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# Sustainability's Correlation to Profit

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SUSTAINABILITY'S CORRELATION TO PROFITS

by

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ABSTRACT

Sustainability's Correlation to Profits

by

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Sustainability and its correlation to profits in hospitality institutions is the subject of this paper.
The lack of knowledge about sustainability and the benefits of sustainable practices are
discussed. The evaluation of a GreenSeal (2010) Bronze certification G46-Restaurant audit is
also examined. Research includes the review of industry experts' findings on the subject and the
social costs and benefits are evaluated based on the goal of economic, ecological, and social
sustainability.

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PART ONE

*Introduction*

Implementing a sustainability program not only helps the environment but it initiates awareness of the importance of sustainability. Due to the nature of recycle and reuse ideas, sustainable practices can help increase profitability. The sustainable practices discussed in this paper are related directly to foodservice including: recycling, composting, reducing water usage and energy consumption. Environmental sustainability can, in some situations, be characterized as little more than a statement of intentions. Additional dimensions of sustainability will be discussed in order for environmental sustainability to be achieved. The business concepts of minimizing costs, increasing productivity and profitability, deleting waste and obtaining access to capital at a lower cost are also basic to the EPA's simple definition of sustainability; policies and strategies that meet society's present needs without compromising the ability of future generations to meet their own needs. This paper is structured as follows: a brief explanation of the purpose of the study with justifications and constraints followed by an explanation of the importance of sustainability and the theoretical perspectives are outlined via a literature review which includes the importance of sustainability, challenges of implementation, environmental benefits and how sustainability actually drives value. The third part of the paper will include the actual methods used to obtain the data and the results of the study followed by conclusions.

*Purpose*

The purpose of this study is to recognize that there is a correlation between sustainable practices and profitability. Utilizing principles that will strengthen an establishment's root in the environment, social fabric and economy, sustainable development makes an operation viable for the long term instead of the short term.

*Statement of Problem*

Not implementing sustainability programs such as recycling, composting, and reducing energy and water usage results in hospitality/foodservice institutions is adding to the over filling of landfills and contributing to pollution and the destruction of natural habitats. The hospitality industry is a very wasteful industry. There is a disconnect between the implications of wasteful practices in the hospitality industry and the effects that these practices have on the environment.

*Objectives*

Measuring this theory of sustainability and increased profits includes reviewing nonfinancial items of waste vs. recycle, energy and water consumption and emissions data. This data is obtained from third-party experts in sustainability and waste, Green Seal and Save That Stuff. By using the Green Seal Bronze Certification Checklist as a *gap analysis* tool, a hospitality/foodservice establishment can compare its actual sustainability performance with its potential performance. Where social, economic and environmental considerations overlap is where sustainable profit for all stakeholders will be greatest in the long run. Rethinking your operations can lead to greater efficiency and thus greater profits and sustainability.

*Justification*

This study hopes to eliminate the lack of knowledge that the average hospitality industry professional has about sustainability and educate those in the industry about sustainable practices. Proving a correlation between sustainability and profits can increase participation in sustainable programs or at least strike interest in the subject. Implementation of a sustainability program can provide the following results: meeting or exceeding budgets, proving that a company is a socially responsible member of the community and increasing customer participation.

*Constraints*

The most limiting constraint for this study is the location that will be used. This location is a corporate restaurant contained within a pharmaceutical corporation. This is considered a constraint because the energy usage and water usage of the restaurant cannot be isolated from the entire building. The food service contractors also are not allowed to make decisions on purchases such as environmentally friendly paint or furniture.

*Glossary of terms*

*Composting* - the purposeful biodegradation of organic matter, such as yard and food waste. The decomposition is performed by micro-organisms, mostly bacteria, but also yeasts and fungi.

*Comingled Recycling* - a mix of all recycled goods in one container, glass, plastic, aluminum, plastics and metal.

*EPA* - environmental protection agency.  The mission of the EPA is to protect human health and the environment.

*Gap Analysis* - a tool that helps a company to compare its actual performance with its potential performance. A technique for determining the steps to be taken in moving from a current state to a desired future-state. It begins with (1) listing of characteristic factors (such as attributes, competencies, performance levels) of the present situation ("what is"), (2) cross-lists factors required to achieve the future objectives ("what should be"), and then (3) highlights the gaps that exist and need to be 'filled.'

*Green Seal* - a non-profit organization that uses science-based programs to empower consumers, purchasers and companies to create a more sustainable world.

*Green Washing* - the deceptive use of green public relations or green marketing in order to promote a misleading perception that a company's policies or products are environmentally friendly.

*Natural Habitat* - the environment inhabited by a specific organism or animal.

*Recycling*- involves processing used materials into new products to prevent waste of potentially useful materials, reduce the consumption of fresh raw materials, reduce energy usage, reduce air pollution (from incineration) and water pollution (from land filling) by reducing the need for "conventional" waste disposal, and lower greenhouse gas emissions as compared to virgin production.

*Save That Stuff* - founded in 1990 with a mission to provide cost-effective alternatives to traditional waste disposal. The core business is the collection of corrugated cardboard, newspaper, mixed paper, electronics, organics, cans and bottles.

*Sustainability* - an economic, social, and ecological concept. It is intended to be a means of configuring civilization and human activity so that society and its members are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, and planning and acting for the ability to maintain these ideals indefinitely.

PART TWO

Literature Review

*Introduction*

As previously discussed, this study will describe a correlation in sustainable practices and increased profitability that should guarantee interest in the subject of sustainability. The following review of literature is focused on the theoretical perspectives about the importance of sustainability, the challenges of implementation, environmental benefits and how sustainable strategies drive value. The aforementioned issues provide an understanding of why a sustainability program results in achieving the goals of meeting or exceeding budgets, proving that a food service company or restaurant is a socially responsible member of the community and increasing customer participation in dining at the sustainable restaurant.

*Sustainability Importance*

Sustainability is important because all the choices we pursue and all the actions that we make today will impact the future. We need to make sound decisions now in order to avoid limiting the choices of generations to come. As described in the Benefits of Sustainability Round Table (2007), "Sustainability is about not sacrificing the future for our needs today (pg. 40)". For example, the continued wasting of water and polluting the dwindling supply of freshwater will leave future generations with no other choice than to desalinate saltwater or treat contaminated water for consumption and daily use (EPA, 2011). If this happens, all life that depends on clean freshwater will become extinct. An example of an unsustainable practice in commercial kitchen is defrosting meats under running water which wastes enormous amounts of water.

The same is true of the supply of soil. Without proper care, soils can easily lose quality enough that they will no longer be able to encourage growth and sustain life (EPA, 2011). If that

happens, future civilizations will be void of crops and other natural sources of food. If clean water and good soil become scarce enough, all life on Earth can become extinct.

Today, we are painfully beginning to learn that environmental resources are limited and are quite sensitive to everything that we do. We are starting to experience the effects of the actions of generations that came before us. To make sure that future generations will not experience worse situations, we need to be aware of the ideals and requirements of sustainability. As we become aware, we need to put what we learn into action as that is the only way we can allow nature to catch up with the rate at which our requirements grow. This does not mean having to stifle human development. On the contrary, it means sustaining the supply of resources so that we can, in turn, sustain human development. The United Kingdom initiated the Industrial Revolution 200 years ago which started the mass use of carbon fuels such as wood, coal and oil. Now humans need to recognize this mistake and come up with a new green revolution to present to the world (*Hotel Business*, 2009).

Global warming is the main reason for sustainability implementation (EPA, 2011). However, there are many direct benefits to gain from the implementation of a sustainability program. The main benefits that are focused on for this study as researched by The Environmental Protection Agency, (2011) are environmental, social and economic. An example of an environmental benefit is reducing the impact of global warming with less pollution saving natural habitats. Examples of the social benefits are increased employee satisfaction, improving the well being of customers, and improving the community. The economic benefits are increased ROI, attracting government attention, attracting public attention and marketing benefits. Labeling a foodservice establishment as sustainable or green is a great way to market the establishment and draw more customers. Currently, there is a huge demand and interest from

hospitality operators that want to run their businesses in a more sustainable manner. Equally, customers and guests want to support companies operating in a sustainable fashion (Benefits of Sustainability Round Table, 2007).

*Challenges of Implementation*

There are many challenges in implementing a sustainability program in a hospitality organization. Reducing operating costs, avoiding green washing (as defined in the glossary) and customer perceptions are the major challenges when implementing a sustainability program.

Reducing operating costs and creating a competitive advantage is the most difficult of the aforementioned challenges. This is particularly true for hotels because guests tend to feel that they are paying for unlimited resources, like electricity, and often leave on multiple lights and the television. Hapstak, (2009) mentions that "sustainable business practices affect every operational facet of a restaurant or hotel form the front desk to the laundry service to the guestroom and food operations. Reduction of operating costs like electricity and water consumption can greatly contribute to increasing the bottom line. This can be (Cavagnaro, 2009) achieved by the addition of an energy management system (EMS) or have a designated energy manager who oversees the consumption and instillation of motion sensors for lights and aerators for water faucets.

