



# ENVIRONMENTAL STEWARDSHIP REPORT 2014

Parks | Cultural Attractions | Conference Centers





# ENVIRONMENTAL STEWARDSHIP REPORT

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## LETTER FROM THE PRESIDENT

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Dear Friends and Partners:

AS PART OF ARAMARK'S MISSION TO DELIVER EXPERIENCES THAT ENRICH AND NOURISH LIVES, WE ARE COMMITTED TO DEVELOPING PROGRAMS THAT ENHANCE AND PROTECT THE ENVIRONMENTS IN WHICH WE OPERATE.

Aramark's leisure destinations play host to more than 40 million visitors each year across the United States. At our core is the deep respect and appreciation we have for the environment. Environmental stewardship is as much about good business practices as it is a sincere concern for the environment.

In this report, we provide an overview of our long-term efforts to minimize our environmental footprint while providing specific results over the past four years. Thanks to strong, innovative partnerships, our leisure business has made great strides in its sustainability efforts. But we have lofty goals, which means we still have opportunities to enhance our existing programs.

[Aramark Leisure](#) will continue to tailor solutions that enable front-line managers to meet these challenges head on, creating a clear path to sustainability in the impact areas of responsible purchasing, waste management, building operations and transportation. Additionally, our network of leadership, measurement and mentoring will cement a culture of sustainability throughout the organization.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'B' followed by a series of horizontal strokes.

Bruce W. Fears  
*President, Aramark Leisure*

# A COMMITMENT TO ENVIRONMENTAL STEWARDSHIP

Aramark is in the customer service business across food, facilities and uniforms, wherever people work, learn, recover and play.

Globally, more than  
**270,000**  
**EMPLOYEES**



demonstrate our corporate responsibility values every day.

United by a passion to serve, our employees deliver experiences that enrich and nourish the lives of millions of people in 22 countries around the world.

Because of them, we are recognized among the Most Admired Companies by *FORTUNE* and World's Most Ethical Companies by the Ethisphere Institute.

This report covers 53 locations managed and operated by Aramark Leisure division specifically. The data focuses on fiscal years (October to September) 2010 through 2013. Quantifiable data shown within the report comes from the 16 sites that contributed to Enablon, the data collection system used by Aramark Leisure, during the report period stated above (this includes a representative sample of our national and state park locations, conference centers as well as cultural attractions), as described in the Governance section of this report.

## Experiences that enrich and nourish people's lives

Aramark Leisure, a division of Aramark, delivers authentic experiences at national and state parks, conference centers, national forests, specialty hotels, museums and other destinations throughout the United States and Canada. We seek to enhance the guest experience by offering industry-leading hospitality, recreational opportunities and interpretive programs – all built on a foundation of environmental stewardship.

## THE FOCUS AREAS OF OUR ENVIRONMENTAL STEWARDSHIP:

RESPONSIBLE PURCHASING, WASTE MANAGEMENT, BUILDING OPERATIONS AND TRANSPORTATION.

### Data collected by Enablon



Waste generation (total waste, including a breakdown of all forms of recycling and composting)



Water usage



Indirect energy usage (electricity)



Direct energy usage\* (used in building energy systems only, Aramark is working to include the transportation component into future reports)



Procurement data in six areas: seafood, coffee, disposable service ware, napkins/towels/tissue, office paper and cleaning chemicals

We are presenting this data as wholly and transparently as possible, with the goal of improving measurement and performance in these areas over time.

*\*Direct energy usage for accounts is not currently consistently collected, and therefore will not be presented in this report.*

## THROUGH INNOVATIVE PROGRAMS AND PRACTICAL SOLUTIONS, WE ARE REDUCING OUR ENVIRONMENTAL FOOTPRINT WHILE DELIVERING EXCEPTIONAL OPERATIONAL RESULTS.

At the core of our principles and policies is our [Green Thread®](#) commitment. Woven throughout our daily operations, Green Thread® guides Aramark's overall environmental stewardship platform.



*A commitment to minimize our overall impact to the environment and maximize value to our natural systems and the people who cherish them.*

Aramark Leisure applies our Green Thread commitment in the following four areas:



**Environmental Management Systems (EMS).** We seek to eliminate risk to the environment through operational excellence. A structured EMS helps site-level personnel identify areas of opportunity with respect to environmental performance, so that the operation can improve within key areas year-over-year.

Our on-site Green Teams monitor performance in the areas of environmental compliance and sustainable operations and report environmental data to the business unit.

The EMS and associated performance is communicated to all persons working on behalf of the site, as well as our clients and the general public.



**Environmental Compliance.** For our operations to be "Best in Class" with respect to Environmental Stewardship we must manage compliance effectively across our diverse portfolio. We focus on compliance with legal and other requirements as the foundation of a strong, sustainable operation.



**Sustainable Operations.** We understand the significance of developing sustainable operations to our clients and visitors, as well as to our business and employees. Toward this effort, we are focused on being the leader in Environmental Stewardship within four key focus areas:

- Responsible Procurement
- Waste Management
- Sustainable Building Operations
- Transportation



**Education and Outreach.** A high priority is put on educating employees, visitors and surrounding communities of the cultural and ecological significance of each property. Our commitment includes the support of organizations that preserve treasured lands and cultural attractions.



## LIVING UP TO OUR COMMITMENT



### Leading with a “front-line first” mentality

We are fortunate to have a dedicated corps of talented, enthusiastic people at each site working to preserve environmental integrity. They are the heart of a strong, operations-driven program that:

- Focuses employee efforts on activities that are directly within their sphere of influence
- Provides our leaders with the toolkit to educate, engage and enable site-level teams
- Utilizes centrally developed tools to drive operational performance and minimize environmental impact

A STEWARDSHIP PROGRAM BUILT ON A MODEL TO EDUCATE, ENGAGE AND ENABLE. THIS ENSURES OUR EMPLOYEES UNDERSTAND OUR MISSION.



### EDUCATE

Site-level personnel learn to view their everyday activities as an enabler of environmental stewardship, so they can recognize opportunities for improvement and prioritize their efforts over time.



### ENGAGE

Highly visible metrics, employee suggestion programs, site-level competitions, and local Green Teams serve to actively engage employees in the process of communication and continuous improvement of our on-site programs.



### ENABLE

We have developed a robust tool set that enables our on-site teams to incorporate the stewardship strategy into their everyday activities. Included are Environmental Management System tools, compliance calendar and risk profiling tools, plus operational tools that enable sites to move along their journey toward becoming more sustainable.

## TURNING OUR STRATEGY INTO MEANINGFUL AND MEASURABLE ACTION

### THE ADOPTION OF ENVIRONMENTAL MANAGEMENT SYSTEMS ENABLES SITE-LEVEL PERSONNEL TO TURN STRATEGY INTO ACTION.

#### OBJECTIVE

Utilize the EMS construct to enable sites to:

- Understand how their activities and services impact the environment
- Know the magnitude of those impacts
- Identify tailored solutions to minimize impact

#### TARGET

To have a structured EMS implemented at all sites by the end of FY2018.

