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The Good Food Institute

Blueprint v.9, October 2023

I. **The Good Food Institute:** Creating a world where alternative proteins are no longer alternative

The Good Food Institute is a nonprofit think tank and international network of organizations accelerating alternative protein innovation to make the global food system better for the planet, people, and animals. To review some of our specific successes, please see our [2022 annual review](#) and [2023 monthly highlights](#). To sign up to receive GFI's various newsletters, including our monthly highlights, please visit gfi.org/newsletters.

A. **The external costs of industrial animal agriculture**

Animal agriculture uses vast quantities of land and other resources and contributes significantly to climate change, problems that will worsen as global demand for animal products increases steadily through 2050. Right now, animal agriculture uses eighty percent of agricultural land ([cite](#)); requires more than 1.25 billion metric tonnes of feed crops for farm animals ([cite](#), [cite](#)); requires 77% of the global soy crop, mostly to feed chickens, pigs, and farmed fish ([cite](#)); causes one-fifth of direct climate emissions ([cite](#))¹; and causes the plurality of methane emissions—from ruminant digestion alone—which is roughly the same as oil and gas emissions combined ([cite](#)). Animal agriculture is predicted to rise inexorably through 2050; the most conservative predictions suggest a 60% rise through 2050 ([cite](#)); if this happens, Paris climate targets will be impossible to meet ([cite](#)). Animal agriculture also contributes significantly to antibiotic resistance and pandemic risk ([cite](#)).

¹ This does not include seafood, which likely tacks on another 2 percent ([cite](#)).

B. Alternative Proteins: Definition & Theory of Change

The global demand for meat is rising. To reimagine our food system, we must reimagine protein. For the past seven years, GFI has championed alternative proteins as the solution to meet this skyrocketing demand while staying within planetary boundaries. “Alternative proteins” is a term of art that describes foods that are “produced to provide the sensory experience and nutrition of animal meat” - but using plants, fermentation, or cellular agriculture ([Center for Strategic & International Studies](#)).²

- Plant-based meat is produced directly from plants and is composed of protein, fat, vitamins, minerals, and water—just like animal-based meat.
- Cultivated meat is produced directly from animal cells. It is identical to animal meat at the cellular level, providing the same nutritional profile as conventionally produced meat. It is actual animal meat grown outside an animal.
- Fermentation is a powerful, flexible process for using microorganisms to produce alternative proteins. In addition to being products themselves, ingredients made with fermentation can be used for plant-based or cultivated products.

If we can make products that taste the same or better and cost the same or less than conventional animal products, while emitting substantially fewer GHG emissions and using a fraction of the land and water, they will be able to win in the marketplace. This is akin to the theory of change of renewable energy and electric vehicles: Instead of (or in addition to) trying to convince consumers to use less energy, drive less, or eat less meat, we can change how energy is produced, cars are powered, and meat is made. We take great encouragement from the “rapid reductions in the price of solar power and batteries, [which] illustrate the potential of innovation” ([cite](#)).

As an international network of organizations powered by philanthropy, GFI is uniquely positioned to accelerate alternative proteins by catalyzing and growing the entire field, creating a world where alternative proteins are no longer alternative.

II. GFI’s programmatic departments: SciTech, Policy, and Corporate Engagement

GFI has three programmatic departments to accomplish this task: Science and Technology, Policy, and Corporate Engagement. Our Communications department serves as a force multiplier, taking the work of these programmatic departments into key spheres of influence. Our international affiliates (Asia-Pacific, Brazil, Europe, India, and Israel) work closely with the team in the U.S. to scale and localize our programs globally.

² “Alternative proteins” do not include animal feed or insects for human food. The former is not for human food at all, and the latter involves convincing consumers to eat insects; it does not involve turning insects into something indistinguishable from conventional animal meat, so it is a different intervention from what’s discussed in this Innovation Case.

A. Science and technology

GFI has really put cultivated meat on the map for us. We're grateful to have GFI's team of scientists analyzing the areas of need in this burgeoning industry and driving conversations about how existing players can become partners in progress.

—Lavanya Anandan, head of innovation field, cultivated meat & future foods; Merck KGaA, Darmstadt, Germany

The mission of GFI's Science and Technology (SciTech) department is to catalyze scientific advances to accelerate alternative proteins' path toward sensory, price, and scale parity with conventional meat. GFI's scientists and research ecosystem-builders are the global experts on plant-based proteins, microbial fermentation, and cultivated meat and work to ensure that (1) a roadmap exists for each, (2) the best scientists and entrepreneurs are engaged in R&D and innovation, and (3) significant funds are dedicated to accelerating the transition of the global food system.

Our SciTech department accomplishes these tasks through three principal activities:

Analysis: identifying and forecasting knowledge gaps to direct research efforts and resources toward the most critical solutions

GFI's SciTech team conducts detailed technical analyses of the alternative protein sector, including identifying and articulating major technical challenges, forecasting growth bottlenecks, and evaluating the major drivers for cost and environmental impact. GFI shares the findings in the form of white papers, peer-reviewed journal articles, public webinars, and stakeholder-targeted factsheets with actionable recommendations. All these analyses are published through our website as open-access resources, heavily publicized, and continually updated.

We seek to reveal research and commercialization opportunities that address knowledge gaps or white space in the commercial landscape. GFI identifies researchers and entrepreneurs in academia and industry with the skill sets and expertise to address these opportunities and supports their exploration by launching new research projects or commercial ventures.

GFI's [website](#) provides detailed technical explainers on the science behind the alternative protein production platforms of plant-based proteins, fermentation, and cultivated meat. The [Alternative Protein Literature Library](#) contains all of the most relevant publications, patents, and theses in the alternative protein field. Our [report on production requirements](#) for a successful plant-based meat industry underscores the vast level of investment needed in open access R&D to avoid future supply constraints and estimates the infrastructure and raw material targets the plant-based meat industry must meet to satisfy anticipated global market demand by 2030.

Our [Solutions Database](#) conveys insights from top industry experts to identify crucial challenges and develop solutions. We implement these solutions with leading individuals and organizations to systematically advance the industry. Key deliverables include an overview of the [major challenges at each stage of the alt protein supply chain](#); a [database of solutions](#) that could radically accelerate industry growth; an overview of the [key growth accelerators for the alternative meat industry](#), our rudimentary root cause analysis of how to drive taste/price improvements; and [Future-Proofing Alternative Proteins](#), a listing of the top risks to the alternative meat industry. Since launching the initiative, we've shared portfolios of suggested solutions with multiple external organizations, including Breakthrough Energy (which used our work in their “corporate playbook”), Wageningen University & Research, the world’s top agricultural university (which used our work for seminars and in a multi-million euro proposal to the Dutch government), and a leading meat and agriculture company. GFI also works with expert venture studios, offering them our unique expertise through a prioritized list of high-impact commercial ideas. The venture studios use GFI’s “idea flow” to decide among company concepts and then capitalize on their own company formation and operational expertise to build the concepts into fully-fledged companies.

In 2023, GFI and Bright Green Partners released a joint [report](#) on plant-based meat manufacturing capacity analysis and pathways for expansion. This analysis quantifies the existing global plant-based meat manufacturing landscape and evaluates the most feasible options for expanding capacity to meet future demand. GFI and representatives from Bright Green Partners co-led a well-attended [webinar](#) summarizing the report’s key findings. GFI and Integration Consulting also launched the [fermentation manufacturing capacity analysis](#), which describes the global fermentation-derived product manufacturing landscape and strategies to effectively scale manufacturing capabilities to support technology development and meet future demand.

GFI’s [cultivated meat research tools directory](#) is a central location for species-specific research tools, reagents, assays, protocols, genome sequences, and service providers. In 2023, GFI published a cultivated meat growth factor cost and volume analysis on the projected volumes of growth factors by 2030, suitable production cost targets, and regulatory considerations. In 2021, GFI released the first-ever [LCA and TEA of cultivated meat](#) that leveraged models built using NDA-protected data from over a dozen industry partners. CE Delft and GFI [published](#) an updated, ex-ante version assessment (LCA) in The International Journal of LCA in 2023.

Our open-access [plant-based meat manufacturing guide](#) provides an in-depth review of extrusion for the production of plant-based meat, as well as a directory for ingredients, pilot facilities, and co-manufacturers. We’ve published critically important plant-based deep dives on [crop development](#), [ingredient optimization](#), and [end-product formulation and manufacturing](#) that play an important role for academics and industry professionals looking to accelerate the plant-based protein landscape.

Additionally, our [analysis of culture medium costs and production volumes](#) includes an in-depth cost reduction analysis for cell culture media, and our [cultivated meat deep dive series](#) is an exhaustively cited collection of articles delving into the technical advances and considerations of all aspects of cultivated meat. Finally, our [life cycle assessment \(LCA\) guide](#) for alternative protein manufacturers provides a standardized approach to undertaking LCAs for alternative protein manufacturers and offers insight into commissioning and overseeing the development of LCAs, as well as interpreting and leveraging their results to highlight their products' environmental benefits.

To support alternative seafood innovation, we maintain and continually improve the open-access resource [PISCES/ATLAS](#), which contains two interlinked databases. The first database, PISCES (Phylogenetic Index of Seafood CharactEriStics), contains detailed species-level characterization data to assist alternative seafood makers in the quest to make products that match their conventional counterparts. The second database, ATLAS (ArcheType Library for Alternative Seafood), is a prioritization tool for alternative seafood archetypes, containing data on sustainability, human health, animal welfare, and market size. We also fund key projects in cell line development, characterization, and cell culture media GFI partnered with Kerafast to establish a [repository of cell lines](#) relevant to cultivated meat, including seafood, to streamline the process of sharing cells and reduce duplicated efforts.

GFI also performs literature reviews and industry interviews on an ongoing basis to remain current with advances in the field and in related but distinct disciplines with relevance to alternative proteins, such as advances in biomedicine that are translatable to cultivated meat. We curate these technological advances every four months in the form of a [State of the Science](#) webinar and blog. The SciTech team works with our Communications department to disseminate our findings through webinars, blogs, interviews, and other relevant channels. Our goal is to generate awareness in the scientific community and foster a better understanding of the technological challenges and opportunities within the alternative protein field.

Recent publications by GFI scientists in scientific journals include “[Researchers Have a Golden Opportunity to Transform Meat Production](#),” a featured essay in *Nature Biotechnology*; “[Differentiation and Maturation of Muscle and Fat Cells in Cultivated Seafood: Lessons from Developmental Biology](#)” in *Marine Biotechnology*; “[Scaffolding Biomaterials for 3D Cultivated Meat: Prospects and Challenges](#),” in *Advanced Science*; and “[The Business of Cultured Meat](#),” on the cover article of *Trends in Biotechnology*. GFI was profiled in and published an article on [Trends and Opportunities in the Global Plant-Based Meat Industry](#) in *Cereal Foods World* (CFW), the industry publication of the Cereal & Grains Association. *Food Technology Magazine*, the flagship publication of the Institute of Food Technologists (the world's largest society for food science professionals), published SciTech VP Liz Specht's [article](#) on the emergence of fermentation-derived meat as a third pillar of the alternative meat industry. The magazine also recently published a seven-page spread on [formulating with animal-free ingredients](#) written by GFI. The team continues to expand

engagement to new audiences: *New Food* magazine, with an estimated readership of 34,000 food industry professionals, spotlighted a GFI scientist in an interview on the future of cultivated meat.

These efforts enable both GFI and scientists around the globe to understand the state of the science and engineering involved in innovative alternatives to animal products and to direct further R&D accordingly. Our activities are global by nature because scientific knowledge transcends political boundaries, so we work closely with our international affiliates to ensure that our programs reach talent and ideas anywhere in the world. This work is designed to inspire more scientists to devote their vocational lives to these fields and to minimize duplicative work.

Research funding: mobilizing funding to address knowledge gaps and recruit new investigators, with a strict counterfactual lens for direct funding

GFI's support was the catalyst that allowed us to go from an idea to proof-of-concept. The grant funding, mentorship, and networking support have been invaluable and enabled us to achieve the crucial first steps in bringing a brand-new alternative protein source to market.

—Beth Zotter, CEO of Umarm Foods

In November 2021, ClimateWorks Foundation and the UK Government funded a Global Innovation Needs Assessment on protein diversity that concluded we need \$4.4 billion globally in public R&D funding *every year* to unlock the full benefits of alternative proteins. Yet in 2021 and 2022, global public funding for alt proteins amounted to less than 2% of this goal each year. The SciTech team has been mobilizing additional funding for alternative proteins through three primary activities: 1) directly seeding new research through strategic deployment of GFI's Research Grant Program; 2) catalyzing government funding of alt protein research by de-risking high-impact research topics and educating government agencies about research gaps; and 3) supporting researchers from around the world in applying for alternative protein research grants, connecting them with ideas, collaborators, and funding opportunities.

