPR*. N.p., 11 Feb. 2013. Web. 1 Aug. 2016. <<http://www.npr.org/2013/02/11/171376509/is-sustainable-labeled-seafood-really-sustainable>>.
- 65 "Assessment of the Marine Stewardship Council (MSC) Fisheries Certification Program." *Greenpeace USA*. N.p., 20 July 2009. Web. 1 Aug. 2016. <<http://www.greenpeace.org/usa/wp-content/uploads/legacy/Global/usa/planet3/PDFs/assessment-of-the-msc.pdf>>.
- 66 Christian, C. D. Ainley, M. Bailey, P. Dayton, J. Hocevar, M. Levine, et al. "A Review of Formal Objections to Marine Stewardship Council Fisheries Certifications." *Biological Conservation* 161 (2013), p. 10–17. Web. 1 Aug. 2016. <https://www.researchgate.net/publication/256669200_A_Review_of_Formal_Objections_to_Marine_Stewardship_Council_Fisheries_Certifications>.
- 67 Smith, Lewis. "Sustainable Fish Customers 'duped' by Marine Stewardship Council." *UK Guardian*. N.p., 6 Jan. 2011. Web. 1 Aug. 2016. <<http://www.theguardian.com/environment/2011/jan/06/fish-marine-stewardship-council>>.
- 68 The Pew Charitable Trusts. *Pew Faults Marine Stewardship Council's Decision*. Antarctic Krill Conservation Project. N.p., 25 May 2010. Web. 1 Aug. 2016. <<http://www.pewtrusts.org/en/about/news-room/press-releases/2010/05/25/pew-faults-marine-stewardship-counciland39s-decision>>.
- 69 *Slavery and Labour Abuse in the Fishing Sector*. Rep. Greenpeace International, p. 4.
- 70 "MSC Seeking Stakeholder Input on Enhanced Requirements for Labor Practices." *Sustainable Brands*. N.p., 20 July 2016. Web. 1 Aug. 2016. <http://www.sustainablebrands.com/news_and_views/supply_chain/sustainable_brands/msc_asking_stakeholder_input_enhanced_requirements>.
- 71 *Teamsters Protest Sysco At IFDA Lobby Meeting*. Washington DC: International Brotherhood of Teamsters, 21 Apr. 2015. Web. 1 Aug. 2016. <<https://teamster.org/news/2015/04/teamsters-protest-sysco-ifda-lobbying-meeting>>.
- 72 *Teamsters Protest Sysco in Michigan*. Washington, DC: International Brotherhood of Teamsters, 2 June 2015. Web. 1 Aug. 2016. <<https://teamster.org/news/2015/06/teamsters-protest-sysco-michigan>>.

- 73 Vail, Bruce. "Rolling Strike By Teamsters at US Foods Aims to Protect Union Jobs." Web log post. *In These Times*. In *These Times* and The Institute for Public Affairs. N.p., 14 June 2016. Web. 1 Aug. 2016. <http://inthesetimes.com/working/entry/19211/rolling_strike_by_teamsters_aims_to_protect_union_jobs>.
- 74 O'Neal, Lydia. "Bon Appétit Workers Criticize Changes Lawsuits." *The Emory Wheel*. N.p., 1 Apr. 2016. Web. 1 Aug. 2016. <<http://emorywheel.com/bon-appetit-workers-criticize-changes/>>.
- 75 Bowman, Bridget. "Senate Food Workers Allege 'Raise Theft.'" *Roll Call*. N.p., 29 Jan. 2016. Web. 1 Aug. 2016. <<http://www.rollcall.com/news/home/senate-food-workers-allege-raise-theft>>.
- 76 Jamieson, Dave. "Wage Theft Discovered Inside The Senate." *The Huffington Post*. N.p., 27 July 2016. Web. 1 Aug. 2016. <http://www.huffingtonpost.com/entry/wage-theft-congress_us_5797b664e4b02d5d5ed3202d>.
