

Strategic Plan 2022-25



*We can't solve the climate
crisis on empty stomachs*



FoodCloud

**40% of food
produced globally
is wasted.***

**At the same time,
828 million people
do not have
enough to eat.****

* Driven to Waste Global Food Loss on Farms, WWF and Tesco, 2021

** UN FAO The State of Food Security and Nutrition in the World (SOFI) Report 2022

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About FoodCloud

FoodCloud is a non-profit social enterprise established in 2013 working to tackle the twin issues of food waste and food insecurity.

FoodCloud partners with leading retailers, food companies, non-profit organisations, government and the wider business community, to redistribute surplus food and help drive progress towards a circular economy for our food systems.

Through the redistribution of surplus food, we empower organisations, communities and individuals to thrive, creating a world that is kinder to its people and our planet.

In Ireland, FoodCloud offer two solutions to redistribute surplus food to a network of over 650 community groups:

1. Through technology via our food redistribution platform, called **Foodiverse**, that connects over 500 food donors directly to local community groups. Foodiverse allows retailers and restaurants to simply upload details of their surplus food to the platform, and local community groups are notified daily to come and collect it.
2. Through three warehouses that redistribute large quantities of surplus food from the supply chain to our network of community groups; and in our role as food distributor to charities under the EU-wide FEAD programme which helps people take their first steps out of poverty and social exclusion.

Outside of Ireland, FoodCloud works in partnership with food redistribution NGO FareShare in the UK to connect over 3,000 food donors directly with over 7,000 local charities through Foodiverse. Foodiverse is now also being used across multiple food banks worldwide including Slovakia and Czech Republic in partnership with Tesco.

FoodCloud is committed to supporting the global achievement of Sustainable Development Goals (SDG) 12.3 which aims to “...by 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses” and SDG 2 whose aim is to “...end hunger, achieve food security and improved nutrition and promote sustainable agriculture”.



o good
waste.

39M Meals in 2021



FoodCloud redistributed 16,380 tonnes of surplus food (equivalent to 39 million meals) across Ireland, UK, Czech Republic and Slovakia, contributing to the avoidance of approximately 52,416 tonnes of CO₂ equivalent.



Hungry for a Kinder World



Executive Summary

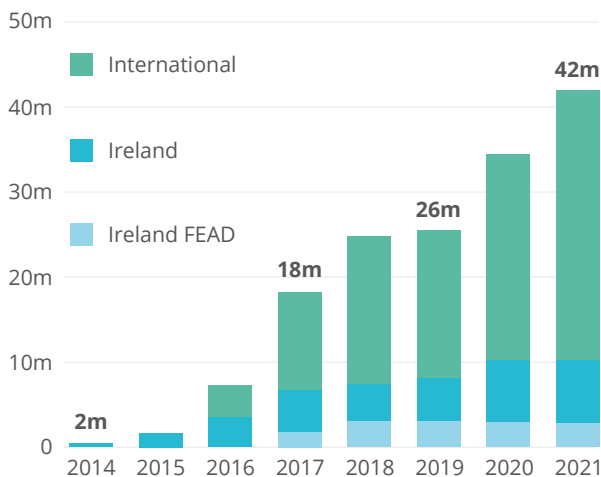
Food waste and food insecurity are two of the biggest issues facing humankind today.

We have no time to waste if we are to rise to the UN's Decade of Action challenge and achieve the 2030 goal of cutting food waste in half.

FoodCloud's work is at the forefront of the circular economy. By transforming surplus food, we empower organisations, communities and individuals to thrive. To us, creating a world that is kinder to its people and our planet starts here and now.

Since our launch in 2013 up to the end of 2021, 58,905 tonnes of surplus food (188,496 tonnes of CO₂-eq*) have been redistributed from the food industry to community groups via Foodiverse and our warehouse distribution system.

Food Redistributed by Year - Meals



We are a values-driven social enterprise that knows our model works. We are so proud of the impact delivered but are acutely aware it is just the tip of the iceberg.

More can be done.

