

New Harvest's Reporting of Programs, Financials, Leadership, and Culture (2021)

This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.

Program 1

Program name: Research Grants and Programming

Date commenced: January 2015

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

Our grants support academic scientists, from undergraduate to postgraduate level, pursuing research related to cellular agriculture.

Outcomes:

- Empowering Emerging Leaders: Grantees feel empowered and confident that they have the skills, expertise, and network to positively impact the field
- Collective Value Creation: Grantees contribute publicly available knowledge to propel the field toward safe and transparent products
- Mobilizing the Ecosystem: Our funds catalyze further research and ecosystem growth in cellular agriculture

Interventions:

- Fund emerging leaders working on neglected cellular agriculture research
- Provide programming, including professional development plans, weekly group meetings, and speaking and networking opportunities
- Provide a psychologically safe community to foster connection, understand each other's work, and provide peer-to-peer support

- Connect the disparate disciplines in cellular agriculture through a global network of scientists Countries: Offered globally.

Grants to date: USA, Canada, UK, Germany, New Zealand, Australia, Slovenia, Netherlands.

Targets: Farmed animals, aquatic food species

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

No.

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See New Harvest's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
\$880,992	\$609,827	\$1,193,000	\$1,220,000	\$1,220,000

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

New Harvest has always sought to maximize our impact by tackling what is most neglected. When we started our research program, all cultured meat research was neglected — as there were only a handful of scientists around the world interested in or capable of pursuing such a thing. Although cellular agriculture remains deeply underfunded, we are no longer the only funder. This is a good thing! We are now rethinking our grant program to align with our new mission to maximize the positive impact of cellular agriculture rather than simply building it. What does this mean? We want to continue to support those who, in the absence of New Harvest, will have the hardest time pursuing their work. This might mean we expand the scope of our funding beyond just academic research. What that looks like, exactly, will be informed by the workshops described in Program 3.

Program 2

Program name: Cultured Meat Safety Initiative

Date commenced: June 2020

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

In 2020, we spearheaded a collaboration with Vireo Advisors—consultants on safety and risk assessment for emerging technologies—to explore food safety requirements during cultured meat production.

Outcomes:

- Mobilizing the Ecosystem: A global collective of cellular agriculture companies feel a sense of alignment on the shared, precompetitive problem of safety
- Collective Value Creation: Increase safety literacy in investors, companies, regulators, and the public
- Empowering Emerging Leaders: Position Vireo Advisors as the go-to safety experts in cultured meat

Interventions:

- Hold a series of 1:1 conversations with stakeholders to understand the manufacturing process for cultured meat production
- Hold a series of workshops with representatives of companies to align on a generalized manufacturing process, identify shared safety concerns, and establish a list of critical research questions
- Publish an open-access peer-reviewed manuscript on the workshop findings
- Produce an educational resource to extend accessibility of the paper to a broader audience Global

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes. Vireo Advisers (Role: Safety Experts); Aspiration Tech (Role: Stakeholder Engagement and Facilitation Expert); 50 companies (listed in publication, Role: Workshop participants)

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See New Harvest's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
\$154,100	\$22,725	\$64,800	0	0

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Using the outcomes from the safety workshops and publication, we will create a digital educational resource to extend accessibility of the paper and increase literacy on safety concerns for cultured meat products. The resource will be designed for stakeholders with a STEM background, but not food science, cellular agriculture, or safety. The goal of this resource is to help companies, regulatory agencies, researchers, investors, and others understand what is already known regarding safety and what safety demonstration requirements are needed to bring safe products to consumers. This project will be funded by the donations received in the fundraising campaign described in the Program Outputs (Fundraising Campaign: To support maximizing the impact of safety publication). No work is planned on this program after 2021.

Program 3

Program name: Community Building

Date commenced: July 2004

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

A strategy to achieve our impact objectives is building relationships and partnering with values-aligned individuals and organizations across the field. The nature of each relationship depends on the needs of our partners and the value we can provide (e.g. advice and feedback, writing letters of support, collaborating on grant submissions).

Outcomes:

- Empowering Emerging Leaders: increase diversity of ecosystem expertise, perspectives, and voices
- Mobilizing the Ecosystem: stakeholders feel empowered to organize and act on programs to maximize the positive impact of cellular agriculture
- Collective Value Creation: stakeholders feel empowered to co-create public knowledge that contributes to progress in the field

Interventions:

- Provide support to our partners in funding applications and projects
- Connect values-aligned individuals with each other
- Hold 1:1 conversations with academics, entrepreneurs, nonprofit leaders, industry leaders, and policymakers to understand their needs and concerns for the field

Countries: Global

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes. Aspiration Tech (Role: Stakeholder Engagement and Facilitation Expert)

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See New Harvest's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
0	\$100,500	\$241,950	\$356,524	\$356,524

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Building on feedback from our ongoing listening campaign, we will convene a global forum for stakeholders to come together to articulate a shared vision for the field and identify challenges to collectively realizing this vision. This may look like a series of workshops, informed by our experience in the safety initiative. We aim for this forum to set a precedent for ecosystem-wide collaborations and demonstrate how facilitative leadership is an effective model for addressing shared challenges.