#### COMMITMENT

Our program is rooted in a rigorous EMS that is modeled after the ISO 14001:2004 standard. Our sites utilize the EMS as a vehicle to:

- 1 Systematically analyze operations
- 2 Manage legal and other requirements
- 3 Identify opportunities for improvement
- 4 Track action items
- 5 Drive performance
- 6 Manage change year-over-year

#### Performance to Date

- On-site management teams have received training and are in the process of completing their aspects and impacts assessments, as well as their action plans.
- Currently, 23 Leisure sites have a fully functioning EMS program.
- All sites have an Environmental Steward as well as a Green Team that facilitates continuous improvement of the program and updates objectives, targets and action plans on an annual basis.
- As of FY2013, Aramark Leisure operates **three ISO 14001:2004 Certified sites**, and one Green Seal Silver certified site (The National Conservation Training Center, Shepherdstown, WV).
- In addition, three properties were awarded TripAdvisor Green Leader status: Asilomar Conference Grounds (Gold), Lake Crescent Lodge (Silver) and Zephyr Cove Resort (Gold).
- Lake Crescent Lodge was also certified as a 3-Star Green Restaurant by the Green Restaurant Association (GRA).
- Asilomar Conference Grounds was also awarded the Environmental Level of the California Green Lodging Program.
- In May of 2014 the Mission Bay Conference Center at UCSF was awarded Most Sustainable Event of the Year (under 1000 people) by the Green Meetings Industry Council's (GMIC) Northern California chapter for their Gala Dinner in support of the annual GMIC meeting in San Francisco April 15-17, 2014.

# SUSTAINABLE PERFORMANCE ACROSS A BROAD PORTFOLIO



Our range of services goes far beyond that of serving healthy, sustainable food to our visitors. We also provide lodging and hospitality services, land management, marina management, tours and activities, fine dining and catering, facilities management, laundry facilities, event management, retail product sales, and services such as recycling that benefit the surrounding community.

As a result, our program must be flexible enough to enable our high performing organizations to deliver exceptional results -- whether they are a smaller food and/or retail operation or a more complex national park site with multiple service operations, land assignments and fleet operations. With this in mind, we have two major impact areas:

## 1. Major, quantifiable focus areas for all operations



**Responsible Sourcing:** To minimize environmental impact, we seek to purchase and use environmentally preferable products and services. We partner with suppliers, customers and environmental experts to understand this impact and to identify better alternatives.



**Waste Management:** We are committed to minimizing our environmental footprint by promoting and practicing waste reduction, reuse, and recycling in our operations and those of our clients.

## 2. Major, quantifiable focus areas for larger, facilities-oriented operations



**Sustainable Building Operations:** Because building operations can consume vast resources and contribute to greenhouse gas emissions, we help design spaces and operate buildings that are environmentally friendly, energy efficient and healthy for those who use them.







**Transportation:** We recognize reducing fuel use and emissions will have a substantial impact on the environment. We partner with our suppliers, vehicle manufacturers, clients, and governmental organizations to improve efficiency and explore new technologies.

For food and beverage accounts that do not have the ability to quantify water and energy usage, the Green Team identifies and implements Best Management Practices (BMP) to minimize impact and work with clients to explore future improvements. All sites are responsible for building a management system and sustainability program that reduces impact and creates solutions.



THE CORRESPONDING METRIC FOR EACH OF OUR MAIN FOCUS AREAS, OUR CURRENT LEVEL OF PERFORMANCE, AND OUR FY2018 GOAL IN EACH FOCUS AREA IS AS FOLLOWS:

FOCUS AREA	METRIC	FY2013 PERFORMANCE	FY2018 TARGET
 <b>Responsible Procurement</b>	Dollars spent on environmentally-preferable purchases* vs. total dollars spent per year	63.8% of spend in the six current measured areas is on environmentally preferable purchases	10% increase over FY13 increase measureable areas to include top ten areas of spend for the business
 <b>Waste Management</b>	Waste reduction and/or diversion from landfill percentage	45% landfill diversion 1.4 pounds of waste per visitor	15% increase in diversion rate over FY13 Elimination of bottled beverage sales
 <b>Sustainable Building Operations</b>	Reduction in: Water consumption (gallons per guest) Indirect energy (electricity) consumption (KWh per guest)	Water consumption: 30.3 gallons/guest Indirect energy (electricity) consumption: 5.8KWh/guest	Water consumption: 5% decrease in gallons/guest Indirect Energy over FY13 Consumption: 6% decrease in KWh/guest over FY13
 <b>Transportation</b>	Reduction in Million Metric Tons of Carbon Dioxide Equivalent (MTCO2E) per Year	No current performance data	5% YOY reduction in MTCO2E over the FY15

\*Environmentally-preferable purchasing categories are defined on [page 12](#).

# RESPONSIBLE PROCUREMENT

## MANAGING THE SUPPLY CHAIN TO REDUCE ENVIRONMENTAL IMPACT.

Responsible procurement represents the foundation of our environmental management system and is the key to our program's success.

### OBJECTIVES

To **PURCHASE** and use environmentally preferable products and services, and recognize suppliers who reduce environmental impacts in their production and distribution systems or services.

To **PARTNER** with our suppliers, customers and environmental experts to understand the impacts of available products and services on the environment and communities and to identify solutions that minimize our impact.

To **LOCALIZE** our supply chain in order to help support the economies adjacent to our operations, and to support local agriculture, culture and business.

### TARGET

To account for the environmental attributes of our products and to increase the ratio of dollars spent on environmentally-preferable products to total dollars spent by:

10% IN

FY2018 OVER FY2013

### COMMITMENT

All locations will purchase products and services for use, consumption and resale that minimize impact to the environment and emphasize fresh foods that are raised, harvested and prepared locally and/or sustainably wherever feasible. To do this, we employ these basic principles:



**Responsibly Sourced Foods.** We source foods in accordance with the locality of our accounts. We strive to source products within 150 miles of our sites, except remote park sites, where we strive to source products within the 450-mile radius stipulated by our clients. In addition, we leverage our unique relationships with local distributors to influence suppliers in their distribution strategies as well as where they source product. Our current efforts include:

- ▶ **Advancing small businesses** – We understand that most businesses local to our sites are designated as small businesses. We seek to promote their business through product sales and to assist them in developing their offerings and production capabilities that will enable them to increase their business volume. We seek locally produced products to enhance the guest experience and offer authentic cultural products made from regional materials by local artisans.
- ▶ **Partnering with local farms** – We partner with farms local to our sites in order to provide the freshest product possible. Our executive chefs work with farmers to overcome supply challenges, and to coordinate seasonal menu development.
- ▶ **Responsible production** – We seek to buy products that are independently certified to be produced or processed to enhance land vitality, animal welfare and population preservation.

ALTHOUGH WE HAVE EXTENSIVE RELATIONSHIPS WITH VENDORS FOR LOCAL AND SEASONAL PRODUCTS, WE ARE IDENTIFYING NEW OPPORTUNITIES TO INCORPORATE MORE SUSTAINABLE PRODUCTS THROUGH OUR LARGER DISTRIBUTORS. WE WILL SEEK FOOD AND RETAIL MERCHANDISE THAT IS CERTIFIED (OR RECOMMENDED) THROUGH (BUT NOT LIMITED TO) THE FOLLOWING THIRD PARTIES:



**Fair Trade:** Fair Trade USA



**Organic products:** USDA Certified Organic



**Seafood:** Monterey Bay Aquarium Seafood Watch® program



**Humanely raised:** Meats may be certified a 5-step Animal Welfare Rating Program, or Animal Welfare Approved



**Grass-Fed Beef:** American Grass-fed Association (AGA) Certification



## Procurement of Environmentally Preferable Products (Food & Beverage and Retail).

Since our purchasing strategy impacts many of our other focus areas, the purchase of environmentally preferable products is of utmost importance at all our operations. Our aim is to purchase materials and products that:

- ▶ Are made from recycled or post-consumer materials in order to decrease our upstream environmental impacts
- ▶ Will keep the “end product” out of landfills (recyclable, compostable), allowing us to reuse or recycle as much of the waste that is generated on site
- ▶ Reduce waste generated by our operations (less packaging, packaging take-back options, correct portions, bulk items, etc.)
- ▶ Reduce the amount of natural resources used by our operations (equipment that uses energy and water)

Our proprietary Sustainable Order Guide is used by each location when purchasing products such as disposable serviceware; napkins, towels and tissues; office paper; coffee; cleaning supplies and seafood. Each location utilizes this guide.



