



The Food Foundation

ANNUAL REPORT 2025

Contents

Foreword from the Chair	3
The highlights	4
Our vision, mission & why we exist	6
Our Impact	
Message from the Executive Director	7
Improving Early Years nutrition	8
Increasing bean consumption	10
Increasing affordability of nutritious Food	12
Improving school food	13
Increasing food business transparency	15
Working with citizens	17
Food Ambassadors Feedback	18
Reaching and Influencing our audiences	19
What next?	21
Trustees' report	22
Independent auditor's report to the trustees of The Food Foundation	27
Financial statements	30

Foreword from the Chair



**Laura Sandys
CBE, Chair**

As an organisation the Food Foundation has gone from strength to strength with some clear policy wins, increasing influence across the policy landscape and strong finances. As Trustees we want to thank the team for their commitment and dedication and celebrate with them the movement that we have seen across Government, business and civil society.

We have launched an exciting new campaign called Bang in Some Beans building greater demand and understanding of the benefits of a significant increase in bean consumption. We are also working very closely with Government and philanthropists on raising the overall standards in school food – more about that next year!

So over the past twelve months, we have seen important policy wins that demonstrate the power of sustained advocacy and evidence-led campaigning. The expansion of free school meals and the introduction of mandatory business reporting on food and nutrition mark real steps forward—ones that will make a tangible difference to children's lives and help rebalance a food system that has for too long failed the most vulnerable.

These achievements matter. Free school meals are not simply a welfare measure; they are one of the most effective interventions we have to protect children's health, support learning, and reduce inequality. Likewise, requiring businesses to report transparently on the health impact of their products is a critical step towards

accountability in a food environment that has historically rewarded volume and profit over public good. These changes show that progress is possible when political leadership aligns with public need.

However, we cannot afford to be complacent. The context in which food policy now operates is becoming more volatile, more complex, and more unforgiving. Relentless food price inflation continues to squeeze household budgets, forcing millions of families to compromise on the quality and quantity of food they can afford. At the same time, geopolitical instability, trade disruption, and the growing threat of cyberattacks are exposing the fragility of global food supply chains. These are not distant risks; they are already reshaping what appears on supermarket shelves and what ends up on people's plates.

We are concerned that how easily well-intentioned interventions can be undermined when regulation fails to keep pace with commercial innovation. The shift towards brand advertising in response to restrictions on unhealthy food marketing is a case in point. It illustrates how quickly impact of one regulation can be diluted when policy is narrow in scope or lacks enforcement teeth. If we are serious about improving public health, we must be equally serious about closing these loopholes.

This is why the Food Foundation is increasingly focused not just on individual policies, but on the need for a coherent, long-term framework for food policy in the UK. One that recognises food as fundamental infrastructure—essential to health, economic resilience, and national security. One that is designed to withstand economic shocks, political change, and industry pressure. And more importantly one that puts children's health, environmental sustainability, and social justice at its core.

The coming years will demand boldness. They will require government to move beyond short-term fixes and commit to structural reform. They will require stronger accountability from industry, and a willingness to act when voluntary measures fall short. And they will require continued pressure from civil society to ensure that food policy serves the public interest, not just commercial priorities.

The Food Foundation will continue to play its part—bringing evidence to the table, amplifying the voices of those most affected by food insecurity, and pushing for policies that are proportionate to the scale of the challenge. The progress highlighted in this report shows what can be achieved. But it also underlines a simple truth: without sustained ambition and long-term thinking, we risk losing ground just as the stakes are rising.

This is a pivotal moment. The choices made now will shape the health of the next generation and the resilience of our food system for decades to come. We must choose to act decisively, collaboratively, and with the courage that the moment demands.

I would very much like to thank our great Trustees for giving their time and expertise to support the great team and our Executive Director Anna Taylor OBE who again has led such a dynamic team.