Due to the overall shortage of open-access plant-based, fermentation, and cultivated meat research and the urgent need to catalyze this research, we launched our own research grant program in 2018. To date, we have funded approximately seventeen million dollars worth of research toward over 100 projects from 18 countries across five continents. We catalyze grantee collaborations through organized online grantee events and expand the alternative protein scientific knowledge base through the amplification of research results, talks, and publications from GFI grantees.

The GFI grant has been key to consolidating the Alt:Meat lab at UC Berkeley. GFI's generous support has allowed us not only to develop a novel solution but also to train numerous students on the intricacies of producing plant-based foods. This has resulted

in the creation of at least 5 startups and over 10 former students working in plant-based companies during the grant period.

—Dr. Ricardo San Martin, research director, UC Berkeley

Leveraging SciTech’s analyses, technical expertise, and industry connections, GFI’s grantees are uniquely positioned to identify critical technical barriers and white space research areas that will accelerate the plant-based, fermentation, and cultivated meat industries. The grant support provided through GFI’s research program is resulting in many significant positive impacts, including:

- Our funded researchers publish many high-quality peer-reviewed journal articles, which will establish plant-based and cellular agriculture as robust areas for further scientific inquiry, inspiring more top scientists to dedicate their labs and careers to these pursuits. There have been 55 peer-reviewed publications by GFI grantees to date: 33 publications of primary literature and 22 review articles. Of those, 48 were conducted utilizing GFI grant funding whereas 7 were published following the GFI funding period.
- Startups and established companies use the research to develop, produce, and sell high-quality products.
- As these fields become more developed and based on the concerted work of GFI’s SciTech team, universities creating plant-based and cultivated meat training programs and research institutes.

The seed funding provided by GFI’s Research Grant Program has enabled many GFI grantees to secure follow-on public grants due to the initial success of their grant-funded research. In 2020, UC Davis received a \$3.55 million grant from the National Science Foundation for cultivated meat research.

GFI’s grant enabled my lab to break ground in cultivated meat research and formulate a plan to address critical industry challenges. This resulted in millions of additional funds directed toward interdisciplinary research and training at UC Davis.

—Dr. David Block, professor and chair, UC Davis

In 2021, the U.S. Department of Agriculture (USDA) invested \$10 million to create a center for excellence in cellular agriculture at Tufts University, the USDA’s first significant investment into cultivated meat and the U.S. government’s largest to date. Tufts Professor David Kaplan, the lead investigator on the grant, is a GFI grantee. GFI grantee Girish Ganjyal at Washington State University received a \$595,120 grant from the USDA for plant-based meat research. In November 2022 GFI became a founding member of the new Cellular Agriculture Consortium at Tufts University, launched to join forces to overcome fundamental technical challenges, develop standards, and share knowledge in a way that advances the industry as a whole.

In 2022, GFI grantee Amy Rowat at UCLA received a \$604,907 grant from the USDA for cultivated meat research and a 5-year \$995,498 grant from the NSF for cultivated

meat research, and GFI grantees at UMass Amherst received a \$596,050 grant from the USDA for plant-based meat research.

Through spring 2022, GFI grantees who went on to secure government funding had been allocated a total of \$1.8 million from GFI with subsequent government grants totaling \$16.9 million, proving that GFI funding can set the groundwork for a nearly 10x investment in public funding. We expect this follow-on funding to grow substantially as our grant program, and our grantees, show further progress.

In addition to de-risking high-impact alt protein research topics, the SciTech team educates funding agencies about the state of alternative protein science. We advise government agencies on current technical challenges facing alternative proteins, serve as grant proposal reviewers for non-GFI funding programs, and help develop alternative protein funding priorities. We have engaged in this work with government agencies and nonprofits such as USDA; NSF; NASA; A*STAR; the Israeli Ministry of Innovation, Science, and Technology; the Foundation for Food and Agriculture (FFAR); and the European Institute for Innovation and Technology (EIT) Food. In 2022, GFI supported \$125 million in research proposal requests to U.S. and Canadian government agencies alone.

The SciTech team also supports the scientists and entrepreneurs who are applying for these research grant opportunities. [GFI's Research Funding Database](#) provides a range of public and private grant opportunities for scientists seeking support for their alternative protein research. This is a global repository of grants the GFI team identifies as having a high propensity for alternative protein R&D. GFI's global alternative protein funding [dashboard](#) illustrates the rate at which governments are investing in the alternative protein sector. Users can quickly slice and filter research funding data by country, year, and technology platform. To date, we have provided direct support to more than 50 researchers on alternative protein research-focused grant proposals, including three multi-institutional, multi-million dollar research center proposals. These activities aim to increase the number of funding agencies providing grant opportunities focused on advancing plant-based and cultivated meat and the likelihood of success by researchers applying for these grants.

Community-building: creating a robust scientific ecosystem and talent pipeline, equipping scientists at all career levels to enter the field

GFI is focused on moving the most successful tissue engineers, synthetic biologists, plant biologists, and others into alternative protein technologies—as founders of new and transformative startups; as employees at plant-based and cultivated meat companies; and as doctoral students, post-docs, and group leaders at top universities.

To this end, GFI reaches out to premier universities and professional associations for science and engineering across the globe. We encourage researchers at these institutions to use their expertise for innovative alternative protein research projects.

Our subject matter experts deliver presentations in classes, departmental symposia, and conferences to markedly increase the number and caliber of scientists and entrepreneurs in these sectors. Online, we create community spaces and tools (such as the [GFIdeas community](#) and the [collaborative researcher directory](#)) that enable scientists and entrepreneurs to collaborate—which in turn broadens the range of innovation in both academia and the private sector. For these audiences, we curate seminars that [illuminate recent scientific advancements](#) and highlight [career pathways](#) to help them stay up-to-date on how best to meaningfully contribute to this growing field of research.

Our global student group program, the [Alt Protein Project](#) (APP) includes more than 450 members active at over 50 top research universities across 23 countries and 5 continents. The APP is an action-oriented program designed to help students engage their peers and faculty on the subject of alternative proteins, advocate for alternative protein research and curricula, conduct their own scientific research, and launch their own businesses. In parallel to increasing the level of alternative protein activity on campus, these groups provide a steady stream of easily identifiable talent for the alternative protein industry. This diverse community of undergraduate and graduate students studying a wide range of disciplines, from synthetic biology and mechanical engineering to philosophy and computer science, allows for a rich exchange of ideas, cultural perspectives, and expertise.

Since we started the program in 2020, GFI's Alt Protein Project has successfully seeded alternative protein research and educational programs at universities around the globe. Students have developed new courses at [Stanford](#), [UNC Chapel Hill](#), and Johns Hopkins, sparked new research projects at institutions like [Wageningen](#) and [CU Boulder](#), and seeded the alternative protein workforce with much-needed technical talent. Program alumni have gone on to join Upside Foods, Rebellyous Foods, Beyond Meat, TurtleTree Labs, Mosa Meat, and numerous other alt protein companies.

In 2022, our team launched a new training [program](#), a five-week curriculum designed to equip student leaders with the resources, knowledge, and inspiration they need to be effective change agents for advancing alternative protein initiatives on their campuses. We also launched our [resource hub](#) which contains detailed [strategic planning resources](#) and how-to guides for advancing each of our five programmatic objectives: [education](#), [research](#), innovation (in development, launching later in 2022), [awareness](#), and [community](#). This open-access set of resources is available to student movement-builders around the world, equipping them with the information they need to turn their universities into engines for alternative protein innovation. In 2023, GFI hosted the first-ever APP Global Student Symposium in San Francisco as part of the Good Food Conference, bringing student leaders from across the globe to meet industry pioneers, participate in workshops, and connect with fellow APP leaders.

In collaboration with universities and companies, we are developing on-campus and online courses to educate students, scientists, and engineers about the technical

foundations of meat made from plants, animal cells, and microbes. We have helped launch over a dozen alternative protein courses at institutions like UC Berkeley, the Technion, the Federal University of Paraná, and Nanyang Technological University. Our [curriculum repository](#) and [course database](#) lower barriers to access for educators seeking to bring alternative proteins into the classroom and provide stakeholders with a global map of the alternative protein educational landscape. For a broader reach, we released a free [massive open online course](#) that has attracted participation from more than 10,000 unique registrants from at least 115 countries since January 2019. This course has now been translated into Portuguese and Mandarin and launched by our affiliate in Brazil and our strategic partner in China, GFIC.

Ensuring a diverse, inclusive, and equitable industry is tantamount to the success of alternative proteins. In 2023, GFI conducted listening sessions that engaged scientists, engineers, and entrepreneurs who identify as Black, Indigenous, or persons of color (BIPOC). These listening sessions revealed several common experiences and resource needs that cut across disciplines and identities. Stemming from these sessions, we launched a [needs assessment on building an inclusive alternative protein workforce](#). This report reviews the challenges faced by scholars from underrepresented and minoritized groups and describes opportunities for GFI and its partners to transform their career experiences.

Private sector consultation

In collaboration with our Corporate Engagement department, GFI's scientists also work closely with leading food industry partners to scout technologies that address barriers to bringing alternative proteins to market. The SciTech team develops relationships with major food manufacturers and ingredient suppliers to determine their needs. Thus, the team serves as a bridge to food innovation and biotechnology incubators with unique insight into plant-based and cellular agriculture technologies.

We also work closely with entrepreneurs developing companies not directly influenced by the insights of our Solutions Database work. In this capacity, GFI provides technical and commercial consultation, introductions to industry contacts, connections to funding opportunities, and access to external experts to aid in the scientific development of their products.

GFI's Scientific Advisors

The SciTech team has created a scientific advisory board composed of industry and academic experts in alternative protein research and adjacent disciplines to evaluate these fields, identify novel opportunities for research, and provide guidance on the SciTech team's strategy and goals. This [webpage](#) features the individuals who serve on the SciTech Advisory Board and the expertise they generously share with GFI.

B. Policy

Policy decisions can be the difference between success and failure for alternative proteins. Governments can incentivize incumbent industries through funding and protectionist regulation, or they can accelerate innovation and make launching new businesses and products easier.

GFI's theory of change is based on the idea that consumers will choose alternative proteins when they are as inexpensive, delicious, nutritious, and ubiquitous as animal products. **GFI's Policy department** exists to ensure that governments do not impose hurdles that drive up the costs of or prevent access to these foods and that public support is devoted to accelerating progress in alternative proteins.

Governments should support alternative proteins for many of the reasons that they support conventional agriculture and for the same reasons they support other climate and global health science and policies, from renewable energy and electric vehicles to vaccine development and pandemic prevention. We advocate for public investment in alternative protein research, development, and commercialization (\$10 billion per year), fairness in the regulatory sphere, and freedom to use language consumers understand on product labels. In 2023, our global teams successfully advocated for tens of millions of dollars in public investment in alternative protein research, championed alternative proteins to government leaders and agencies, celebrated historic victories in our regulatory work, and rallied bold action to accelerate support for alternative proteins as a critical piece of the climate change mitigation puzzle. GFI's annual [State of Global Policy Report](#) analyzes public investments in alternative proteins and regulatory progress on bringing them to market.

Leveraging government resources to accelerate progress

We have a long way to go to achieve parity between alternative proteins and conventional meat. Public funding represents the biggest gap by far. Governments have directed very little funding to support alternative protein research. By our estimate, the U.S. government spends 100x more on research that props up industrial animal agriculture than on alternative protein research.

Our Policy department works collaboratively with our SciTech department to leverage government resources to accelerate research to advance alternative proteins. We meet with congressional offices, state legislators, federal agencies, and the White House to communicate the [vital need](#) for public research funding to speed progress for alternative proteins.

In 2019 and 2020, we met with White House officials urging investment in alternative proteins. In 2021, we met with the Biden transition team and hosted a virtual briefing with Reps. Earl Blumenauer (D-Ore.), Ted Deutch (D-Fla.), and Susan Wild (D-Pa.) to highlight how the growing alternative meat industry can boost economic growth and

spur job creation. In March 2023, after months of work from GFI and our partners showcasing the opportunities and challenges facing alternative proteins, the White House Office of Science and Technology Policy (OSTP) released a report entitled Bold Goals for U.S. Biotechnology and Biomanufacturing which paves the way for substantial future public support for the alternative protein sector across the U.S. Federal Government. The report combines extensive goals and recommendations from five executive agencies to create a broad vision for the American bioeconomy. Both the USDA and the Department of Energy identified alternative proteins as a key theme of the future of biotechnology and made recommendations to support alternative protein research and development, commercialization, scale-up, and public-private partnerships.

GFI submitted appropriations-report language requests for seven consecutive years, beginning with the fiscal year 2018, to key members of Congress, asking them to include language that would direct agencies to fund research on alternative proteins. In 2020, 2021, 2022, and 2023 we rallied an impressive array of allies, including Unilever United States and The Kraft Heinz Company, to sign a letter of support for our legislative efforts.