In fact, more needs to be done because food waste reduction offers so many wins for society and the planet through improved food security as well as significant money savings. Not to mention the enormous climate change benefits of reducing pressures on land, water, biodiversity and waste management systems.

The potential of food waste reduction has been woefully underexploited. We are determined to change this.

Over the past eight years, we have seen the enormous positive impact of our food redistribution solutions. Our technology led us to scale internationally, while unique insights and learnings as Ireland's national food redistribution organisation have driven innovation and awareness to accelerate change across the wider food system. These insights have helped us in the development of this ambitious strategic plan.



Our 2030 Goal

A More Equitable, Inclusive and Circular Food System

FoodCloud's Strategic Pillars



Redistribute as Much Food as Possible



Use Advocacy and Activism to Create a Kinder World



Be A Role Model for Innovation in Social Enterprise



Share Foodiverse with the Universe



Innovate for a Circular Economy for Food

As the world faced famine in 1946, Nobel Peace Prize laureate and the first Director-General of the UN's Food and Agriculture Organisation, Lord Orr, said: "You can't build peace on empty stomachs." This became the rallying call for the green revolution, saving a billion lives.

As the world faces climate and food insecurity crises almost 80 years later, we know that we can't solve these issues on empty stomachs either. This has been our rallying call to develop a four-year plan via interconnected strategic pillars.

Our **Hubs** in Ireland and **Foodiverse** are proven solutions. Our **Perform Pillars** focus on the delivery, continuous improvement and growth of these solutions and on their impact. They support thousands of individuals across four countries to access food on a daily basis and lead to the avoidance of thousands of tonnes of CO₂ emissions.

Our **Transform Pillars** concentrate on sharing Foodiverse with food redistribution organisations internationally. In Ireland, our main focus will be the development of a global centre of excellence for food waste reduction, driving Ireland's leadership in the fight against food waste and climate change.

We cannot do it alone. What we do every day - carving new pathways for food redistribution - is challenging. The global environmental, health and nutritional challenges we face today are significant and complex. No single country, NGO or company can solve them.

It is our joint responsibility as global citizens to achieve the SDG Goals by 2030. To get there, we have less than 90 months.

The clock is ticking.



The Challenge: Our Broken Food System

Our food system is responsible for 34% of global anthropogenic GHG emissions. It is the second-biggest contributor to climate change after the energy industry, and the single biggest contributor to biodiversity loss, deforestation, drought, freshwater pollution and the collapse of aquatic wildlife.*

Of the 34% of global GHGs, the UNFAO estimate that 8-10% are related to food waste, **four times** that of global aviation emissions, estimated at 2-2.5% by ATAG.

In 2011, the UNFAO calculated that 1.3bn tonnes of food - or 33% of all food produced worldwide - is wasted each year.

In their 2021 report, *Driven to Waste: Global Food Loss on Farms*, WWF and Tesco revealed that an estimated 2.5 billion tonnes of food go uneaten around the world each year, 1.2 billion of this at farm level.

These new estimates indicate that of all the food grown, approximately 40% goes uneaten. Currently, **two billion people** face moderate or severe food insecurity globally and we will need 56% more food to feed our growing population by 2050.**



The Opportunity: A Circular Economy for Food

In our current economy, we take materials from the Earth, make products from them, and eventually throw them away as waste. The process is linear. By contrast, in a circular economy we stop waste being produced in the first place.

The circular economy prevents food waste by redistributing edible surplus food to people who need it while inedible food by-products and human waste become inputs for new products.*

Under the circular economy model we can build a food system that ensures our food never creates waste.

“Climate change is a threat to all of us and to our way of life... The circular economy is as much a social and economic agenda as it is an environmental one, and will enable us to turn our climate and environmental challenges into opportunities for all.”

Taoiseach Micheál Martin TD, 2021



**Our vision is
for a world
where no
good food
goes to waste**



The Policy Context for Food Waste



The policy environment facing the agri-food sector over the next decade will be substantially different than any previous. Creating a more sustainable food system and reducing food waste have been put forward as key priority actions to address climate change.