The highlights

IMPROVING EARLY YEARS NUTRITION



- 1 Our continued campaigning on the Healthy Start scheme contributed to a Government commitment to increase the value of Healthy Start payments by 10% from April 2026, the first value increase since 2021.
- 2 The final report of our Early Years series was launched in Parliament in May. The report's findings were included in our evidence submission to two Health and Social Care committee evidence inquiries and was the subject of a popular podcast in October.
- 3 A well-coordinated response by us and our partners to a BBC Panorama investigating the commercial baby food industry generated significant media coverage. The Government has subsequently strengthened its voluntary guidance on content and marketing of commercial baby food and drink.
- 4 We submitted evidence to the Competition and Market's Authority's (CMA) investigation into the infant formula and follow-on industry. From this investigation the CMA have made eleven strong recommendations that, if adopted by Government, would improve regulation of formula marketing.

INCREASING BEAN CONSUMPTION

- 1 Four major food businesses have moved to disclose data and /or set targets for fruit and vegetables and the plant/animal protein split (Ocado, Samworth Brothers, JD Wetherspoon and Nomad Foods)
- 2 We held a panel event at Groundswell 'Bringing Beans and Pulses back home' which was very well attended. The session examined the benefits of growing and consuming more beans and pulses in the UK and we're now at the start of a project scoping out barriers and opportunities to bean production in the UK, with a view to joining the dots on any increases in consumption with potential increases in domestic production.
- 3 We published *Meat Facts: what meat is the UK eating and why does it matter?*, which was in the top 10 downloads of the year from our website. Despite the topic of meat reduction being a contentious one, our report was well received with good coverage in both trade and national press. Our focus on processed meat consumption, particularly among children, and exploration of the large proportion of imported red meat that is processed, was useful in building consensus and a connecting narrative across a wide group of different stakeholders (health and environmental organisations but also British farmers).





INCREASING AFFORDABILITY OF NUTRITIOUS FOOD

- 1 Announcement in the Autumn 2024 budget that the tax rates for Soft Drinks Industry Levy would be up-rated, and that there would be a consultation on removing the exemption on milk-based drinks and changing the thresholds. This reflects calls from Food Foundation/ Recipe for Change budget submissions.
- 2 Affordability of healthy food reflected as one of the 10 outcomes of the Government's new Food Strategy.

IMPROVING SCHOOL FOOD

- 1 Government announced that Free School Meals will be expanded to all families in households on Universal Credit, and that they will update School Food Standards.
- 2 The Holiday Activities and Food Programme was extended for 3 years to cover the remainder of this government term.
- 3 Launched a new *Superpowers of Free School Meals* report at a parliamentary event that had 122 attendees including 30 cross-party MPs and members.



INCREASING FOOD BUSINESS TRANSPARENCY

- 1 Following our continued campaigning and advocacy work, mandatory reporting for all large food business by the end of this term of government was committed to in July's NHS 10 year prevention plan, with the Investor Coalition on Food Policy referenced in the plan itself, in addition to a commitment to bring in healthy sales targets for all food businesses.
- 2 Eleven of the 37 businesses assessed in Plating Up Progress now have a sales-based target and disclose data for sales of healthy foods vs. less healthy (HFSS) foods, compared to nine last year. Notably, following a number of years of engaging with retailers on reporting, all of the 11 major UK retailers now have commitments or sales-based targets for increasing sales of healthy food.
- 3 The Investor Coalition on Food Policy and Greenbank won the Sustainable Investment Awards - Best Sustainable Investment Engagement Initiative.



Our vision

A sustainable food system which delivers health and wellbeing for all.

Our mission

To change policy and business practice to ensure everyone in the UK can afford, access and enjoy healthy and sustainable food.

