

PHOENIX3 COLLECTIVE

Supply Chain Commitments

Sourcing Standards & Culinary Requirements

Grounded in the Phoenix3 Culinary Framework

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PROPRIETARY AND CONFIDENTIAL

Executive Summary

Phoenix3 is built on a foundational conviction: food is medicine, hospitality is dignity, and every ingredient we source is a statement of our values. This document establishes the Phoenix3 Supply Chain Commitments and Sourcing Standards, a living framework that defines how we identify, evaluate, and partner with the suppliers who bring our culinary vision to life across all three Phoenix3 Collective verticals: Restaura (senior living), Culinour (healthcare and behavioral health), and Infuse (corporate dining).

These commitments are operational, not aspirational. Grounded in the Phoenix3 Culinary Framework and expressed through Our Culinary Commitment, they guide every purchasing decision, every supplier conversation, and every menu that leaves our kitchens. We hold our supply chain partners to the same standard we hold our culinary teams: excellence, integrity, and relentless improvement.

The standards contained herein are organized by procurement category: Meats, Poultry, Seafood, Eggs, Groceries (Dry and Shelf-Stable), Produce, Dairy, and Bakery. Each category includes our non-negotiable baselines, preferred sourcing attributes, quality specifications, and accountability expectations for distribution and supplier partners. Version 2.0 expands the original framework by adding dedicated Seafood and Eggs categories, reflecting the full sourcing standards outlined in Our Culinary Commitment.

The Phoenix3 Culinary Framework

Our supply chain commitments are a direct extension of the Phoenix3 Culinary Framework, the three-tier architecture that governs how we think, source, cook, and serve across all Phoenix3 Collective brands.

Framework Tier	Description
Level 1 — Our Culinary Philosophy	The enduring beliefs and values that define who we are as culinary professionals and as an organization.
Level 2 — Our Culinary Commitment	The tactical standards, sourcing principles, and operational expectations that translate our philosophy into daily practice.
Level 3 — Brand Culinary Experience	The distinct expression of our framework across the brands Restaura, Culinour, and Infuse.

This Supply Chain Commitments document lives at Level 2. It is a cornerstone expression of Our Culinary Commitment, translating our culinary philosophy into measurable, enforceable sourcing standards that procurement and distribution partners are expected to uphold.

Guiding Sourcing Principles

All procurement decisions across Restaura, Culinour, and Infuse are governed by five core principles:

- **Scratch-Made First** — We prioritize whole, minimally processed ingredients that enable scratch cooking and real culinary craftsmanship.
- **Plant-Forward by Design** — Produce, legumes, grains, and plant proteins are centered in our menu architecture; animal proteins complement rather than dominate.
- **Responsible Sourcing** — We seek suppliers who share our commitment to third-party certification, environmental stewardship, and fair labor practices.
- **Dignity Through Nutrition** — Every ingredient we source must be capable of contributing to the nutritional dignity of the residents, patients, and guests we serve.
- **Sustainable Systems** — We actively reduce food waste, support local and regional economies, and prioritize suppliers with transparent, traceable supply chains.

01 | Meats

Category Commitment: We source meat proteins with traceability and a commitment to responsible production practices, recognizing that our sourcing decisions carry ethical weight alongside nutritional and culinary ones.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
USDA Inspection	All meat products must carry USDA inspection and be sourced from federally inspected facilities only.
Antibiotic Use	No Antibiotics Ever (NAE) or Raised Without Antibiotics (RWA) strongly preferred. Conventional product accepted only when NAE/RWA is unavailable or cost-prohibitive, with documented approval from the CCO.
Hormone Status	No added hormones or growth-promoting hormones. Products labeled 'No Hormones Added' are preferred.
Third-Party Certification	Certified Humane, Animal Welfare Approved (AWA), or GAP-rated products are preferred. Third-party-certified sources are prioritized for beef, pork, and deli meats.
Traceability	All meat items must have traceability to the processing facility. Full farm-to-facility traceability is preferred and actively sought.
Temperature Integrity	All products delivered at or below 41 degrees F (fresh) or 0 degrees F (frozen). Cold chain documentation available upon request.
Packaging	Vacuum-sealed or MAP packaging preferred. Bloated, compromised, or improperly labeled packaging is not accepted.
Labeling	Species, cut, weight, pack date, and sell-by date must be clearly and accurately labeled on all units.