These actions are reflected within the global UN SDGs, as well as European and Irish policy. All are influenced by the circular economy to ensure we can meet the needs of a thriving global society within our planetary boundaries.

UN Sustainable Development Goals (SDGs)

- The SDGs were adopted by all UN member states in 2015 with the aim of ending poverty, reducing inequality and building more peaceful, prosperous societies by 2030: a call to action to create a world where no one is left behind.
- Ending poverty and hunger, responding to climate change, and sustaining our natural resources, food and agriculture lie at the heart of the 2030 agenda, highlighted in the UNFAO goals below.
- Whilst FoodCloud’s work contributes in different ways and to different degrees across each of the SDGs, we have identified four where we can make the most significant contribution.
- Of particular significance is Goal 12. We are a proud **Champions 12.3** member, dedicated to accelerating progress of its third target: to cut global food waste in half by 2030.



This goal’s narrative is to ‘end hunger, achieve food security and improved nutrition and promote sustainable agriculture’



Ensure sustainable consumption and production patterns to reverse the harm we have inflicted on the planet



Take urgent action to combat climate change and its impacts



SDG 17 calls for a global partnership for sustainable development



European Policy Context

The **European Green Deal**, including the **Farm to Fork Strategy** and **Biodiversity Strategy**, in addition to the new **Circular Economy Action Plan for a 'Cleaner and More Competitive Europe'**, represent a fundamental shift in EU policy direction.

These are further supported by the **EU Waste Framework Directive** which states: "Member States shall adopt specific food waste prevention programmes within their waste prevention programmes".

Irish Policy Context

The Irish government's **Climate Action Plan** and **Waste Action Plan for a Circular Economy** include food waste as a priority waste stream and articulate a 50% reduction, reflecting the EU Circular Economy Package and the UN Sustainable Development Goal 12.3.

- The **Climate Action Bill 2021** sets targets for the whole economy via various economic sectors - including agriculture - through the allocation of five-year carbon budgets.
- Ireland's waste action plan for a circular economy - **the National Waste Policy 2020-2025**, published

in September 2020 - commits to developing a **Food Waste Prevention Roadmap** that lists a series of actions aimed at delivering the reductions necessary to halve our food waste by 2030, meet other related targets, and promote our transition to a circular economy.

- **Food Vision 2030** commits Ireland to becoming a world leader in sustainable food systems (SFS) over the next decade. The policy document also calls out surplus food redistribution as "**an important element so that the food waste hierarchy is followed, and this can also play an important role in dealing with shocks in supply chains due to unforeseen events, e.g. Covid-19, while additionally offering positive social impacts.**"
- The **Circular Economy Bill** will place the National Food Waste Prevention Roadmap on a statutory footing, making the ongoing development of policy in relation to food waste prevention a legal requirement for government.
- **Project Ireland 2040** seeks to promote rural and balanced national development incorporating social inclusion and urgent action to mitigate the impact of climate change.

FoodCloud have submitted formal policy submissions against the first four bills and policies outlined here.



The FoodCloud Journey 2013-2021

Foodiverse was born out of a need to tackle the problem of food waste, and to support our community organisations and people facing food insecurity in Ireland.

From a trial in a single Tesco stores in Dublin in 2013, it has resulted in the biggest step-change in how food is redistributed since the foundation of food banking in the 1960s. It now enables over 2,500 daily community connections across four countries.

With the opening of three warehouses in 2015/2016, we broadened our redistribution solution to the wider food supply chain in Ireland. We have also gained valuable experience working with food businesses at every stage

of the food supply chain, whilst supporting a network of charity and community groups across the country.

Our entrepreneurial organisation is unique and powerful in many ways, and we know our model works. Every day, thousands of donations of food, powered by thousands of individual food heroes, deliver a transformative impact for both climate and community.

These food heroes work across stores and food businesses, can be found in charities and communities, or work as volunteers in our hubs and as part of our values-driven team.