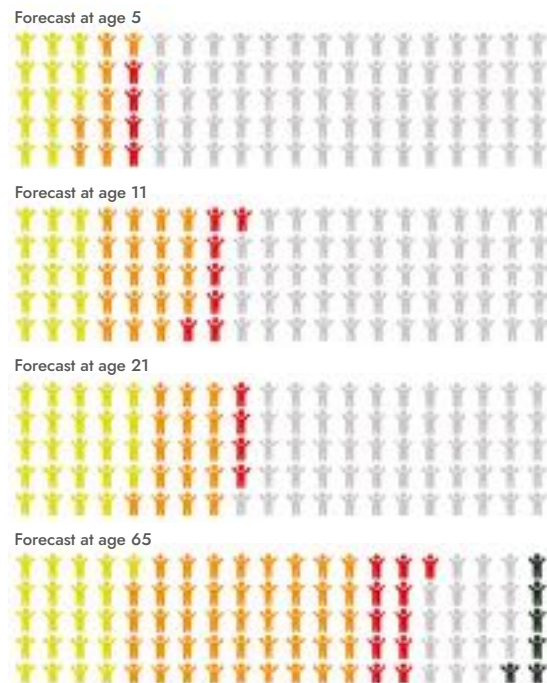
Why we exist

The Food Foundation was established to understand why the UK food system is failing to deliver the best outcomes for citizens and our planet, and to drive change in food policy and business practice to ensure everyone, across the UK, can afford, access and enjoy healthy and sustainable food. A great food system can help deliver equality of life expectancy, a sustainable NHS, greater school attainment and work productivity, beautiful countryside and a stable climate.

If action is not taken to tackle these food system failures, there are devastating consequences for our children and our planet. And the situation is even worse for those living on a low income.

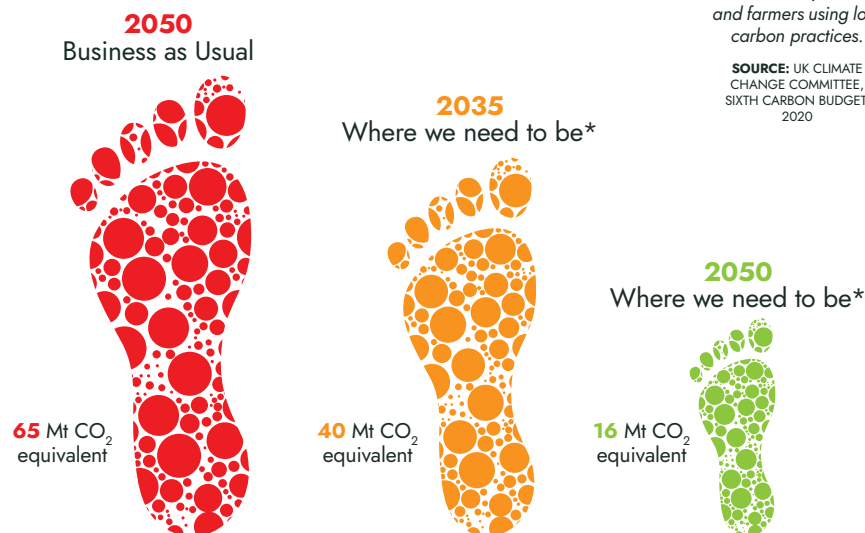
TRAJECTORY FOR 100 CHILDREN BORN IN 2022

- 👤 Overweight
- 👤 Moderate obesity
- 👤 Severe obesity
- 👤 Healthy/underweight
- 👤 Deceased



OUR PLANET'S PROSPECTS

Dietary carbon reduction needed by 2050



OUR IMPACT

from the Executive Director

It has been another very busy year at the Food Foundation and there have been some major, and very positive, policy developments in the UK. We have seen commitments from the government in a number of areas which we have been campaigning for over many years, showing just how important it is to continue to build the base of support for policy measures until the political opening

emerges. These exciting developments have in turn meant some of our activity is having to pivot to focus on implementation, as well as identifying the next wave of policy asks which the government should be focused on.