Preferred Sourcing Attributes

- Certified Humane or better third-party certification
- Grass-fed and/or pasture-raised designations for beef and lamb
- Heritage breed or regional breed programs
- Reduced-carbon or regenerative agriculture suppliers
- Local or regional producers within 500 miles when feasible

Menu Integration Standards

- Portion sizes must comply with Restaura/Culinour dietary specifications and therapeutic diet menus
- Ground beef for therapeutic diet use must meet minimum lean-to-fat ratios as specified per diet type
- Raw proteins are received and stored separately from ready-to-eat foods at all times
- Plant-based protein alternatives are actively evaluated and integrated alongside conventional offerings

Accountability

- A Protein Supplier Scorecard is maintained and updated annually across all protein categories, including beef, pork, and deli meats
- Third-party certification documentation is verified at contract initiation and reviewed annually

02 | Poultry

Category Commitment: Poultry is the most frequently featured animal protein across our menus. We hold our poultry supply chain to exacting standards (from farm conditions to cold chain integrity) because consistency and safety in this category directly affect the populations we serve.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
USDA Inspection	USDA-inspected and certified from federally inspected processing plants. USDA Grade A for whole birds, bone-in, and portions.
Antibiotic Policy	No Antibiotics Ever (NAE) is strongly preferred across all poultry products.
Pathogen Controls	Supplier HACCP documentation and Salmonella/Campylobacter control programs are required upon contract initiation and annually thereafter.
Welfare Standards	Cage-free minimum for shell eggs and egg products. Free-range and pasture-raised preferred. Certified Humane or GAP Step 2 or higher preferred for whole birds and parts preferred.
Processing Method	Air-chilled processing is preferred over water-chilled to reduce contamination risk and improve flavor profile.
Cold Chain	Fresh poultry delivered at 38 degrees F or below. Frozen poultry at 0 degrees F or below. Partial thaw-refreeze is not accepted under any circumstances.
Value-Added Items	All marinated or value-added poultry items must include full ingredient disclosure to ensure allergen compliance and therapeutic diet compatibility.

Preferred Sourcing Attributes

- Air-chilled processing for enhanced food safety and superior flavor
- Certified Humane or Animal Welfare Approved certification
- Heritage or breed-specific programs
- Regional growers with documented farm-to-table traceability
- Certified Organic products where budget and volume justify

Product Form Specifications

Standard	Requirement / Commitment
Boneless Skinless Breasts	Average 4 to 8 oz fresh; consistent sizing required for portion control
Bone-In Thighs and Legs	Natural, no added solution; preferred for roasting and braised preparations
Ground Chicken and Turkey	90/10 lean or leaner; no added fillers, binders, or solutions
Whole Birds	Air-chilled preferred; 3.5 to 5 lb range for roasting programs
Turkey — Holiday and Year-Round	All-natural preferred; basted options flagged for added sodium content per therapeutic diet requirements

Accountability

- Protein Supplier Scorecard maintained and updated annually; NAE/RWA compliance tracked by supplier and distribution partner
- Distributor invoices reviewed quarterly by culinary leadership to confirm antibiotic-free compliance