Progress Through Innovative Strategic Partnerships

Technology, innovation and partnerships have been the cornerstones of our impact and growth to date. In 2018, the additional capacity and financial security provided by a multi-year partnership with **AIB** and **Rethink Ireland** enabled FoodCloud to implement a robust three-year strategic plan that optimally positioned the organisation for sustainable future growth.

In 2019, our two organisations - **FoodCloud** (technology) and **FoodCloud Hubs** (warehousing) - combined under a planned merger allowing us to streamline our service offering, and embed a strong core across structure, people and systems.

2020 was an extraordinary and challenging year as we navigated the complexities of Covid-19. Extreme peaks

and troughs in the supply of food, limited volunteer availability and restrictive Covid-19 work practices, saw FoodCloud experience some of our highest and lowest volumes of food ever amid panic buying and the closure of the hospitality sector.

FoodCloud almost doubled our impact (+91%) across the 3-year strategic cycle and grew annual income by 70%. Crucially, it ensured operational excellence and efficiency with almost 250 tonnes of food - equivalent to 600,000 meals - redistributed per team member per year.

This constantly evolving journey has fuelled our passion, resilience and ambition to accelerate progress towards the SDGs.



150 Million Meals: The Tip of the Iceberg

The equivalent of over 1 million meals are now being redistributed through our solutions every week. That is 80 meals every minute.*

Of the 150 million meals redistributed over the last eight years, 50% of these were redistributed across 2020-2021 alone.

The impact on both the climate and communities has been incredible, but relative to the enormous global issues of food waste and food insecurity, our work only hits the tip of the iceberg.

This needs to change.

The Next Step- Change in Food Redistribution



Foodiverse

In 2021, we launched our next generation food redistribution platform: **Foodiverse**.

This one-of-a-kind platform was developed using the insights garnered by the FoodCloud team since 2013. It brings global food rescue technology to the entire food chain, supporting food banks to access more food and increase the number of people they serve. Simultaneously, it supports food companies to meet their ever-increasing environmental and social targets.

With Foodiverse, we now have an opportunity to deliver a transformative impact, creating a global food redistribution community through technology.





Strategic Plan



Our 2030 Goal: A More Equitable, Inclusive and Circular Food System



Working Towards our 2030 Goal

This ambitious strategic plan takes our proven solutions and learnings to accelerate change across the wider food system.

- This is the first of two sequential plans that work towards our 2030 goal. It represents our commitment to accelerating change in the UN's Decade of Action.
- The strategic plan will move us towards our 2030 goal via five interconnected strategic pillars, each supported by concrete actions and monitored by key metrics.
 - **Our Perform Pillars** focus on the delivery, growth and continuous innovation of our current solutions, and their impact. Working to redistribute as much food as possible, we will lead by example as a role model for innovation in social enterprise, using advocacy and activism to create a network of empowered citizens focused on reducing food waste.
 - **Our Transform Pillars** re focused on transformative impact by:
 1. sharing our bespoke technology with food redistribution organisations internationally and
 2. the development of new and innovative solutions to food waste in Ireland that promote a circular economy for food.