In November the government announced its intention to develop a Food Strategy and I was invited to sit on its **Food Strategy Advisory Board** – chaired by the lead Minister, one of two civil society representatives

While we have had demonstrable impact on significant policy and business decisions in the last year, this work continues to face many challenges. The number of active funders in food remains limited – though we are starting to see some new entrants to the sector which is exciting. The political context remains unstable which underlines how important coalition building is for delivering change; and there remain stubborn vested interests in the food industry which resist and delay action which is

“We have seen commitments from the government in a number of areas which we have been campaigning for over many years”

on the Board. In July, the first policy paper was published but specific policy commitments are not expected until 2026. This was an exciting development as it provides a policy vehicle for a cross government approach to food system change. The challenge now is to ensure the food strategy gets the level of political leadership it warrants to deliver long term change. We have also worked closely with the Food Farming and Countryside Commission and DEFRA to establish a Citizens Advisory Council as part of the process – giving citizens a direct influence on the policy making process.

demonstrably in support of public health. Civil society actors are increasingly finding new ways of working together to strengthen their impact and the more that funders can reward this collective effort the better.

The team at The Food Foundation have been incredibly smart in deploying our limited resources to deliver impacts this year which will make a material improvement to the lives of millions. They bring passion, resilience and enormous talent to the challenge of changing the food system and I want to thank them for being such wonderful people to work with.





OUR IMPACT

Improving Early Years nutrition

WHAT WE WERE TRYING TO ACHIEVE

We've been harnessing multiple policy levers to improve health and nutrition for children in their early years. To protect families on a low income, we've advocated for a strengthened Healthy Start scheme, including auto-enrolment, an increase in value, and a wider eligibility criteria to reach more children in poverty. On infant formula, we wanted to see the CMA's investigation into the industry lead to strong recommendations that would push the Government to take action on formula prices and marketing. Similarly on commercial baby food and drink, we aimed to see Government update voluntary guidance for industry as a step towards mandatory standards. Finally, our advocacy on food in early years settings aimed to see a review of nutrition guidance for nurseries.



THE IMPACT WHICH WE DELIVERED

- Our campaigning for improvements to Healthy Start included coordinating a letter, **signed by 88 signatories from across local government**, civil society and medical bodies, asking the Government to expand eligibility to all families on Universal Credit, increase the value in line with inflation and introduce auto-enrolment so no eligible family misses out.
- We also continued to **co-ordinate the Healthy Start Working Group**, alongside our partners at Sustain, which has a membership of over 25 civil society, academic and medical organisations.

At the Working Group's request, we produced a briefing with First Steps Nutrition Trust for The Department of Health and Social Care, collating the evidence for the health benefits of the Healthy Start scheme.

- As part of the NHS 10-year plan, the Government announced a **10% uplift in the value of the Healthy Start scheme payments from April 2026**, the first value increase since April 2021. Although a positive step, this increase falls far short of recent food inflation.



- The Government's **Best Start in Life strategy committed to a Family Hub in every local authority**; a recommendation made in our Barriers to Breastfeeding report. Whilst the Best Start in Life strategy made limited reference to breastfeeding, it opens up opportunities for advocacy on improved healthy eating support for families.
- In November 2024, we submitted evidence to the Competition and Markets Authority's (CMA) **investigation into the infant formula industry**. Subsequently, the CMA has made 11 strong recommendations focussed on strengthening regulation of marketing of infant formula.

- Our report, *Boosting early years nutrition to support a healthy childhood*, published in May 2025, investigated health inequalities in young children, the marketing strategies of commercial baby foods, and the challenges faced by early years settings in serving healthy food. Launched in Parliament to over 40 stakeholders, the report is **our fourth most read page on the website since publication date, with 877 views and 417 downloads**. In October we shared a podcast with a panel of experts to discuss the report's findings, which has been downloaded nearly 300 times.
- Drawing on research from the latest Early Years report, we've increased our advocacy for support for early years settings to deliver healthy meals to more children, including reviewing nutrition guidance for early years settings and expanding eligibility for free early years meals. We've seen two positive steps forward from Government, with **the expansion of eligibility for free early years meals to all children from families in receipt of Universal Credit**, and new nutrition guidance from nurseries introduced from September 2025.
- **The Government updated its NHS guidance to parents on use of commercial baby foods and voluntary guidance to the commercial baby food and drink industry**. These are positive steps forward that followed a well-coordinated NGO response and strong media coverage of a BBC Panorama.