- 77 Weise, Elizabeth. "Intel cafeteria workers say bathroom visits restricted." *USA Today*. N.p., 23 May 2016. Web. 1 Aug. 2016. <<http://www.usatoday.com/story/tech/2016/05/23/intel-cafeteria-workers-say-bathroom-visits-restricted/84806066/>>.
- 78 Tobias, Manuela. "Serving Up Justice: Aramark workers call for equal treatment." *The Georgetown Voice*, N.p., 5 Feb. 2015. Web. 1 Aug. 2016. <<http://georgetownvoice.com/2015/02/05/serving-up-justice-aramark-workers-call-for-equal-treatment/>>.
- 79 Marcetic, Branko. "Students Say Loyola University Chicago Admits Punishing Participants in On-Campus Worker Protest." Web log post. *In These Times*. In *These Times* and The Institute for Public Affairs. N.p., 21 Dec. 2015. Web. 1 Aug. 2016. <http://inthesetimes.com/working/entry/18714/Loyola_Aramark_campus_protest>.
- 80 *A Strange Case: Violations of Workers' Freedom of Association in the United States by European Multinational Corporations*. Rep. Human Rights Watch, Sep. 2010, p. 58–77. Web. 1 Aug. 2016. <https://www.hrw.org/sites/default/files/reports/bhr0910web_0.pdf>.
- 81 "Coney Island Food-Service Company Sodexo Paid Out \$100 Million In Lawsuits." *The Huffington Post*. N.p., 25 May 2011. Web. 1 Aug. 2016. <http://www.huffingtonpost.com/2010/12/13/coney-island-foodservice_n_795762.html>.
- 82 Arria, Michael. "'We're Not Paid Enough': Cafeteria Workers at Walt Disney World Say They Want a Union." Web log post. *In These Times*. In *These Times* and The Institute for Public Affairs. N.p., 16 May 2016. Web. 1 Aug. 2016. <http://inthesetimes.com/working/entry/19134/were_not_paid_enough_cafeteria_workers_at_walt_disney_world_say_they_want_a>.
- 83 Meyer, Zlati. "GFS ordered to stop strength test for women." *Detroit Free Press*. N.p., 11 May 2016. Web. 1 Aug. 2016. <<http://www.freep.com/story/money/business/michigan/2016/05/11/gordon-food-service-strength-test-women/84232054/>>.
- 84 Papst, Chris and Jeff Goldberg. "Reinhart Foods, site of freezer collapse death, had 29 OSHA violations in 5 years." *WJLA ABC7*. N.p., 30 Mar. 2016. Web. 1 Aug. 2016. <<http://wjla.com/news/local/reinhart-foods-site-of-freezer-collapse-death-had-29-osha-violations-in-5-years>>.
- 85 De La Garza, Erik. "NLRB Says Food Giant Hassles Union Workers." *Courthouse News Service*. N.p., 10 Sep. 2015. Web. 1 Aug. 2016. <<http://www.courthouse-news.com/2015/09/10/nlrb-says-food-giant-hassles-union-workers.htm>>.
- 86 Vehling, Aaron. "NLRB Judge Slams Food Co.'s Buffet Of Anti-Union Activity." *Law360*. N.p., 12 Feb. 2016. Web. 1 Aug. 2016. <<http://www.law360.com/articles/758805/nlrb-judge-slams-food-co-s-buffet-of-anti-union-activity>>.
- 87 "Update on Ferry food fight." *Journal of the San Juan Islands*. N.p., 13 May 2016. Web. 1 Aug. 2016. <<http://www.sanjuanjournal.com/news/379405791.html#>>.
- 88 Thompson, Gabriel. "I Was a Super Bowl Concession Worker." *Slate*. N.p., 9 Feb. 2016. Web. 1 Aug. 2016. <http://www.slate.com/articles/business/the_grind/2016/02/i_sold_beer_and_hot_dogs_at_the_super_bowl_and_got_paid_a_pittance.html>.
- 89 "Running out of steam." *The Collegian*. N.p., 31 Mar. 2016. Web. 1 Aug. 2016. <<http://kenyoncollegian.com/2016/03/31/running-out-of-steam/>>.