Labeling a company a "green company" is very important. However (Hapstak, 2009), it is imperative to evaluate the benefits of green labeling and following established guidelines to avoid green washing. Green washing is the overstating of the environmentally or socially conscious attributes of a company's offering and the understating of the negative attributes for the company's benefit. Green washing can be explicit or implicit and can be expressed in many forms, including pictures, direct claims in text, symbols, labels, public relations even

partnerships or relationships. These claims can be made in press releases, advertisements on websites, and even on products. Often (Hapstak, 2009) sustainable practices are sacrificed because the means and methods to become sustainable are unclear. "The hospitality industry is flooded with non-profit organizations looking for a place at the podium and offering suggestions of how to be more green (Hapstak, 2009, P. 6)." Although these non-profits are looking to create better and more sustainable practices, they all have different agendas. The caterers, chefs and hotel professionals at the sustainability round table discussed that there was a general feeling that many major hospitality companies have seized on sustainability and used it as a public relations spin without actually making any practical move towards becoming more environmentally efficient (Benefits of Sustainability Round Table, 2007).

Customer perception is a very important challenge because the customers are the main contributors to the bottom line. As noted in the Hotel Business article (2009) "Complicating the green hotel puzzle is a very real concern that sustainability measures could adversely impact a property's guest satisfaction (p. 22). Now there is a huge demand and interest from hospitality operators that want to run their business in a more sustainable manner. Equally, customers and guests want to support companies that are operating in a sustainable fashion. The initial idea of implementing a sustainability program may seem costly and a bit daunting but the financial return can be very rewarding. Tesone (2005) mentions that, "The function of sustainability seems to be one that maintains consistent harmony with an environment over time to ensure the longevity of an entity" (P.137). Examination of the sources proves that sustainability is a very hot topic in the hospitality world. Some estimate that 74% of restaurant waste is compostable (Tesone, 2005). Hospitality companies that successfully adopt a sustainability program can generate profits, provide positive social impact, and reduce environmental impact. This trinity of

effects measures a company's social and environmental contributions along with its financials as a measure of success.

*Environmental Benefits*

Recycling is one of the most important aspects of sustainability. The Environmental Protection Agency (2011) has outlined major benefits and facts of recycling:

- Recycling and composting diverted nearly 70 million tons of material away from landfills and incinerators in 2000, up from 34 million tons in 1990-doubling in just 10 years.

- Every ton of paper that is recycled saves 17 trees.

- The energy we save when we recycle one glass bottle is enough to light a light bulb for four hours.

- Recycling benefits the air and water by creating a net reduction in ten major categories of air pollutants and eight major categories of water pollutants.

- In the U.S., processing minerals contributes almost half of all reported toxic emissions from industry, sending 1.5 million tons of pollution into the air and water each year.

- Recycling can significantly reduce these emissions.

- It is important to reduce our reliance on foreign oil. Recycling helps us do that by saving energy.

- Manufacturing with recycled materials, with very few exceptions, saves energy and water and produces less air and water pollution than manufacturing with virgin materials.

- It takes 95% less energy to recycle aluminum than it does to make it from raw materials. Making recycled steel saves 60%, recycled newspaper 40%, recycled plastics 70%, and recycled glass 40%. These savings far outweigh the energy created as by-products of incineration and land filling.

- In 2000, recycling resulted in an annual energy savings equal to the amount of energy used in 6 million homes (over 660 trillion BTUs). In 2005, recycling is conservatively projected to save the amount of energy used in 9 million homes (900 trillion BTUs).

- A national recycling rate of 30% reduces greenhouse gas emissions as much as removing nearly 25 million cars from the road.

- Recycling conserves natural resources, such as timber, water, and minerals.

- Every bit of recycling makes a difference. For example, one year of recycling on just one college campus, Stanford University, saved the equivalent of 33,913 trees and the need for 636 tons of iron ore, coal, and limestone.

- Recycled paper supplies more than 37% of the raw materials used to make new paper products in the U.S. Without recycling, this material would come from trees. Every ton of newsprint or mixed paper recycled is the equivalent of 12 trees. Every ton of office paper recycled is the equivalent of 24 trees.

- When one ton of steel is recycled, 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone are conserved.

- Brutal wars over natural resources, including timber and minerals, have killed or displaced more than 20 million people and are raising at least $12 billion a year for rebels, warlords, and repressive governments. Recycling eases the demand for the resources.

- Mining is the world's most deadly occupation. On average, 40 mine workers are killed on the job each day, and many more are injured. Recycling reduces the need for mining.

If a hospitality organization wants to stay profitable, they must incorporate sustainability into their business operations and culture. Environmental practices are no longer only about regulation, ethics and philosophy; sustainability is now a business model that saves money improves productivity and increases profits. Driving value can be acquired by energy management and a good business model. (Mereweather, 2010) indicates that, "by implementing sustainability initiatives, food and beverage companies can reduce their operational costs by anywhere from five to 15 per cent. Reduced energy, water and product ingredient use, as well as solid waste, wastewater and loading generation are a few of the direct benefits on the bottom line. The addition of data loggers and water meters that track the flow of electricity, natural gas and water throughout a facility make it easy to identify problem areas and make appropriate corrections with energy usage. Moreo, (2009) further indicates that, "even something as simple as putting lids on the pots in the kitchen can save an estimated 25% of the energy used to prepare meals. Hotel brands are looking to increase efficiency by using energy management systems to better integrate hotel systems (Sheivachman, 2011). Sheivachman further mentions that, "Hoteliers moving to use energy management will essentially save on heating and cooling when guests are not in the room, and reset extreme settings that are either too high or too low depending on the outside temperature (2011, P. 36). Not all energy management systems require a major investment in renovations. Sheivachman also discusses a wireless retrofit-able energy management system created by Evolve Guest Controls, "The guest or user of the room should be in charge and this system allows that, this keycard-based system that does not use sensors; one swipes the lock and opens the door to activate the room and turn on the lights (2011, P. 36)". As mentioned earlier, the basic business model mirrors the sustainability model. Moosmann 2009

indicates that the three elements necessary in a successful operation: Profit (economic prosperity), people (social responsibility), and planet (environmental protection) will strengthen each other in the right mix. The business concepts of minimizing costs, increasing productivity and profitability, deleting waste and obtaining access to capital at a lower cost are also basic to sustainability. By managing according to principles that will strengthen an establishment's root in the environment, social fabric and economy, sustainable development makes an operation viable for the long term. While each of these initiatives can result in savings, the best way to incorporate sustainability is to make it part of the culture. That way, there is an overall strategy that affects each decision and purchase the company makes, leading to greater cost savings.

*Conclusion*

The references cited in this paper discuss the importance of sustainability as it relates to restaurants and hotels and the overall positive outcomes that a sustainable program generates. There is strong evidence that hospitality operations professionals need to rethink how they do food and beverage service in order to be strong competitors in the future. Becoming the sustainability leader in this area provides an excellent way to emotionally connect with customers and engage them in the process. Achievement of this connection is driven by a sustainable program that actually lowers operating cost, thus resulting in increased profitability. Sustainable and responsible operation of food and beverage departments will automatically enhance profitability because it allows the management team to have lower operating costs.

PART THREE

*Introduction*

Part one and part two of this paper introduced the concepts and importance of

sustainability as related to a food service operation. The food service operation involved in this

study is a corporate restaurant within Shire Pharmaceuticals in Lexington, Massachusetts. The

restaurant purchases approximately $10,000 worth of food per week with an annual sales volume

above $1.5M. The average participation rate is approximately 52% of a population of 975. To

further prove the correlation of sustainable practices and profitability, the corporate foodservice

establishment was audited in December 2010 with the Green Seal Bronze Certification audit.

The Green Seal Standard for Restaurants and Food Services, GS-46, establishes requirements for

restaurants and food service operations that have been operating for at least three months whose

primary business is preparing and serving food to the general public or private consumers. This

includes full-service, limited-service, non-commercial and catering operations. The standard is

based on life cycle research and focuses on leadership and environmental improvement in the

key impact areas of food, waste and energy. Metrics, performance and practices are combined in

this standard to help operators make meaningful environmental improvement. In addition,

organizational commitment is included to ensure the environmental efforts are long lasting. The

standard can serve as a tool to help operations begin to take action to improve their operation and

is available for Green Seal certification. Using this audit as a gap analysis tool helps to recognize

the current performance and identify areas to improve performance.

The same corporate restaurant was audited again in March 2011 and the results from both

Green Seal audits were compared.  In addition to the Green Seal audit, there is also a Save That

Stuff recycling and composting waste report included (Table 2 and Table 3) to show an increase

in the recycle and compost program currently in place. Finally, there will be a comparison of the audit scores, recycled and composted waste and actual profits for the months that were audited.