In 2021, House Appropriations Chair Rosa DeLauro called for “parity in research funding for alternative proteins, a compelling option for addressing agricultural emissions.” In December 2021, eleven House members requested \$50 million of American Rescue Plan Act funding for open-access alternative protein research and also asked that the White House prioritize alternative proteins in its 2023 budget request to Congress. The Members wrote that alternative proteins “can improve the sustainability and resiliency of our food systems” and that government support “will create new economic opportunities for American farmers, new benefits for consumers, and help reduce agricultural emissions.” In 2022, GFI and our lobbyists worked with California Assemblymember Ash Kalra and several California-based alternative protein companies to secure \$5 million for alternative protein R&D at three University of California campuses: Berkeley, Davis, and Los Angeles. At the time of the announcement, this was the largest amount a state legislature had ever set aside for this purpose. Grantees from GFI’s research grant program are at all three of the California universities, and their GFI-catalyzed work made this milestone possible.

GFI briefed staff from 22 Democratic congressional offices and the House Committee on Education and Labor at the U.S. House of Representatives Sustainable Energy and Environment Coalition on alternative proteins in January 2022. We asked for support for our upcoming requests for research funding and highlighted companies in the staffers’ districts to localize the issue. As a result, a bipartisan group of lawmakers reached an appropriations agreement for fiscal year 2023 that includes \$5.5 million for the USDA to conduct alternative protein research. Building on past appropriations, this publicly funded research will help fill knowledge gaps, optimize input crops, and improve production processes. In the summer of 2023, after the House Appropriations Committee drafted an agricultural appropriations bill (H.R. 4368) for fiscal year 2024

that maintained the previous year's \$5.5 million in funding, five House Members submitted amendments to defund alternative protein research or drastically cut funding. GFI quickly pushed back against these harmful amendments, coordinating with legislators and partners, and succeeded in preventing their direct advancement.

Starting early 2023, in anticipation of the 2023 Farm Bill, GFI engaged with congressional staff and others to advocate for key legislative recommendations, including enhancing focus on alternative protein R&D within USDA and recognizing research centers for alternative protein innovation. In August 2023, following close collaboration with GFI, Rep. Julia Brownley introduced the PROTEIN Act ([H.R. 5097](#)), a historic piece of legislation that would increase R&D and commercialization efforts focused on alternative proteins. Its initiatives include establishing centers of excellence and creating programs to promote workforce development and manufacturing capabilities.

Additionally, in 2020, GFI urged the [House Committee on Science, Space, and Technology](#), the [Senate Democrats' Special Committee on the Climate Crisis](#), and the White House OSTP to establish an interagency Alternative Protein Initiative modeled after the National Nanotechnology Initiative. We worked with Breakthrough Energy, Bill Gates' organization, to position alternative proteins as a critical strategy component to achieve net-zero emissions in [their federal climate policy playbook](#). We also organized a letter from 15 House members to Special Presidential Envoy for the Climate John Kerry, requesting that he include alternative meat on the agenda for President Biden's Leaders' Climate Summit on Earth Day 2022.

In August 2023, Illinois Governor JB Pritzker signed into law legislation establishing the [Alternative Protein Innovation Task Force](#), the first standalone legislation promoting alternative proteins to become law in the United States. The legislation follows several discussions between GFI and Illinois public officials on the need for public funding for alternative protein research and development. In a similar vein, several California state legislators formed the Alternative Proteins Working Group after securing [\\$5 million in public funding](#) for research and development in 2022.

GFI publishes a Hill-facing newsletter [Protein Innovation Nation](#) to keep congressional offices informed of progress at home and in other parts of the country year-round.

Removing hurdles to alternative proteins

We advocate for a clear and efficient path to market for cultivated meat and fermented ingredients and a level playing field for plant-based meat.

First, we ensure that cultivated meat (including fish and seafood) can come to market without unnecessary regulatory burdens. We are developing the safety roadmap for regulators to ensure global harmonization and consumer safety and confidence. In coordination with the companies in this space, we testify at hearings and submit

comments that respond to regulators' questions about cultivated meat's safety and fair labeling. In 2018, we helped organize the first-ever congressional briefing on cultivated meat R&D, sponsored by the House Research and Development Caucus and its chairs Rep. Barbara Comstock (R-Va.) and Rep. Bill Foster (D-Ill.). In 2019, we arranged a tour of a cell-culturing company's lab for the U.S. Government Accountability Office, which prepared a report on federal oversight of cultivated meat that it delivered to Congress the following year.

In a significant legislative win, GFI worked with Sen. Jeff Merkley (D-Ore.) to strike a harmful rider from the fiscal year 2019 agriculture appropriations bill. The rider would have required new regulations and given sole jurisdiction over cultivated meat products from livestock and poultry to the USDA. In 2021, we celebrated one of our biggest successes to date, when USDA declared that it would not promulgate any new regulations for cultivated meat safety because the current regulatory regime is sufficient. The U.S. Food and Drug Administration (FDA) weighed in similarly.

In November of 2022, the FDA officially gave the green light to a cultivated meat product for the very first time. UPSIDE Foods completed the FDA's rigorous review for its cultivated chicken as part of the agency's pre-market review process, laying the groundwork for cultivated products to be sold in the United States. GFI's voice and perspective were infused in the major media coverage of the FDA's evaluation, including NPR, the Washington Post, TIME, Wall Street Journal, Popular Science, and the New York Times.

In June 2023, in a defining moment for the future of our food system, cultivated meat was approved for sale in the United States. Representing the biggest milestone in GFI's history (and one we've been working toward since our founding in 2016), Upside Foods and GOOD Meat both cleared the final regulatory hurdle to sell cultivated meat in the United States. Thanks to our strong relationships with both companies and the media, GFI's perspective was included in most of the top media stories covering the news, including CNN Business, Canada's Global News, NPR's flagship All Things Considered, APM's Marketplace, The New York Times, Time Magazine, Inc., and more. Similarly, GFI Europe's press release in German, which highlights other countries' risk of missing out on the industry, netted quotes from Bruce and GFI Europe Senior Public Affairs Manager Ivo Rzegotta in much of the German media coverage, including Handelsblatt, WirtschaftsWoche, and Tagesspiegel.

Mindful that opposition to technology presents a challenge to innovation, GFI develops relationships with other nonprofit organizations to familiarize them with cultivated meat and address their concerns. In 2019, we established a policy office in Washington, DC, which serves as our campaign headquarters and provides an ideal setting for meeting with the leaders of other nonprofit organizations. GFI is uniquely qualified to lead this initiative to engage the nonprofit community and drive support for our policy priorities.

We also work with federal food agencies, members of Congress, and state legislatures to support commonsense labeling rules to keep the playing field level for alternative proteins. For example, we proposed a regulation to explicitly allow label terms like “soy milk” and “veggie bacon.” We also submitted comments on cattlemen and dairy groups’ proposals and filed an amicus brief supporting Blue Diamond’s almond milk labels. We regularly lobby Congress in opposition to labeling restrictions and oppose state legislation intended to censor plant-based meat and milk labels. In 2021, GFI and a handful of companies that make plant-based meat played a major role in defeating three label censorship bills, including two in Texas.

In 2023, following GFI’s years-long advocacy in favor of the explicit allowance of label terms like “soy milk” and “veggie bacon,” the FDA released draft guidance on the labeling of plant-based milk allowing the use of the term “milk” on plant-based milk labels and acknowledging that “milk” is a word customers understand and use when talking about plant-based products. Although the draft guidance recommends that companies include certain nutrition information on the front of the package when they do use “milk” on the labels of plant-based products, creating the potential for confusion and setting up an unnecessary barrier for plant-based producers, FDA’s recognition of how consumers use and understand terms like “milk” is a significant step in the direction of commonsense labeling rules.

We use strategic litigation to prevent the government from imposing unnecessary restrictions on the labels of alternative proteins. In 2021, USDA denied a 2018 petition from the U.S. Cattlemen’s Association urging the agency to censor meat and beef terms on plant-based and cultivated meat product labels. The agency’s reasoning echoed our arguments in a comment we filed on behalf of GFI and seven private companies. In 2022, Tofurky, represented by GFI, the Animal Legal Defense Fund, and the American Civil Liberties Union, secured a federal court order finding an Arkansas food label censorship law unconstitutional and permanently blocking enforcement of the law against Tofurky for its use of terms like “sausage” and “burger” when accompanied by terms like “vegan” or “plant-based.” The court rejected the state’s position that “the simple use of the word ‘burger,’ ‘ham,’ or ‘sausage’ leaves the typical consumer confused,” finding that “such a position requires the assumption that a reasonable consumer will disregard all other words found on the label.” GFI and ALDF helped Tofurky secure another win in 2022 when a federal district court declared Louisiana’s label censorship law unconstitutional on First Amendment grounds and enjoined the state from enforcing it. Although the Fifth Circuit Court of Appeals reversed this decision in 2023, it did so by interpreting the Louisiana law narrowly, holding that labelers must intentionally mislead consumers in order to violate the law. The appellate court found that phrases like “plant-based sausage” and “ham-style roast” on Tofurky’s labels are not misleading and are protected by the First Amendment.

Shaping global regulatory developments

Governance of food spans geographic boundaries. Global regulatory bodies set standards that impact all populations, and the actions of the most influential countries often act as the template for others. GFI works at both the multinational and national levels to ensure global regulations enable a thriving alternative protein sector.

The Codex Alimentarius (“Food Code”) Commission, which sets global standards for food safety and labeling, added alternative proteins to the 2022 agenda and published a [submission from GFI](#). The submission established GFI as a subject matter expert and invited the United Nations Food and Agriculture Organization and World Health Organization to call on us to provide technical assistance and introduce them to companies and scientists in this sector. GFI has remained involved in Codex's work on issues relating to alternative proteins, including by engaging the industry to weigh in on a 2023 proposal to the Codex committee on nutrition that suggested the development of potentially restrictive nutritional content guidelines targeting plant-based and fermentation-derived proteins.

EAT, a global nonprofit dedicated to transforming our global food system, invited GFI to lead the innovation pillar of the sustainable consumption track for the [United Nations’ 2021 Food Systems Summit](#). GFI led an alternative protein working group of more than 50 nonprofits, universities, and companies to garner support and implement ideas.

GFI delegates joined leaders from around the world at the United Nation’s annual climate conference, [COP27](#), to rally bold action to accelerate support for alternative proteins as a critical piece of the climate change mitigation puzzle. GFI Asia Pacific (APAC) co-organized a historic, first-of-its-kind cultivated meat dinner for global leaders. Current and former senior officials from 10 nations—including the United Arab Emirates, which will host COP28 in 2023—joined GFI APAC and Singapore Minister for Sustainability and the Environment Grace Fu for the meal.

GFI also served as one of nine co-hosts of the first-ever [Food Systems Pavilion](#) at COP27. With our teams present alongside policymakers, industry executives, and climate nonprofit leaders, we placed alternative proteins on the global stage. We highlighted the urgent need for governments to prioritize alternative proteins as a climate, food security, and biodiversity solution. Building on this momentum, food will be a major area of focus for COP28.

GFI co-organized a private gathering of negotiators and United Nations officials and co-hosted an official side event during the UN Framework Convention on Climate Change intersessional meetings in Bonn, Germany—a critical meeting leading up to COP28. GFI delegates also attended the [United Nations Food Systems Summit +2 Stocktaking Moment](#) in Rome, Italy, and met with key stakeholders from governments, regulatory agencies, and civil society from several countries to better understand GFI’s prospects at FAO and opportunities for COP28 and future multilateral outreach.

In 2022, GFI scientists were among 24 cultivated meat safety experts from 15 countries who gathered for a 3.5-day meeting convened by the Food and Agriculture Organization of the United Nations (FAO), in collaboration with the World Health Organization (WHO), to establish a formative document on hazard identification for cultivated meat production. The experts, spanning the public and private sectors, academia, research, and non-governmental organizations, held a productive discussion and will provide much-needed public information on safety concerns in cultivated meat.

In May 2023, GFI team members elevated the role of alternative proteins in climate-smart agriculture and food system innovation at the Agriculture Innovation Mission for Climate Summit. GFI partnered with the Farm Animal Investment Risk and Return Initiative (FAIRR), Climate Advisers, the UN Foundation, ProVeg, and ClimateWorks Foundation to organize a private ministerial dinner (co-hosted by the governments of Brazil & the Netherlands) for high-level officials from governments to discuss the climate and food security benefits of alternative proteins. We spoke at two official breakout sessions, one hosted by GFI and one hosted by the Netherlands Ministry of Agriculture, that brought together leaders from the private and public sectors. We also ran an alternative protein-focused interactive exhibit in partnership with Aleph Farms and FAIRR.