THE HIGHLIGHTS

Our Early Years Report, *Boosting Early Years Nutrition to Support a Healthy Childhood*, was **launched at an event in Parliament in May 2025, hosted by Maya Ellis MP**. Food Ambassador Barbara Achingale spoke powerfully about the positive impact of the Healthy Start scheme for her young family.



The CMA concluded its investigation into the infant formula market. The final report **cited Food Foundation formula price analysis** and included **eleven strong recommendations** to Government.

The Government announced an increase in the **Healthy Start payments of 10% from 2026**. Although only modest, this is the first increase since April 2021.

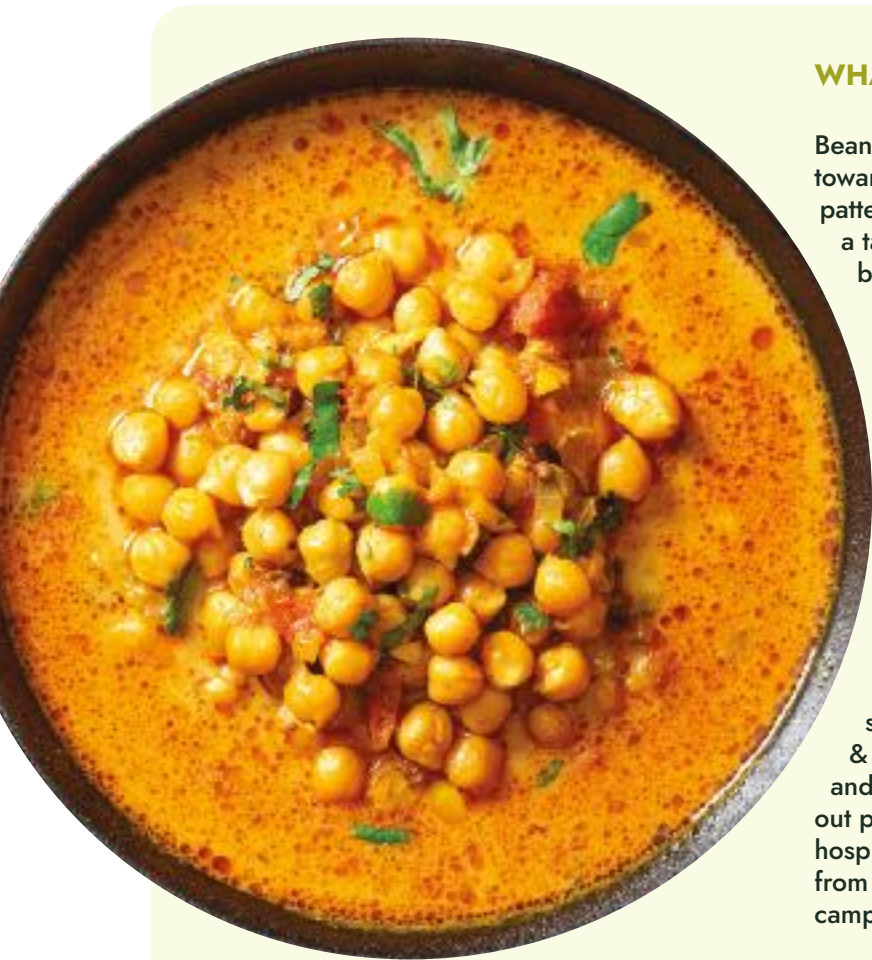
THE CHALLENGES AND KEY LESSONS

The final Early Years report explored a wide range of topics, including health inequalities in early childhood, the health impacts and marketing strategies of commercial baby food companies, and the challenges faced by early years settings. While this broad scope enabled engagement with stakeholders across the early years sector, it also limited the depth of analysis on some key issues. Strong coordination with other NGOs has allowed us to maintain broad coverage, minimise duplication, and sustain advocacy momentum behind our key policy priorities.