Program 4

Program name: Public Engagement

Date commenced: July 2004

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

As a nonprofit, New Harvest is in a unique position to socialize the idea of cultured meat with the public. Unlike companies, we don't have an ultimate goal of "peddling a product". We are forthright about the uncertainties and potential negatives, and build trust by engaging the public and humanizing the scientists behind the technology.

Outcomes:

- Collective Value Creation: The public feels they have access to information on cellular agriculture that is credible and grounded in science
- Mobilizing the Ecosystem: Community members realize their agency in shaping the trajectory of this nascent field and feel they have the opportunity to take action

Interventions:

- Use diverse and experimental platforms to educate, inform, and engage the public (Podcast, Instagram, TikTok, Twitter)
- Talk to and build trust with reporters by providing the background on the state of the science, which is absent from investor-facing press releases from companies

Countries: Global

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes. Cultured Meat and Future Food Podcast (Role: Co-producer of a special series where grantees explain the science behind cultured meat for a non-scientific audience)

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See New Harvest's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
\$57,056.26	\$25,374	\$80,184	\$127,484	\$127,484

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Our executive director, Isha Datar, has been invited to give a TED talk at the upcoming TEDMonterey 2021: The Case for Optimism, where she will discuss the potential of cellular agriculture to not just replace one kind of factory farming (animals) with another (cells), but in addition, build a more just world at every level of the supply chain.

In 2020 and 2021 our annual conference was canceled due to the COVID-19 pandemic. We felt that an online event would not provide the intimate community building which is central to our conference. We are excited to announce that we plan to host a New Harvest conference in 2022 and look forward to the opportunity to bring our community together around our new mission and strategic plan.

(Optional) Is there anything else you would like us to know about your programs?

You will notice that the outcomes for each program are framed within the lens of our impact objectives, outlined in our 2020-2025 Strategic Plan. Please read through the strategic plan (attached) for further understanding of our plans for the next few years.

(Optional) Please upload any additional documentation regarding your programs here.

- [New Harvest Program 1 – Grant Program Descriptions](#)
 - [New Harvest Program 2 – Safety Initiative Participants](#)
 - [New Harvest Program 2 – Publication Preprint](#)
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Subsidiaries

Where are your headquarters located?

Cambridge, MA

Do you have any subsidiaries (e.g. branches, country offices, chapters, etc.) in other countries? If so, which countries?

Yes. Canada - it is a separate entity, not a subsidiary

Why did you select those countries to expand to?

Being registered as a non-profit in Canada allows us to apply for and be more competitive for government grants. It also allows us to employ Canadian staff.

Are your subsidiaries financially independent?

No.

Do your subsidiaries have independent boards of directors?

No.

Who is responsible for decision-making for local programs carried out by your organization's subsidiaries?

New Harvest staff.

Plans for expansions

Do you plan to expand to any new countries? If yes, please elaborate.

Yes. We are planning on registering as a non-profit foundation in the Netherlands.

Do you plan to launch any new programs? If yes, please elaborate.

No.

Do you plan any expansions to other expenditures not directly related to programs, such as administrative expenses, wages, or training? If yes, please elaborate.

No.

If you received additional, unexpected funding of 100,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion?

We would give more grants to individuals who want to maximize the positive impact of cellular agriculture.

If you received additional, unexpected funding of 1,000,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion?

Our work to maximize the impact of cellular agriculture by building relationships with individuals who want to make a difference in the world with their expertise and knowledge is very labor intensive, but we believe this is critical for ensuring the promise of cellular agriculture is realized. If we were to be given an additional \$1,00,000 USD we would expand our efforts to partner with and support values-aligned individuals and groups who we believe can spark change in the field of cellular agriculture globally.

Financial Information

Which accounting method do you use or did you use in the following years?

	Cash basis accounting	Accrual accounting	Other
2019		X	
2020		X	
2021		X	

Please complete the following table for your organization's annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year 2019 to mid-2021. What do you expect these to be in 2021, 2022, 2023?

Please indicate the currency you are referring to in your estimates: US Dollars

	2019	2020	mid-2021	2021 (projection)	2022 (projection)	2023 (projection)
Total revenue	\$1,354,476	\$1,616,243	\$1,800,000	\$2,500,000	\$3,500,000	\$4,500,000
-thereof from donations (contributions)	\$1,201,989	\$1,607,241	\$1,800,000	\$2,500,000	\$3,500,000	\$4,500,000
-thereof from own work (earned income)	\$140,553	\$4,246	\$0	\$0	\$0	\$0
-thereof from capital investments (investment income)	\$11,934	\$4,756	\$226.56	\$500	\$1,000	\$1,000

Total expenditures	\$934,221	\$1,618,595	\$920,364	\$1,145,000	\$3,000,000	\$4,000,000
Financial assets (i.e., cash, savings, investments, etc.)	\$3,675,826	\$4,395,603	\$5,452,600	\$5,500,000	\$6,000,000	\$6,500,000
Non-financial assets > 10,000 USD	\$0	\$0	\$0	\$0	\$0	\$0
Liabilities (if any)	\$17,015	\$68,144	\$110,030	\$110,030	\$0	\$0
Total share of funding sources from large donations, i.e., all donations at least 20% of budget (specify source below, if possible)	\$768,472	\$1,000,000	\$1,500,000	\$1,500,000	\$2,000,000	\$2,500,000
Share of restricted donations (specify below, if possible)	\$363,530	\$48,915	\$6,841	\$200,000	\$200,000	\$200,000

(Optional) Is there anything else you would like us to know about your financial situation?