C. Corporate Engagement

There is no shortage of new and innovative products that have replaced their outdated counterparts—think kerosene replacing whale oil, refrigeration replacing ice blocks, cell phones replacing landlines, digital photography replacing physical film, and cars replacing horses and buggies. While corporations may have motivations for change that include environmental and health concerns, all investments have to be profitable.

GFI's Corporate Engagement department works to replicate past market transformations by showing companies of all sizes, from startups to multinational corporations, how alternatives to animal products can be profitable while meeting environmental, social, and governance goals.

We analyze the market, uncover consumer insights, identify whitespace opportunities, provide advice, make industry connections, and build communities. We work with the private sector to drive investment, accelerate innovation, and scale the supply chain so alternative proteins can be as accessible, affordable, and delicious as conventional animal products. Our work enables food industry partners to develop and bring to market alternative protein products that are as accessible, affordable, and delicious as conventional meat.

Driven by a sense of urgency to mitigate the impact of animal agriculture on sustainability, climate change, and global health, [GFI's] main priority is to foster and support innovation in the alternative protein field. ... The vast majority of entrepreneurs

have told us time and time again how important GFI has been in eliminating many of the challenges in establishing startups.

—AgFunder News

The GFI team has been amazing. ... They were instrumental in hooking us up with great partners that allowed us to jumpstart our efforts. And without GFI and the Corporate Engagement team, we would be two, three years behind... Hats off and thank you very much for being such an incredible part of our success.

—Eric Christiansen, CMO, Perdue Farms

Supporting the most innovative alternative protein companies

The Corporate Engagement department works with both startups and established companies in the meat sector made via fermentation or from plants or cultivated cells. This includes reviewing business plans and pitch decks, conducting market research and branding exercises, recruiting top talent, and mentoring on all facets of starting and running a company. The Corporate Engagement team also collaborates with other GFI departments to help startups with regulatory issues, public relations, industry connections, science, and other areas where we can add value that the companies would have trouble securing without us.

GFI creates and maintains a variety of high-impact resources to help aspiring entrepreneurs turn their ideas into high-growth, impactful companies. The first resources in this journey are the [startup manual](#), [entrepreneur resource guide](#), and the [GFIdeas community](#). The startup manual is a highly detailed step-by-step guide to creating a successful alternative protein company. The GFIdeas community is a forum for entrepreneurs, scientists, students, and subject matter experts to support one another and discuss business and technical challenges and solutions. Each month, we host an online seminar with leading experts from around the world titled The Business of Alt Protein which is geared toward an industry-focused audience on topics related to starting and scaling a good food business. Our SciTech team similarly holds a monthly Science of Alt Protein seminar for the GFIdeas community that addresses a technical audience and focuses on cutting-edge research developments that enable alternative protein innovation. In addition to our seminars, networking events, and community Slack, we also have a monthly newsletter that shares timely opportunities and developments in the sector.

The second group of resources comprises GFI's [talent database](#), [directory of accelerators and incubators](#), [investor directory](#), and [contract manufacturing database](#). The talent database helps growing startups find mission-aligned talent, the directory of accelerators and incubators offers partners in growth, the investor database helps startups identify investors active or interested in the space, and the supplier database helps companies connect with partners essential to growing their businesses.

The Corporate Engagement department cultivates relationships with all established manufacturers of plant-based meat to keep them abreast of opportunities and research that can help their businesses grow. We launched the monthly *Alternative Protein Opportunity* newsletter in July 2018 to more efficiently communicate news and opportunities to the entire plant-based business community. The newsletter goes out to more than 12,000 food industry stakeholders including retailers, manufacturers, investors, entrepreneurs, and foodservice companies, and allows CE to distribute key resources, serve as a thought leader in the food industry, and remain top-of-mind for our audiences.

We have excellent relationships with all the exclusively plant-based manufacturers, and having one central contact—GFI’s Corporate Engagement department—is exceedingly valuable.

Industry-leading market and consumer research

GFI ensures that startups, established companies, and policy authorities are provided with objective and impactful research to aid their understanding of consumers. By both conducting our own studies and coordinating the research of academics and other NGOs, GFI makes truthful, actionable information available to support marketing and communication efforts, product and package development, and policy guidance.

GFI conducts market and industry analyses to understand the rapidly growing plant-based, fermentation, and cultivated sectors. Our annual state of the industry reports feature insights on key technologies, market activity, scientific advances, and government and regulatory developments for the three core technology pillars of alternative proteins. These reports have been praised by many corporate executives and investors for helping them to more fully understand opportunities in the industry. We also conduct webinars for each report: Cultivated, Plant-Based, and Fermentation.

Our analysis of plant-based market research, informed by SPINS retail sales data and in partnership with the Plant-Based Foods Association, shows the size of the plant-based food industry and its growth. In early 2023, GFI purchased a customized report from NPD SupplyTrack detailing wholesale sales of plant-based meat products in U.S. broad-line foodservice. GFI dissemination of this data offers the only public source of aggregated sales data for plant-based foods in the restaurant and non-commercial channels.

To provide these sectors with actionable insights, we conducted primary research on topics such as sociodemographic profiles of early adopters and effective plant-based product descriptors. In 2020 we published a peer-reviewed study of consumer perceptions of plant-based and cultivated meat in the United States, India, and China. We partner regularly with external researchers who offer pro bono work, as evidenced by our engagement with Mindlab International to test consumers’ implicit preferences regarding plant-based language and product attributes. In the cultivated meat sector,

our work has focused on nomenclature. We published a [series of research studies on nomenclature](#) and formed a follow-up project group with Mattson and Memphis Meats to research and develop a [shared messaging strategy](#) for reaching non-technical audiences. We also commissioned essential consumer research studies on alternative seafood, including a [U.S.-focused study](#) published early in 2021.

Our [working papers on consumer adoption of plant-based](#) meat lay the foundation for understanding purchase motivations and determining the best influence strategies to accelerate adoption. This informs product development and marketing for those working in plant-based meat and provides a “launching point” for actionable research to identify further strategies to promote consumer adoption. Our consumer research findings and researcher coordination efforts distinguish GFI as a go-to partner and thought leader in the plant-based and cultivated meat consumer research space. In 2022, GFI’s Communications and Corporate Engagement teams published a [white paper on reducing the price of alternative proteins](#) that covers the current price landscape, consumer insights on price, and pathways to price parity.

Investor outreach

The alternative protein industry has over \$15 billion in investments to date. However, compared to other sectors like clean energy, cannabis, and biotech, this figure is just a drop in the bucket. For companies to succeed in the food sector, thoughtful progress requires decades of sustained funding. Ensuring impactful, patient investors are willing to write large checks to the most promising companies requires top-of-funnel and bottom-of-funnel engagement.

The Corporate Engagement team works with investors to help them connect with startups and conduct due diligence. Our [Company and Fundraising Database](#) lists companies in the alternative protein sector, including details like product focus, location, date founded, and founders. It also lists fundraising rounds being conducted by alternative protein startups. Investors seeking to invest in the industry can filter by a range of company and deal characteristics, as well as review select pitch decks and video pitches. Once prospective investment opportunities are identified, investors are invited to contact their target companies via the contact information provided for further exploration and diligence. GFI’s due diligence [resources](#) include an industry consultants list and sample questions to ask during cultivated meat technical due diligence.

Our engagements with investors provide education on the alternative protein industry, including global and regional market data, consumer insights, sales and investment trends, technological updates, regulatory information, and more. We present to banks’ wealth management divisions to educate advisors on the investment opportunities within the alternative protein industry, help investment management firms craft an agenda, and source speakers for alternative protein “investor days”, consulting with analysts on how best to incorporate alternative protein in their research coverage.

Beyond understanding the alternative protein market, we advise investors to understand how alternative proteins can contribute to ESG and/or impact investing goals. In 2022, GFI and FAIRR released first-of-their-kind Alternative Proteins ESG Reporting Frameworks that provide standardized, industry-specific ESG reporting frameworks for alternative proteins. The frameworks allow companies involved in alternative proteins to assess and report ESG impacts of their business practices and products across key areas including climate, water and land use, biodiversity, labor, and food security. By positioning alternative proteins as a major ESG opportunity, the new frameworks bring greater transparency to this growing field and enable clearer comparisons with conventionally produced proteins. Alongside GFI's strategic engagement across the private sector, the frameworks are catalyzing investors and companies alike to prioritize more sustainable and equitable ways of meeting the growing global demand for meat.

By partnering on events with respected investment firms, GFI is educating investors and providing an insider view into the industry through company meetings, manufacturing tours, and tastings. In 2022, GFI co-hosted the Barclays Alternative Protein Showcase in New York City, connecting institutional investors with 11 later-stage alternative protein companies, and co-hosted the first annual Bank of America Alternative Proteins Conference in San Francisco, bringing together an audience of institutional investors to hear insights from leading alternative protein companies, taste alternative protein products, and tour an alternative protein manufacturing facility. In 2023, GFI presented and hosted a round table at the Nomura Sustainability Leaders Summit, an intimate gathering of senior leaders of investment firms and sustainability companies. In total, these events brought 130 investment professionals together with over 25 alternative protein companies, sparking high-impact connections across the sector.

Corporate Engagement's monthly flagship Alternative Protein Opportunity is an investment newsletter with tailored insights for investors. The goal is to guide high-impact investment into alternative proteins by providing original insights, highlighting industry bottlenecks and white space opportunities, and disseminating GFI's investor resources and events. Additionally, GFI founded two venture capital funds—New Crop Capital and Clear Current Capital—to provide funding, coaching, and other resources to plant-based and cellular agriculture companies.

Supply chain engagement

GFI's supply chain efforts seek to help supply keep pace with and drive demand by supporting interventions that scale the production of alternative protein products and upstream inputs as well as improve the sensory quality, variety, functionality, and price of end products.

We conduct analyses of the key challenges and whitespace opportunities within each segment of the value chain and share those insights via our open-access [Solutions Database](#) and [Innovation Priorities](#) pages. In support of those solutions, we complete research projects on high-value topics to support needed initiatives, including research into infrastructure capital sourcing, production volume modeling, demand modeling and forecasting, ingredient and end-product scaling, industrial B2B sales channels, facility/equipment leasing, cost analysis, techno-economic assessments, total addressable market analysis, co-product management, labor analysis, plant protein comparisons, and ingredient buyer surveys. We also conduct targeted outreach to large-scale incumbent suppliers and innovative startup challengers who provide B2B supply-side products and services to the alternative protein industry.

In 2022 GFI launched [LINC \(Learn, Inspire, Network, Collaborate\)](#), an industry initiative that leverages the Good Food Institute's unique position in the alternative protein ecosystem to bring together companies across the global value chain to gain key insights into the alternative protein market and foster new collaborations and partnerships. GFI hosts bi-monthly virtual roundtables dedicated to a specific topic that our research indicates is critical to addressing industry bottlenecks and accelerating the growth of the alternative protein sector.

Big food and meat company outreach

GFI is encouraged by the meat industry's response to plant-based and cultivated meat. Our Corporate Engagement department has developed excellent relationships and delivered presentations on the opportunities for alternative proteins to some of the world's largest meat companies. We've also given in-depth presentations to several large food and ingredient companies that have the capacity to become notable players in the fermentation-derived protein industry. Most of this work is protected under NDA.

Grocery outreach

The vast majority of the more than 200 pounds of meat the average American consumes every year is bought at the grocery store. To accelerate the shift towards alternative proteins at retail, GFI works with retailers to increase their sales of alternative proteins. In 2020, we released a [Good Food Retail Report](#), which evaluated the top 15 U.S. grocery stores and their banners on their assortment, merchandising, and marketing of plant-based products. This report engages and educates retailers while benchmarking industry progress.

Plant-based meat is where plant-based milk was 15 years ago: Most U.S. grocery chains offer plant-based meat options but place them in a separate section of the store and rarely promote them. Only customers who seek these products tend to find them. This limits the market to vegetarians and vegans, yet data shows that flexitarians and meat reducers are a vastly larger market for plant-based meat. We use this information, along with primary research, sales data, test-store results, and consumer

insights, to influence retailers to merchandise plant-based meat adjacent to conventional meat. Our goal is to emulate for plant-based meat the success of plant-based milk when it moved to the refrigerated case. Indeed, retailers increasingly place plant-based meat in the meat aisle. We also promote integrated merchandising across other plant-based categories, such as cheese.

Marketing language that appeals to a wider range of consumers can expand the market for plant-based products. Our Corporate Engagement department offers guidance to grocery stores to ensure that they understand how to most effectively promote plant-based products in-store, online, and in their marketing materials. We also seek greater promotion of these products to increase awareness among flexitarians and meat reducers, such as the inclusion of plant-based meat in meat-themed store flyers and cross-category plant-based promotions. Our [retail toolkit](#) offers a variety of one-page guides on these and other topics.

