Developing a Decision Support Tool for Sustainable Beef Purchasing

About Sodexo
- One of the world’s largest food service companies
- Operating in 34,000 sites in 80 countries
- “Better Tomorrow Plan” includes 14 commitments to
  - Environment
  - Nutrition, Health and Wellness
  - Local Communities

Beef Industry Overview
- One of the world’s largest food service companies
- Operating in 34,000 sites in 80 countries
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  - Environment
  - Nutrition, Health and Wellness
  - Local Communities

Sustainability Issues in Supply Chain
- Indirect Impacts/Visibility Unclear
- Direct Impact/ Sodexo Suppliers

Proposed Tool

<table>
<thead>
<tr>
<th>Sustainability Scorecard For Suppliers</th>
<th>Supplier: Acme Beef Packers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating:</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td>Good</td>
</tr>
<tr>
<td>GHG</td>
<td>Excellent</td>
</tr>
<tr>
<td>Water</td>
<td>Good</td>
</tr>
<tr>
<td>Human Health</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Animal Welfare</td>
<td>Good</td>
</tr>
<tr>
<td>Waste</td>
<td>Good</td>
</tr>
<tr>
<td>Labor</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Land Conversion</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Needs Improvement</td>
</tr>
</tbody>
</table>

Recommendations
- Customize this tool as a near-term solution for tracking and comparing supplier sustainability
- Start with impacts that are under Sodexo’s direct control: Distributor and Packer/Processor stage
- Devise best strategy for achieving supplier buy-in
- Take active role in industry-wide efforts to create a commonly-accepted standard for the sustainable beef
- Continue to build partnerships with universities and nonprofits such as WWF, Sustainable Food Lab

Questions
- What does “sustainable beef” mean?
- What are examples of good purchasing decision tools in the market?
- What is Sodexo’s existing beef purchasing process?
- How can we design the best tool that:
  - Maximizes beef sustainability
  - Is easy to use within Sodexo’s process

Research Methods
- Interviews:
  - WWF
  - Sodexo protein category purchasing manager
- Secondary research
  - Lifecycle impact of beef
  - Beef industry best practices
  - Sustainability efforts within the industry and other food related categories
  - Existing tool designs

Industry Examples

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