03 | Seafood

Category Commitment: Seafood sourcing is a direct expression of our environmental values. We are committed to purchasing seafood exclusively from sustainable, responsibly managed fisheries and aquaculture programs — verified through the Monterey Bay Aquarium Seafood Watch program — because the health of our oceans is inseparable from the health of the people we serve.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
Seafood Watch Compliance	All seafood purchased from the Monterey Bay Aquarium Seafood Watch Best Choices (green) or Good Alternatives (yellow) lists.
Red-List Species	Any species appearing on the current Monterey Bay Aquarium Seafood Watch Avoid (red) list requires an approved exception from CCO.
Cold Chain Documentation	Cold chain temperature logs available from the distribution partner upon request.
Temperature Integrity	Fresh seafood delivered at 32 to 38 degrees F on ice or refrigerated. Frozen seafood at 0 degrees F or below. A temperature-abused product is not accepted.
Labeling	Species name (common and scientific), harvest method, and country of origin must appear on all seafood packaging units.
Traceability	All seafood must have at least one step of traceability to the harvest vessel or aquaculture facility. MSC- or ASC-certified products preferred.
Allergen Documentation	Full allergen profiles (fish, shellfish) must be available for all seafood SKUs. Cross-contact risk must be disclosed at the product level.

Preferred Sourcing Attributes

- MSC (Marine Stewardship Council) certified wild-caught seafood
- ASC (Aquaculture Stewardship Council) certified farmed seafood
- Domestic U.S. and regional fisheries prioritized over imported commodity seafood
- Seasonal and locally sourced seafood featured in menu programming where applicable
- Whole-fish programs are supported where kitchen capacity allows, to maximize protein utilization

Verification and Compliance Protocols

- The Seafood Watch app is installed on all Executive Chef devices; the current guide is consulted at every seafood purchasing decision
- The Seafood Watch list updates semiannually; all current seafood SKUs are reviewed against the updated list within 30 days of each release
- Red-list species trigger immediate menu review and formal supplier communication within 72 hours of identification
- Distributor invoices are reviewed quarterly by culinary leadership to confirm Seafood Watch compliance across all seafood SKUs
- Seafood Watch sourcing is disclosed with a designated callout on applicable menu items

04 | Eggs

Category Commitment: Eggs are a foundational protein across our breakfast, bakery, and production programs. We are committed to sourcing 100 percent cage-free eggs across all applications — shell, liquid, and as ingredients — because animal welfare is not a premium; it is a baseline standard at Phoenix3.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
Cage-Free Standard	100 percent of eggs sourced across all Phoenix3 operations — shell eggs, liquid eggs, and eggs used as recipe ingredients — are certified cage-free. No conventional battery-cage eggs are permitted in any Phoenix3 kitchen.
Certification Documentation	Cage-free certification verified via current supplier Certificate of Analysis (COA) on file at all sites. COAs are renewed annually and maintained for compliance auditing.
Scope of Application	The cage-free standard applies to all egg applications without exception: breakfast service, baking, pasta, sauces, salad dressings, and all production uses.
Preferred Welfare Standards	Free-range and pasture-raised eggs are preferred when available and within budget. Certified Humane and USDA Organic designations are actively pursued.
Grade and Quality	USDA Grade A or higher for all shell egg applications. Liquid egg products must be pasteurized and produced in USDA-inspected facilities.
Temperature Integrity	Shell eggs delivered at 45 degrees F or below. Liquid egg products delivered at 40 degrees F or below, sealed, and within shelf life.
Allergen Labeling	Egg allergen clearly labeled per FDA Big 9 requirements on all processed and value-added products containing eggs.
Shelf Life at Delivery	Shell eggs: minimum 21 days from pack date at time of delivery. Liquid eggs: minimum 10 days remaining before use-by date.

Preferred Sourcing Attributes

- Pasture-raised eggs from Certified Humane producers
- USDA Certified Organic eggs where budget and volume justify
- Local or regional farm partnerships within 250 miles are actively developed
- Reduced-packaging and bulk-format liquid egg options for high-volume production accounts

Verification and Compliance Protocols

- Cage-free certification is confirmed with the primary egg distributor at contract initiation and verified annually
- Distributor invoices are reviewed quarterly by culinary leadership to confirm cage-free compliance across all egg product types
- Cage-free sourcing is disclosed on menus and client-facing materials as a point of transparency and brand differentiation