Mentor program

GFI's mentor program, launched in 2022, is growing the alternative protein field by empowering a critical piece of the industry: entrepreneurs. The program addresses a key need in the field, giving entrepreneurs access to expertise, resources, and guidance for taking their ideas from concept to market. By connecting new entrepreneurs with expert mentors, the program offers more personalized support than GFI's team can provide alone, helping to shape the market and positioning alternative proteins to thrive. Since the program's launch in 2022, 24 GFI mentors have generously offered their time and expertise to alternative protein entrepreneurs, founders, and startup teams. Mentors provide tailored support to mentees and their companies as they launch and scale, advising on challenges like fundraising, legal questions, ingredient sourcing, infrastructure, pitching, and presenting.

III. Communications

GFI's Communications department ensures that GFI is a global thought leader and trusted source of data and insights across the field of alternative proteins and throughout the adjacent fields of climate, global health, biodiversity, and sustainable food systems. The team serves as a go-to partner for the media, mission-aligned organizations, and a wide variety of stakeholders working to accelerate and mainstream plant-based and cellular agriculture.

The department elevates the expertise of GFI staff and works across the organization to publish and disseminate original research and reports, secure high-profile media coverage, convene and promote community- and capacity-building events, and thoughtfully engage media and other influencers across the private, public, and civil society sectors to position alt proteins as a key solution for a better food future.

Growing GFI's status as a publishing powerhouse

GFI's [website](#) is the go-to resource for anyone interested in learning more about or getting involved in the success of this burgeoning field. All of the resources discussed in the programmatic sections are housed on the website, and our [blog](#) acts as the editorial heartbeat of GFI's work and a news service for developments in alternative protein innovation. GFI.org is, essentially, a very well-curated wiki for the entire alternative protein endeavor.

Establishing GFI as a thought leader

Traditional media coverage is vital to all GFI goals, as it creates excitement among key target communities, reaches potential donors, and influences investors to put more money into critical technologies. It also pressures legislators and regulators to take action, influences corporations to add and promote plant-based products, and provides meaningful social media content. In short, one impactful story in the media may be worth hundreds of thousands of dollars in earned media value.

The media team within our Communications department works strategically to develop and enhance the reputation of GFI representatives as thought leaders and subject matter experts and to build GFI's presence in key science and top-tier media through a variety of tactics. These include issuing media statements in response to breaking news, creating press advisories and releases to promote GFI's programmatic work, and pitching op-eds written by our experts to top science and general media outlets.

In addition, the media team responds to dozens of inquiries weekly and takes a targeted approach to building trustworthy relationships with key media voices. In all cases, the team leverages earned media across GFI's owned media channels as well.

GFI's media presence has included stories by the *New York Times*, *CBS News*, the *Wall Street Journal*, CNN, CNBC, the BBC, the Economist, and TIME (to name just a few). In 2021, CNN published an [op-ed co-authored by CEO Bruce Friedrich](#) that argued that the climate community should go all-in on government policy to support alternative proteins. The piece remained on CNN's home page for multiple days and was [shared at least four times with](#) CNN's 54.9M Twitter followers. TIME Magazine quoted Bruce extensively in an [8-page spread](#) on the potential of the cultivated meat industry to feed a growing global population sustainably in the publication's climate-focused double-issue.

The Communications team also manages GFI speaker invitations, from the *Wall Street Journal's* Global Food Forum to Future Food Tech to SxSW to TED. Bruce's [TED Talk](#) was TED's most viewed talk the week it went live in May 2019. Views now total 2.4 million, with translations into dozens of languages. The highly-ranked [Making Sense podcast](#), which boasts one million downloads per episode and is hosted by philosopher and author Sam Harris, hosted Bruce for an in-depth discussion. More impactful still,

the *TED Radio Hour*, one of the top 10 U.S. podcasts, extended our reach to millions more when it featured Bruce and his talk on the climate episode, which aired on more than 600 radio stations. In December 2021, Bruce and Senior VP of Science & Technology Liz Specht, Ph.D., spoke at the 7th annual *Financial Times* Global Food Systems Summit, which had approximately 500 live viewers from over 60 countries.

Engaging with global changemakers and think tanks

In 2023, the Center for Strategic and International Studies (CSIS) released an in-depth report on the strategic importance of alternative proteins. The 4,900-word report calls for more government support for alternative proteins to address food security, global health, climate change, food systems resilience, and global competitiveness. Bruce spoke at the CSIS launch event for the report which also featured former National Security Council official Matt Spence, Carnegie Endowment for International Peace fellow Jon Bateman, and Schmidt Futures scientist Genevieve Croft.

In 2022, *Foreign Policy* published an article by Founder & President Bruce Friedrich and Climate Advisers CEO Nigel Purvis on the need for governments to support alternative proteins for climate mitigation and food security. The piece was previewed on the cover of its fall magazine and shared repeatedly with its more than 1 million Twitter followers. GFI and Climate Advisers also published a new white paper about alternative proteins as a food security priority. The same year, Lead Scientist Claire Bomkamp, Ph.D., and former GFI fellow, Eileen McNamara, Ph.D., co-authored a piece in *Nature Food* titled Transforming a 12,000-year-old technology which outlined the opportunity that cultivated meat presents to make meat without contributing to antibiotic resistance. *Nature Food* also published an essay by Bruce that outlines GFI's theory of change.

GFI was selected as an alternative proteins scoping partner for the Bezos Earth Fund in 2023 to support research to catalyze the development of alternative proteins. Specifically, the Earth Fund chose to support key elements including policy, consumer, and market roadmaps to spur and sustain growth in specific geographies and foundational, open-access research grants to solve some of the most pressing R&D challenges in the sector. GFI leadership and affiliates worked closely with the Earth Fund to develop an action plan for engagement and investment in key geographies and joined Earth Fund leadership in high-profile meetings and events with governments, industry, academia, and civil society. GFI leadership joined an Earth Fund Climate Week convening to discuss the transformative role of sustainable proteins in bolstering food security and tackling the massive emissions from agriculture.

Leveraging social media for maximum influence

Our social media has become increasingly sophisticated and targeted, with a presence on Twitter, LinkedIn, Facebook, and Instagram. Each channel has a unique audience, and we curate and promote content and calls to action accordingly. In particular, GFI

leverages its social media platforms to reach and engage journalists and influencers, the academic/researcher community, policy staffers, entrepreneurs, and corporate food executives.

Convening industry leaders, innovators, and facilitators

GFI fosters collaboration across the alternative protein sector and builds bridges to stakeholders who are critical to propelling the sector forward. We host and attend conferences around the world where our leadership and guidance can accelerate progress. GFI's Good Food Conference (GFC) has brought together scientists, entrepreneurs, investors, policymakers, and companies working on plant-based and cultivated meat and supporting technologies. The program presents cutting-edge research, strategies, and insights for industry growth and perspectives on regulatory issues.

Following a remote conference in 2022, the GFC returned to San Francisco in 2023 and attracted more than 1,200 attendees at a critical moment for our sector. Attendees heard from two members of Congress, the USDA, the Department of Energy, and multiple state elected officials about the importance of U.S. public investment in alternative proteins R&D. Some of the largest meat and food companies in the world spoke about the importance of alternative proteins to incumbent industry, including ADM, Cargill, CP Foods, Givaudan, and MISTA. Scientists from around the world discussed breakthroughs in alternative protein scientific discovery and the most important areas for further focus.

"Participating in the 2023 Good Food Conference was a transformative experience for me. The sense of community and shared passion among attendees, including industry leaders and academics, was truly inspiring. Conversations among students led to the initiation of a regional European project, bringing like-minded individuals from different universities together to plan events and further our mission in the field of alternative proteins."

—Mariel Alem Fonseca, The Cambridge Alt Protein Project

IV. Global presence & impact: The Good Food Institute is six different high-impact organizations united around one global mission.

GFI operates affiliate organizations in five key countries and regions: Asia-Pacific, Brazil, Europe, India, and Israel. These affiliates have built their national and regional teams by hiring experienced food scientists, policy experts, food industry veterans, and communications professionals.

GFI's Executive department works closely with GFI's affiliates to ensure coordination across regions. This enables each affiliate to leverage the most successful efforts of all teams. Affiliates and GFI U.S. focus on the same three strategic areas: science and technology, policy, and corporate engagement.

A. Asia Pacific (APAC)

One of the fastest-growing regions on Earth for alternative proteins, Asia Pacific has enormous production opportunities and governments that are beginning to make significant investments in food innovation.

GFI APAC plays a vital role as a force multiplier for Asia's plant-based and cultivated protein sectors, working collaboratively to change the trajectory of food production by making it more sustainable and just. Their experts are on a first-name basis with many of the most important policy stakeholders and companies in the region—including mine—and are deeply respected locally. When I need a reliable partner for a high-priority project, GFI APAC is my first call.

—Saurabh Bajaj, director of investments, Proterra Investment Partners

Building an alternative protein ecosystem

Asia Pacific holds wide-ranging comparative advantages in the alternative protein space. Our team focuses on stimulating significant infrastructure investment and installation to ensure that global cost-competitiveness and supply of major ingredients and end-products across all alternative protein categories are benefiting from Asian countries' capabilities for scale.

Our team is building, deepening, and leveraging networks and collaborative partnerships with major institutions including Singapore's national science agency, known as A*STAR, the Singapore Food Agency, multilateral organizations like the World Health Organization and World Economic Forum, and funders such as Temasek—a global investment company owned by the Singapore government—to achieve our goals across a vast geography. As an indicator of our growing influence, the Singapore Prime Minister's Office has invited GFI APAC to co-create the city-state's COP pavilions on food and innovation for each of the past two years.

GFI APAC's partnership with A*STAR generates collaborative projects and allows us to introduce opportunities for the government to support the alternative protein industry. We co-chair the national ProTem Committee on Novel Foods, which empowers our team to provide expertise on national standards-setting and sparks discussions that support Singapore representatives in establishing and participating in international forums on novel food standards.

In 2022, GFI APAC and the APAC Society for Cellular Agriculture were joined by more than 30 industry leaders in announcing a first-of-its-kind memorandum of understanding aligning the Asia Pacific region on the term 'cultivated' as the preferred English-language descriptor for food products cultivated directly from animal cells. Signatories of this historic agreement include nearly every cultivated food startup in the region (including those dedicated to meat, seafood, and dairy), national coalition groups, and multinational companies Cargill and Thai Union.

Creating resources that fill crucial knowledge gaps

GFI APAC's revamped [website](#) launched in 2022 and represents the broad range of work conducted by our growing APAC program teams. It includes a first-of-its-kind [webpage](#) that documents the support available to alt protein startups from the Singapore government. This important tool allows startups to find relevant resources with the option to search by “need” (e.g., bringing in foreign talent, upstream R&D funding) or by “development stage” (pilot stage, internationally commercialized, etc.).

Producing and sharing useful reports and resources is also key to our strategy. Our report *[Asian Cropportunities: Supplying Raw Materials for Plant-Based Meat](#)* lays out the continent's enormous potential on the upstream supply side of the production system. Similarly, *[The Untapped Potential of Mung Beans for Alternative Proteins](#)* offers a roadmap for resolving complex supply-chain challenges and overcoming decades of R&D neglect to unlock the underutilized plant protein. Our *Good Food Startup Manuals* for [Hong Kong](#) and [Singapore](#) are comprehensive 100-page guides to navigating all aspects of starting an alternative protein company in two of Asia's most vibrant business hubs. Our [report](#) on cell line development and utilization trends in the cultivated meat industry summarized global insights from more than 40 leading companies, providing a first-of-its-kind portrait of the fast-growing field. To recap all of the recent progress happening across our region, GFI APAC released its inaugural [State of the Industry Report](#) in November 2023.

To leverage GFI's broader international work, we have also released Japanese and Korean translations of key resources, including reports on the State of Global Policy ([Japanese/Korean](#)) and the State of the Industry ([Japanese/Korean](#)).

In 2022, GFI APAC launched a new seminar series called the Science of Alt Protein: APAC Edition, which has featured presentations by experts from the Singapore Institute of Food and Biotechnology Innovation (SIFBI), A*STAR, and Nanyang Polytechnic, among other leading scientific research institutes. The seminars consistently draw hundreds of registrants.

GFI APAC's relationships with top universities and institutional partners have also enabled us to break new ground when it comes to talent cultivation. We successfully launched the first undergraduate- and graduate-level university modules on alternative proteins in Southeast Asia at two of Asia's top two universities, Nanyang Technological University and the National University of Singapore. We then worked with a coalition of universities and private companies to develop a first-of-its-kind [work-study program](#) aimed at training participants for careers in Singapore's fast-growing plant-based meat industry.

Raising the alternative protein industry's profile

In 2022, GFI APAC helped co-organize the first Global Agri-Food Scientific Symposium in the history of Singapore International Agri-Food Week. Now in its second year, the symposium brings together the world's leading alternative protein scientists to discuss their latest innovations and connects them to like-minded industry partners.