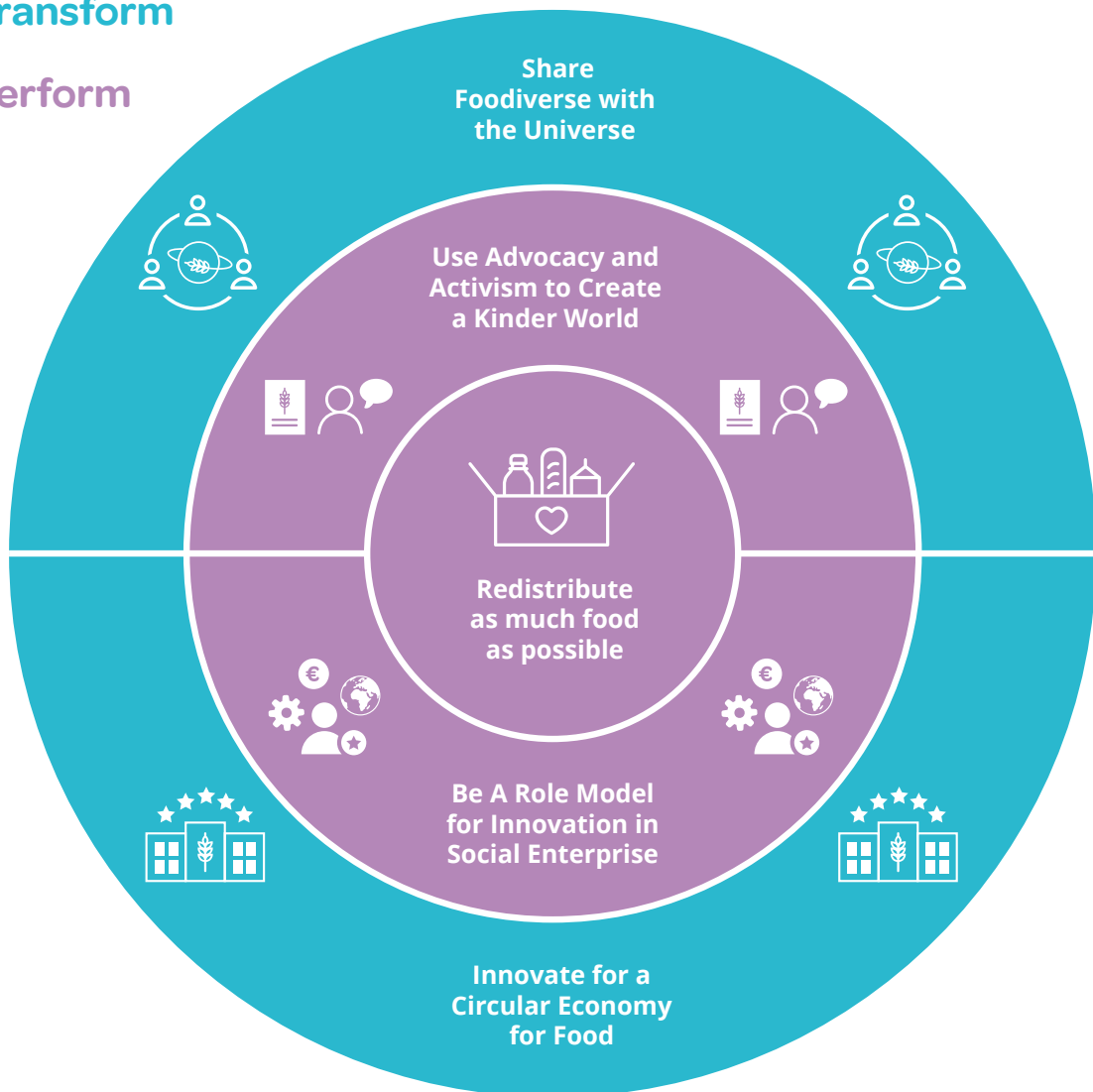
We commit to continuously improve our measurement and reporting capability. This is crucial because it allows us to make evidence-based decisions to grow our impact. By increasing our focus on research and development throughout this strategy, we can ensure we achieve our goals through the best possible solutions.



FoodCloud's Strategic Pillars

● Transform

● Perform



**Strategic
Pillars in
Detail**



Redistribute as Much Food as Possible



Perform

Ambition

Through the power of shared food, we want to inspire, empower and enable our vibrant global network of food businesses, community organisations, volunteers and food banks to commit to reducing food waste, and increasing food security and social inclusion in their communities.

Why is this important?

Every tonne of good surplus food redistributed has a positive impact on both people and our planet. We have a huge opportunity to bring increasingly more businesses and community groups into this growing network of circular economy actors.

Every day, across Ireland, the UK, Czech Republic and Slovakia, a global network of food banks, food industry and

community partners, and volunteers are working at a local level to share surplus food and create a positive social impact in communities. Sharing food in communities also creates greater connectivity and knowledge sharing, building capacity in all organisations. It deepens engagement with citizens, increases the amount of food rescued and sparks change in communities whilst having a transformative impact on our food system.