## Integration of Procurement and Operational Strategies.

When developing a procurement plan for each site, we give heavy consideration to the location, operating conditions and operational feasibility of applying particular strategies in order to create the most sustainable solution. We implement strategies to reduce the amount of transportation and number of shipments to and from each site in order to minimize packaging waste, fuel use and Greenhouse Gas (GHG) emissions generated by each operation.

As members of local and regional chambers of commerce, park and cultural foundations and other community groups, we are heavily engaged in the betterment of local communities and businesses. Often, our employees are from the communities we serve, and are invested in their health and longevity. Our leaders are recognized in their business communities for their efforts in supporting local commerce.



## PERFORMANCE TO DATE

Sustainable purchases have been successfully tracked in the following areas:



**Monterey Bay Aquarium Seafood Watch®:** In accordance with our commitment to purchase seafood ranked as a “Best Choice” or “Good Alternative,” or certified by an equivalent eco-certification as determined by Seafood Watch®.



**Sustainable Coffee:** Fair trade, shade grown, bird friendly and/or organic certified coffee.



**Environmentally Preferable Disposables:** Includes such items as serviceware, straws and stirrers that are compostable (i.e. corn, sugar cane and other resins) or made from recycled content.



**Napkins, Towels and Tissues\*:** Any product containing any percentage of recycled content, unbleached and/or third-party certified.



**Cleaning Chemicals\*:** Green cleaning chemicals, some of which may be third party certified (Green Seal).



**Office Paper\*:** Containing any percentage of recycled content or renewable material, unbleached and/or certified by Forest Stewardship Council (FSC).

\* Currently, there is no internal threshold for the minimum percentage of recycled content or criteria for green cleaning chemicals. In future reports a minimum of 30% recycled/post-consumer content, and green cleaning chemicals will be classified as Green Seal to be considered in our sustainable metric.



### Asilomar Conference Grounds

*Serving up a viable solution to food waste.*

*Located on California’s Monterey Peninsula, [Asilomar Conference Grounds](#) is steeped in a history that dates to the early part of the last century. However, thanks to a food recycling partnership with the Monterey Peninsula Food Scrap Resource Recovery Coalition, Asilomar is now firmly part of the future. As a member of the coalition, Asilomar has teamed up with other local businesses, nonprofits and government entities to divert food scraps from municipal waste sites. So, instead of rotting in those sites and creating methane, the scraps are composted and used to enrich the local ecosystem. The program is showing other communities how food waste can be reduced...and tomorrow can be enhanced.*

Following were the benchmarks recorded in FY2013 with respect to spend on environmentally preferable products vs. spend on non-environmentally preferable products in each category.

### ARAMARK LEISURE FY13 RESPONSIBLE PURCHASING





## KEY CHALLENGES

To improve performance, we will increase spend in these areas and expand the product categories tracked over the next two years. The expanded data set will eventually include the following:

- Local and/or sustainably grown produce
- Local and/or sustainably produced proteins (beef, chicken and pork)

### For Aramark Leisure, “local” is defined as:

- Grown or raised within 150 miles for Conference Centers and Cultural Attractions
- 450 miles for Parks destinations

### “Sustainably produced” includes:

- Products produced using third-party certified agricultural and humane practices
- Products made from sustainable materials such as certified organic cotton or bamboo
- Certified fair trade

A glossary of terms has been developed for our culinary, retail and procurement organizations to purchase items within each of these broader categories to ensure integrity of product and tracking.

We will focus on common definitions and tool set over the next two years, leveraging common resources in each geographic region. Standardization will ensure positive outcomes for our guests and surrounding communities.

Improving the environmental attributes of the products and services we purchase presents challenges that are common among very large food and managed services companies.

### 1. FINDING LOCAL PURVEYORS WHO CAN SUPPLY THE VOLUMES NECESSARY TO SUSTAIN CONSISTENT SERVICE QUALITY.

This includes building robust food safety programs to ensure public health. Aramark Leisure is working hard to cultivate and develop multiple local suppliers and distributors in each region in order to increase the consistency of quality products it serves.

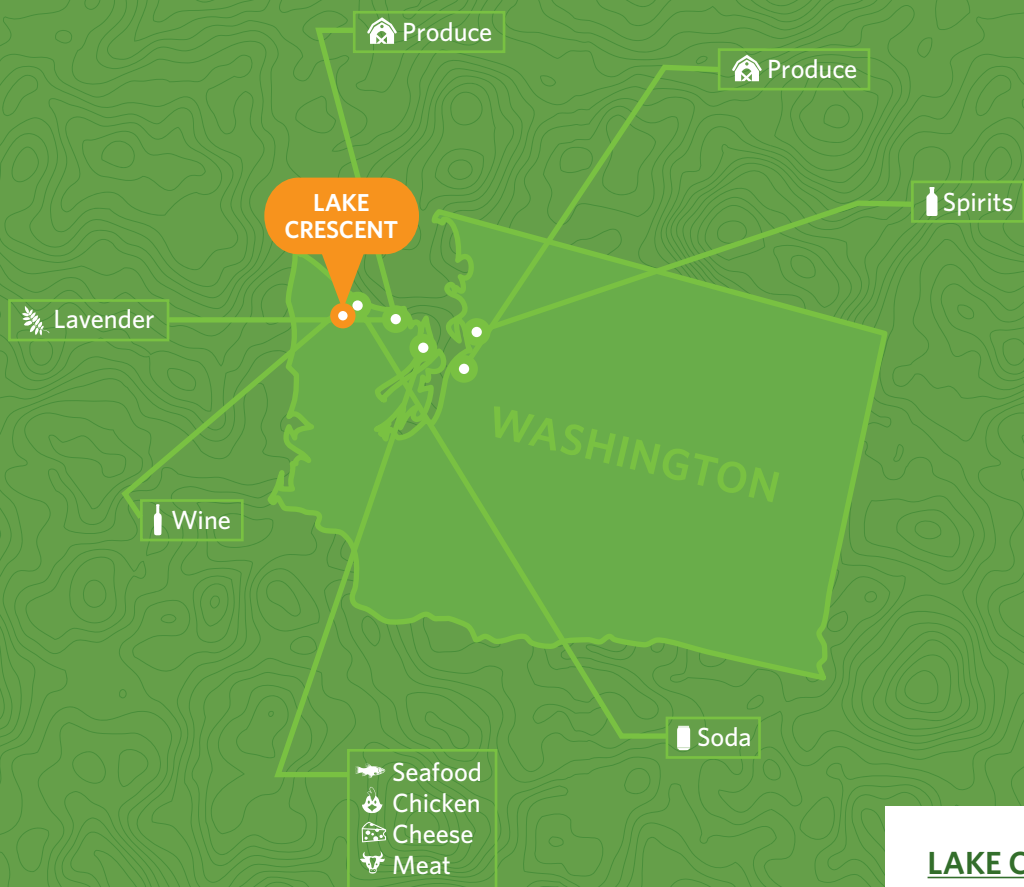
#### Georgetown University Hotel and Conference Center

##### *A lesson in local food sourcing.*

*For Chef Michael Snead at Georgetown University Hotel and Conference Center, local is simply a lot more local. That’s because he has partnered with Urban Herbs, a project of the Department of Pharmacology & Physiology that cultivates gardens across the campus, using underutilized or neglected land. The gardens, which are cared for by students, are the ultimate local source for the hotel and conference center’s culinary herbs. That not only means the freshest possible flavors for Chef Snead’s dishes, but it also helps promote the lasting benefits of local and sustainable agriculture.*



# LAKE CRESCENT SUSTAINABLE PRODUCT SOURCING



## LAKE CRESCENT

The abundance of this region provides a range of sources for sustainable ingredients, menu items and retail products. This includes organic, seasonal produce; locally caught seafood; beers, wines and whiskeys from local breweries, wineries and distilleries. Additionally, the Lake Crescent retail operation sources such items as recycled cotton shirts, bamboo shirts, soy candles and lavender – all from local suppliers.