- 90 "AVI problems demand College intervention." Editorial. *The Collegian*. N.p., 21 Apr. 2016. Web. 1 Aug. 2016. <<http://kenyoncollegian.com/2016/04/21/editorial-4/>>.
- 91 Vehling, Aaron. "NLRB Judge Slams Food Co.'s Buffet Of Anti-Union Activity." *Law360*.
- 92 Vail, Bruce. "Rolling Strike By Teamsters at US Foods Aims to Protect Union Jobs." *In These Times*.
- 93 Larson, Erik. "Slave-Labor Loophole Closed by U.S. Senate After 8 Decades." *Bloomberg*. N.p., 11 Feb. 2016. Web. 1 Aug. 2016. <<http://www.bloomberg.com/news/articles/2016-02-11/slavery-loophole-is-closed-by-u-s-senate-after-85-years>>.
- 94 Ton, Zeynep. "Why 'Good Jobs' Are Good for Retailers." *Harvard Business Review*. N.p., Jan.–Feb. 2012 Issue. Web. 1 Aug. 2016. <<https://hbr.org/2012/01/why-good-jobs-are-good-for-retailers>>.
- 95 *The Mind of the Food Worker: Behavior and Perceptions that Impact Safety and Operations*. Rep. Center for Research & Public Policy, Oct. 2015, p. 5. Web. 1 Aug. 2016. <<http://news.alchemysystems.com/mofw-report>>.
- 96 Covert, Bryce. "How A \$15 Minimum Wage Took Over The Democratic Party." *Think Progress*. N.p., 9 Dec. 2015. Web. 1 Aug. 2016. <<http://thinkprogress.org/economy/2015/12/09/3729764/15-minimum-wage-history/>>.

- 97 "US Millennials Twice as Likely as Non-Millennials to Distrust Large Food Manufacturers." Web log post. *Mintel blog*. Mintel. N.p., 29 Oct. 2015. Web. 1 Aug. 2016. <<http://www.mintel.com/press-centre/food-and-drink/us-millennials-twice-as-likely-as-non-millennials-to-distrust-large-food-manufacturers>>.
- 98 *Capitalizing on the shifting consumer food value equation*. Rep. Deloitte Development, 2015, p. 2. Web. 1 Aug. 2016. <http://www.gmaonline.org/file-manager/FMI_GMA_Report_rev_008.pdf#sthash.EmnFgZaj.dpuf>.
- 99 *The American Freshman: National Norms Fall 2015*. Rep. Cooperative Institutional Research Program, 2016, p. 7. Web. 1 Aug. 2016. <<http://www.heri.ucla.edu/monographs/TheAmericanFreshman2015.pdf>>.
- 100 Brachear Pashman, Manya. "Loyola student government sanctioned over demonstration in dining hall." *Chicago Tribune*. N.p., 28 Jan. 2016. Web. 1 Aug. 2016. <<http://www.chicagotribune.com/news/local/breaking/ct-loyola-students-disciplined-met-20160127-story.html>>.
- 101 Tobias. "Serving Up Justice: Aramark workers call for equal treatment." *The Georgetown Voice*.
- 102 Schliep, Theresa. "Fordham Freshmen More Likely To Protest." *The Fordham Ram*. N.p., 30 Mar. 2016. Web. 1 Aug. 2016. <<https://fordhamram.com/2016/03/30/fordham-freshmen-more-likely-to-protest/>>.
- 103 Thorp, Adam. "Hunger Strikers: Dining Halls Connected to Prison Profits, Even After Aramark." *The Chicago Maroon*. N.p., 10 May 2016. Web. 1 Aug. 2016. <<http://chicagomaroon.com/2016/05/10/hunger-strikers-dining-halls-connected-to-prison-profits-even-after-aramark/>>.
- 104 Aresco, Nick. "Protesters dispute Sodexo labor practices." *WBNG Binghamton*. N.p., 9 Mar. 2016. Web. 1 Aug. 2016. <<http://www.wbng.com/news/video/Binghamton-Universitys-food-service-c-371477211.html>>.