Activities

- Grow the number of community organisations within our network and continuously improve our solutions.
- Focus on increasing the volume, variety and consistency of food offered.
- Build capacity of our food and community partners to rescue more food and increase the understanding of the connection between food waste and climate change.
- Demonstrate the benefits of food redistribution through training, knowledge sharing and showcasing best practice.
- Work with our partners to continuously improve Foodiverse, ensuring a great user experience and efficient donation process by increasing the number and diversity of food industry partners we work with.
- Increase the number of volunteers engaged in our Irish food redistribution activities through corporate volunteer programmes and citizen engagement.



Use Advocacy and Activism to Create a Kinder World



Perform

Ambition

Create a network of empowered and active citizens focused on reducing food waste delivered through awareness, education and action. Advocate for a favourable policy environment for surplus food redistribution that drives progress towards a 50% reduction in food waste by 2030 and supports the creation of a more equitable, sustainable and circular food system.

Why is this important?

This is the UN's designated Decade of Action. To accelerate progress towards our 2030 Goal and the achievement of the SDGs, we need to look beyond our people and partners to stakeholders across government, industry, NGOs, academia, and our citizens.

We need to break down barriers through policy and change behaviours through education. We need evidence-based decisions and commitment from key decision-makers to drive this necessary change towards a more circular food system for all.

Activities

- Use our position to create positive pressure, raise awareness, and coordinate industry, government and society action on food waste.
- Work with our network of businesses, charities and volunteers to raise awareness, educate and inspire citizens to take actions that create a more circular food system.
- Partner with industry, community and voluntary sectors, and academia, to continue researching the impact of our community-based food sharing activities in order to inform and improve our decision making, policy recommendations and transformative activity.
- Work to ensure policy, legislation and funding supports the implementation of the National Food Waste Prevention Roadmap. To create a more circular food system, we will place a particular focus on the adoption of the food waste hierarchy where the redistribution of edible surplus for human consumption is prioritised.
- Engage, learn from and collaborate with national and international networks, including the Global Foodbanking Network (GFN), Champions 12.3, European Food Bank Federation (FEBA), UNFAO, and EU Commission to inform and enhance national and international policy.

Be A Role Model for Innovation in Social Enterprise



Ambition

Lead by example as a values-led non-profit social enterprise, delivering to the highest standards for our planet, our people and our partners. This will be achieved through fostering a culture of continued innovation; transparent and effective financial management and governance; accurate impact reporting; efficient and sustainable operations; and being a great organisation to work with and for.

Why is this important?

FoodCloud's impact is only made possible by the collaborative efforts of our food industry and community partners, our corporate and funding partners, government support, our team, volunteers and Board. Our work in food redistribution is challenging but also presents an enormous opportunity for inclusive

job creation within the circular economy. Our people are our greatest strength. They are the foundation for the success of this ambitious strategy. And it is this values-led team who are committed to delivering at every juncture to the highest standards with all of our stakeholders.

Activities

- Create a great place to work, guided by our values, where we can attract and retain a diverse and talented team, with fair remuneration and opportunities for people to develop and flourish.
- Provide employment opportunities for people who are distant from the labour market through inclusive employment programmes.
- Leverage our technology and data analytics to deliver social, environmental and economic impact reporting that aligns to, and evolves with, national and international sustainability reporting standards. This will enable transparent and accurate reporting and evidence-based decision-making to continue to grow our impact..
- Implement best practice in financial, legal management and governance in the non-profit social enterprise sector.
- Continue to focus on operational efficiency and environmentally sustainable practices for our people, our partners and our planet.



Share Foodiverse with the Universe



Transform

Ambition

Technology is a necessary tool to create a step change in the volumes of surplus that the food industry can redistribute. We want to share our world leading food redistribution platform with the global markets that need it most.

Why is this important?