*Results*

In developing the GS-46 audit, Green Seal examined eleven different areas of environmental and human health impacts, including carcinogens and respiratory issues, global effects such as green house gas and ozone, and environmental issues like land use and ecotoxicity (Green Seal, 2011). According to Green Seal, the average total impact of a restaurant certified at the bronze entry level is reduced by 75% and total greenhouse gas reductions average 75% ([www.greenseal.com](www.greenseal.com), 2011). The initial audit of the corporate restaurant (Appendix 1) in December 2010 shows the biggest areas of improvement (or gaps) in sustainable practices to be in section 3.1 pertaining to food purchasing, sections 3.2-3.3 energy/water usage, sections 3.4.1-3.4.8 waste, and sections 3.4.9-3.7.8 supplies. Upon completion of the audit, the data were studied and vendors were contacted for changes in food purchases. The audit was reviewed with the client and recommendations were made by the restaurant management team for implementation of the required changes.

The main challenge of implementation was in the responsible food purchasing section which requires a purchasing increase of $26,000.00 per year. However, the client was elated to make the appropriate changes because this sustainability study was happening at the same time that the client was rolling out a companywide recycling program to increase their corporate citizenship. January was the month for complete implementation. February was the month of advertisement and marketing for the restaurant and the client. The certification has not been achieved but the sustainable changes have been made and the customers are aware and participating. Appendix 2 shows that results of the GS-46 March 2011 audit.

Table 1 compares the results of both audits to an achieved bronze certification. Table 1 shows significant changes from December 2010 to March 2011. Table 2 is waste data the shows the tonnages of waste for 2010 generated by the corporate restaurant as recorded by the third party waste company Save That Stuff. Table 3 represents the percentages of recycled materials for 2010. According to this graph there is opportunity to increase the comingled recyclables and the composting of organics. Although there is a significant amount of waste being recycled there is not a correlation between the waste and the profits of the restaurant or the waste and the approximate customer participation shown in Table 4. Table 4 shows that restaurant sales and approximate customer participation (approximate is used because of catering) from October 2010 to the first week of April 2011. Approximate because of the ever changing catering requests due to last minute orders. The findings in the sales table show an increase in sales and participation from October to the first week of April. After advertising the sustainable efforts of the restaurant and the serving of higher quality organic and hormone free food customer participation is up to 63% and sales are trending in an increasing direction as well.

*Conclusion*

The results for this study show that there is a correlation between sustainability and profits. According to Green Seal, restaurant owners can make significant improvements to their environmental impact and their bottom line by applying for GS-46 Certification. Green Seal did a case study of a restaurant with annual revenue of $1-$2 M and monthly purchasing of about $60,000 of food. The results showed a 75% reduction in environmental footprint and a savings of at least $3,710 per year (Green Seal, 2011).  Green Seal also indicates that the leading environmental impact in a restaurant is the food, representing up to 95% of the total

environmental impact of a food service operation. As indicated in the data of this study, reducing

wasted food and buying responsibly grown food may increase the cost of food initially but

finding local options and serving seasonal selections help reduce costs. With full participation

from the client saving energy and water saves money. Table 4 shows the increase in sales which

improved significantly after the sustainable program was marketed. Green Seal mentions that

60% of consumers say that they are more likely to visit a restaurant that offers food that is

environmentally responsible.

Table 1: Gap Analysis Results

## Gap Analysis Results

% of sections of GS-46 Audit

| | Organization | Regulatory Compliance | Environmental Performance Requirements | Training |
|---|---|---|---|---|
| Bronze Certified | 100% | 100% | 100% | 100% |
| Mar-11 | 100% | 100% | 63% | 100% |
| Dec-10 | 100% | 100% | 47% | 0% |
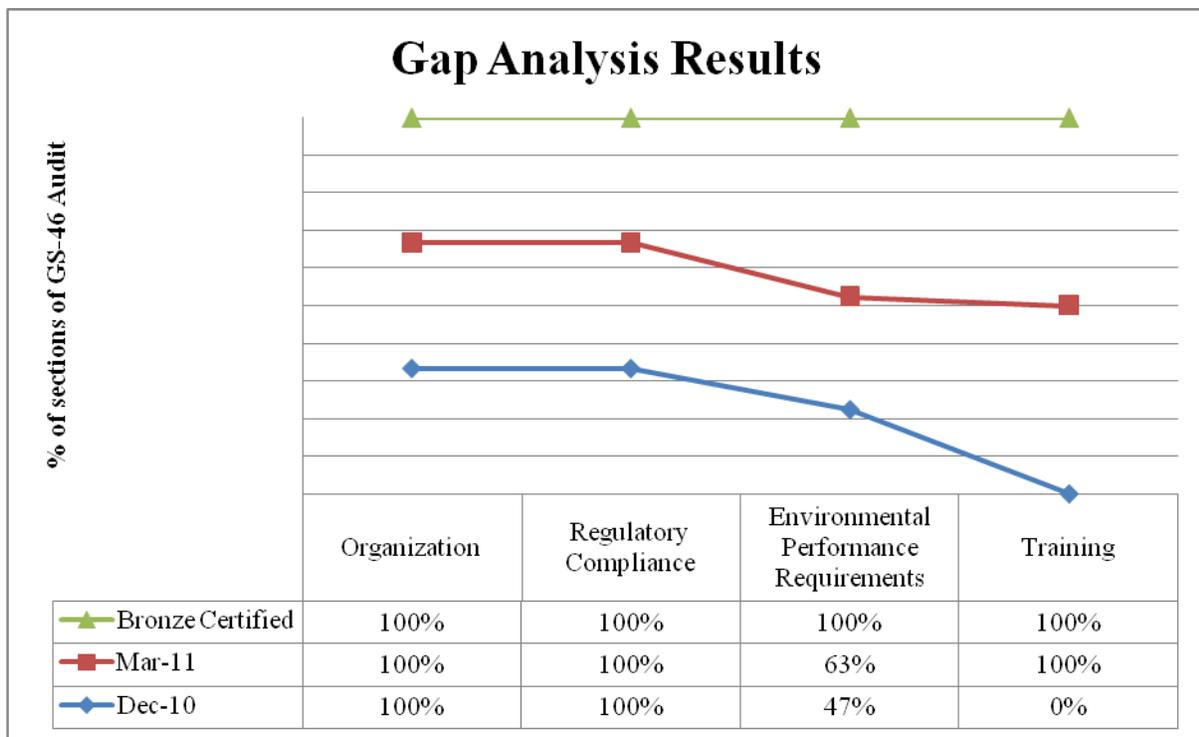
Table 2: Recycling Material 2010 from Save That Stuff

| | cardboard | comingled | organics | pallets | veg oil | Total Tons |
|---|---|---|---|---|---|---|
| JAN | 3.328 | 1.338 | 1.775 | 0.8 | 0.209 | 7.45 |
| FEB | 3.996 | 1.375 | 1.225 | 1.34 | 0.418 | 8.354 |
| MARCH | 5.635 | 1.535 | 2.3 | 2.2 | 0.418 | 12.088 |
| APRIL | 4.561 | 1.498 | 2.33 | 1.14 | 0.418 | 9.946 |
| MAY | 4.01 | 1.45 | 3.245 | 3.28 | 0.209 | 12.194 |
| JUNE | 4.886 | 2.128 | 2.725 | 3.6 | 0.114 | 13.453 |
| JULY | 3.913 | 1.64 | 3.445 | 2.6 | 0.228 | 11.826 |
| AUGUST | 4.402 | 2.38 | 2.385 | 6.04 | 0.095 | 15.302 |
| SEPT | 4.71 | 2.298 | 1.61 | 2.68 | 0.152 | 11.45 |
| OCT | 4.353 | 1.92 | 1.76 | 2.6 | 0 | 10.633 |
| NOV | 5.185 | 3.918 | 1.2125 | 3.66 | 0 | 13.975 |
| DEC | 5.48 | 3.928 | 1.35 | 2.04 | 0.095 | 12.893 |
| TOTAL TONS | 54.459 | 25.405 | 25.363 | 31.98 | 2.356 | 139.562 |