# ASILOMAR SUSTAINABLE PRODUCT SOURCING



## ASILOMAR STATE BEACH AND CONFERENCE GROUNDS

This one-of-a-kind property uses its California location to the fullest. Working with a number of local farms, dairies, beverage producers and bakeries, Asilomar sources almost everything they need to provide guests with nourishing, sustainable food. Items include a variety of seasonal and organic fruits and vegetables, milk, cream, buttermilk, butter, ice cream, soy milk, walnuts, almonds, pine nuts, pistachios, a variety of flours and grains, dried fruit, honey, cheese of every kind, wines, beer, spirits, coffee, juices, and baked goods.

# MONTEREY BAY AQUARIUM SUSTAINABLE PRODUCT SOURCING



## MONTEREY BAY AQUARIUM

The nation's foremost aquarium casts a local line in order to feed the 1.8 million people who visit every year. Working with area farmers, bakeries and dairies, Monterey Bay Aquarium is able to stock its kitchen with a plentiful supply of seasonal produce, fresh cheeses, breads and dough, milk, buttermilk, cream, butter, soy milk, ice cream and juices. And, of course, this being an aquarium, there is a fine appreciation for seafood. So the aquarium works directly with local fish suppliers for sustainably sourced salmon, tuna, halibut, crab, char, tombo, swordfish, cod, oysters, clams, crab, shrimp and more.



# MESA VERDE SUSTAINABLE PRODUCT SOURCING



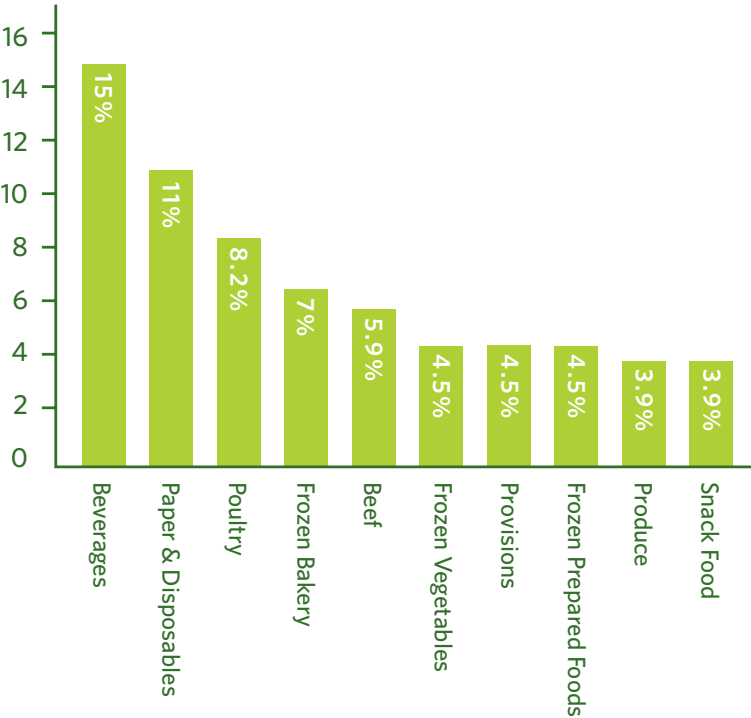
## MESA VERDE NATIONAL PARK

Even in this remote, Four Corners region, our staff has developed beneficial relationships with sources throughout the local area. From Cortez to Fort Collins, we are working with dedicated growers, butchers, brewers, vintners and entrepreneurs to feed the 500,000+ people who visit this breathtaking site each year. Included in the items sourced are fresh game meat, season fruits and vegetables, a variety of locally produced cheeses, dried beans, honey, hot sauce, flour, micro beers, wine and spirits.

## 2. MAINTAINING CONSISTENCY OF PRODUCTS IN REMOTE AREAS WHERE THE GROWING SEASON IS VERY SHORT.

Several locations where we operate are extremely remote - this presents food-sourcing challenges. We are able to overcome these challenges by focusing on purchasing categories that we can control and represent significant purchases in terms of total dollars spent.

### ARAMARK LEISURE TOP TEN SPEND AREAS PERCENT OF TOTAL



Our top 10 areas of spend are primarily outside the fresh produce space. Within these areas are a multitude of opportunities to make our supply chain more sustainable, in addition to the work that we are doing with local growers. We are identifying opportunities to utilize our corporate supply chain purchasing power for future implementation.



### Olympic Peninsula

*A food source that's as wild as the scenery.*

*Our lodges on the Olympic Peninsula expose visitors to some of the most untamed and untainted landscapes in North America. So when it came to sourcing meats and seafood to serve in our restaurants, Key City Seafood was a natural choice. The local provider specializes in wild harvest, free-range products. Key City works with local ranchers and farmers to make sure we are serving the freshest, healthiest meats possible. And through their sustainable practices, these local businesses are also championing stewardship of the local ecology.*

## Plastic Water Bottles

DENALI PROVES WE CAN LIVE WITHOUT THEM.



At Denali National Park, we installed bottle-refilling stations and provide access to reusable water bottles for guests. This completely eliminated the sale of bottled water within the park, with the exception of the camping supply store. Also, at the Morino Grill, we eliminated all one-use plastic bottled beverages, providing a soda fountain instead. In FY14 Aramark will extend these efforts to the bus tour operations, by purchasing water in a reclosable 16 ounce aluminum bottle from the non-profit organization [Canned Water for Kids](#). The profit from the sales of each bottle contribute to the development and installation of clean water technologies in areas where clean water is difficult to come by.



By removing approximately

**115,000** PLASTIC BOTTLES

from our supply chain in favor of this infinitely recyclable material, the Denali/Doyon Joint Venture has contributed.