OUR IMPACT

Increasing bean consumption



WHAT WE WERE TRYING TO ACHIEVE

Beans can play a key role in shifting UK diets towards more healthy and sustainable eating patterns. In September 2025 we announced a target of doubling beans consumption by 2028, achieved by a public digital campaign, targeted business action and influencing policy on horticulture. This last year (2024-2025) has been about doing a lot of the groundwork for the recently announced campaign and securing funding to help us do it.

Our aim was to see government support build for a Horticulture strategy for England, update the Government Buying Standards for England to include servings of beans, for more food business to move to disclose data/ set new targets for increasing sales of fruit & veg and/or the plant/animal protein shift and for caterers and local authorities to roll out plant based menus in public setting e.g., hospitals. We also wanted to gain commitment from a broadcaster/partner to launch a major campaign in support of plants/beans.

THE IMPACT WHICH WE DELIVERED

- We secured major funding from the National Lottery for a **3-year campaign to double the consumption of beans in the UK** between 2025-2028.
- In addition to the funding from National Lottery we secured another **3-year contract with Birmingham City Council** to help expand their Full of Beans Campaign in Birmingham's schools, universities and other anchor institutions as well as out of home sector.
- Delicious Media are now running a **regular bean feature** with wide reach.
- We established good relationships with the team working on public sector procurement within Defra. **The government is likely to hold a consultation on the government buying standards in 2026** although, they have not made a formal commitment to this. They are currently in the process of data baselining to determine what public sector currently procures and how far off we are from the 50% British target The Labour Party has publicly committed to.

THE HIGHLIGHTS



› We held a panel event at Groundswell 'Bringing Beans and Pulses back home' which was very well attended. The session examined the benefits of growing and consuming more beans and pulses in the UK and we're now at the start of a project scoping out barriers and opportunities to bean production in the UK, with a view to joining the dots on any increases in consumption with potential increases in domestic production.

› 4 major food businesses have moved to disclose data/set targets for F&V and protein disclosure (Ocado, Samworth Brothers, JD Wetherspoon and Nomad Foods).

wetherspoon
Samworth Brothers
Nomad Foods



› We published two impactful briefings, both of which were in the top 10 downloads of the year from our website:

Low Hanging Fruit: A policy pathway for boosting uptake of plant-rich diets established policy asks with wide support and started to lay the groundwork on our future sustainable diets engagement with policymakers, leading to a number of meetings with parliamentarians we had not previously engaged with.



Meat Facts: what meat are we eating and why does it matter? was well received with good coverage in both trade and national press. Our focus on processed meat consumption, particularly among children, and exploration of the large proportion of imported red meat that is processed, was useful in building consensus and bridges across a wide group of different stakeholders (health and environmental organisations but also with British farmers).



THE CHALLENGES AND KEY LESSONS

It wasn't possible to fully kickstart this work until funding was secured, which didn't happen until later in the year, and we also unfortunately lost an opportunity of a TV campaign. However, we are now building good

relationships with several media organisations interested in beans e.g. Delicious, BBC Good Food. Overall, we set ourselves up for a really exciting and hopefully impactful campaign over the next 3 years.



OUR IMPACT

Increasing affordability of nutritious food

WHAT WE WERE TRYING TO ACHIEVE

Unhealthy calories are 2 times cheaper than healthier calories which means that it is often much more affordable to eat unhealthily; plus too many households have too little money left to spend on food once they have covered other essentials. This is particularly the case for households with children. The Junk food cycle has taken over our food system so that it's now much more profitable to sell unhealthier foods and wages and benefits have not kept pace with the cost of living and the benefit system makes the situation even harder for households with children.