05 | Groceries — Dry and Shelf-Stable

Category Commitment: Our grocery and shelf-stable category underpins the scratch-cooking foundation of our kitchen operations. Every ingredient in this category must support our culinary teams in producing meals that are nutritious, flavorful, dignified, and free from unnecessary additives and ultra-processing.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
Clean Label Standard	Products must have ingredient lists that are readable and pronounceable. No artificial dyes, flavors, or preservatives without explicit approval from the CCO.
Sodium Parameters	Standard SKUs must be evaluated for sodium content against therapeutic diet thresholds (2g Na, Renal). High-sodium items are flagged and restricted to use only on the Regular diet.
Allergen Documentation	Full allergen profiles (Big 9) must be available for all SKUs. Cross-contact risk must be disclosed at the product level.
Grains and Starches	USDA Grade A or equivalent. Whole-grain options are preferred across the pasta, rice, bread crumbs, and oats categories.
Oils and Fats	Heart-healthy oils preferred: extra virgin olive oil, avocado oil, canola oil. Trans fat-free (0g) required for all products. No partially hydrogenated oils in inventory.
Canned Goods	Canned goods are limited to approved categories: tomatoes, legumes, roasted peppers, artichokes, hearts of palm, and pickles. No canned soups, sauces, or base without written approval from the CCO.
Condiments and Sauces	Full ingredient and nutrition panel required. Low-sodium options required for all accounts with therapeutic diet programs. No condiment packets as finished food components.
Sweeteners	Preferred natural sweeteners: cane sugar, honey, maple syrup. Artificial sweeteners (aspartame, saccharin) are not used. Stevia and monk fruit are acceptable.
Additives	No added MSG permitted in any standard SKU. Exception: approved specialty Asian ingredients with documented CCO approval. No trans-fats in inventory except those naturally occurring in whole foods.

Preferred Sourcing Attributes

- Certified Organic dry goods (grains, legumes, flours, and spices) where cost-effective
- Fair Trade certified coffee, tea, chocolate, and cocoa products
- Non-GMO Project Verified for oils, corn products, soy products, and canola
- Minority- and woman-owned business suppliers actively pursued and supported
- Reduced packaging and bulk-format purchasing for high-volume SKUs

Subcategory Minimum Standards

Subcategory	Standard
Grains and Pasta	Whole grain preferred; enriched acceptable; no artificial coloring
Beans and Legumes	Dried preferred for scratch cooking; canned BPA-free, low or no added sodium
Spices and Herbs	Non-irradiated preferred; single-origin options encouraged for quality programs
Oils	EVOO and avocado oil as primary SKUs; no partially hydrogenated oils
Vinegars and Acids	Raw, unfiltered apple cider vinegar preferred; variety stocked for culinary diversity
Broths and Stocks	Low sodium (under 140mg per serving) required; scratch-produced preferred over commercial. No commercial soup bases as primary ingredients.
Canned Tomatoes	No added salt or citric acid versions preferred; whole and crushed
Nut Butters and Seeds	No added oil, sugar, or salt where possible; allergen protocols strictly enforced
Sweeteners and Baking	Cane sugar, pure maple, raw honey; aluminum-free baking powder

06 | Produce

Category Commitment: Produce is the heartbeat of our plant-forward culinary philosophy and our single most important procurement category, both nutritionally and strategically. We are committed to sourcing the highest-quality, freshest, and most sustainably grown fruits and vegetables available within our regional supply chains.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
Food Safety Compliance	All produce suppliers must be GAP (Good Agricultural Practices) certified or equivalent. Leafy greens, herbs, and sprouts must meet enhanced food safety protocols.
Pesticide Standards	Certified Organic or Certified Naturally Grown is preferred. Conventional produce must comply with EPA Maximum Residue Limits. EWG Dirty Dozen items are sourced organically when available, at a 15 percent premium.
Quality Grade	USDA Grade 1, 2 or equivalent as baseline. Field-packed preferred over over-handled bulk. Trim-loss and visual standards are specified by category.
Pre-Cut Produce	All leafy greens for self-serve are received whole and cut in-house. A minimum of 5 fresh fruit varieties is maintained daily at the fruit and cereal stations.
Shelf Life at Delivery	Minimum 5 days remaining shelf life for fresh produce at time of delivery. Herbs: 4 days minimum. Delivery refusals apply to all non-compliant items.
Seasonal Programming	Menus must reflect seasonal availability. Forced-season, long-haul commodity produce is minimized in favor of peak-season regional sourcing.
Local and Regional Priority	Items grown within 250 miles of the receiving facility receive sourcing priority over national commodity programs, all else being equal.