In April 2023, GFI APAC was a formal knowledge partner and helped shape the agenda for Asia's largest gathering of leading food and beverage manufacturers. Experts from A*STAR, CSIRO (Australia's national science research agency), and leading companies in the alternative protein industry participated in GFI-moderated panels and guided tours. We have also partnered with the organizers of other major gatherings outside Singapore, including Thaifex Anuga, to provide expert speakers and guidance on the broader conference agenda.

As Asia's leading alternative protein think tank, GFI APAC's experts are on speed dial for reporters and editors at many of the continent's most influential newspapers, including the *Straits Times*, *Nikkei*, and *South China Morning Post*—the newspapers of record in Singapore, Japan, and Hong Kong, respectively. Since the rest of the world is also eager to find out what's happening in Asia, our spokespeople have been featured by major global media outlets, including the *Economist*, the *New York Times*, the *Guardian*, *Financial Times*, BBC World Service, CNBC International, and CNN.

GFI Consultancy (GFIC), GFI APAC's independent strategic partner that does mission-aligned work in mainland China, provides similarly crucial insights into Asia's largest economy. For example, GFIC launched the Alternative Protein Academy, which serves as a one-stop resource center providing introductory training, technological knowledge, and timely updates from the fast-moving world of alternative protein science, including the first-ever Chinese-language alternative protein online course. GFIC also released an original report on China's fermentation-derived alternative protein sector and co-organized an alt protein-focused event at the influential Hi & Fi Asia-China expo in Shanghai—a major gathering for China's food and health industry. GFIC's insights have been covered by Bloomberg, CGTN, CNBC, China Business Network, China Food Newspaper, Sixth Tone, Xinmin Net, and many other local media outlets.

Looking toward the future, GFI continues to lay the groundwork for prospective new affiliate teams in Japan and Korea—two countries that have immense untapped potential for alt protein businesses and research hubs. In August 2023, we co-sponsored a cellular agriculture conference in Tokyo, which also featured GFI speakers. Shortly after, GFI founder Bruce Friedrich and our VP of Policy - Asia, Sam Lawrence, flew to Japan and held high-level meetings with important dignitaries, including members of parliament.

B. Brazil

GFI is a great partner. A great source of knowledge, research, and consumer understanding. Two studies conducted exclusively with Brazilian consumers were central to the design of our strategy. We believe that it has always been and will continue to be a very relevant partnership to us to fulfill our purpose of democratizing access to plant-based protein.

—Camille Lau, Marketing Director & CMO, Plant-Based Nutrition at Seara/JBS

Shifting Brazil's research ecosystem to alternative proteins

Brazil's robust scientific ecosystem focuses on agricultural R&D. Instead of building infrastructure from scratch, GFI Brazil prioritizes informing and exciting scientists and producers about alternative proteins within the existing infrastructure. In 2021, our team initiated a project funded by the Climate and Land Use Alliance to develop the alternative protein market by utilizing products from the native Amazon and Cerrado biomes, and we signed a Cooperation Agreement with the State of Amazonas. This work has expanded over the past two years thanks to additional grants from the JBS Fund for the Amazon. In June 2023, researchers supported by the Biomes Program presented their results at a pitch event attended by investors and stakeholders from major ingredient and manufacturing industries. We aim to foster the connection between researchers and possible buyers to generate business opportunities. After the pitch, two companies showed interest in investing in the projects. They are now in the negotiation phase.

In 2022, one of the top research universities in Latin America signed an agreement with GFI Brazil to collaborate on a broad research initiative focused on domestic crops to catalog the crops' protein structures and evaluate their potential application in plant-based meat products. Additionally, GFI Brazil has partnered with the Federal University of Paraná to offer the country's first university course on cultivated meat, "Introduction to Cellular Animal Science."

GFI Brazil also promotes GFI's competitive research grant program across the entire plant-based research sector. In 2021 alone, 34 Brazilian research teams submitted proposals to the program. Three projects from two institutions, Embrapa and Unicamp, were selected. In 2023, through a project funded by GFI's Research Grant Program, the Brazilian Agricultural Research Corporation (Embrapa), a state-owned research corporation affiliated with the Brazilian Ministry of Agriculture, developed a prototype of cultivated chicken that serves as the basis of nutritional and sensory analyses for the government. News of the development was featured in at least 40 media outlets, including Forbes and Globo Rural.

Reinforcing relationships with Brazilian ministries

Another of GFI Brazil's top priorities is to develop relationships with the country's executive departments of science, technology, and agriculture, as well as Embrapa. The team has repeatedly met with these agencies and will work with high-level contacts to secure public funding for alternative proteins and create an advantageous regulatory environment for the industry. In 2022, the Ministry of Science, Technology, and Innovation sought out GFI's expertise on two requests for proposals to fund alternative protein research and development—for the first time in the country's history. Thanks to GFI Brazil's years of working with the Brazilian government, the Brazilian Innovation Agency set a historic precedent of investing in alternative proteins, paving the way for more significant future investment. In 2023, GFI Brazil hosted a lunch at the headquarters of the Ministry of Science and Technology for the Secretary of Special and Strategic Programs and her staff, who then held a workshop on alternative proteins for government officials, parliamentarians, and researchers.

In early 2023, GFI Brazil held critical meetings with key members of the Brazilian Congress, one of whom took part in President Lula's transition team and agreed to be our legislative ambassador to the Lula government. The new President's strong commitment to protecting the environment provides an excellent opportunity for the government to champion alternative protein development. GFI Brazil spoke at a public hearing at the Environment and Sustainable Development Committee of the House of Representatives in Brazil about the potential of alternative proteins to mitigate climate degradation and boost the economy. Following the hearing, representatives from the Ministry of Health approached GFI Brazil to discuss alternative proteins' potential to mitigate zoonoses.

GFI has been essential in helping us understand the alternative proteins market. The Ministry of Science has been working closely with GFI for three years. Based on this, we are inserting alternative proteins into public policies.

—Bruno Cesar Prosdocimi, general coordinator of Science for Bioeconomy at the Ministry of Science, Technology and Innovation

Our team designed the first regulatory study on alternative proteins for the Brazilian market, to be conducted by the Institute of Food Technology. We formed a strategic partnership with ABBI, the Brazilian Association of Bioinnovation (a trade organization), which further boosts our lobbying activities and provides us with direct access to a large group of representatives and senators.

In 2022, after nearly two years of advocacy by GFI Brazil and our partners at the Brazilian Association of Bioinnovation, Brazil's federal government updated its Industrialized Products Tax (IPI) to remove taxes levied on plant-based milks. This removed a key barrier to achieving price parity with animal-based dairy.

Building the alternative protein industry

Brazil is home to the largest meat company and the largest ground beef company in the world. It also has a robust entrepreneurial ecosystem and significant venture capital. Tapping into this meat industry expertise and strong venture capital environment is another pillar of our strategic plan.

GFI Brazil advises both incumbent food and meat companies and pioneering startups, helping them launch their first plant-based meat products. We are the principal alternative protein advisors on product plans, suppliers, and strategies for some of the world's largest food and meat companies. We supported the creation of Brazil's first plant-based meat company, Fazenda Futuro, and helped them launch the fantastically popular Futuro Burger. Within five months of operation, Fazenda Futuro was valued at \$100 million. Following our engagement with JBS, the world's top meat producer, the company announced an investment of \$100 million into acquiring a cultivated meat company in Spain and building a cultivated meat research center in Brazil. JBS went on to publish an article in Brazil's largest financial newspaper stating that alternative proteins are among the company's key strategies for the future of food.

In 2020, GFI Brazil launched two important publications: the Naming Study translated the expressions “cultivated meat” and “plant-based” into Portuguese, and the Consumer Survey developed an understanding of Brazilian's propensity to embrace plant-based products. In 2022, GFI team members presented alternative protein research opportunities and regulatory considerations at Brazil's government agricultural sciences agency for an audience primarily composed of scientists working in conventional meat production. In 2023, we presented the results of our study on Brazilian consumer perceptions of the plant-based market at the Working Group on Alternative Proteins within the Brazilian Bioinnovation Association and to health and nutrition professionals at the International Congress on Integrative Nutrition.

GFI Brazil presented at the 2022 FAO roundtable on cultivated meat and the future of food security meeting in Tel Aviv, co-hosted by the Food and Agriculture Organization of the United Nations and the Israeli Ministry of Health. Participants included food system leaders from the United States, Israel, China, Brazil, the United Kingdom, and Australia who shared their cultivated meat production processes, discussed cultivated food safety, and reviewed strategies for communicating with future consumers.

In 2023, GFI Brazil had a strong presence at the Food Ingredients South America event in São Paulo, the largest fair of additives and ingredients in South America. Team members participated in panels focused on alternative protein opportunities, consumer perceptions, regulatory outlooks, and the upcycling of native plant species.

In a push to reach new audiences across Latin America, GFI Brazil published its 2022 annual report in three languages for the first time: English, Spanish, and Portuguese.

Expanding our startup and investor network

Although the Brazilian innovation ecosystem is not as developed as those of the United States or other advanced industrialized countries, our work with startups, entrepreneurs, and investors has greatly accelerated Brazil's alternative protein market. We began 2019 with fewer than 15 startups in our network and fewer than three influential investors. In 2022, we connected and supported 62 startups or entrepreneurs and collaborated with 38 investors interested in the sector.

We have collaborated with Inspire, Latin America's highest-profile business university, on several projects, including adapting the guide for GFI startups in Brazil, which saw 750 downloads within two months of publication.

In addition to these initiatives, GFI was the first organization to involve Brazilian investors in the sector. A significant achievement was our help in setting up the ENFINI fund with PWR Group, which invested in companies such as Fazenda Futuro, Blue Nalu, Memphis Meats, and others.

C. Europe

Hosting enormous scientific and commercial talent, including five of the world's top 10 universities, Europe has a critical influence on global trade, migration, policy development, and thought leadership.

The first UK parliamentary reception dedicated to cultivated meat - which I sponsored and which was co-hosted by GFI Europe - served to inform and inspire a significant number of MPs from across all parties about the potential of alternative proteins for this country and wider society. GFI Europe has a rational, clear, expert voice in calling for government action to advance alternative protein policy and the type of collaborative, practical approach that policymakers welcome and appreciate.

—Anthony Browne, Member of Parliament (UK)

Driving millions of euros into alternative protein R&D

The European Union and its constituent governments spend tens of billions of euros on research every year. Almost none goes to alternative protein R&D. Smart, targeted lobbying for more government funding could deliver an enormous impact. Therefore, a top strategic priority for GFI Europe is driving more public funding into alternative protein research. In 2023, GFI Europe published a UK-focused report on sustainable proteins. The report is a deep-dive review of public research and development, private sector activity, and potential future industry clusters. Among the recommendations is a call for the government to invest £390 million in research and development by 2030.

Following extensive meetings and technical conversations with GFI Europe in 2021, the UK's National Food Strategy (NFS) recommended that the government invest £125

million in alternative protein research. While this recommendation was a huge step forward, it wasn't a guarantee that funds would be directed toward the highest impact alternative protein R&D. After the NFS report was issued, GFI Europe focused on building relationships with the teams responsible for shaping the government's response to the recommendations. In June of 2022, the UK government published its official response to the 2021 recommendations, and the GFI Europe team was delighted to see that their efforts had been successful. The Government Food Strategy states that "the government will keep the UK at the front of this growing and innovative sector by supporting alternative protein research and innovation," including plans "to invest over £120 million in research across the food system."

In 2022, GFI and EIT Food launched a €100K Cultivated Meat Challenge to find innovative approaches to reducing the cost of cell culture media (and thus bringing down the cost of cultivated meat). The Challenge winners received prizes of €100,000 each, with additional funding available to support commercializing their ideas over the following three years. GFI Europe intends to build on this in the coming years, urging that dramatically more of the forthcoming €80 billion Horizon Europe R&D program be spent on alternative proteins.

GFI Europe also shaped the R&D priorities of the UK Research and Innovation (UKRI) national funding agency, resulting in an official report adopting our precise scientific recommendations and goals. UKRI's Biotechnology and Biological Sciences Research Council allocating £20 million to alternative protein research and inviting GFI Europe to co-lead a workshop on how to best direct the funds. In December 2022, UKRI announced a £16 million call dedicated to alternative proteins, which welcomes "proposals that have the potential to significantly shift the current state of the art of plant-based products or production systems... and cellular food." In August 2023, the UK Biotechnology and Biological Sciences Research Council (BBSRC) and Innovate UK followed up that effort with a five-year, £15 million investment for the development of an Alternative Proteins Innovation and Knowledge Centre that will support collaborative research partnerships between businesses and academic researchers.

In 2021, GFI Europe scientists and policy experts convened a session on cultivated meat with eleven officials from the European Commission, including representatives from the Joint Research Centre (JRC), and the European Food Safety Authority who were keen to learn about cultivated meat's potential impact on jobs, farmers, consumers, electricity demand, and the market for conventional meat.