- 105 "Survey: Seafood consumers put sustainability before price, brand." *Undercurrent News*.
- 106 *Trafficked II: An Updated Summary of Human Rights Abuses in the Seafood Industry*. Rep. Fish-Wise, Mar 2014, p. 69. Web. 1 Aug. 2016. <[http://www.oceanfdn.org/sites/default/files/Trafficked_II_Fish-Wise_2014%20\(1\).compressed.pdf](http://www.oceanfdn.org/sites/default/files/Trafficked_II_Fish-Wise_2014%20(1).compressed.pdf)>.
- 107 Make explicit in supplier purchase orders and contracts a supply chain with transparent hiring practices (e.g., no recruitment fees, access to passports at all times, deductions clearly listed in paychecks, contracts in a language employees understand, most workers conduct business are full-time employees with regular benefits).
- 108 *Seafood Recommendations*. Monterey Bay Aquarium Seafood Watch. Web. 1 Aug. 2016. <<http://www.seafoodwatch.org/seafood-recommendations>>.
- 109 Buzalka, Mike. "FM 50 2016: No. 3 Sodexo USA." *Food Management*. N.p., 16 Mar. 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-50-2016-no-3-sodexo-usa>>.
- 110 "How the International Seafood Sustainability Foundation (ISSF) Blocks Environmental Action." Web log post. *Greenpeace Blogs*. Greenpeace USA, N.p., n.d. Web. 1 Aug. 2016. <<http://www.greenpeace.org/usa/oceans/sustainable-seafood/how-international-seafood-sustainability-foundation-blocks-environmental-action/>>.
- 111 *A Strange Case: Violations of Workers' Freedom of Association in the United States by European Multinational Corporations*, Human Rights Watch, p. 58–77.
- 112 Arria. "'We're Not Paid Enough': Cafeteria Workers at Walt Disney World Say They Want a Union." *In These Times*.
- 113 *Compass Group PLC Annual Report 2015*. Rep. Compass Group, 2016, p. 20. Web. 1 Aug. 2016.
- 114 For complete list, visit <<http://www.compass-usa.com/companies/>>.
- 115 *2015 Corporate Social Responsibility Report*. Rep. Compass Group USA, 2016, p. 37. Web. 1 Aug. 2016. <<https://cld.bz/jsfthMy#36-37/z>>.
- 116 Bowman, Bridget. "Senators Want Labor Department Audit of Food Vendor." *Roll Call*. N.p., 22 Mar. 2016. Web. 1 Aug. 2016. <<http://www.rollcall.com/news/policy/senators-call-labor-department-audit-food-vendor>>.
- 117 Jamieson. "Wage Theft Discovered Inside The Senate." *The Huffington Post*.
- 118 Blumenthal, *Brown Call on Sysco to Ensure No Human Trafficking in Seafood Supply Chain*. Senator Richard Blumenthal.
- 119 Buzalka, Mike. "FM 50 2016: No. 2 Aramark." *Food Management*. N.p., 16 Mar. 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-50-2016-no-2-aramark>>.
- 120 *2015 Annual Report*, Aramark Corporation, p. 3.
- 121 Aramark Corporation. *Aramark Named As A 2015 World's Most Ethical Company By The Ethisphere Institute For The Fifth Time*. Philadelphia: Aramark Corporation. PR Newswire. N.p., 9 Mar. 2015. Web. 1 Aug. 2016. <<http://www.aramark.com/about-us/news/aramark-general/aramark-named-2015-worlds-most-ethical-company>>.
- 122 Tobias. "Serving Up Justice: Aramark workers call for equal treatment." *The Georgetown Voice*.
- 123 Marcetic. "Students Say Loyola University Chicago Admits Punishing Participants in On-Campus Worker Protest." *In These Times*.
- 124 *The Sysco Story*. Sysco Corporation. Web. 1 Aug. 2016. <<http://www.sysco.com/about-sysco.html>>.

- 125 “Sysco to Supply Kroger Prepared Foods.” *Supermarket News*.