Table 3: Recycling By Material 2010
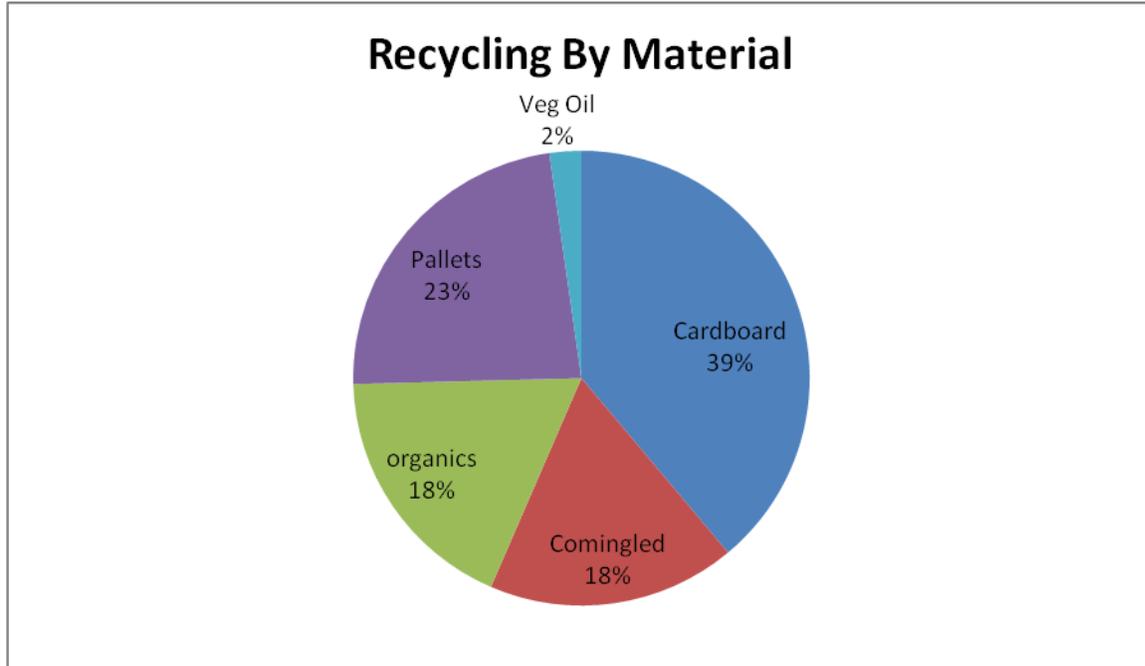


Table 4: Sales

| Month | Sales | Approx. Participation |
|---|---|---|
| Oct-10 | 97,655.00 | 42% |
| Nov-10 | 98,568.00 | 43% |
| Dec-10 | 111,978.00 | 56% |
| Jan-11 | 101,458.00 | 45% |
| Feb-11 | 112,687.50 | 58% |
| Mar-11 | 114,937.00 | 60% |
| Apr-2011 week 1 | 35,249.00 | 63% |

Appendix A

GS-46 Restaurants and Food Service Certification Checklist
Bronze

Shire Pharmaceuticals Lexington, MA                    Date: December 6, 2010

| REQUIREMENTS | Y | N | NA | NOTES |
|---|---|---|---|---|
| **1.0 ORGANIZATION** | | | | |
| 1.1 Have the food service operation provide information on the property including:<br>-Year of property construction, if applicable<br>-Year of most recent renovation (if any)<br>-Property size (square feet), if applicable<br>-Number of floors, if applicable<br>-Average number of patrons served<br>-Number of staff<br>-Other food service operation-specific information | X | | | |
| **2.0 REGULATORY COMPLIANCE** | | | | |
| 2.1   Have the food service operation provide a statement that it has not violated any applicable environmental regulations in the past 12 months. | X | | | |
| 2.2   Have the food service operation identify the environmental compliance personnel and/or provide description of environmental compliance program. | X | | | |
| **3.0 ENVIRONMENTAL PERFORMANCE REQUIREMENTS** | | | | |
| **3.1 Responsible Food Purchases** | | | | |
| **3.1.1 Total Food Purchases**<br>The portion of total food purchases, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, that is either organic or environmentally-preferable (see Appendix A), or a combination thereof, shall be:<br><table><tr><td>BRONZE</td></tr><tr><td>25%</td></tr></table><br>Food that is directly-purchased and not certified by the programs outlined in Appendix A, but is produced in an equivalent means to organic or environmentally-preferable, may qualify for up to half of the required purchases when appropriate documentation/attestation is provided for review. | | X | | |
| **3.1.2 Animal-Based Food Purchases, *Where Applies*** The percent of the total animal-based food purchases, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, shall be:<br><table><tr><td>BRONZE</td></tr></table><br>• Demonstrated and attested to be 25% raised without antibiotics | | X | | |

| | | | |
|---|---|---|---|
| **3.1.3 Responsible Seafood Purchases,** *Where Applies*<br>All fish and seafood purchased, over a minimum of the last 3 months and up to the last 12 months, shall be:<br><table><tr><td>BRONZE</td></tr><tr><td>Not on the Monterey Bay Seafood Watch "AVOID" web list; Nor score RED (1.39 or less) on the Blue Ocean Institute's Guide to Ocean Friendly Seafood.</td></tr></table>Environmentally-preferable food, such as that certified by MSC, and food that adheres to the farmed shrimp and farmed salmon purchasing policies designed by Environmental Defense Fund is permitted. | X | | |
| **3.1.4 Responsible Coffee Purchases** The amount of coffee purchased, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, either organic, environmentally-preferable (see Appendix A), or socially-preferable (see Appendix B) shall be:<br><table><tr><td>BRONZE</td></tr><tr><td>50%</td></tr></table>Directly-purchased coffee that is not certified by the programs outlined in Appendix A and B but produced in an equivalent means to organic, environmentally-preferable, or socially-preferable may qualify for up to half of the required purchases when appropriate documentation/attestation is provided for review. | X | | |
| **3.2 Energy Conservation and Management** | | | |
| **3.2.1 Energy Management Plan**<br><table><tr><td>BRONZE</td></tr><tr><td>The operation shall have a documented energy management plan with goals for energy conservation, an action plan to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals (including start-up and shutdown schedule for lights, equipment, and other energy-consuming items).</td></tr></table> | X | | |
| **3.2.2 Energy Use and Conservation Tracking**<br><table><tr><td>BRONZE</td></tr><tr><td>Monitor energy bills monthly with the ENERGY STAR portfolio manager[1] or an equivalent energy management or documentation system (e.g., utility's software or Excel spreadsheet) that: tracks utilization, EUI (e.g., BTU/sq ft), and costs; benchmarks these factors relative to past performance (normalized for sales volume); and determines percent improvement or energy savings.<br><br>[1]Portfolio Manager is a free web application developed by the EPA and offers a way for restaurants to track their weather-normalized energy and water use. Portfolio Manager allows certain commercial buildings (e.g., office buildings, warehouses) to obtain an ENERGY STAR label; restaurants are not eligible for this label, but Portfolio Manager can still be a very useful tool for restaurants to track energy and water use.</td></tr></table> | | X | |

| | | | |
|---|---|---|---|
| **3.2.3 Energy Conservation Performance** Energy conservation measures shall achieve the following, normalized for sales volume:<br><br>BRONZE<br>A 7% improvement in EUI over baseline (no less than one year ago, no greater than 3 years ago) or an EUI 15% better than the applicable national EUI average (refer to ENERGY STAR's national average table).<br><br>Renewable energy directly used on-site, but not including renewable energy certificates, may be considered an energy conservation measure and counted toward the above requirement. | | X | |
| **2.4 Energy Conservation Maintenance Checklist**<br><br>BRONZE<br>The operation shall have a maintenance checklist and records of inspections for lighting, equipment, and other energy-consuming items that includes at least the following:<br>• The operation shall perform and document manufacturer recommended maintenance to appliances to ensure all equipment is functioning properly and maintaining energy efficiency levels, including an air balance for the kitchen exhaust system.<br>• Clean lighting fixtures, diffusers, and lamps monthly. Unused ballasts in delamped fixtures shall be disconnected.<br>• Cracked or worn refrigerator and freezer door gaskets and strip curtains that allow air transmission shall be replaced and doors shall be aligned.<br>• Clean permanent filters with mild detergents and change replaceable filters according to manufacturer guidelines.<br>• Check HVAC system each year for coolant and air leaks, clogs, and obstructions of air intake and vents.<br>• Keep HVAC condenser coils free of dust and lint and evaporator coils free of excess frost.<br>• Hot water heaters set in accordance with the minimum or recommended supply temperature for the facility's dish machines. In the absence of a dish machine, water temperature shall be set in accordance with minimum health code requirements.<br>• Monitor refrigerator and freezer temperatures. | X | | |
| **3.2.5 Climate Control**<br><br>BRONZE<br>A programmable thermostat shall be used and set back at night and at other non-operating hours to cool at 85°F and heat at 62°F. | X | | |
| **3.2.6 Lighting Controls**<br><br>BRONZE<br>Whenever possible, lighting controls shall be used such as vacancy sensors, bypass/delay timers, or time clocks in low occupancy areas such as walk-ins, closets, office, and restrooms. | X | | |
| **3.3 Water Conservation and Management** | | | |
| | | X | |