GFI Europe engaged with the UK's National Food Strategy Team through a series of meetings, technical conversations, recommendations, and a tailor-made roundtable ahead of their 2021 publication of The Plan, the first wide-ranging review of the UK's food system in 75 years. In their report, the Food Strategy Team recommended £50m for an alternative protein 'cluster' for scientists and entrepreneurs and £75m in startup funding. A follow-on 2022 UK government report included three references to "ensuring the UK is at the forefront" of alternative proteins after GFI Europe presented

policy recommendations to members of the UK Cabinet Office's Brexit Opportunities Unit. GFI Europe then co-hosted a parliamentary reception dedicated to cultivated meat at the UK Parliament with Ivy Farm to call for greater investment in cultivated meat research and a more collaborative regulatory process. In attendance were 39 parliamentarians, two senior officials from the Food Standards Agency, and a range of government officials. In 2023, we published a menu of policy options for UK R&D to advance research and commercialization of sustainable proteins in the UK which sets out why and how the UK government should invest in open-access research to capitalize on the potential of plant-based foods, cultivated meat, and fermentation.

GFI Europe also played a key role in embedding alternative proteins in the European Union's Farm to Fork Strategy, its policy roadmap for creating a more sustainable European food system by 2050. In the leadup to its release, GFI Europe engaged extensively with a broad group of stakeholders; met with officials; offered public feedback; and submitted a letter from NGOs, companies, and academics to the EU president. The Farm to Fork Strategy now explicitly mentions plant-based meat, microbe-based meat, and other alternatives to conventional meat as a research focus area under its Horizon Europe program.

Leading the opposition to label censorship

GFI Europe has been instrumental in organizing efforts to fight restrictive labeling proposals for plant-based meat and dairy products. Coordinated lobbying by GFI Europe, like-minded nonprofits, and a plant-based industry association prompted the European Parliament's agriculture committee to revisit its proposals. After nearly 12 months of work, the European Parliament voted in October 2020 to reject an amendment that would have banned terms such as "burger" or "sausage" on the labels of non-animal products and thus severely undermine producers' ability to market plant-based meat across Europe.

We also coordinated a joint letter against proposals to expand EU labeling restrictions on plant-based dairy, collecting signatures from 21 nongovernmental organizations, including Greenpeace and the World Wildlife Fund. We used the letter to secure meetings with contacts from the 27 European Union governments who remain undecided or are in favor of the new restrictions, supported targeted activities to put pressure on their governments, and signed the multistakeholder letter coordinated by the European Alliance for Plant-based Food. EU leaders eventually abandoned plans to introduce these unprecedented restrictions.

With the growing success of the sector, we continue to face growing threats of blocking alternative proteins' path to market, most notably recently in Italy. The GFI team continues to engage with policymakers and demonstrate that the passing of such laws would shut down the economic potential of this nascent field, hold back scientific progress and climate mitigation efforts, and limit consumer choice.

GFI Europe also factored heavily in persuading a UK House of Lords committee to urge the UK government to formally oppose label censorship for alternative protein products. The committee explicitly cited evidence from GFI Europe in its recommendations.

Rallying allies by co-founding the European Alliance for Plant-Based Foods

To increase the power of plant-based foods in Brussels, GFI Europe co-founded the European Alliance for Plant-based Foods (EAPF), a multiple-stakeholder platform for companies, NGOs, think tanks, and academic institutions to promote plant-based-food policy at the EU level through direct political outreach and stakeholder engagement in Brussels. GFI Europe sits on the EAPF steering committee and has successfully argued for opening membership to mainstream food manufacturers who will be important allies in our engagement efforts.

Shaping Europe’s public conversation on alternative proteins

GFI Europe’s website is tailored to inspire audiences across the continent to seize the opportunities of alternative proteins to create local jobs, tackle climate change, and feed a growing population with sustainable proteins.

GFI Europe joined the Climate Innovation Hub in 2021 and established alternative proteins as a key plank in its food and land-use area. This feeds directly into the goal of bringing agriculture into the climate change debate and positioning alternative proteins as a key solution. The Hub is a coalition of more than 18 NGOs, think tanks, consultancies, and business coalitions advocating for innovation and public R&D as a key policy area to achieve the EU climate goals.

We continue to shape opinions in favor of alternative proteins in Europe through presentations and media appearances. We helped generate a powerful *New Scientist* article and editorial making the case for public investment in cultivated meat R&D. In 2022 at IFFA, the world’s largest meat industry trade fair, GFI ensured alternative proteins were a central theme of this influential gathering for the first time. The team hosted guided tours, gave presentations, and facilitated many new connections that generated significant interest in alternative proteins from both exhibitors and visitors. For many companies at IFFA, the event was their first chance to learn about the alternative protein sector.

“We were delighted to partner with GFI Europe to develop alternative proteins into one of the core (and fastest growing) segments of IFFA—the world’s largest meat industry trade fair. GFI Europe’s experts inspired our attendees from the established food industries about the exciting potential of plant-based and cultivated meat, their talks and tours generating a lot of enthusiasm to accelerate the development and scale-up of these sectors.” — Johannes Schmid-Wiedersheim, Director of IFFA

In 2023, GFI Europe published the first [state of the industry report for Germany \(summary in English\)](#), providing an overview of Germany's commercial and scientific alternative protein ecosystem and describing the need for political action.

D. India

Our partnership and engagement with GFI India has been invaluable in terms of helping us to better understand the alternative proteins industry and making critical connections.

—Sanjay Laud, managing director, ADM Nutrition (India)

Stewarding research and development

Encompassing a large part of the world's supply chain and manufacturing capacity, India has a deep scientific talent pool and a government committed to creating good jobs across the country, opportunities for farmers, and creative solutions to problems of rural malnutrition. India is home to many world-class agricultural and biotechnology universities, as well as a deep talent pool.

GFI India works with scientists and universities to stimulate alternative protein R&D. In 2019, GFI India collaborated with the Centre for Cellular and Molecular Biology and the National Research Centre on Meat to write and present a proposal for cultivated meat research to the Government of India Department of Biotechnology. The project drew [\\$640,000 in funding](#), the largest grant for cultivated meat research anywhere in the world at the time. GFI India also drove the formation of the [Centre of Excellence in Cellular Agriculture](#) at the Institute of Chemical Technology Mumbai, the world's first government-mandated research center for cultivated meat and fermentation.

GFI India is conducting economic and environmental analyses of the potential of the alternative protein sector in India over the next decade. We have secured partnerships from key government and nonprofit organizations including the central government think tank NITI Aayog, WRI, Food and Land Use Coalition, and KPMG to participate in and amplify the results of these seminal studies. GFI India separately initiated conversations to launch coursework and research projects at eight Indian Institutes of Technology.

GFI India's strategic analysis of the algal protein value chain (the first of several planned strategic analyses spanning protein sources and technologies such as extrusion) laid out more than 40 opportunities across industry, science, and policy for advancing algal protein as an input for the alternative protein sector. This [research](#) inspired a member of the Government of India's investment facilitation organization Invest India to officially recommend alternative proteins as a potential area of focus to the Government of India Department of Fisheries.

In 2021, GFI India developed a cultivated meat report in partnership with Invest India, the Indian government's investment promotion agency. The report focused on the state of technological development for cultivated meat globally and policy recommendations for India to become a bio-manufacturing hub for the industry. The report was presented to India's Ministry of Animal Husbandry.

In 2023, GFI India's continued engagement with the Government of India led to the inclusion of alternative proteins as one of six key priorities for its Ministry of Science and Technology. GFI India will continue to work closely with the Ministry's Department of Biotechnology to analyze alternative protein gaps, challenges, and opportunities that India is best positioned to address and build a strategic roadmap to ensure that India will be an alternative protein global leader.

Following close engagements with the Department of Biotechnology (DBT), in August 2023 the Government of India announced the formation of the 'Sectoral Expert Committee on Biomanufacturing: Smart Proteins' and GFI India was appointed as one of the industry experts and invited to participate in all subgroups. To draft their '*Biomanufacturing Policy*', a national-level strategic roadmap for the sector, DBT invited inputs from our team on the current state of affairs, specific challenges, and future strategies for the alternative protein sector.

GFI India collaborated with India's national investment promotion and facilitation agency, Invest India, to co-author the report Cultivated Meat: Key Opportunities and Recommendations for India. This first-of-its-kind report provides an overview of the technical and market landscapes of cultivated meat with key policy recommendations.

Building an innovation ecosystem

With a proven track record in scaling private industry affordably, India is key to developing the global alternative protein ecosystem. GFI India works to build partnerships, educate and inspire entrepreneurs and scientists to enter the industry, and increase pioneering companies' chances of success. We launched the annual India Smart Protein Innovation Challenge to address the talent bottleneck in the sector and have trained hundreds of students and young professionals in the business, science, and policy of alternative protein and accelerated go-to-market for dozens of new innovators and startup hopefuls through its one-of-its-kind, comprehensive programming. Participants have hailed from 116 cities, 25 states, and 590 colleges across India. A slate of government and industry partners, from the Government of India's technology transfer initiative to venture capital funds Omnivore and BRINC.

In 2021, GFI India initiated conversations for a Memorandum of Understanding with the Government of India Council of Scientific and Industrial Research (CSIR), an apex body controlling 38 academic and research institutions with a 2021 budget of \$880m (similar to Brazil's Embrapa). The agreement influences coursework, research projects, and research centers at relevant labs and universities. The team separately initiated

conversations to launch coursework and research projects at 8 Indian Institutes of Technology, which kicked off in the fall of 2021.

GFI India hosts the GFIdeas India online community and webinar series, attracting hundreds of members from the corporate, scientific, and entrepreneurial worlds. As community members, these innovators gain access to GFI India's resources, including market reports, consumer research, and databases of vendors and collaborators. The team also hosts monthly knowledge-sharing webinars featuring the likes of AAK India and Big Idea Ventures at which thousands of attendees have learned key lessons on the science and business of alternative proteins. The GFIdeas India community has also held in-person networking events across major cities such as Bengaluru, Mumbai, and Delhi.

Raising the alternative protein industry's profile

GFI India's annual three-day Smart Protein Summit pushes forward urgent action across science, business, and policy stakeholders and decision-makers within the Indian alternative protein, or "smart protein," sector. In an effort to build a National Mission for Smart Protein, GFI India has designed the Summit to serve as a novel platform that highlights the industry's untapped potential, furthers progress, and lays out how the sector is poised to become a key pillar of India's new green economy. The 2022 event attracted a total of 745 participants across India who joined for intensive programming and mentorship on the business, science, and path to market for alternative proteins. By connecting hundreds of young leaders with potential partners and resources, the Challenge is creating pathways for new talent to enter the field and power the transition to a more sustainable food future.

In 2023 GFI India launched its first State of the Industry Report, a deep dive into progress, developments, and whitespaces that provides a comprehensive assessment of the alternative protein industry in India. The report is based on comprehensive research and due diligence conducted in close collaboration with stakeholders across industry, science, and policy who are deeply involved with the sector. From plant-based delights to cutting-edge fermentation technologies, this report offers an insider's look at how this sector is revolutionizing access to protein and food security.

Providing hands-on support for entrepreneurs

To accelerate business activity in the alternative protein industry, GFI India's team advises and supports dozens of plant-based, cultivated, and fermentation-derived meat, egg, and dairy entrepreneurs. These include Genelia and Riteish Deshmukh, a high-profile Bollywood political couple whose new company, Imagine Meats, is already generating great interest in and awareness of the industry. GFI India's team was critical to the formation and launch of this company, supporting it with key partnerships for product development, manufacturing, and distribution.

Thank you GFI India. We couldn't have done this without you - a dream that all started at the Good Food Institute conference. Thank you for making the dream of Imagine Meats turn into a reality.

—Genelia Deshmukh, co-founder, Imagine Meats

E. Israel

With a supportive government, world-class academic institutions and scientists, and a startup-boosting culture that champions innovation, Israel offers a unique ecosystem for the rapid development of alternative proteins.

In close collaboration with the Good Food Institute Israel, the Israel Innovation Authority has recently opened new funding tracks tailored specifically to local start-ups and mature companies developing innovative technologies in the alternative protein space. Beyond the financial backing offered to selected companies to fund their R&D efforts, these tracks include a wide array of resources and partnerships with leading researchers in academia, and local and global food producers to help accelerate innovation.