**\$11,500.00** TO  
CLEAN WATER PROJECTS  
ACROSS THE GLOBE.

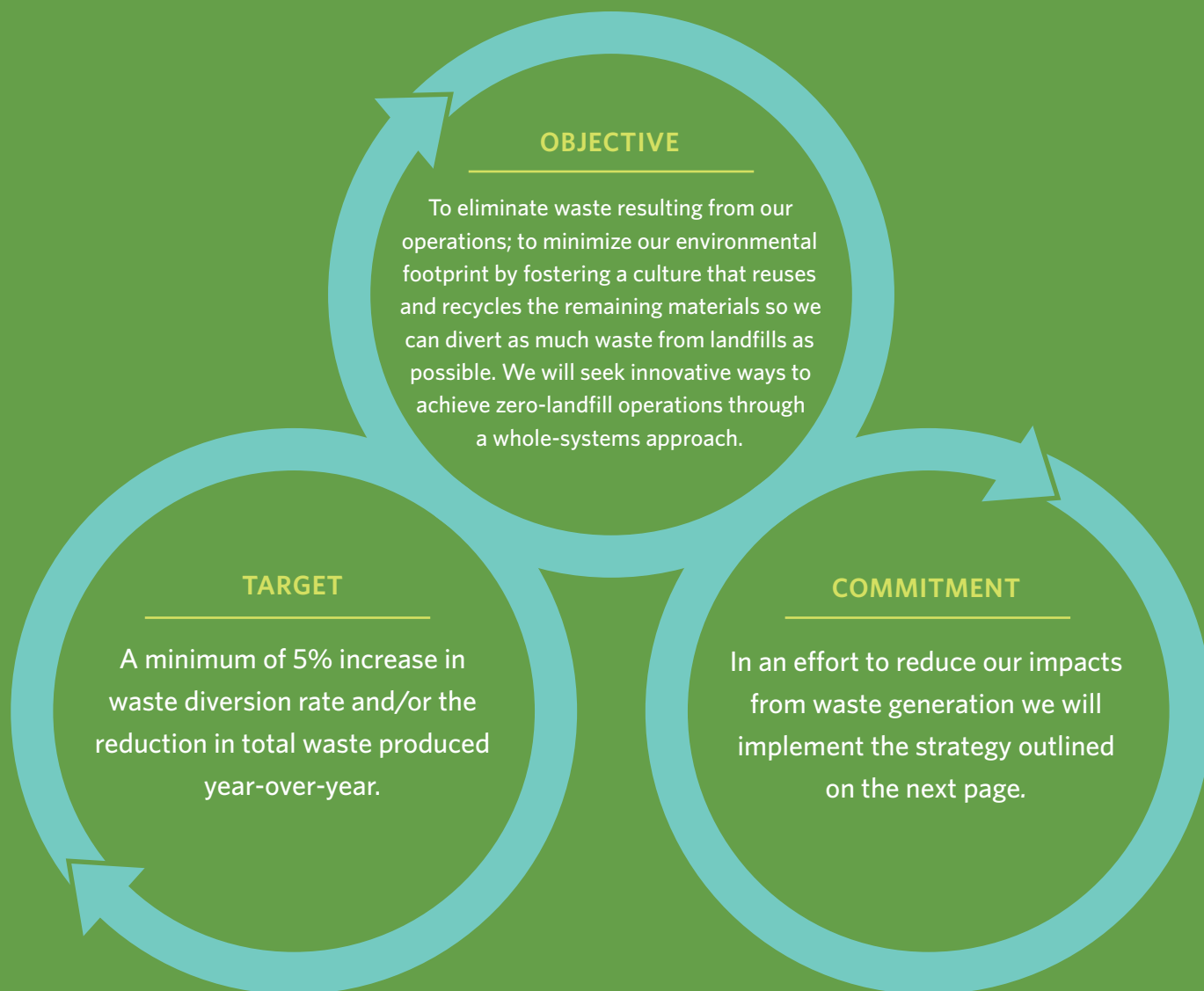
It is our intention to grow this program to other accounts that are obligated to sell containerized water, but are seeking a better alternative.



## WASTE MANAGEMENT

### WASTE HAS THE 2ND LARGEST ENVIRONMENTAL IMPACT ACROSS OUR OPERATIONS.

The responsible management and elimination of waste is necessary in order to sustain and restore our natural resources and protect the communities in which we serve.



## COMMITMENT



### Eliminate Waste at the Point of Generation

Figuring out how to handle and dispose of waste once it has been created is a fall-behind approach that is not sustainable as the operation develops new services and increases visitor attendance. To combat the increase in waste volume that can occur with an increase in services, we will utilize tools that help us proactively reduce or eliminate waste at the point where it is generated.

#### Areas of Reduction

► **Food Waste.** Aramark employs a large-scale Food Fundamentals program that focuses on the “5 P’s” (planning, product, production, portioning and post-analysis) to eliminate waste produced by food services. We have fully utilized this program to drastically reduce food waste in a very short amount of time. Examples:

[Asilomar Conference Grounds, Pacific Grove, CA](#)

food waste reduced by 55%, composting weight reduced by 29% in just 3 months.

[R. David Thomas Executive Conference Center, Durham, NC](#)

food costs reduced from 34% to just 28% within the first two years of the program.

► **Retail and F&B Packaging.** Agreements are made with suppliers to eliminate shipping packaging as well as to reduce the packaging of individual items. In many cases, goods are shipped in reusable crates or totes (Monterey Bay Aquarium, Lake Powell Resorts & Marinas, Asilomar Conference Grounds) that are returned to the vendor upon unloading. Retail goods are bought with packaging in mind, and many of our mugs, t-shirts and other non-fragile items no longer come in individual packaging or wrappers.



► **Grab-n-go serviceware (utensils, clamshells, wrappers, cups, lids, stirrers, etc).** We are consolidating sizes and eliminating non-essential disposables. This reduces the product volume purchased and reduces the waste resulting from sales. This increases waste capture – the fewer items we provide guests, the easier the waste disposal vs. recycling decisions they have to make.

► **Beverages sold in one-use water bottles (water, soda, juice, etc):** We actively plan how to reduce bottled beverage sales within our grab-n-go operations. Installations of refilling stations, increased availability of reusable water bottles, implementation of alternative packaging and elimination of bottled soda sales are examples that our sites are using to eliminate plastic waste.

► **Visitor outreach and engagement programs.** We understand that we are only one part of the equation. Guests also play a part in reaching waste elimination goals. We employ several programs that have been met with positive reaction.

- Pack-in-pack-out program at [Log Cabin Resort, Olympic National Park](#). The majority of waste generated on site is from food and drink brought in by visitors to use at campsites and in cabin kitchenettes. Since the ability to bring food is appealing to guests, Aramark has initiated and communicated a “pack-in-pack-out” program in which guests pledge to take all waste with them for proper disposal. We also provide ample waste and recycling receptacles on site.
- Lake Powell Trash Tracker Support. The Trash Tracker program is a co-operative effort between [Lake Powell Resorts and Marinas](#) and the National Park Service to enable volunteers with the opportunity to clean up the 1,960 miles of Lake Powell’s shoreline. In FY12, an estimated 55,000 pounds of waste were collected and removed through the program. We provide program volunteers with five or seven days aboard a staffed and stocked houseboat.
- [Steinberg Conference Center](#) provides visitors a fact sheet upon check-in about their environmental initiatives.
- Guest room directories include a description about our stewardship program, plus information for the guest on how they can minimize their impact to the environment during their stay.
- Conference Centers like [Mission Bay Conference Center](#) at UCSF and [Georgetown University Hotel & Conference Center](#) communicate information on environmental programs via digital boards that are outside all rooms and in common areas.





## 2

**Donate Food**

Aramark food donation guidelines are used to assess the feasibility of developing a donation program at each site.

- **Steinberg:** bakery and non-perishable items are donated to Ronald McDonald House; other food items are donated to the Youth Center of Philadelphia. In FY2013, the Steinberg team donated 1,946 pounds of food.
- **Charles Knight Center at Washington University in St. Louis, MO:** food items are donated to Operation Food Search. In FY2013 the Knight Center team donated 642 pounds of food.
- **Mission Bay Conference Center at UCSF:** donates all leftover boxed lunches to Food Runners in San Francisco.
- **The Allen Center at Kellogg School of Management:** donated over 1,500 pounds of food in 2012 to The Campus Kitchens ProjectSM.