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| **3.3.1 Water Management Plan** | | | | |
| BRONZE | | | | |
| The operation shall have a water management plan with goals and an action plan for water conservation to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals. | | | | |
| **3.3.2 Water Use Tracking** | | | | |
| BRONZE | | | | |
| The operation shall monitor water bills monthly with the ENERGY STAR portfolio manager[4] or an equivalent utility management or documentation system (e.g., utility's software or Excel spreadsheet) that tracks utilization and costs, benchmarks these factors relative to past performance (normalized to sales volume), and determines percent improvement or savings.<br><br>[4]Portfolio Manager is a free web application developed by the EPA and offers a way for restaurants to track their weather-normalized energy and water use. Portfolio Manager allows certain commercial buildings (e.g., office buildings, warehouses) to obtain an ENERGY STAR label; restaurants are not eligible for this label, but Portfolio Manager can still be a very useful tool for restaurants to track energy and water use. | | X | | |
| **3.3.3 Water Conservation Checklist** | | | | |
| BRONZE | | | | |
| The operation shall have a water conservation checklist and records of inspections that include at least the following:<br>• Turn off faucets not in use.<br>• Regularly check for and repair all leaks.<br>• Maintain toilets and urinals.<br>• For full-service operations, serve customers drinking water and refill drinking water only upon request.<br>• Do not use running water to melt ice in sinks.<br>• Hand-scrape dishes before loading into dishwasher.<br>• Use 1.6 gpm or less pre-rinse spray valve.<br>• Operate dishwashers when full, whenever possible.<br>• Use dry floor and outdoor cleaning methods, followed by damp mopping, rather than spraying or hosing with water.<br>• Dishwasher temperature shall be set to the lowest temperature allowed by health regulations and consistent with the type of sanitizing system used. | | X | | |

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| **3.3.4 Water-Efficiency**<br>The operation shall have water fixtures that meet the specifications outlined below. Any existing toilets and urinals that exceed the required pressure or flow rates shall be on a schedule for replacement within two years. An exception is permitted if the plumbing infrastructure will not adequately function with lower flow rates.<br><table><tr><td>BRONZE</td></tr><tr><td>• 2.2 gpm or less for kitchen faucet<br>• 0.5 gpm or less for lavatory faucet<br>• 1.6 gpf or less for toilets<br>• 1.0 gallon or less or waterless for urinals<br>• 1.0 gallon or less or waterless for urinals</td></tr></table> | | | X | |
| **3.4 Waste Reduction and Management** | | | | |
| **3.4.1 Waste Reduction and Management Plan**<br><table><tr><td>BRONZE</td></tr><tr><td>The operation shall have a documented waste management plan with goals for waste reduction, an action plan to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals (including forecasting, production records, yield testing, inventory management, alternate uses of food inventory, and reusable service ware).</td></tr></table> | | X | | |
| **3.4.2 Total Waste Audit**<br>The operation shall track total waste, including both pre-consumer waste and post-consumer waste, normalized to sales volume. The operation shall maintain records on amount (e.g., pounds) and type (e.g., food, recyclable material, solid waste, etc.) over a period of at least three days of normal operations; tracking shall be conducted at the following frequency:<br><table><tr><td>BRONZE</td></tr><tr><td>Pre-consumer at least quarterly and post-consumer at least annually.</td></tr></table><br>Post-consumer waste not in facility does not need to be counted, such as when the consumer takes the food out of the facility to eat it or for drop-off catering services. | X | | | |
| **3.4.3 Total Waste Reduction**<br><table><tr><td>BRONZE</td></tr><tr><td>The waste plan in 3.4.1 shall include priority for waste reduction, above other goals.</td></tr></table> | X | | | |
| **3.4.4 Total Waste Diversion** The operation shall divert the following percent of total operational waste (excluding construction or renovation material) from the landfill based on the most recent waste audit conducted during normal operations according to 3.4.2:<br><table><tr><td>BRONZE</td></tr><tr><td>40%</td></tr></table> | X | | | |
| **3.4.5 Food Donations**<br><table><tr><td>BRONZE</td></tr><tr><td>The operation shall research and document local food donation options. Where available, food donations shall be done on a regular basis, and recorded. Operations shall have a documented policy of what food can be safely donated, to which facilities, and how. Priority shall be to donations for human consumption (not including employee meals), followed by animal feed. Food that can be donated should not be composted or sent to the landfill.</td></tr></table> | | X | | |

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| **3.4.6 Fat, Oils, and Grease Recycling** | | | | |
| BRONZE | | | | |
| The operation shall research and document local fat, oil, and grease recycling options. Where available, used frying oil and oil from grease recovery devices shall be recycled with proven partnerships for using the oil for biodiesel production or other means of replacing fossil fuel use. | X | | | |
| **3.4.7 Composting** The operation shall research and document local composting options (including farms). Where composting is available, the operation shall have clearly marked sorting mechanisms (e.g., bins) in areas waste is collected and: | X | | | |
| BRONZE | | | | |
| Compost all pre-consumer food waste. | | | | |
| **3.4.8 Solid Waste Recycling** | | | | |
| BRONZE | | | | |
| The operation shall research and document local solid waste recycling options. The operation shall maintain a recycling program for materials for which recycling is locally available and have clearly marked sorting mechanisms (e.g., bins) in areas waste is collected. Materials may include, but are not limited to, aluminum, plastic (1-5), steel, glass, cardboard, newspaper, mixed paper, electronics, inkjet and toner cartridges, paint, batteries, and fluorescent lighting like CFLs. | X | | | |
| **3.4.9 Disposable Products** The operation shall eliminate non-essential disposable products and the following: | | | | |
| BRONZE | | | | |
| • Polystyrene packaging and cups shall not be used. <br> • When cost-effective alternatives are available, Society of the Plastics Industry resin code #6 products (e.g., utensils) shall not be used. <br> • Except for trash can liners, plastic bags shall not be used. <br> • Disposable paper and tissue products shall be environmentally-preferable (see Appendix A); 100% recovered content, the minimum amount of post-consumer content outlined in the EPA Comprehensive Procurement Guidelines, and processed chlorine free; Or 100% agricultural residue fiber. <br> • Full-service operations shall not use disposable or single-use utensils or serving ware: an exception is permitted for take-out food. <br> • Portion-controlled condiments and disposable napkins, utensils, and straws shall be provided upon customer request or with single-serve dispensers, where applies. <br> • Operations shall not procure waxed cardboard packaging for use in operations. <br> • Operations shall use reusable transport packaging instead of one-time (or limited-use): an exception is permitted for packages directly containing food for delivery or drop-off service. | X | | | |
| **3.4.10 Packaged Water** | | | | |
| BRONZE | | X | | |
| The operation shall have tap water available for customers, as an alternative to bottled water. | | | | |

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| **3.5 Air Quality** | | | | |
| **3.5.1 Smoking**<br>BRONZE<br>The operation shall not allow smoking at its facilities or within 25 feet of its entries, outdoor air intakes, or operable windows where regulations allow or where applies. | X | | | |
| **3.6 Cleaning and Landscape Management** | | | | |
| **3.6.1 Cleaning**<br>For non-food contact surfaces, the operation shall:<br>BRONZE<br>• Use cleaning concentrates and dilution control systems to minimize chemical use, when possible.<br>• Use durable, reusable cloths and mops.<br>• Use environmentally-preferable cleaning products for glass cleaners, floor cleaners, toilet and restroom cleaners, and general purpose cleaners.<br>• Use environmentally-preferable hand cleaners that are not antibacterial in customer restrooms, when they are separate from employee restrooms. | X | | | |
| **3.6.2 Cleaning Tools**<br>BRONZE<br>The operation shall use separate cleaning tools (cloths, mops, etc.) for restrooms and the rest of facility. | X | | | |
| **3.7 Environmentally and Socially-Sensitive Purchasing.** | | | | |

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| **3.7.1 Environmentally and Socially Sensitive Purchasing Policy** | | | | |
| BRONZE | | | | |
| The operation shall implement a documented environmentally and socially sensitive purchasing policy, which shall include the following:<br>• Consider the life-cycle costs of buying products and services. Information from all available sources shall be used.<br>• Incorporation of environmental and social preferences into purchasing actions and discussions with suppliers and vendors on such preferences (see 3.7.1.1).<br>• The trial of potential environmentally and socially responsible products and services.<br>• When available, environmentally-preferable products should be used.<br>• Annual evaluation and modification, if necessary, of the environmentally and socially responsible purchasing policy to help ensure maximum benefit (including checking most recent fish/seafood lists and availability of responsible food options). | | X | | |
| **3.7.1.1 Vendor Preference** | | | | |
| BRONZE | | | | |
| The operation shall document and show evidence of practicing a vendor policy that includes at least the following preference given to vendors that:<br>• Provide environmentally-preferable products (e.g., certified products).<br>• Use efficient transportation.<br>• Do not require paper for ordering.<br>• Provide items in bulk.<br>• Take-back and reuse delivery containers, approved for commercial food use. | | X | | |
| **3.7.3     Sanitary Paper Products** | | | | |
| BRONZE | | | | |
| Sanitary paper products (such as restroom towels, napkins, bathroom tissue, and facial tissue) shall be environmentally-preferable (see Appendix A) or contain 100% recovered content, processed chlorine free, and the minimum amount of post-consumer content outlined in the EPA Comprehensive Procurement Guidelines. | | X | | |
| **3.7.4 Printing and Writing Paper** | | | | |
| BRONZE | | | | |
| Paper menus shall be printed on and office paper shall be environmentally preferable (see Appendix A); Or contain 100% post-consumer material and processed chlorine free; Or made from 100% agricultural residue fiber. | | X | | |
| **3.7.4.1 Printing**<br>Paper or printed material not covered in 3.7.4 such as printed marketing information, shall be minimized and: | | | | |
| BRONZE | | | X | |
| The default setting for copying and printing shall be double-sided and paper printed on one side shall be used for internal copies/printouts/notepads, if available. | | | | |