Over the next several years we envision New Harvest pursuing our impact aims maximally with a \$5 million annual budget. Our hope is to continue steadily growing toward this budget size over the following five years. Once we begin to hit a \$5M/yr budget, we would re-evaluate our priorities and our approach to impact. As we are able to increase our revenue we plan to increase our grant-giving to researchers and others who can help us to maximize the positive impact of cellular agriculture, such as those engaging in research related to our safety initiative, as the safety of cellular agriculture products and regulatory approval will be a critical issue over the next several years. Our revenue goals would allow us to increase the scale and impact of our current work, which is highly labor intensive and based on developing relationships with our grantees and other stakeholders. New Harvest currently uses an external bookkeeper and we have little operational support. While we indicated we do not anticipate increasing administrative expenses or wages, if we did have additional funds, we would like to hire more operational support to ensure that we are able to support our employees, so they can thrive while doing this important work, and so the organization can remain in compliance with our legal obligations.

Leadership Information

Please list the key members of your organization's leadership team, including (1) their name, (2) their role, and (3) the number of years they've been with your organization.

Name	Role	Number of years with organization
Isha Datar	Executive Director	8 years
Paige Wilcoxson	COO	1 year

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2020? If yes, please describe the transition process.

No.

Please provide a list of board members, including (1) their names, (2) their roles on the board, and (3) the number of years they've been with your organization. If this information is available online, feel free to simply provide a link.

<https://new-harvest.org/people/?direct-link=#board-of-directors>

Human Resources

How many full-time staff, how many part-time staff, and how many contractors are currently employed/hired by your organization? Please specify by subsidiary, if applicable.

- US: 7 full-time staff, 2 contractors/consultants on a project basis
- Canada: 3 full-time staff

Do you conduct surveys to learn about staff morale and work climate? If yes, please specify how often you conduct these surveys.

Yes. Annually, but we will likely be moving to twice a year.

Which of the following policies is your organization committed to in writing? Please select the policies that apply to your organization.

(You can optionally provide additional context or explanation in the text box below each policy.)

<input checked="" type="checkbox"/>	A workplace code of ethics or similar document that clearly outlines expectations for employee behavior Yes.
<input checked="" type="checkbox"/>	A healthcare plan or healthcare reimbursement account Yes
<input checked="" type="checkbox"/>	Paid time off, sick days, and personal leave Yes
<input checked="" type="checkbox"/>	Paid family and medical leave Yes
<input checked="" type="checkbox"/>	Annual or more frequent performance evaluations

	<i>Starting in Q1 2022</i>
<input checked="" type="checkbox"/>	Clearly defined essential functions, including written job descriptions, for all positions Yes
<input checked="" type="checkbox"/>	A formal compensation plan that is used to determine staff salaries Yes
<input checked="" type="checkbox"/>	A written statement that the organization does not discriminate on the basis of race, gender, sexual orientation, disability status, or other characteristics Yes
<input checked="" type="checkbox"/>	A simple and transparent written procedure for filing complaints Yes
<input type="checkbox"/>	Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors No
<input checked="" type="checkbox"/>	Explicit protocols for addressing concerns or allegations of harassment or discrimination Yes
<input checked="" type="checkbox"/>	A practice documenting all reported instances of harassment or discrimination, along with the outcomes of each case Yes
<input type="checkbox"/>	Regular training on topics such as harassment and discrimination in the workplace No
<input checked="" type="checkbox"/>	An anti-retaliation policy protecting whistleblowers and those who report grievances Yes
<input checked="" type="checkbox"/>	Flexible work hours Yes
<input checked="" type="checkbox"/>	Paid internships (if the organization has interns; leave blank if it does not)

	Yes
<input checked="" type="checkbox"/>	A simple and transparent written procedure for submitting reasonable accommodation requests Yes
<input checked="" type="checkbox"/>	Remote work option Yes
<input checked="" type="checkbox"/>	Audited financial documents (e.g., for U.S. organizations, the most recently filed IRS form 990) available on the charity's website or GuideStar
<input checked="" type="checkbox"/>	Formal onboarding or orientation provided to all new team members Yes
<input checked="" type="checkbox"/>	Funding for training and development consistently available to each employee Yes
<input checked="" type="checkbox"/>	A simple and transparent written procedure for employees to request further training or support Yes

(Optional) Is there anything else you'd like us to know about your organization's human resources policies?

We emphasize a culture of giving and receiving feedback and fostering a sense of psychological safety in the workplace, meaning we strive to make all team members feel comfortable speaking up, giving feedback, and discussing successes and failures without fear of negative consequences.