

November 9, 2014


Ms. Paula Lavigne
Reporter/Data Analyst
ESPN
1 ESPN Plaza
Bristol, CT 06010

Ms. Nicole Noren
Producer & Director
ESPN

Dear Paula and Nicole,

Thank you for meeting this week and providing us the opportunity to discuss Aramark's top priority: food safety. As we discussed in advance, and Marc Bruno, our COO of Sports & Entertainment emphasized during the interview, nothing is more important to us than the safety of the food we serve and delivering the highest quality fan experience.

I want to re-cap our conversations to-date and provide a written summary of the key points covered as you prepare your story. I have also included some additional information since our meeting that should be of value, and will continue to forward anything further that would be appropriate. Let me detail the critical notes from our side:

- 1) Again, nothing is more important to Aramark than food safety. We continually review and enhance our processes and procedures to keep current and lead the industry. Our employees receive specialized food safety training and certification, and we execute multiple layers of ongoing oversight to ensure compliance with the highest standards. That includes working closely with public health authorities, deploying a team of seasoned, full time experts dedicated to food safety, conducting frequent internal audits, and engaging independent firms to evaluate our performance and ensure the utmost safety across the board.
- 2) The unsubstantiated claims raised by a disgruntled employee are very troubling, as is his unknown motivation. Especially disturbing is the fact that this individual is personally responsible and entrusted with managing food safety at the locations in question. 
- 3) The safety allegations made in this personally motivated attack are contrary to every practice and standard followed by our committed and hard working professionals, and contradicts our successful food service history spanning nearly 80 years.
- 4) The random collection of isolated and questionable photographs that the employee distributed represents selective snapshot 'moments-in-time' that without proper context can support any number of conclusions. For example, depicting spoiled food about to be disposed and implying it was to be served; or showing the temperature of food as deficient when the cooking of the item was still in-progress. These images are clearly designed solely and intentionally for sensationalized shock value and to discredit our commitment to food safety.
- 5) Prior to this employee's actions, and despite questions about the motivation behind his concerns, we have been highly responsive to him and engaging with him at all levels of our organization. He and his manager have been conducting regular work sessions, the Regional Vice President has been on-site with him for every stadium event this year, and even the division President has been personally involved. In addition, Marc Bruno and Aramark's CEO have made multiple visits to both KC stadiums within the last 30 days for a timely and direct line-of-sight into our operations there.

- 6) Independent of these claims, our performance record in safety is second to none. In Kansas City where these questions have been raised, the Health Department followed up on the employee's complaint by visiting our facilities at both stadiums. No food was being prepared or served and would not be for an extended period of time since neither stadium was operating and each was closed until their next game: Arrowhead's on Nov. 16 – nearly two weeks from the visit; and Kauffman's in March of next year – literally five months from now. As Paula correctly noted in her previous story in 2010, "The percentage of critical violations at a stadium varies based on inspector judgment and the frequency *and timing of the visit.*" In the midst of clean-up at Arrowhead from the game the day prior, and in the process of winterizing Kauffman for the coming months, the Health Department reported routine corrective actions that we worked quickly to resolve like we do whenever an issue is surfaced. Per their policy, the Health Department will re-inspect our operations by this coming Thursday (Nov. 13) – within one week from submitting our corrective action plan. We are confident in our processes and will openly share the Health Department's results with you as soon as they are received.
- 7) Again, it is important to note that none of the issues covered by the Health Department this week had any impact on fans or any relation to game day services – and would not since the stadiums were not operating and will not be for weeks in one venue's case and months in the other case. Deficiencies noted were due to being an off day following major events.
- 8) In addition to working with the Health Department, and in conjunction with their review, we also engaged an independent food safety auditor to evaluate both locations this week. This is the second time in the past 30 days that we proactively and by our own initiative requested third-party audits to be conducted at each stadium as another indication of our commitment to ensure adherence to the highest level of food safety.
- 9) In Kansas City we serve millions of fans every year and have a strong record of performance in food safety at both stadiums. Our work there has never been the target of fines or closures by the Health Department that would cause any disruption to the great fan experience we provide with our team partners. In fact this year the Kansas City Health Department recognized our operations at each stadium with its *Grade 'A' Food Safety Excellence Award* for continuously demonstrating excellence complying with the city's food code and public health standards.
- 10) Regarding the previously referenced story in 2010 about food safety, please note that Aramark was not the concessionaire at Arrowhead Stadium at the time of that report. Our work there started in June 2010 and the first health inspection as their concessionaire took place on June 18, 2010.

In closing, let me reiterate our appreciation for the opportunity to provide you with key facts to help set the record straight on this topic. As you would expect, we value the Aramark brand and our reputation with the highest importance. We always conduct ourselves in the most responsible manner befitting both of them and take every measure to uphold our reputation by ensuring the highest standards and procedures. On behalf of all of us at Aramark and our clients and consumers, we look forward to your accurate and fair, fact-based story. Please do not hesitate to contact me at any time for anything more that you need.

Thanks again for your interest and attention.

Sincerely

Tod J. MacKenzie

Delivery via e-mail