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| **3.7.5 Office Electronics** | | | | |
| BRONZE | | | | |
| • Rechargeable batteries shall be used for battery-powered devices including flashlights, handheld vacuums, and other battery-powered equipment.<br>• Printers and copiers replaced or purchased shall have the ability to print double-sided. | | | X | |
| **3.7.6 Furnishings**<br>Furnishings, such as tables, chairs, and carpet shall be durable products that can be repaired, when possible, and: | | | X | |
| BRONZE | | | | |
| When furniture is purchased it shall not contain added urea formaldehyde. | | | | |
| **3.7.7 Paint** | | | X | |
| BRONZE | | | | |
| Paint used for architectural surfaces shall be environmentally-preferable (Appendix A). | | | | |
| **3.7.8.1 Linen and Uniform Cleaning,** *Where Applies* | | | X | |
| BRONZE | | | | |
| Linen and uniform cleaning shall be performed without using perchloroethylene. | | | | |
| **3.7.9 Transportation** | | | | |
| **3.7.9.2 Fleet Maintenance**<br>The operation's vehicles used for direct business shall have documented evidence for the following: | | | | |
| BRONZE | | | | |
| Meet the following requirements from Green Seal Environmental Standard for Fleet Vehicle Maintenance (GC-10):<br>• Tires are checked routinely for wear and to maintain proper inflation.<br>• Engine is checked routinely for tuning; filters, fluids, exhaust, and other functioning parts are changed as required by standard maintenance schedules.<br>• Used Parts are recycled, remanufactured, or reused if practicable. | X | | | |
| **4.0 TRAINING AND COMMUNICATION REQUIREMENTS** | | | | |
| **4.1 Company Responsibility** | | | | |
| **4.1.1 Company Charter** | | | | |
| BRONZE | | | | |
| The operation shall have a company strategic plan or charter that formally adopts a written commitment to the environmentally and socially responsible practices included in this standard. | | X | | |
| **4.1.2 Environmental and Social Responsibility Plan** | | | | |
| BRONZE | | | | |
| The operation shall have an environmental and social responsibility plan that includes goals and an action plan related to the criteria of this standard and is updated annually. | | X | | |

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| **4.1.2.1 Vendor Code of Conduct** | | | | | |
| BRONZE | | | | | |
| The operation shall have a vendor code of conduct in practice that includes social and environmental guidelines and vendor preferences outlined in 3.7.1.1. | | | X | | |
| **4.2 Environmental and Social Responsibility Operating Procedures** | | | | | |
| BRONZE | | | | | |
| The operation shall have written operating procedures available to each employee, including at least the following:<br>• Environmentally and Socially-Sensitive Purchasing policy<br>• Energy and water management and conservation<br>• Waste management<br>• Cleaning and chemical management<br>• Transportation<br>• Administration<br>• Food and worker safety | | | X | | |
| **4.3   Environmental and Social Responsibility Training** | | | | | |
| BRONZE | | | | | |
| New employees shall receive a minimum of one hour (paid) of documented training on the company's environmental and social responsibility plan (4.1.2) and operating procedures (4.2) within the first week of employment, as applicable to their duties, and all employees shall receive a minimum of two hours (paid) of documented training annually, beyond the initial training required, on the company's environmental and social responsibility plan (4.1.2) and operating procedures (4.2). | X | | | | |
| **4.4   Communication** | | | | | |
| BRONZE | | | | | |
| The menu shall identify items that include the responsible food purchases included in 3.1. | X | | | | |
| **4.5 Education** | | | | | |
| BRONZE | | | | | |
| The operation shall have information accessible (e.g., web site, brochures, etc.) to customers about its environmentally and socially responsible practices in order for customers to learn about the practices that are carried out and the reasons for them. | X | | | | |
| **5.0 CONTINUOUS IMPROVEMENT** | | | | | |
| **5.1 Continuous Improvement Plan** | | | | | |
| BRONZE | | | | | |
| The operation shall demonstrate annual improvement, for normal operating conditions, based on the action plan included in 4.1.2. | X | | | | |
| **5.2 Required Improvement Timing** | | | | | |
| BRONZE | | | | | |
| Operations at the BRONZE level shall meet SILVER requirements within three years of initial certification. | | X | | | |

| 6.0 LABELING REQUIREMENTS | | | |
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| BRONZE | | | |
| Whenever an operation makes a claim (e.g., at the operation or in advertising) that it has been certified to this standard, is shall be based on a third-party certification program with an on-site audit and state:<br>"[Name of restaurant or food service operation or catering operation] meets the Green Seal™ Environmental Standard for Restaurants and Food Services based on its reduced impact on the environment with responsible food offerings, supply purchases, waste handling, and energy and water conservation." | | X | |

Appendix B

GS-46 Restaurants and Food Service Certification Checklist
Bronze

Shire Pharmaceuticals Lexington, MA                    Date: March 7, 2011

| REQUIREMENTS | Y | N | NA | NOTES |
|---|---|---|---|---|
| **1.0 ORGANIZATION** | | | | |
| 1.1 Have the food service operation provide information on the property including:<br>-Year of property construction, if applicable<br>-Year of most recent renovation (if any)<br>-Property size (square feet), if applicable<br>-Number of floors, if applicable<br>-Average number of patrons served<br>-Number of staff<br>-Other food service operation-specific information | X | | | |
| **2.0 REGULATORY COMPLIANCE** | | | | |
| 2.1   Have the food service operation provide a statement that it has not violated any applicable environmental regulations in the past 12 months. | X | | | |
| 2.2   Have the food service operation identify the environmental compliance personnel and/or provide description of environmental compliance program. | X | | | |
| **3.0 ENVIRONMENTAL PERFORMANCE REQUIREMENTS** | | | | |
| **3.1 Responsible Food Purchases** | | | | |
| **3.1.1 Total Food Purchases**<br>The portion of total food purchases, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, that is either organic or environmentally-preferable (see Appendix A, or a combination thereof, shall be:<br><br>BRONZE<br>25%<br><br>     Food that is directly-purchased and not certified by the programs outlined in Appendix A, but is produced in an equivalent means to organic or environmentally-preferable, may qualify for up to half of the required purchases when appropriate documentation/attestation is provided for review. | X | | | Changed to free range organic chicken, organic canned tuna, organic produce |
| **3.1.2 Animal-Based Food Purchases,** *Where Applies* The percent of the total animal-based food purchases, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, shall be:<br><br>BRONZE<br><br>• Demonstrated and attested to be 25% raised without antibiotics | X | | | Chicken and beef are both now antibiotic free |
| **3.1.3 Responsible Seafood Purchases,** *Where Applies*<br>All fish and seafood purchased, over a minimum of the last 3 months and up to the last 12 months, shall be: | X | | | All seafood is now farmed or from local fishermen |

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| **BRONZE**<br>Not on the Monterey Bay Seafood Watch "AVOID" web list; Nor score RED (1.39 or less) on the Blue Ocean Institute's Guide to Ocean Friendly Seafood.<br> Environmentally-preferable food, such as that certified by MSC, and food that adheres to the farmed shrimp and farmed salmon purchasing policies designed by Environmental Defense Fund is permitted. | | | | here in New England |
| **3.1.4 Responsible Coffee Purchases** The amount of coffee purchased, based on cost averaged over a minimum of the last 3 months and up to the last 12 months, either organic, environmentally-preferable (see Appendix A), or socially-preferable (see Appendix B) shall be:<br>**BRONZE**<br> 50%<br>Directly-purchased coffee that is not certified by the programs outlined in Appendix A and B but produced in an equivalent means to organic, environmentally-preferable, or socially-preferable may qualify for up to half of the required purchases when appropriate documentation/attestation is provided for review. | X | | | Switched from Starbucks to a local coffee company which only sells organic and fair trade |
| **3.2 Energy Conservation and Management** | | | | |
| **3.2.1 Energy Management Plan**<br>**BRONZE**<br>The operation shall have a documented energy management plan with goals for energy conservation, an action plan to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals (including start-up and shutdown schedule for lights, equipment, and other energy-consuming items). | X | | | This will be handled by the client |
| **3.2.2 Energy Use and Conservation Tracking**<br>**BRONZE**<br>Monitor energy bills monthly with the ENERGY STAR portfolio manager[2] or an equivalent energy management or documentation system (e.g., utility's software or Excel spreadsheet) that: tracks utilization, EUI (e.g., BTU/sq ft), and costs; benchmarks these factors relative to past performance (normalized for sales volume); and determines percent improvement or energy savings.<br>[1]Portfolio Manager is a free web application developed by the EPA and offers a way for restaurants to track their weather-normalized energy and water use. Portfolio Manager allows certain commercial buildings (e.g., office buildings, warehouses) to obtain an ENERGY STAR label; restaurants are not eligible for this label, but Portfolio Manager can still be a very useful tool for restaurants to track energy and water use. | | | X | The client is making a commitment to track energy usage within the building however the kitchen energy usage is metered with the labs energy usage |
| **3.2.3 Energy Conservation Performance** Energy conservation measures shall achieve the following, normalized for sales volume:<br>**BRONZE**<br> A 7% improvement in EUI over baseline (no less than one year ago, no greater than 3 years ago) or an EUI 15% better than the applicable national EUI average (refer to ENERGY STAR's national average table).<br>Renewable energy directly used on-site, but not including renewable | | | X | Again the client is working on this and has committed to improvement |