Preferred Sourcing Attributes

- Certified Organic — USDA NOP certified, prioritized for high-pesticide-risk items
- Local farm partners — direct relationships and local purchasing programs actively developed
- Imperfect or cosmetically irregular produce — actively purchased from suppliers for recipe applications to reduce waste and procurement cost
- Regeneratively grown — soil health certifications such as Regenerative Organic Certified and Demeter Biodynamic are welcomed
- Seasonal menu alignment — purchasing calendars synchronized with regional harvest cycles
- Surplus produce programs — actively pursued to reduce waste and procurement cost

EWG Dirty Dozen — Preferred Organic When Available

The following items are preferred Certified Organic whenever available and within a 15 percent price premium over conventional:

- Strawberries, Spinach, Kale, Collard Greens, Mustard Greens
- Peaches, Pears, Nectarines, Apples
- Grapes, Bell Peppers, Cherries, Blueberries, Green Beans

Produce Handling and Receiving Standards

- All fresh produce is inspected at receiving for temperature, condition, and shelf life
- Signed produce receiving logs are maintained daily at all Phoenix3-managed accounts
- Rejected produce is documented and reported to the distribution partner within two hours of delivery
- First In, First Out (FIFO) rotation enforced at all storage levels
- A seasonal produce calendar is maintained and updated quarterly at each site, synchronized with regional harvest availability

07 | Dairy

Category Commitment: Dairy products are integral to both our standard and therapeutic diet programs. We are committed to sourcing dairy that is produced humanely, free from unnecessary additives, and nutritionally complete, with a growing commitment to plant-based dairy alternatives that match the taste, texture, and nutritional integrity of conventional dairy.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
USDA Grade and Pasteurization	All fluid dairy, cheese, and cultured products must be Grade A pasteurized. Ultra-pasteurized is accepted for extended-shelf-life applications only.
rBST and rBGH Policy	Dairy products sourced from cows not treated with rBST or rBGH (recombinant bovine growth hormone) are preferred.
Third-Party Certification	Cows raised with access to pasture, Certified Humane, and Pasture Raised certifications are preferred. Confinement-only operations are not preferred.
Antibiotic Residue	All dairy products must pass antibiotic residue testing per federal Grade A PMO standards. Supplier certificates of compliance are required annually.
Shelf Life at Delivery	Fluid milk: minimum 10 days remaining. Cheese: minimum 30 days (hard) / 14 days (soft or fresh). Butter and cream: 14 days minimum.
Cold Chain	All dairy is delivered at 38 degrees F or below. Temperature logs available upon request. A temperature-abused product is not accepted.
Plant-Based Alternatives	Certified plant-based alternatives (oat, almond, soy, coconut) are available
Allergen Labeling	Milk allergen clearly labeled per FDA Big 9 requirements. Cross-contact risk disclosed for all shared-line plant-based products.