Our purpose-built technology, built on unique insights and understanding of both the food industry and the community and voluntary sectors, has significantly increased the volumes of food redistributed in our three international markets. It has been enabled by our partnerships with national food banks in the UK, Czech

Republic and Slovakia. Providing the food industry, food banks and their communities with a platform that enables food redistribution at scale, will deliver transformative process change, working towards a more circular food system and the achievement of Global SDGs.

Activities

- Build a world leading food redistribution technology platform through innovation, research and engagement with new and existing users and through partnerships with technology, food industry and community leaders.
- Research and assess new food bank partners that could benefit most from Foodiverse, and work in partnership with international networks, e.g. GFN and FEBA.
- Develop training programmes and implementation processes to easily trial and launch Foodiverse in each of the interested markets.
- Develop and resource an effective and sustainable expansion model to scale Foodiverse efficiently.

Innovate for a Circular Economy for Food



Transform

Ambition

For Ireland to transition to a truly circular food system, we need to do more to ensure that as much food as possible is kept within the human food chain. To do that, FoodCloud needs to continue to grow our existing solutions whilst innovating in new areas. We want to develop a global Hub of Innovation that will showcase the infinite opportunities there are to transform surplus food into opportunity to feed people, reduce waste, create jobs and volunteering opportunities, raise awareness, and educate and inspire action.

Why is this important?

In 2021, FoodCloud's Irish activities resulted in the redistribution of 3,100 tonnes of surplus food. That figure represents only 0.3% of the 1.1 million tonnes of food that is wasted every year in Ireland*. For Ireland to transition to a truly circular food system, we need to do more to ensure that as much food as possible is kept within the human food chain.

In addition to restaurants, training kitchens and new product development, the hub will also incorporate complementary circular food system practices, e.g. growing, composting and energy creation to create a one-stop solution for surplus food and an inspiring demonstration of a world where no good food goes to waste.

Activities

- Develop and execute a government, corporate and community engagement strategy to secure support and funding.
- Engage and work with government and/or other relevant stakeholders to identify and secure a location for the hub that can have the greatest social and environmental impact.
- Design and cost a state-of-the-art facility that meets all stated objectives as sustainably as possible.
- Develop strategic business plan to execute the project in a way that is impactful, efficient and financially sustainable in the long term.
- Research, develop and pilot innovations for surplus food transformation that can contribute to our learning, experience and market insights as we work towards the development of the Hub of Innovation.
- Complete the construction of the hub by 2025.

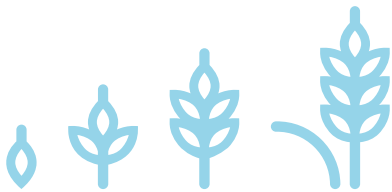




FoodCloud's Mission, Vision & Values

Our Vision

A world where no good food goes to waste



Our Mission

To transform surplus food into opportunities to make the world a kinder place

We will achieve our main mission by achieving our mini missions:

- Redistribute surplus food, thereby reducing food waste
- Create opportunities for social inclusion through redistributed food
- Inspire communities to take local action, the ripple effect of which will result in global change



Our Values



WE ARE DOERS

The only thing bigger than our vision is our drive. We're all about action and we're constantly finding practical solutions that create positive impact. We use data and technology to create a world with less waste and more heart.



WE ARE ENTERPRISING

Our kindness is professional and principled. We aspire to generate sustainable income streams from diverse sources that value our solutions.



WE ARE ROLE MODELS

We know we can't do it alone. We need to inspire volunteers, spark a generosity in retailers and food businesses, and empower charities.



WE ARE IN THIS TOGETHER

We are a team and we believe that trust, respect, collaboration, honesty and loyalty are everything. We support each other to continuously learn and develop.



WE ARE DRIVEN BY KINDNESS

We never forget what drives us - kindness, fairness and a desire to help people and the planet. We channel our kindness at all times, by being respectful and supportive to each other and the communities and businesses we work with. Kindness drives our principles and our choices, every single day.



FoodCloud
Hungry for a kinder world

June 2022