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| energy certificates, may be considered an energy conservation measure and counted toward the above requirement. | | | | |
| **3.2.4 Energy Conservation Maintenance Checklist** BRONZE The operation shall have a maintenance checklist and records of inspections for lighting, equipment, and other energy-consuming items that includes at least the following: <br>• The operation shall perform and document manufacturer recommended maintenance to appliances to ensure all equipment is functioning properly and maintaining energy efficiency levels, including an air balance for the kitchen exhaust system. <br>• Clean lighting fixtures, diffusers, and lamps monthly. Unused ballasts in delamped fixtures shall be disconnected. <br>• Cracked or worn refrigerator and freezer door gaskets and strip curtains that allow air transmission shall be replaced and doors shall be aligned. <br>• Clean permanent filters with mild detergents and change replaceable filters according to manufacturer guidelines. <br>• Check HVAC system each year for coolant and air leaks, clogs, and obstructions of air intake and vents. <br>• Keep HVAC condenser coils free of dust and lint and evaporator coils free of excess frost. <br>• Hot water heaters set in accordance with the minimum or recommended supply temperature for the facility's dish machines. In the absence of a dish machine, water temperature shall be set in accordance with minimum health code requirements. <br>• Monitor refrigerator and freezer temperatures. | X | | | Equipment is monitored through a preventative maintenance plan |
| **3.2.5 Climate Control** BRONZE A programmable thermostat shall be used and set back at night and at other non-operating hours to cool at 85°F and heat at 62°F. | | | X | This is also a client responsibility |
| **3.2.6 Lighting Controls** BRONZE Whenever possible, lighting controls shall be used such as vacancy sensors, bypass/delay timers, or time clocks in low occupancy areas such as walk-ins, closets, office, and restrooms. | | | X | This is also a client responsibility |
| **3.3 Water Conservation and Management** | | | | |
| **3.3.1 Water Management Plan** BRONZE The operation shall have a water management plan with goals and an action plan for water conservation to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals. | | | X | This is also a client responsibility |
| **3.3.2 Water Use Tracking** BRONZE | | | | This is also a client responsibility |

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| The operation shall monitor water bills monthly with the ENERGY STAR portfolio manager[4] or an equivalent utility management or documentation system (e.g., utility's software or Excel spreadsheet) that tracks utilization and costs, benchmarks these factors relative to past performance (normalized to sales volume), and determines percent improvement or savings.<br><br>[4]Portfolio Manager is a free web application developed by the EPA and offers a way for restaurants to track their weather-normalized energy and water use. Portfolio Manager allows certain commercial buildings (e.g., office buildings, warehouses) to obtain an ENERGY STAR label; restaurants are not eligible for this label, but Portfolio Manager can still be a very useful tool for restaurants to track energy and water use. | | X | | |
| **3.3.3 Water Conservation Checklist**<br><br>BRONZE<br><br>The operation shall have a water conservation checklist and records of inspections that include at least the following:<br>&bull; Turn off faucets not in use.<br>&bull; Regularly check for and repair all leaks.<br>&bull; Maintain toilets and urinals.<br>&bull; For full-service operations, serve customers drinking water and refill drinking water only upon request.<br>&bull; Do not use running water to melt ice in sinks.<br>&bull; Hand-scrape dishes before loading into dishwasher.<br>&bull; Use 1.6 gpm or less pre-rinse spray valve.<br>&bull; Operate dishwashers when full, whenever possible.<br>&bull; Use dry floor and outdoor cleaning methods, followed by damp mopping, rather than spraying or hosing with water.<br>&bull; Dishwasher temperature shall be set to the lowest temperature allowed by health regulations and consistent with the type of sanitizing system used. | X | | | |

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| **3.3.4 Water-Efficiency**<br>The operation shall have water fixtures that meet the specifications outlined below. Any existing toilets and urinals that exceed the required pressure or flow rates shall be on a schedule for replacement within two years. An exception is permitted if the plumbing infrastructure will not adequately function with lower flow rates.<br><table><tr><td>BRONZE</td></tr><tr><td>• 2.2 gpm or less for kitchen faucet<br>• 0.5 gpm or less for lavatory faucet<br>• 1.6 gpf or less for toilets<br>• 1.0 gallon or less or waterless for urinals<br>• 1.0 gallon or less or waterless for urinals</td></tr></table> | X | | | This is handled by the client and they assure us that the facility meets these requirements |
| **3.4 Waste Reduction and Management** | | | | |
| **3.4.1 Waste Reduction and Management Plan**<br><table><tr><td>BRONZE</td></tr><tr><td>The operation shall have a documented waste management plan with goals for waste reduction, an action plan to meet the goals, documented monitoring of progress against the goals, and an operating plan to support the goals (including forecasting, production records, yield testing, inventory management, alternate uses of food inventory, and reusable service ware).</td></tr></table> | X | | | We compost, and recycle |
| **3.4.2 Total Waste Audit**<br>The operation shall track total waste, including both pre-consumer waste and post-consumer waste, normalized to sales volume. The operation shall maintain records on amount (e.g., pounds) and type (e.g., food, recyclable material, solid waste, etc.) over a period of at least three days of normal operations; tracking shall be conducted at the following frequency:<br><table><tr><td>BRONZE</td></tr><tr><td>Pre-consumer at least quarterly and post-consumer at least annually.</td></tr></table>Post-consumer waste not in facility does not need to be counted, such as when the consumer takes the food out of the facility to eat it or for drop-off catering services. | X | | | Supplied by Save That Stuff |
| **3.4.3 Total Waste Reduction**<br><table><tr><td>BRONZE</td></tr><tr><td>The waste plan in 3.4.1 shall include priority for waste reduction, above other goals.</td></tr></table> | X | | | |
| **3.4.4 Total Waste Diversion** The operation shall divert the following percent of total operational waste (excluding construction or renovation material) from the landfill based on the most recent waste audit conducted during normal operations according to 3.4.2:<br><table><tr><td>BRONZE</td></tr><tr><td>40%</td></tr></table> | X | | | |

| | | | | |
|---|---|---|---|---|
| **3.4.5 Food Donations** | | | | |
| BRONZE | | | | |
| The operation shall research and document local food donation options.  Where available, food donations shall be done on a regular basis, and recorded. Operations shall have a documented policy of what food can be safely donated, to which facilities, and how. Priority shall be to donations for human consumption (not including employee meals), followed by animal feed. Food that can be donated should not be composted or sent to the landfill. | | X | | |
| **3.4.6 Fat, Oils, and Grease Recycling** | | | | |
| BRONZE | | | | |
| The operation shall research and document local fat, oil, and grease recycling options. Where available, used frying oil and oil from grease recovery devices shall be recycled with proven partnerships for using the oil for biodiesel production or other means of replacing fossil fuel use. | X | | | |
| **3.4.7 Composting**<br>The operation shall research and document local composting options (including farms). Where composting is available, the operation shall have clearly marked sorting mechanisms (e.g., bins) in areas waste is collected and: | X | | | |
| BRONZE | | | | |
| Compost all pre-consumer food waste. | | | | |
| **3.4.8 Solid Waste Recycling** | | | | |
| BRONZE | | | | |
| The operation shall research and document local solid waste recycling options. The operation shall maintain a recycling program for materials for which recycling is locally available and have clearly marked sorting mechanisms (e.g., bins) in areas waste is collected. Materials may include, but are not limited to, aluminum, plastic (1-5), steel, glass, cardboard, newspaper, mixed paper, electronics, inkjet and toner cartridges, paint, batteries, and fluorescent lighting like CFLs. | X | | | |