Preferred Sourcing Attributes

- Grass-fed dairy — 100 percent grass-fed certification preferred for butter and fluid milk
- Local creameries and regional dairy farms within 300 miles — local dairy partnerships are established at each site where available
- Regenerative or pasture-based operations supported through purchasing commitments
- Reduced-packaging and bulk-format options prioritized to reduce waste

Product Category Standards

Standard	Requirement / Commitment
Fluid Milk	Whole, 2%, 1%, skim — rBST-free required; organic preferred; Vitamin D fortified
Butter	Unsalted preferred for culinary use; grass-fed preferred; cultured European-style welcomed
Heavy Cream and Half and Half	rBST-free preferred; ultra-pasteurized accepted for extended life applications; no added thickeners
Cheese — Block	Natural cheese preferred over processed; no artificial colors; full-fat for culinary use
Cheese — Shredded	No cellulose anti-caking agents preferred; whole milk mozzarella and cheddar as primary SKUs
Yogurt	Plain, unsweetened preferred for therapeutic diet use; full-fat Greek for protein integrity
Sour Cream and Cream Cheese	Full fat; no guar gum or carrageenan preferred; organic where available
Plant-Based Alternatives	Oat milk preferred; unsweetened, barista-grade where applicable for beverage service

Accountability

- Dairy sourcing practices — including rBST-free status and local farm partnerships
- Antibiotic residue compliance documentation is reviewed annually with the primary dairy distributor

08 | Bakery

Category Commitment: Bread and baked goods carry profound cultural and comfort meaning for the populations we serve. We are committed to sourcing bakery products that are scratch-inspired, made with whole, recognizable ingredients, and adaptable to our therapeutic diet programs (including modified texture diets) without sacrificing dignity or taste.

Non-Negotiable Baseline Requirements

Standard	Requirement / Commitment
Clean Label Standard	All bakery products must be free of artificial dyes, hydrogenated fats, high-fructose corn syrup (HFCS), and artificial preservatives. Calcium propionate is acceptable; azodicarbonamide (ADA) is prohibited.
Whole Grain Commitment	At least 30 percent of bakery SKUs by volume must be whole-grain or whole-wheat as the first ingredient. The 50 percent target is to be met by 2027.
Flour Transparency	Products made with enriched or bleached flour must clearly disclose this. Unbleached, unbromated flour is preferred.
Allergen Documentation	All products must carry Big 9 allergen declarations. Dedicated gluten-free bakery items must be produced in certified GF facilities with no shared equipment unless clearly disclosed.
Modified Texture Compatibility	Soft-texture bread and rolls must be evaluated for IDDSI Level 6 (Soft and Bite-Sized) suitability. Bread for pureed and minced diets is sourced separately and clearly labeled.
Sodium Parameters	Standard sliced bread: target under 140mg sodium per slice. Rolls and buns: under 200mg per unit. Therapeutic reduced-sodium options available on request.
Fat Quality	No partially hydrogenated oils. Trans fat-free across all products. Non-GMO or organic vegetable oils are preferred for commercial baked goods.
Shelf Life at Delivery	Sliced bread: minimum 7 days. Rolls and buns: 5 days. Artisan and fresh: 3 days. Frozen bakery: minimum 60 days remaining at delivery.

Scratch Baking Program Standards

Where kitchen capacity and staffing allow, Restaura actively supports scratch baking programs as an expression of culinary craftsmanship and resident dignity. Scratch baking guidelines include:

- Unbleached, unbromated all-purpose and bread flours are the foundation
- Non-GMO or organic sugar, eggs, butter, and leavening agents
- Fresh fruit, nuts, and whole spices are incorporated seasonally
- Sodium-aware formulation for all scratch-baked items served on therapeutic diets

Therapeutic Diet Bakery Matrix

Diet Type	Bakery Standard
Regular Diet	All commercial and scratch items are acceptable per the clean label standard
Consistent Carbohydrate / Diabetic	Reduced sugar or sugar-free; whole grain preferred; portion-controlled
2g Sodium Diet	Under 140mg sodium per slice or unit; low-sodium bread as primary SKU
Renal Diet	Low potassium, low phosphorus; whole grains high in phosphorus flagged and restricted
Gluten-Free	Certified GF facility required; clearly labeled; stored separately from standard bakery items
IDDSI Level 6 — Soft and Bite-Sized	Soft bread, no seeds or hard crusts; moisture-rich; evaluated for fork-squash compliance
IDDSI Level 5 — Minced and Moist	Soft bread moistened; no dry crumble; evaluated to 4mm particle size standard
IDDSI Level 4 — Pureed	No bread or bakery items without specific pureed preparation; pureed bread form only

Supplier Partnership Standards

Phoenix3 views its distribution and supplier partners not merely as vendors but as strategic collaborators in our mission to deliver dignified, nutritious, and culinary-forward food experiences. The following standards apply to all approved distribution and direct-source supplier relationships.