—The Jerusalem Post

Positioning alt proteins as one of the government's top national priorities

Israel's top public figures routinely tout alternative protein as an advantageous strategic priority. In 2020, GFI Israel and Aleph Farms organized an event for Israeli Prime Minister Benjamin Netanyahu, the first head of government to taste cultivated meat. Netanyahu declared that "Israel will become a powerhouse for alternative meat and alternative protein." Ahead of COP26 in 2021, Israeli President Isaac Herzog hosted a reception for the Israeli delegation at which GFI Israel presented the progress of the sector. President Herzog also tasted cultivated meat and declared alternative proteins a critical climate solution to which Israel is committed to leadership. In 2022, GFI Israel co-organized another event at which Netanyahu, several of the most senior government officials, and top food industry representatives toured a key Israeli alternative protein company, ate cultivated beef and fish, and reiterated Israel's commitment to lead on alternative proteins. Then in June 2023, GFI Israel hosted Herzog for a tour at Redefine Meat followed by a first-of-its-kind six-course alternative protein presidential dinner. Herzog tweeted his thanks to GFI Israel and declared that Israel will lead the world on alternative proteins to address food insecurity and climate change.

With support from TASC and Ernest and Young, Israel's leading consulting firms, GFI Israel developed a national alternative protein policy plan that was reviewed with the Prime Minister's Office, Ministry of Economy, Ministry of Environmental Protection, Ministry of Agriculture, and Ministry of Foreign Affairs. The team briefed former Prime Minister Naftali Bennett ahead of his meeting with President Biden and worked closely with the Minister of Environmental Protection on Israel's position and participation in

the 2021 United Nations Food System Summit. In 2022, the GFI Israel team presented to a committee of 17 senior researchers appointed to select the nation's top research and development priorities. Out of 14 opportunities identified, the committee ranked foodtech and alternative proteins as Israel's second-most important R&D priority. The Israeli Ministry of Innovation, Science, and Technology plans to distribute over \$52 million a year in research grants to the top selected areas and undertake a national foodtech policy plan, with GFI Israel's Alternative Proteins National Policy Plan serving as the principal roadmap.

Through our excellent relationship with the Ministry of Foreign Affairs, we increased our work with the Israeli foreign embassies and provided training for ambassadors and economic attaches to create opportunities for the Israeli ecosystem and make alt protein a part of Israel's value proposition in our international positioning. We created a Diplomatic GFI Toolkit with information on the issue area and concrete opportunities for bilateral cooperation.

In May 2022, GFI Israel joined forces with Israel's Ambassador to the United Nations to host an alternative protein-dedicated event in celebration of Israel's 74th Independence Day. As a nod to the common Israeli practice of an Independence Day BBQ, the event showcased leading Israeli alternative protein startups and was attended by 250 participants, including international UN ambassadors, FAO senior officials, and other VIP guests.

In July 2022, GFI Israel hosted a session dedicated to alternative proteins as a food security solution as part of the 50th Annual Conference of Science and Environment, Israel's largest environmental gathering. The session included science and policy reviews by GFI Israel, a presentation titled "Alternative proteins are the only alternative" by the CEO of the Israel Innovation Authority (IIA), and panels with government officials and industry experts.

Increasing government funding

GFI Israel and the IIA collaborate to facilitate international strategic partnerships and unlock public funding opportunities for Israeli alternative protein companies. Following a major alternative-protein hearing organized by GFI Israel, in April 2022 the Israeli government approved the establishment of a cross-sectoral Cultivated Meat Consortium supported by a new \$18 million grant from the IIA. The consortium aims to develop advanced and scalable technology for cultivated meat through the exchange of ideas between academia and the industry. Participating in the consortium are 14 of the world's leading cultivated meat companies as well as 10 top academic institutes. In December 2022, the IIA committed an additional \$14 million to establish research and development infrastructure for fermentation, a vital piece of the alternative protein industry. This milestone was the result of extensive advocacy from GFI Israel, emerging from the roadmap detailed in our Alternative Proteins National Policy Plan.

GFI Israel partnered with the Israeli Ministries of Innovation and Agriculture to launch a \$1.2 million Alternative Protein Research Grant in 2022. The government contributed almost \$1 million, and GFI also contributed \$250,000 from two generous donors. GFI scientists and government scientists co-selected winning projects.

Advancing academic research

GFI Israel opened an [alternative protein academic course](#) for undergraduate and graduate students at the Faculty of Agriculture in The Hebrew University of Jerusalem for advanced biochemistry and food sciences. Guest speakers included alternative protein pioneers, such as professors Mark Post and Atze Jan Van Der Goot. Our coursework expanded to two additional major Israeli universities in 2021, Tel Aviv University and Ben Gurion University. Inspired by our course, Technion University has developed its own alternative protein course with support from GFI. In March 2022, GFI Israel hosted an event at the university at which four government ministries and agencies presented their recent activities in the alternative protein arena. The officials also led round tables with some of the leading alternative protein scientists in Israel.

In November 2022 we co-organized academic conferences focused on establishing alternative proteins-focused research centers at the Technion and Hebrew Universities, each drawing hundreds of participants with representation from 120 different companies, as well as government officials, representatives from technology transfer offices, and more. By January 2023 the Technion committed \$20 million to launch the world's first Sustainable Protein Research Center in partnership with GFI Israel. This was the first major research center grant that included plant-based meat alongside cultivated meat. The center will allow over 30 researchers from 10 different departments to engage in multi-disciplinary alternative proteins research, commercialization, and entrepreneurship.

GFI Israel is also at the center of cutting-edge research on cultivated meat. GFI senior scientist Dr. Tom Ben-Arye is the lead author of [an article](#) on cultivated meat in *Nature Food*. Press coverage of the article came from the [New York Times](#), [Inside Science](#), [Science Focus](#), [New Scientist](#), and [Phys.org](#). Dr. Ben-Arye has presented his research results to multiple academic audiences ([example](#)).

Creating a go-to-market for alternative protein innovation

More startups are established per capita in Israel, often referred to as “The Start-up Nation,” than anywhere else in the world. Unsurprisingly, Israel is becoming a global hub for alternative protein research and innovation. GFI Israel is dedicated to building on this momentum and focusing on venture creation. We are greatly accelerating the field by connecting and supporting innovators, providing expert technical opinion to high-impact cultivated meat startups, and providing on-demand counseling and resources to incubators, venture capitalists, and entrepreneurs and startups.

GFI Israel's annual Israel State of Alternative Protein Innovation Report for 2022 reviewed the nation's alternative protein ecosystem and revealed that for the second year in a row, Israeli alternative protein companies ranked second globally in terms of investments, accounting for 15 percent of total global investments. GFI Israel's Careers Board helps build the alternative protein industry talent pipeline.

We engage with the largest Israeli food manufacturers to make alternative proteins a key component of their strategies and have delivered workshops to the senior management of Israel's largest food companies. One CEO praised GFI as “an eternal fountain of knowledge and connections” and directed his team to maximize the relationship with our team in Israel.

V. Culture, transparency, and strategy

Setting strategy

GFI works exclusively on projects with a huge impact: Creating new companies and scientific centers focused on alternative proteins can, with each new company or science center, effectively double (or more) GFI's impact. Involving new NGOs, stopping bad bills and creating good regulatory structures, producing life cycle and techno-economic analyses, publishing new reports and peer review publications—all of this has a massive and broad global impact, and these are the sorts of endeavors that characterize our work.

We use a custom variant of Google's OKR system to optimize goal setting. Our system defines four layers of prioritization:

- Pillars establish GFI's five strategic focal areas: the research ecosystem, the public sector, the private sector, thought leadership, and organizational strength.
- Objectives define GFI's top focus areas and are written as future outcomes.
- Key results are specific, time-bound, measurable targets that demonstrate the organization's progress toward an objective.
- Actions are the tactical projects required to achieve key results. Departments collaboratively collate action plans in support of these goals.

Fostering a culture of happiness and support

Of GFI's six organizational pillars, the final and most foundational one states that GFI “maintains operational excellence and a great culture.” We take the work of Daniel Pink in his book *Drive* seriously. Pink asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the fulfillment of the deeply human need to direct our own lives, to learn and create, and to do better by ourselves and our world: autonomy, mastery, and purpose. That's what GFI strives to deliver. We encourage feedback to ensure that all team members are as happy and vocationally fulfilled as possible.

All GFI team members are encouraged to unplug:

- Everyone is urged to take “deep work” days and block their Tuesdays and Fridays for individual work time and internal projects. Team members are encouraged to limit or turn off email during scheduled deep work times.
- Everyone who can is urged to turn off email for most of the day and instead schedule times to respond—for example, 9:00 a.m. and 5:00 p.m. Overwhelming evidence indicates that one’s productivity decreases and stress level increases with each email check and reply.
- Every four months we clear our calendars of any meetings and pause on sending emails for a full ‘Deep Work Week’ to allow team members to reflect on our progress and develop work plans for the coming months.

We are a mostly remote team, so we make an extra effort to build in regular times to share updates, solicit advice, and bond:

- On Wednesdays and every other Monday, we host an all-staff video conference to share initiative updates, go over operational best practices, discuss ways to improve our organization, and hear updates from the program areas. This gives us a chance to learn about what everyone else is working on, ask questions, and see whether we can help one another.
- To foster bonding, we have a cooking club, a culture club, a DEI discussion series, an appreciation program, a sunshine committee for team members who have suffered a loss, an anonymous reporting hotline, an onboarding buddy program for new staff, and remote office simulations.
- We have two employee resource groups that meet at least once per month. Proud at GFI, our LGBTQ+ affinity group, is a designated safe space for LGBTQ+, questioning, gender-expansive, and allied employees to connect and share experiences. The Overall Well-being League (O.W.L.) is GFI’s mental health, general health, and overall well-being affinity group that provides a designated space for employees to connect, learn about, and discuss relevant health and well-being topics and challenges.
- On Fridays, we compile a weekly report that includes highlights from team members’ week and an optional water cooler section for sharing a personal update or a reflection.

Ensuring team satisfaction

Our April 2023 anonymous team survey drew 87% participation. 97% of respondents indicated that they are “proud to work for GFI” and 100% of respondents agreed with the statement “I would recommend GFI as a great place to work.” Responses to “what are some things we are doing great” have included these direct quotes:

- “I have never had a better manager than I do here at GFI. My manager checks in frequently about my career aspirations & always has my back when I want to pursue a project, opportunity, or process change. They are a big part of my job satisfaction.”

- “I believe deeply in GFI's mission and theory of change. GFI is well-positioned as a think tank and catalyst to advance alternative proteins via Policy, Corporate Engagement, and SciTech, which will have (and has had) positive impacts on people, animals, and the climate. I am proud to work at GFI and believe that taking a systems-level approach to advancing alt. proteins is the most scalable solution to addressing the externalities of industrial animal agriculture.”
- “Authentically focus on the highest impact work while fostering a workplace of true collaboration, respect, inquisitiveness, and a dedication to continuous process improvement.”
- “People have autonomy over their roles and the grassroots planning means that people know how their work contributes to GFI’s mission. GFI also has a funny, quirky, supportive, amazing culture where people can feel a true sense of belonging.”
- “GFI is genuinely the best place I've worked and, almost three years in, has only gotten better year after year. Huge thanks to everyone who supports the infrastructure of the org, I hope they know their work does not go unnoticed!”

Ensuring transparency

GFI is committed to transparency, starting with the [FAQ](#) and [compensation policy](#) that we share with all job applicants. Additionally, much of GFI’s work is detailed on our [blog](#) and in the resources section of our website. Every GFI department creates a monthly report, and GFI’s executive team curates and distributes monthly highlights to anyone who would like to [receive them](#). By allowing free and open access to all our resources, including scientific white papers and industry data, we eliminate duplicative efforts and accelerate the work of new industry entrants.

VI. Conclusion

The entire GFI team is committed to securing GFI’s place among the world’s most cost-effective nonprofit organizations; we strive to focus all donations from our global community of supporters on maximum mission impact.

Climate charity evaluator [Giving Green](#) selected GFI as one of the top five charities for climate impact after a rigorous deep dive into our theory of change, programs, impact, and leadership. Here’s how Giving Green describes their evaluations:

“Giving Green is a guide for individuals and businesses to make more effective climate giving decisions. We help you find evidence-based, cost-effective, and high-leverage organizations that maximize the impact of your climate donations. We are a team of climate scientists, economists, and impact evaluation experts with decades of experience working at the intersection of evidence-based policy and the environment. We spend thousands of hours reviewing the studies, crunching the numbers, and interviewing the experts, so you don’t have to.”

Charity Navigator conducted due diligence on Giving Green and found them to be so well-researched that they now use Giving Green's charity evaluations for their own recommendations - so GFI is also one of Charity Navigator's top four charities for climate impact.

As of October 2023, our team comprises just over 100 professionals in the United States and another 100 team members across our five independent international affiliates; a SciTech advisory board of six industry experts; an advisory council of 38 high-profile, highly respected leaders in their fields; a slate of top-notch pro bono lawyers; and a constant rotation of talented interns and fellows. Meet the team at gfi.org/our-team.

We warmly welcome your partnership in creating a sustainable, secure, and just food system. Please contact philanthropy@gfi.org to get involved.