- 126 For complete list, visit <<http://www.sysco.com/contact-us.html#corporate>>.
- 127 Sysco’s new 2020 goal is an improvement, now including high-volume aquaculture products (e.g., shrimp, salmon). It focuses on wild-caught top-15 species, but allows other critical species (e.g., orange roughy via Buckhead Beef, sharks via Honolulu Fish Company) to be sold without hesitation. A clear, strong, public sustainable seafood policy is needed to address the weaknesses in eco-certifications (e.g., MSC, ASC, BAP) and FIPs.
- 128 *Breaks’ Sustainability Pledge Includes Four-Star BAP Seafood*. Global Aquaculture Alliance. N.d. Web. 1 Aug. 2016. <<http://bap.gaalliance.org/about/news/brakes-sustainability-pledge-includes-four-star-bap-seafood/>>.
- 129 Seaman. “Lawsuits: US brands colluded on not selling FAD-free tuna.” *Undercurrent News*.
- 130 How the International Seafood Sustainability Foundation (ISSF) Blocks Environmental Action.” *Greenpeace Blogs*.
- 131 “Waitrose Joins Tesco in Threatening to Can John West Over Broken Tuna Sustainability Pledge.” *Sustainable Brands*.
- 132 *Blumenthal, Brown Call on Sysco to Ensure No Human Trafficking in Seafood Supply Chain*. Senator Richard Blumenthal.
- 133 “Sysco fired 18 workers for organizing a union. Demand justice!” *Teamster Nation Blog*.
- 134 “NLRB to issue complaint against Sysco, bring justice for fired Teamsters.” Web log post. *Teamster Blog*. International Brotherhood of Teamsters. N.p., 6 Apr. 2015. Web. 1 Aug. 2016. <<https://teamster.org/blog/2015/11/nlrb-issue-complaint-against-sysco-bring-justice-fired-teamsters-0>>.
- 135 *Atlanta Sysco Workers Reinstated, Receive Full Back Pay*. Washington, DC: International Brotherhood of Teamsters, 28 Apr. 2015. Web. Aug. 1 2016. <<https://teamster.org/news/2015/04/atlanta-sysco-workers-reinstated-receive-full-back-pay>>.
- 136 *Teamsters Protest Sysco At IFDA Lobby Meeting*. International Brotherhood of Teamsters.
- 137 *Teamsters Protest Sysco in Michigan*. International Brotherhood of Teamsters.
- 138 Gasparro, Annie. “Sysco to Cut 1,200 Jobs; Raises Profit Growth Target.” *The Wall Street Journal*. N.p., 29 Feb. 2016. Web. 1 Aug. 2016. <<http://www.wsj.com/articles/sysco-to-cut-2-of-workforce-raises-profit-growth-target-1456754444>>.
- 139 Discontinue goals to source from ISSA members, as this standard will not result in sustainable, ethical canned tuna sourcing. Develop and incorporate a canned tuna policy into Sysco’s seafood policy, make this document public, and ensure that any tuna Sysco purchases is sourced from healthy stocks and caught using sustainable fishing methods (such as pole and line, handline, troll-caught, or purse seine fishing on free schools); and supplied by workers who are treated ethically (e.g., in accordance with ILO Core Conventions, the ILO Maritime Labour Convention, and the ILO Work in Fishing Convention).
- 140 Buzalka, Mike. “FM 50 2016: No. 5 Centerplate.” *Food Management*. N.p., 16 Mar. 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-50-2016-no-5-centerplate>>.
- 141 Luther, Jessica. “Not all San Francisco Giants workers basking in victory.” *Salon*. N.p., 28 May 2013. Web. 1 Aug. 2016. <http://www.salon.com/2013/05/28/not_all_san_francisco_giants_workers_basking_in_victory/>.
- 142 Schuk, Carolyn. “Centerplate Faces Wage Theft Class Action Suit.” *The Santa Clara Weekly* [Santa Clara]. N.p. 9–15 Mar. 2016. Web. 1 Aug. 2016. <<http://www.santaclaraweekly.com/2016/Issue-11/centerplate-faces-wage-theft-class-action-suit.htm>>.