Our aim was to build strong political, business, and public momentum for government action on healthier, fairer food systems—specifically by advancing measures such as extending the Soft Drinks Industry Levy to milk-based drinks, securing cross-party support for food taxes, and encouraging businesses and investors to publicly advocate for fiscal policies that shift commercial incentives. We also sought to ensure that Food Foundation evidence shaped key government reviews, that DHSC and HMT progressed consultations on fiscal and reformulation measures, and that poverty strategies incorporated the true cost of a healthy diet, with reduced food insecurity used as a key measure of success.

THE IMPACT WHICH WE DELIVERED

- Improvements to SDIL announced, including **increasing levy amount in line with inflation** and a consultation on removing milk-based drinks exemption and lowering the threshold where the tax comes in. Taxes were also included in House of Lords Committee report recommendations.
- **Our food insecurity and affordability data were extensively used** in the Government's Food Security Report to parliament, published in December 2024
- The Investor coalition on UK Food Policy included food taxes as one of their policy asks, and has **endorsed Recipe for Change coalition's budget submission**.

THE HIGHLIGHTS

Our food insecurity surveys have proved to be an influential policy tool for different stakeholders, and have been the basis of discussions with the Food Standards Agency, Department for Work and Pensions and Department for Education. The data was also featured on ITV's Good Morning Britain and continue to receive extensive media coverage.

THE CHALLENGES AND KEY LESSONS

Continued cost of living crisis and concerns about rising food prices have made the narrative on food taxes more challenging. In the latter months of the year, announcements of targets for businesses as part of the 'healthy food standard' has also led some to question whether or not taxes are also warranted.



OUR IMPACT

Improving school food

WHAT WE WERE TRYING TO ACHIEVE

Too many children are eating poorly or going hungry during the school day, undermining their health, learning, and overall well-being. This problem persists because school food standards are not being consistently implemented and many low-income children who are entitled to support are not accessing free school meals. The solution lies in automatically enrolling eligible children, properly monitoring school food standards while supporting schools to improve, and expanding eligibility for free school meals so that no child misses out.

THE IMPACT WHICH WE DELIVERED

We have successfully secured a number of policy commitments:

- Free School Meals will be expanded to **all families in households on Universal Credit**
- The School Food Standards **will be updated**
- The Holiday Activities and Food Programme has been extended for the **remainder of the term of this government**.

In addition:

- **We supported amendments to the Children's Wellbeing and Schools Bill** on Free School Meal auto-enrolment, school food monitoring and making HAF statutory.
- **We have continued to raise awareness** of the need for auto-enrolment including producing briefings, supporting the Fix Our Food research consortium, and supporting Peter Lamb's private members bill.



THE HIGHLIGHTS



As part of our work in the School Food Review, we updated the Superpowers of Free School Meals Evidence Pack in March 2025 with the latest research highlighting the benefits of Free School Meals and the importance of expanding provision to more children. The report was launched in Parliament, which had 122 attendees including 30 MPs and Peers. The launch was also covered in the media, including the Independent, Daily Mail and the Mirror. This was followed a few months later by the government announcing their commitment to expand Free School Meals to all children in families on Universal Credit.

THE CHALLENGES AND KEY LESSONS

The success we achieved in securing meaningful policy change required us to rapidly reorient our strategic and operational plans to align with a new and evolving context. This shift meant reassessing established priorities, timelines, and workflows to ensure our work remained relevant, responsive, and impactful within the updated policy landscape.