Approved Supplier Criteria

- Must maintain current insurance, product liability coverage, and applicable food safety certifications (SQF, BRC, GFSI, or equivalent)
- Must provide Certificates of Analysis (COAs) and product specification sheets upon request
- Must maintain active HACCP programs and provide documentation upon contract initiation and annually thereafter
- Must disclose the country of origin for all primary protein, produce, and ingredient products
- Must support Restaura/Culinour therapeutic diet program with accurate allergen, nutritional, and ingredient data in a format compatible with Galley Solutions — Phoenix3's enterprise culinary platform of record
- Must commit to timely and accurate communication of product substitutions, recalls, and supply chain disruptions, with a minimum 72-hour advance notice for planned changes

Data and Technology Integration

All primary distribution partners are expected to support integration with Galley Solutions. This includes:

- Product catalog synchronization with accurate nutritional data, allergen flags, and pack sizes
- Order history and invoice data in a digital-accessible format
- Willingness to participate in Galley-driven ordering workflows and recipe costing models
- Support for Phoenix3's category-coded procurement framework

Ethical and Environmental Standards

- Suppliers are expected to maintain ethical labor practices compliant with applicable federal and state law
- Environmental stewardship — including responsible packaging, waste reduction, and carbon footprint initiatives — is a factor in all supplier evaluation and preferred partner selection
- We actively pursue supplier relationships with Minority-Owned, Woman-Owned, Veteran-Owned, and Small Business designations, in alignment with Phoenix3 Collective's diversity, equity, and inclusion commitments

Accountability and Compliance

Product Compliance Audits

Phoenix3 reserves the right to conduct or commission third-party audits of any supplier or distribution partner at any time. Audits may include:

- On-site facility inspections
- Cold chain verification and temperature log review
- Allergen and nutritional label accuracy testing
- Third-party certification and environmental certification verification
- Product substitution compliance review
- Seafood Watch compliance review against current guide
- Protein Supplier Scorecard review across all animal protein categories

Non-Compliance Response Protocol

Non-Compliance Level	Response
Tier 1 — Minor	Written notification to supplier or distributor; corrective action plan required within 10 business days
Tier 2 — Moderate	Formal warning issued; 30-day remediation window; increased monitoring; sourcing alternatives evaluated
Tier 3 — Serious	Immediate product removal from approved list; sourcing redirected; escalation to CCO and COO
Tier 4 — Critical	Contract termination; FDA/USDA reporting as required; full incident documentation retained on file

Annual Review Cycle

This Supply Chain Commitments document will be reviewed and updated annually by the Chief Culinary Officer in partnership with Operations, Finance, and Supply Chain leadership. Updates will reflect:

- Evolving regulatory requirements (USDA, FDA, CMS)
- Changes in Phoenix3 Culinary Framework priorities
- Emerging sourcing categories, including plant-based proteins, functional foods, and climate-adaptive ingredients
- Feedback from Phoenix3 culinary teams and account-level performance data
- Market conditions and cost benchmarking against ANFP and healthcare foodservice industry standards
- Updates to the Monterey Bay Aquarium Seafood Watch guide (semiannual) and EWG Dirty Dozen list (annual)

Our Commitment — In Summary

Everything we source: every cut of meat, every bunch of kale, every sustainable fillet, every cage-free egg, every loaf of bread, is an expression of what we believe about food, about the people we serve, and about the responsibility we carry as culinary leaders in healthcare and senior living hospitality.

The standards in this document are not a ceiling. They are a foundation. We will continue to raise them, because the populations we serve deserve nothing less.

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