- 143 Thompson. “I Was a Super Bowl Concession Worker.” *Slate*.
- 144 “Update on Ferry food fight.” *Journal of the San Juan Islands*.
- 145 Kohlberg Kravis Roberts & Co. L.P.
- 146 “US Foods becomes first foodservice distributor to gain MSC.” *Undercurrent News*. N.p., 1 Oct. 2015. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2015/10/01/us-foods-becomes-first-foodservice-distributor-to-gain-msc/>>.
- 147 “How the International Seafood Sustainability Foundation (ISSF) Blocks Environmental Action.” *Greenpeace Blogs*.
- 148 Seaman. “Lawsuits: US brands colluded on not selling FAD-free tuna.” *Undercurrent News*.
- 149 *US Foods Forces Phoenix Teamsters to Launch Unfair Labor Practice Strike*. Phoenix: International Brotherhood of Teamsters, Feb. 2016, p. 4. Web. 1 Aug. 2016. <<https://teamster.org/news/2016/02/us-foods-forces-phoenix-teamsters-launch-unfair-labor-practice-strike>>.
- 150 Sherman. “US Foods to close Severn distribution center.” *The Baltimore Sun*.
- 151 Vail, Bruce. “Rolling Strike By Teamsters at US Foods Aims to Protect Union Jobs.” *In These Times*.
- 152 “We conduct business in a highly ethical manner and maintain an unwavering commitment to operational excellence, safety and environmental responsibility.” See: *Our Values*. US Foods. <<https://www.usfoods.com/USFCareers/our-values.html>>.
- 153 *About Us*. Gordon Food Service. Web. 1 Aug. 2016. <<https://www.gfs.com/en/about-us>>.

- 154 Seaman. "Top Bumble Bee, Starkist, Chicken of the Sea execs name in updated tuna price fixing lawsuits." *Undercurrent News*.
- 155 Seaman. "Lawsuits: US brands colluded on not selling FAD-free tuna." *Undercurrent News*.
- 156 Zlati. "GFS ordered to stop strength test for women." *Detroit Free Press*.
- 157 Buzalka, Mike. "FM 50 2016: No. 4 Delaware North." *Food Management*. N.p., 16 Mar. 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-50-2016-no-4-delaware-north>>.
- 158 Kaplan, Sarah. "A private company trademarked the phrase 'Yosemite National Park.' Should the U.S. pay to get it back?" *The Washington Post*. N.p., 21 Mar. 2016. Web. 1 Aug. 2016. <<https://www.washingtonpost.com/news/morning-mix/wp/2016/03/21/a-private-company-trademarked-the-phrase-yosemite-national-park-should-the-u-s-pay-to-get-it-back/>>.
- 159 Robinson, David. "Top Delaware North executives from around the world gather in Buffalo." *The Buffalo News*. N.p., 18 Apr. 2016. Web. 1 Aug. 2016. <<http://www.buffalonews.com/business/top-delaware-north-executives-from-around-the-world-gather-in-buffalo-20160418>>.
- 160 "Major US distributor set to sell MSC-certified products." *Undercurrent News*. N.p., 26 Sep. 2013. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2013/09/26/major-us-distributor-set-to-sell-msc-certified-products/>>.
- 161 *FSA Pursues Sustainable Seafood for Your Success*. Food Services of America. Web. 1 Aug. 2016. <<http://www.fsafood.com/main/aboutus/sustainability/seafood-sustainability.aspx>>.
- 162 Frame, Andy. "Improving Meat Traceability in the U.S." *Food Safety News*. N.p., 20 May 2013. Web. 1 Aug. 2016. <<http://www.foodsafetynews.com/2013/05/meat-traceability-preventing-fraud-in-the-u-s/#.V31x8JMrLBJ>>.
- 163 "National Labor Relations Board (NLRB) Strikes Down Non-Solicitation Policy." *The National Law Review*. N.p., 3 June 2014. Web. 1 Aug. 2016. <<http://www.natlawreview.com/article/national-labor-relations-board-nlrp-strikes-down-non-solicitation-policy>>.