## 3

**Reuse, Recycle, Reintroduce**

In conjunction with the reduction of waste, we examine the output to 1) determine the overall make-up of waste at each collection point; 2) assess where changes in source materials can be made to reduce impact; 3) develop processes that can reuse, recycle and compost. Aramark personnel work with local waste haulers, recyclers and composting operations to develop a solution that ultimately minimizes waste going to landfill.

- ▶ 17 Aramark Leisure sites currently compost. Well over 965 tons between FY2010 and 2013 (from the 8 sites that have begun reporting their data) were composted. The majority of this composted waste is back-of-house (BOH) food waste, however eight of the 17 sites contribute to industrial composting programs that can also accept front-of-house (FOH) compostable/biodegradable serve-ware and paper goods in addition to the BOH food waste.

- ▶ [Lake Quinault Lodge, WA](#) and [Aramark/Doyon Joint Venture, AK](#) currently act as the recycling center for the local community. There are no other recycling options in the region due to the remote nature of the locations, so Aramark stepped up and invited the community to bring their recyclables to our operation. The recycling is then shipped by Aramark to the recycling locations at no cost to the community.





## Landfill Diversion Continuous Improvement


Waste minimization is an ongoing process that must be monitored and improved over time. Once a waste audit is completed and programs are implemented, onsite teams are vigilant in monitoring progress to targets and measuring whether or not the program is effective. After initial implementation, follow-up waste audits are scheduled to measure success and set improvement targets. Programs are tailored to the needs of the site and include:

- **Glass elimination at Lake Crescent Lodge:** the sale of bottled beer was discontinued because the nearest glass recycling facility is over 100 miles away. Instead, a full tap system was implemented - all beers are from local purveyors. **This eliminated:**

2.08 tons   
of glass from the waste stream in **FY2012**

2.04 tons  in **FY2011**

By implementing innovative solutions like these, Lake Crescent has been able to eliminate over

 **70%** of the waste output of their operation between **FY10 & FY13.**

- **Waste reduction at Lake Powell:** a waste audit completed at the beginning of 2012 season found that 40% of waste in BOH containers (employees) was recyclable. As a result of posting signage and training employees on what was recyclable the number was reduced to 20% by mid-season.
- **Lunch container “to-go” program for employees in Denali, AK:** by providing reusable “to-go” containers for employees within the Employee Dining Room, the operation reduced 5,000 disposable takeout containers during 2012 season. Employees “buy” the use of the container for \$5 at the beginning of the season. When brought back for washing, the employee can

either get a token to use toward their next container, or they simply get another container to fill.

- **Innovative programs across the organization:** Partnerships with recycling/upcycling companies such as ReCork (95 pounds of cork recycled from Lake Crescent Lodge between FY11 and 13), TerraCycle (2 chip bag brigades at UCSF Mission Bay Conference Center and Lake Crescent Lodge) and Clean the World (over 14,203 pounds of soaps and amenities donated between FY10 - 12).

**TOMORROW IS UNLIMITED.** Four additional sites are currently transitioning to industrial composting operations; one site will be implementing a vermicomposting unit. For locations that are currently contracted with an industrial composting vendor, our organization is achieving a 60-70% landfill diversion rate from composting alone. Wide-scale implementation of innovative partnerships with companies like TerraCycle, and programs such as Food Fundamentals and our Beverage Waste Reduction Program, are proving that the sky is the limit!

## Mesa Verde

*Using local honey is a healthy business decision.*

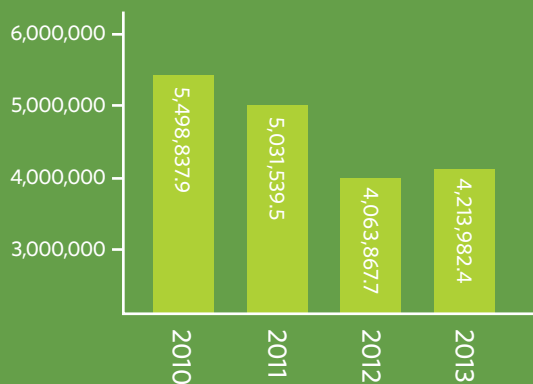
*The Ancestral Pueblans who inhabited the Mesa Verde Cliff Dwellings lived off the goodness the earth provided. So it is only fitting that the one lodge that overlooks Mesa Verde today sources its food as locally as possible. One of those sources is Honeyville in nearby Durango. Now in its third generation of family beekeepers and honey producers, Honeyville supplies Far View Lodge with a variety of honeys, jams and sauces. Locals will tell you it's the best you'll ever taste. Which is important. But at Aramark, it's also deeply gratifying to know that we are supporting the managed bee population that is so critical to the future of our world's food supply.*

## PERFORMANCE TO DATE



### TOTAL WASTE DIVERSION

	2010	2011	2012	2013
Total Waste Diversion Rate	34.6%	43.2%	44.1%	45.3%



### TOTAL WASTE

	2010	2011	2012	2013
Total Waste (lbs)	5,498,837.9	5,031,539.5	4,063,867.7	4,213,982.4



### TOTAL WASTE PER VISITOR

	2010	2011	2012	2013
Average Total Waste Per Visitor (lbs)	1.8	1.7	1.3	1.4

## SUSTAINABLE BUILDING OPERATIONS

### BUILDING OPERATIONS: THE LARGEST CONSUMER OF PRECIOUS NATURAL RESOURCES AND A MAJOR CONTRIBUTOR TO GREENHOUSE GAS EMISSIONS.

That is why we embrace the ideals, in concept and practice, of the design, construction and operation of high performance building operations.

#### OBJECTIVE

To ensure that the spaces we create and operate are increasingly environmentally friendly, resource efficient, and healthy for those who use them.

#### TARGET

A minimum of ↓ **2% reduction in both direct and indirect energy** consumption per visitor; a ↓ **3% reduction in water consumption per visitor year-over-year**. We will incorporate sustainable building elements at all operations that have scheduled renovations and new builds.

#### COMMITMENT

##### Building Renovations, Retrofits and New Building Construction.

Renovations and retrofits are designed to minimize impact from construction and building materials to local and global environments, while maintaining the integrity of the historic buildings in which we operate. We will install the most water and energy efficient equipment available for each function.



##### Asilomar Conference Grounds

A significant renovation of this 100-year old property was completed, keeping energy, materials and stringent water conservation regulations in mind. Due to the historic significance of these buildings, all renovations were required to meet The Secretary of the Interior's Standards for the Treatment of Historic Properties.

Between 2011-2013, the following changes resulted in significant energy and water usage savings.

- Installed **254 low flow toilets** 1.6 gallon flush
- Installed **15 waterless urinals**
- Installed **320 water saving aerators** limiting flow to 0.5 gpm from 2.2 gpm
- Installed **312 water saving shower heads** 2 gpm
- Converted **280 exterior pole lights** from 56 watts to 23 watts
- Converted **257 lights from CFL to LED**; the lights are in 5 locations with a **saving 6,277 watts**
- Installed **40,000 square feet of permeable paver pathways** at Asilomar; these were installed to current ADA standards
- Installed **2 new electric vehicle charging stations** with capacity to charge 4 cars at a time
- Re-carpeted **254 rooms and recycled 54,720 lbs. of carpet**
- **Replaced 3 boilers** with new high efficiency units saving **2.4 million BTU per hour**





### Floating restaurant at Lake Powell

We built a new restaurant on the water right at the Marina at our largest operation, [Lake Powell Resorts and Marinas](#) in Glen Canyon National Recreation Area. While designed to take full advantage of the extraordinary scenic beauty of Lake Powell, we stayed true to our sustainable building process.

