

GFI'S BLUEPRINT FOR IMPACT IN 2020

Our North Star

The Good Food Institute harnesses the power of food innovation and markets to accelerate the development of alternative proteins and create a sustainable, healthy, and just food system.

GFI's 2020 Objectives and Key Results

GFI's six organizational objectives represent our vision for accelerating the development of alternative proteins in 2020 and beyond. Each objective contains ambitious targets that require the contributions of GFI's wonderful community of partners. With support from donors, **we will realize our shared vision of a kinder world for future generations:** a world where healthy food is sustainably and humanely produced, is plentiful and accessible to all, and does not harm our planet's climate, land, or water.

What follows are our six organizational objectives internationally, along with a sampling of the key results that our U.S. team is focused on accomplishing. We have additional key results for our U.S. programs and for each of our international affiliates (Asia-Pacific, Europe, Israel, Brazil, and India), as discussed briefly below.

Objective 1: The For-Profit Sector Prioritizes Alternative Proteins.

GFI's Corporate Engagement team will continue to **influence and transform global markets**. By the end of 2020, as a direct result of GFI recruiting and support, alternative protein companies that fill at least three key white spaces will be founded and enter an incubator/accelerator or acquire seed funding. Eight alternative protein companies active in the GFIdeas Community will reach maturity, as measured by regional or national product rollouts, or a Series A or later investment round. Ten new companies from the Fortune Global 1000 will become engaged in the plant-based and cultivated meat industry through product launches, technology co-development partnerships, or as material or service suppliers of dedicated solutions for alternative protein challenges.

Objective 2: Governments Support Alternative Proteins.

GFI's Policy team continues to find innovative and engaging ways to **open pathways for the development of alternative proteins**. As a result of these efforts, \$20 million in public funds will be specifically allocated for plant-based and cultivated meat R&D in the U.S. Alternative protein

producers will be able to clearly communicate with their consumers, ensuring that at least 83% of the U.S population is not living under label censorship at the federal or state level.

GFI will increase activities to **engage and influence government leaders** so that a diverse group of 100 members of Congress, including at least 10 Republicans, will publicly express support for plant-based and cultivated meat. Regulators in seven countries will move toward a favorable regulatory framework for cultivated meat, and one major global philanthropy and one major food policy organization will make alternative proteins a key policy priority for their organization.

Objective 3: A Strong Open-Access Alternative Protein Research and Training Ecosystem Exists.

GFI's scientists are working to ensure that a strong roadmap exists for plant-based and cultivated meat and that **the best scientists are engaged in alternative protein research and innovation**. Our team is focused on mobilizing funding for open access-research and early-stage commercialization. In 2020, all grant program resources will be fully allocated for plant-based and cultivated meat open-access research projects that **fill the most critical white spaces**.

Every 2019 grant program project funded by GFI will produce at least one peer-reviewed paper, publicly available data collection, or IP filing. At least eight researchers will leverage GFI's open-access research funding to secure non-GFI research funding and 10 companies will apply grant project findings to alternative protein products or process developments.

We are **building a robust and collaborative community** of industry and academic researchers who are actively advancing alternative proteins, and our teams are inspiring and supporting the next generation of innovators. By the end of 2020, GFI will have collaborated with academic institutions to submit at least three proposals for dedicated interdisciplinary plant-based or cultivated meat academic research centers.

Objective 4: GFI is an Alternative Proteins Thought Leader.

GFI will enhance mission impact by **bringing together global thought leaders in alternative protein development**. Our 2020 Good Food Conference will diversify its programming to include eggs and dairy and a science track, maintain at least 60% women or people of color as presenters, and attract 200% more scientists and 100% more international attendees.

GFI will also seize high-impact opportunities to elevate our leadership role and organizational brand in the alternative protein space by generating one op-ed per quarter and two media statements and four letters to the editor (LTEs) per month. We will maximize and prioritize our participation in 20 critical global public forums for mission impact, and every staff member that speaks at a public event will adhere to formalized organizational best practices.

Objective 5: GFI is an Inspiring and Well-Run Workplace.

GFI's staff are experts in their fields and passionate about GFI's mission. We are committed to ensuring that we have the right resources and culture so that staff experience **GFI as an equitable, inclusive, and fulfilling place to work**. Based on staff surveys, our goal is that every GFI team member rates their sense of belonging and inclusion as either "good" or "excellent."

In hiring, at least 90% of hiring teams and new team members rate the hiring experience as excellent, and our process reflects best practices in promoting fairness and eliminating bias.

Objective 6: GFI Operates from a Position of Financial Strength.

Thanks to strong support from donors and foundations and the expertise of our financial staff, GFI operates from a position of financial strength. We will operate within our annual budget through the use of robust monitoring and financial controls, and we will **meet key financial metrics** of 75% or higher program to total expense ratio, \$.15 or lower cost to raise a dollar ratio, and 12 months of operational cost liquidity.

Transforming the Global Food System: GFI in Asia-Pacific, Europe, Israel, India, & Brazil

Today's food system transcends national borders: in order to achieve permanent transformation of industrialised animal agriculture, we must execute a **truly global strategy**. Therefore, our plans also include robust global growth from 20 team members today to more than 50 scientists, policy experts, and corporate engagement specialists across our five international affiliates.

For more information, please contact

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