- 164 "PFG inks \$500m distribution deal with Red Lobster." *Undercurrent News*. N.p., 5 May 2016. Web. 1 Aug. 2016. <<https://www.undercurrentnews.com/2016/05/05/pfg-inks-500m-distribution-deal-with-red-lobster/>>.
- 165 *PathProven*. Performance Food Group. Web. 1 Aug. 2016. <<http://www.performancefoodservice.com/Our-Products/Food-Responsibility/PathProven.aspx>>.
- 166 "How the International Seafood Sustainability Foundation (ISSF) Blocks Environmental Action." *Greenpeace Blogs*.
- 167 De La Garza. "NLRB Says Food Giant Hassles Union Workers." *Courthouse News Service*.
- 168 Vehling, Aaron. "NLRB Judge Slams Food Co.'s Buffet Of Anti-Union Activity." *Law360*.
- 169 Buzalka, Mike. "FM 50 2016: No. 7 AVI Foodsystems Inc." *Food Management*. N.p., 16 Mar. 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-50-2016-no-7-avi-foodsystems-inc>>.
- 170 "Running out of steam." *The Collegian*.
- 171 "AVI problems demand College intervention." *The Collegian*.
- 172 *FM 2016 Top 50 Data Table*. Food Management, 2016. Web. 1 Aug. 2016. <<http://food-management.com/top-50-listings/fm-2016-top-50-data-table>>.
- 173 *Registration Document: Annual Financial Report Fiscal 2014–2015*. Rep. Elior Group, 28 Jan. 2016, p. 16. Web. 1 Aug. 2016. <http://www.eliorgroup.com/sites/default/files/eliorgroup_registration_document_2014-2015.pdf>.
- 174 *2014–2015 Activity Report*. Rep. Elior Group, 2016, p. 14, 34. Web. 1 Aug. 2016. <<http://www.eliorgroup.com/sites/default/files/2014-15-eliorgroup-activity-report-en.pdf>>.
- 175 Papst, Goldberg. "Reinhart Foods, site of freeze collapse death, had 29 OSHA violations in 5 years." *WJLA ABC7*.
- 176 *Nonfatal Occupational Injuries and Illnesses Requiring Days Away From Work, 2014*. Washington, DC: U.S. Department of Labor, Bureau of Labor Statistics, Economic News Release, 19 Nov. 2015. Web. 1 Aug. 2016. <<http://www.bls.gov/news.release/osh2.nr0.htm>>.
- 177 "FADs—scourge of the sea." Web log post. *Greenpeace Blogs*. Greenpeace USA. N.p., n.d. Web. 1 Aug. 2016. <<http://www.greenpeace.org/usa/fads-scourge-of-the-sea/>>.
- 178 *About Us*. Fight for \$15. Web. 1 Aug. 2016. <<http://fightfor15.org/about-us/>>.
- 179 *Setting the Table for Success*. Farm to Institution New England.
- 180 *Out of Line: The Failure of the Global Tuna Longline Fisheries*. Greenpeace International.
- 181 *Setting the Table for Success*. Farm to Institution New England.
- 182 Ibid.
- 183 *What is one-by-one fishing?* International Pole & Line Foundation. Web. 1 Aug. 2016. <<http://ipnlf.org/what-we-do/resources/what-is-one-by-one-fishing/>>.
- 184 *Setting the Table for Success*. Farm to Institution New England.
- 185 *FAQ: What is a Regional Fishery Management Organization?* The Pew Charitable Trusts. Web. 1 Aug. 2016. <<http://www.pewtrusts.org/en/research-and-analysis/fact-sheets/2012/02/23/faq-what-is-a-regional-fishery-management-organization>>.
- 186 *Senate Caucus to End Human Trafficking*. Senator Richard Blumenthal. Web. 1 Aug. 2016. <<https://www.blumenthal.senate.gov/issues/human-trafficking>>.



GREENPEACE