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| **3.4.9 Disposable Products**<br>The operation shall eliminate non-essential disposable products and the following:<br><br>BRONZE<br>• Polystyrene packaging and cups shall not be used.<br>• When cost-effective alternatives are available, Society of the Plastics Industry resin code #6 products (e.g., utensils) shall not be used.<br>• Except for trash can liners, plastic bags shall not be used.<br>• Disposable paper and tissue products shall be environmentally-preferable (see Appendix A); 100% recovered content, the minimum amount of post-consumer content outlined in the EPA Comprehensive Procurement Guidelines, and processed chlorine free; Or 100% agricultural residue fiber.<br>• Full-service operations shall not use disposable or single-use utensils or serving ware: an exception is permitted for take-out food.<br>• Portion-controlled condiments and disposable napkins, utensils, and straws shall be provided upon customer request or with single-serve dispensers, where applies.<br>• Operations shall not procure waxed cardboard packaging for use in operations.<br>• Operations shall use reusable transport packaging instead of one-time (or limited-use): an exception is permitted for packages directly containing food for delivery or drop-off service. | X | | | Our disposable products are all compostable |
| **3.4.10 Packaged Water**<br><br>BRONZE<br>The operation shall have tap water available for customers, as an alternative to bottled water. | X | | | This is now offered but, there is not a client push so customers still prefer the bottled water |
| **3.5 Air Quality** | | | | |
| **3.5.1 Smoking**<br><br>BRONZE<br>The operation shall not allow smoking at its facilities or within 25 feet of its entries, outdoor air intakes, or operable windows where regulations allow or where applies. | X | | | The client enforces this |

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| **3.6 Cleaning and Landscape Management** | | | | |
| **3.6.1 Cleaning**<br>For non-food contact surfaces, the operation shall:<br>BRONZE<br>• Use cleaning concentrates and dilution control systems to minimize chemical use, when possible.<br>• Use durable, reusable cloths and mops.<br>• Use environmentally-preferable cleaning products for glass cleaners, floor cleaners, toilet and restroom cleaners, and general purpose cleaners.<br>• Use environmentally-preferable hand cleaners that are not antibacterial in customer restrooms, when they are separate from employee restrooms. | X | | | We have switched to APEX chemicals with Ecolab |
| **3.6.2 Cleaning Tools**<br>BRONZE<br>The operation shall use separate cleaning tools (cloths, mops, etc.) for restrooms and the rest of facility. | X | | | The cleaning crew has been consulted about this and said that they will adhere |
| **3.7 Environmentally and Socially-Sensitive Purchasing.** | | | | |
| 3.7.1 Environmentally and Socially Sensitive Purchasing Policy<br>BRONZE<br>The operation shall implement a documented environmentally and socially sensitive purchasing policy, which shall include the following:<br>• Consider the life-cycle costs of buying products and services. Information from all available sources shall be used.<br>• Incorporation of environmental and social preferences into purchasing actions and discussions with suppliers and vendors on such preferences (see 3.7.1.1).<br>• The trial of potential environmentally and socially responsible products and services.<br>• When available, environmentally-preferable products should be used.<br>• Annual evaluation and modification, if necessary, of the environmentally and socially responsible purchasing policy to help ensure maximum benefit (including checking most recent fish/seafood lists and availability of responsible food options). | | X | | |

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| 3.7.1.1 Vendor Preference<br><br>      BRONZE<br><br>The operation shall document and show evidence of practicing a vendor policy that includes at least the following preference given to vendors that:<br>• Provide environmentally-preferable products (e.g., certified products).<br>• Use efficient transportation.<br>• Do not require paper for ordering.<br>• Provide items in bulk.<br>• Take-back and reuse delivery containers, approved for commercial food use. | X | | | |
| **3.7.4    Sanitary Paper Products**<br><br>      BRONZE<br><br>Sanitary paper products (such as restroom towels, napkins, bathroom tissue, and facial tissue) shall be environmentally-preferable (see Appendix A) or contain 100% recovered content, processed chlorine free, and the minimum amount of post-consumer content outlined in the EPA Comprehensive Procurement Guidelines. | X | | | The client and cleaning crew already adhere to this requirement |
| **3.7.4 Printing and Writing Paper**<br><br>      BRONZE<br><br>Paper menus shall be printed on and office paper shall be environmentally preferable (see Appendix A); Or contain 100% post-consumer material and processed chlorine free; Or made from 100% agricultural residue fiber. | X | | | |
| **3.7.4.1 Printing**<br>Paper or printed material not covered in 3.7.4 such as printed marketing information, shall be minimized and:<br><br>      BRONZE<br><br>    The default setting for copying and printing shall be double-sided and paper printed on one side shall be used for internal copies/printouts/notepads, if available. | | | X | The client supplies the printers and we have no control over this however we have recommended that the printers have this option print double sided |
| **3.7.5 Office Electronics**<br><br>      BRONZE<br><br>• Rechargeable batteries shall be used for battery-powered devices including flashlights, handheld vacuums, and other battery-powered equipment.<br>• Printers and copiers replaced or purchased shall have the ability to print double-sided. | | | X | This is a client responsibility |
| **3.7.6 Furnishings**<br>Furnishings, such as tables, chairs, and carpet shall be durable products that can be repaired, when possible, and:<br><br>      BRONZE<br><br>    When furniture is purchased it shall not contain added urea formaldehyde. | | | X | This is a client responsibility |

| Requirement | | | | Comments |
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| **3.7.7 Paint** <br> BRONZE <br> Paint used for architectural surfaces shall be environmentally-preferable (Appendix A). | | | X | This is a client responsibility |
| **3.7.8.1 Linen and Uniform Cleaning, *Where Applies*** <br> BRONZE <br> Linen and uniform cleaning shall be performed without using perchloroethylene. | | | X | |
| **3.7.9 Transportation** | | | | |
| **3.7.9.2 Fleet Maintenance** <br> The operation's vehicles used for direct business shall have documented evidence for the following: <br> BRONZE <br> Meet the following requirements from Green Seal Environmental Standard for Fleet Vehicle Maintenance (GC-10): <br> • Tires are checked routinely for wear and to maintain proper inflation. <br> • Engine is checked routinely for tuning; filters, fluids, exhaust, and other functioning parts are changed as required by standard maintenance schedules. <br> • Used Parts are recycled, remanufactured, or reused if practicable. | X | | | |
| **4.0 TRAINING AND COMMUNICATION REQUIREMENTS** | | | | |
| **4.1 Company Responsibility** | | | | |
| **4.1.1 Company Charter** <br> BRONZE <br> The operation shall have a company strategic plan or charter that formally adopts a written commitment to the environmentally and socially responsible practices included in this standard. | X | | | |
| **4.1.2 Environmental and Social Responsibility Plan** <br> BRONZE <br> The operation shall have an environmental and social responsibility plan that includes goals and an action plan related to the criteria of this standard and is updated annually. | X | | | |
| **4.1.2.1 Vendor Code of Conduct** <br> BRONZE <br> The operation shall have a vendor code of conduct in practice that includes social and environmental guidelines and vendor preferences outlined in 3.7.1.1. | X | | | |

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| **4.2 Environmental and Social Responsibility Operating Procedures** | | | | |
| BRONZE | | | | |
| The operation shall have written operating procedures available to each employee, including at least the following:<br>• Environmentally and Socially-Sensitive Purchasing policy<br>• Energy and water management and conservation<br>• Waste management<br>• Cleaning and chemical management<br>• Transportation<br>• Administration<br>• Food and worker safety | X | | | |
| **4.5   Environmental and Social Responsibility Training** | | | | |
| BRONZE | | | | |
| New employees shall receive a minimum of one hour (paid) of documented training on the company's environmental and social responsibility plan (4.1.2) and operating procedures (4.2) within the first week of employment, as applicable to their duties, and all employees shall receive a minimum of two hours (paid) of documented training annually, beyond the initial training required, on the company's environmental and social responsibility plan (4.1.2) and operating procedures (4.2). | X | | | |
| **4.6   Communication** | | | | |
| BRONZE | | | | |
| The menu shall identify items that include the responsible food purchases included in 3.1. | X | | | |
| **4.5 Education** | | | | |
| BRONZE | | | | |
| The operation shall have information accessible (e.g., web site, brochures, etc.) to customers about its environmentally and socially responsible practices in order for customers to learn about the practices that are carried out and the reasons for them. | X | | | |
| **5.0 CONTINUOUS IMPROVEMENT** | | | | |
| **5.1 Continuous Improvement Plan** | | | | |
| BRONZE | | | | |
| The operation shall demonstrate annual improvement, for normal operating conditions, based on the action plan included in 4.1.2. | | | X | |
| **5.2 Required Improvement Timing** | | | | |
| BRONZE | | | | |
| Operations at the BRONZE level shall meet SILVER requirements within three years of initial certification. | | | X | |

| 6.0 LABELING REQUIREMENTS | | | | |
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| BRONZE | | | | |
| Whenever an operation makes a claim (e.g., at the operation or in advertising) that it has been certified to this standard, is shall be based on a third-party certification program with an on-site audit and state: "[Name of restaurant or food service operation or catering operation] meets the Green Seal™ Environmental Standard for Restaurants and Food Services based on its reduced impact on the environment with responsible food offerings, supply purchase, waste handling, and energy and water conservation." | | | X | |

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