- Lake water heat pump system is energy efficient and preserves natural resources; lake water is used to heat and cool building
- Building on water prevents disturbance to land and preserves natural resources
- Energy efficient LED lighting system
- Used recycled plastic lumber in place of IPE wood for accent features
- 100% of steel was purchased through local business "Page Steel" with a high percentage of recycled steel
- All steel stud walls. Energy efficient doors and windows
- Lake water pump fire sprinkler system



### Lake Powell Resorts and Marinas

#### ***A deep commitment to using sustainably sourced seafood.***

*When guests at Lake Powell Resorts and Marinas sit down to eat, the view of the surrounding blue water and red canyons is nothing short of inspiring. What they also get to sit back and savor is the fact that they are eating sustainably sourced seafood – made available by the first ISO 14001 certified seafood provider in North America. Kanaloa Seafood maintains a deep commitment to the health of our oceans. And when it came to establishing a seafood sourcing partnership, that mattered to us at Aramark. The stringent policies and procedures that Kanaloa follows is helping to assure that our underwater eco-systems and seafood supplies are protected. That helps make every meal at Lake Powell Resorts and Marinas even more satisfying.*

## Energy and Water Management Programs

Although we do not own most of the buildings in which we operate, we can maximize the efficiency of each space and operate in a way that minimizes overall energy and water use. We develop site-level energy and water management plans for infrastructure, fixtures and equipment usage comprised of best management practices for each area of operation (kitchen, lodging, retail, maintenance, etc). Lighting plans include the use of zoned lighting and lighting controls, such as dimmers, timers, occupancy sensors and natural light optimization. Operations are conducted in a manner that optimizes the useful life of equipment, reduces the amount of equipment idle time and prevents equipment overuse. When purchasing new equipment, standards such as Environmental Protection Agency's (EPA) ENERGY STAR and WaterSense®, and Alliance to Save Energy's Watergy™ are utilized to choose the best option for the operation.



- Installation of low-flow shower heads on the Olympic Peninsula (FY13)** – In an effort to develop an innovative solution to meet a 60% water use reduction requirement at Lake Crescent, the team called the public utility (PUD) to inquire about programs. The public utility enabled the site to utilize a residential program focused on reducing energy and water use through the installation of low-flow shower heads. After the installation of 65 units provided at no cost, the expected savings was estimated to be 8% of total water usage, and 2% of total energy usage over the course of the season. The installation took place in mid-July (mid-season), and by season close the site had calculated an **actual savings of 6% water usage (per visitor) and a 27% energy usage savings**. The results were so positive that Sol Duc Hot Springs and Log Cabin installed 33 and 20 low-flow shower heads respectively by season's end. Results pending for FY14 roll up.
- Efficient washing of tour buses at Denali National Park** – switching to power washers contributed to a **↓ 31% drop in water usage between FY11 and 12 (~5M gallons)**
- Installation of on-demand water heaters at Lake Quinault Lodge** – contributed to a reduction in electricity usage by 4.7% between FY11 and 12 (33,000 KWh)
- Implementation of HVAC set-backs at Steinberg Conference Center** – HVAC set-backs refer to the reduction in temperature/power in designated areas overnight - **this contributed to a reduction in electricity usage by ↓ 44% between FY11 and 12 (~ 2.1MWh)**
- Installation of water-saving devices at Mesa Verde National Park** – contributed to an 11% decrease in water consumption in FY12 (~1M gallons) 54 lowflow toilets, 22 waterless urinals

## Alternative Energy Usage and Offsetting Consumption

We understand the value of offsetting energy use from the traditional power grid. As such, each operation conducts a feasibility study on alternative energy usage that includes evaluating wind, solar, hydro and biomass technologies. As a part of this study, we also assess the opportunity to purchase renewable energy from local power providers (supporting certified renewable energy projects that provide power to the grid), as well as purchasing Renewable Energy Certificates (RECs) to offset on-site usage. Once these opportunities are vetted, we implement the most feasible solution that off-sets a maximum energy usage for each area.

**Lake Power Houseboat Solar Application:** Currently the technology on a number of houseboats is a single or dual 100 – 120 watt solar panel. Since the primary function is the reduction of battery charge time, the biggest impact we realize is the extension of battery life, by reducing the number of charge cycles on the battery. We estimate it extends the battery life by 25%. When that is extended through the life of the boat, it proves a cost-effective, environmentally sound decision. When solar is designed into a new boat it can be very effective. We have three boats in the rental fleet (day-use 36' deck boats) that were designed to use solar for all power needs, plus hot water.

## Water Capture and Reuse

There may be opportunities for water capture and reuse in varying degrees at each site. As part of the water use assessment, we review the feasibility of utilizing various capture methods, including: rain barrels, gutter capture, greywater and treatment installations.



## Key Challenges

Our sites are making progress with respect to direct and indirect energy usage. Some key challenges remain.

- 1. Metering.** Although we have reliable data on 15 sites, the majority of our operations are not separately metered from our clients, making it difficult to quantify the impact of our programs. We continue to communicate with our clients to ensure we are aligning our program/actions with theirs for maximum impact.
- 2. "Ownership" of equipment and systems.** As we work with clients to invest in the efficiency of the equipment and building systems/envelopes in which we operate, we remain cognizant of the fact that Aramark's role is to operate and maintain that which our client owns. In the meantime, our employees are focused on best practice implementation to minimize our operational impact. We acknowledge the opportunities to further reduce consumption through the implementation of more consistent, repeatable practices that are currently being developed through our site-level EMS. As each site fully implements this rigor, we expect to see targeted reductions across the business.

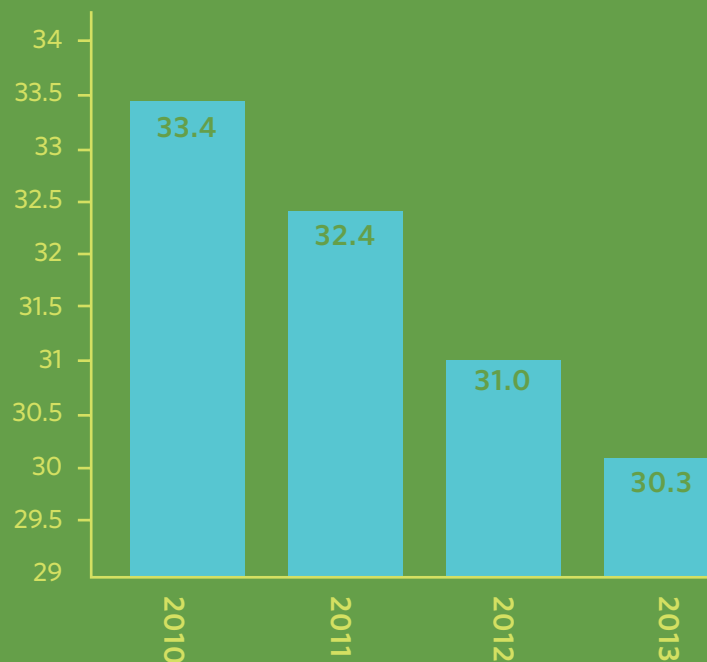


## PERFORMANCE TO DATE

TOTAL ELECTRICITY CONSUMED  
PER VISITOR (KWH/VISITOR)



TOTAL WATER CONSUMED  
PER VISITOR (GALLONS/VISITOR)



## TRANSPORTATION

LARGE NATIONAL PARK OPERATIONS:  
WE RELY ON FLEET VEHICLES TO  
EFFICIENTLY DELIVER PEOPLE, PRODUCTS  
AND SERVICES TO OUR MANY LOCATIONS.

We recognize that reducing our fuel use and emissions will have a substantial impact on costs and the environment.

### OBJECTIVE

To minimize the greenhouse gas (GHG) emissions that result from our fleet operations.

### TARGET

5% REDUCTION  
IN **GREENHOUSE GAS**  
EMISSIONS

resulting from fleet operations by the end of

**FY2018** (over the FY2015 baseline).

### COMMITMENT

We partner with our suppliers, corporate resources, clients and governmental organizations to educate our employees on environmental impacts, develop ways to improve operational efficiency, and implement new technologies.





### Optimization of Supply Chain Logistics

We work with suppliers to provide delivery optimization wherever possible in order to minimize the number of deliveries. This minimizes the overall amount of fuel used and helps preserve on-site air quality with fewer trucks on site at any given time.

- ▶ **Lake Powell Waste Hauling:** Lake Powell operation has made an agreement with True Value Master Warehouse – The Page, AZ. True Value is the final delivery stop for the company. Instead of sending an empty truck back to Phoenix, AZ, the driver comes to Lake Powell to pick up the recycling from both Northlake (Bullfrog) and Southlake (Wahweap) operations. The operation reduces traffic, greenhouse gas emissions and operational costs by not putting an additional truck on the road, and pays only a small fuel surcharge to haul the freight. Once in Phoenix the materials are recycled. Specifically, paper is given to Arizona Pacific Paper and Pulp where it is then sold to SCA, who is the primary provider of toilet paper, napkins, towels and tissue for Aramark Leisure.



### Fleet Preventative Maintenance

We maximize the efficiency and longevity of fleet vehicles through the development of a documented, rigorous preventative maintenance program. If vehicles are maintained off-site, we maintain a record of the contractors' practices and their compliance with our standards of maintenance.



### Optimization of On-site Use/Routes

Our employees based at large, multi-building sites minimize travel between sites by optimizing routes wherever possible, and by carpooling throughout the day.



### The Field Museum, Chicago, IL

*In July 2013, the culinary team began their partnership with FarmLogix. FarmLogix is a turnkey Farm-To-Bistro platform that connects food operations at the Field Museum with products from GAP-certified local farms with one online, farm-identified order. Located inside the LEED Platinum Testa warehouse, FarmLogix sources from small family farms and meat producers. Each of these farms has a passionate farmer and unique story behind it. Yuppie Hill Poultry, started by Lynn Lien and her father in 1999, is one example of a local farm that will provide the bistro with cage-free eggs; the term “yuppie” refers to the birds’ “high class” living quarters. Another produce option purchased through FarmLogix are carrots from Growing Power, a farm in Milwaukee founded by former NBA player and urban agriculture pioneer, Will Allen.*





## Availability of Alternatives

Our corporate fleet organization has developed a suite of tools that can enable site-level leadership to make educated vehicle choices.

- ▶ On a monthly basis, the Vice President of Fleet Operations sends all general managers a list of vehicles that are approaching end-of-life status so that they can prepare a replacement strategy.
- ▶ The corporate fleet organization has developed a website that the general manager uses to review manufacturer vehicles in each class to compare miles per gallon (MPG) and functionality to assess which is the best fit.

Hybrid Tour Buses at Denali National Park. The Aramark/Doyon Joint Venture partnered with the National Park Service to put two hybrid buses into service. The buses have been tested on every route within the park to gauge fuel mileage and durability.

Installation of Emission Control Technology at Denali National Park. We added 18 new buses to our fleet this year, all equipped with diesel particulate filters that meet EPA Tier 4 emissions standards. This new system reduces particulate matter and NOx by 90%.

- ▶ We partner with our clients to write grant applications to procure transportations alternatives for all interested parties.

Mesa Verde National Park Clean Fleets Initiative. Through a grant proposal, the park was awarded two **propane filling stations** (one publicly available), **one propane lawnmower**, **one propane pick-up truck** and a **propane tour bus**.



## Education and Outreach

Visitor and employee education programs encourage the use of alternative means of transport.

- ▶ [Lake Crescent Lodge](#). We offer \$15 off the room rate (to offset the Olympic National Park entrance fee) for guests who arrive in alternative fuel vehicles.
- ▶ [Asilomar State Beach and Conference Grounds](#). Through the EV Corridor Project, in conjunction with the California Energy Commission (CEC), we had electric vehicle charging stations installed (enough for four cars to charge at once). Usage from installation in April 2013 until September 9, 2013: 685 (kWh) Energy; 973.350 (kg) GHG gases saved; 114.528 (gallons) Gasoline Saved; 139 Total charge-ups.
- ▶ [Schulich School of Business at York University in Toronto, Canada](#). Like most of our urban sites, Schulich encourages visitors and guests to utilize the abundant public transportation system within the city and promotes the “commuter campus” value of the school in lieu of driving. They keep schedules on all modes of transport available at the front desk and recommend these transportation options over the use of cars.

## Performance to Date

Comprehensive data for transportation services provided by Aramark Leisure is not yet calculated. We are currently evaluating ways to effectively calculate this data, and will strive to have further information for the FY2015 submission.

**WE ARE COMMITTED TO IMPLEMENTING SOLUTIONS THAT OFFSET MAXIMUM ENERGY USAGE.**

## GOVERNANCE. ENSURING EFFECTIVENESS OF PROGRAMS

### A CULTURE OF SUSTAINABILITY: IT STARTS AT THE TOP.



In addition to the “front-line-first” approach described in the Strategy section, Aramark Leisure also ensures management level accountability. All employees of Aramark’s leisure division, including our President, Bruce Fears, play a role in minimizing our environmental footprint while maximizing operational performance.

#### Executive Team

At the executive level, the leadership team enables all program elements through resource planning and allocation throughout the business, and engages the client base through relationships and communications. As an integral part of the leadership team, the Director of Sustainability and Engineering guides leadership in evolving the values, objectives, targets and tool-sets along with the business.

#### Property Team

At the site level, General Managers and their leadership teams tailor the EMS to their specific site operations and promote the program through action and example. They help the front-line employees implement program elements and improvements by providing resources (time, training, funding) and leadership in prioritization, target setting and periodic reviews. In addition, a structure of

individuals – called Environmental Stewards – manage the [Green Thread®](#) EMS at the property level. The role of the Environmental Steward is to provide expertise in environmental sustainability and liaise between the Director and site to enable the development of the EMS and other initiatives through tools and resources (partnerships, industry relationships, etc.). Additionally, the Steward helps site-level leadership develop proper training, policies and procedures in order to foster a growing sustainability culture at the site.

#### Green Team

Along with the Steward, each property has a Green Team which meets regularly to work towards environmental objectives. The Steward is responsible for assembling the team and leading the meetings. Teams vary in size, depending on the property, and usually consists of three to seven employees, managers and supervisors. The team generally meets one or two times a month to facilitate EMS execution: discuss ongoing projects, plan for new projects, set goals, review metrics, and update the aspects and impacts. Depending on interest at the site, the Green Team also welcomes client participation.

### LOOKING FORWARD

At [Aramark Leisure](#), we are proud of our progress over the last four years. Our site-level teams have done a remarkable job ensuring they deliver exceptional operational results. We have significantly decreased the impact of those operations on the surrounding environment while supporting our local economies. But we are not done yet. With a clear focus on the strategies, targets and measurements outlined in this report, we know our future is unlimited, and we are excited to share our journey with you for years to come.



[aramarkleisure.com](http://aramarkleisure.com)