OUR IMPACT

Increasing food business transparency

WHAT WE WERE TRYING TO ACHIEVE

Through our Plating Up Progress (PUP) annual benchmark we continue to drive meaningful engagement with food businesses, encouraging them to disclose, set, and strengthen commitments that enable healthier and more sustainable diets. We also work closely with the Investor Coalition on Food Policy to amplify investor voices and engage governments on the need for stronger food system interventions, improved transparency, and consistent reporting standards. This year, our efforts focused on securing greater business accountability for health and sustainability performance and for the introduction of mandatory disclosure frameworks as a critical step toward a more transparent and responsible food sector.

THE IMPACT WHICH WE DELIVERED



- **Mandatory reporting** for all large food business by the end of this term of government was committed to in July's NHS 10-year prevention plan – with the Investor Coalition on Food Policy referenced in the plan itself – in addition to a commitment to bring in a healthy food standard with healthy sales targets for all food businesses. The political salience of committing to mandatory reporting was helped in part due to our successful engagement with businesses over the past year after public support from the FDF, Tesco's CEO, and a whole host of other retailers and manufacturers with whom we have engaged on the topic over the course of the past two years. This led to a tipping point.

The details of the policy are not yet clear, but we are hopeful there are opportunities to ensure the metrics include F&V and protein disclosure as well as healthy sales.


- **Reporting** - The Department for Business and Trade (DBT) and Department for Energy Security and Net Zero released a consultation on transition planning requirements in June with a submission deadline of September. We facilitated the Investor Coalition on Food Policy's input into this important consultation.
- **Healthy sales** - Eleven of the 37 businesses assessed in Plating Up Progress have a sales-based target and disclose data for sales of healthy foods vs. less healthy (HFSS) foods, compared to nine last year. Morrisons, CO-OP and Samworth Brothers now have healthy sales targets. Now all of the 11 major retailers have commitment or sales-based targets for healthy food.
- **Corporate lobbying** - the topic of conflicts of interest (COI) has been front and centre of many food policy discussions this year and our Corporate Lobbying briefing is currently our 5th most downloaded briefing of the past year. The next stage of this work is to engage MPs with the need to reform transparency registers.



The number of
FOOD INDUSTRY
 meetings with **MINISTERS**
DWARFS
 the number of meetings
 with **NGOs**
 with
TEN TIMES
 as many meetings
 for industry

The Food
Foundation



THE HIGHLIGHTS

- › The Investor Coalition on Food Policy and Greenbank won the Sustainable Investment Awards - Best Sustainable Investment Engagement Initiative.
- › We launched a major report on Food Industry Corporate Lobbying at our second Investor Summit; the report was one of our most downloaded reports of the year and the Investor Summit attracted a large and diverse audience of predominantly investors, but also business, civil society, civil servants and academia.



THE CHALLENGES AND KEY LESSONS

The ESG blowback from the USA this year has impacted on investors' appetite to engage more publicly in campaigning and advocacy, requiring us to pivot our strategy towards policy engagement rather than health-focused public campaigning. In parallel, we have further refined our approach on policy engagement and asks on corporate lobbying and ministerial meeting transparency after having conducted and published our research on this topic.

Working with citizens

THE HIGHLIGHTS



The Food Ambassador programme currently consists of almost 60 citizens from across the UK, of which 41 are aged 14-25. Across the year, the ambassadors have been involved in a range of research and campaigning activities. These have included:

- › Contributing to the [Broken Plate Report 2025](#), with a photo-storytelling project and [exhibition launch](#) (pictured above) at Westminster ([available online](#)).
- › Playing a role in across our **early years work**, from providing their stories for reports, speaking at parliamentary events, to writing the [summary of recommendations](#) for a report series commissioned by The Food Foundation on early years nutrition.
- › Attending **breakfast events with MPs** at the [Lib Dem and Labour Party Conferences](#).
- › Giving **evidence to the Health and Social Care Committee** for their [inquiry into Food and Weight Management](#).
- › Appearing on numerous [podcasts](#), in [blogs](#) and [press releases](#).
- › Regularly meeting with the **Department for Education** to discuss school food provision.
- › Beginning regular meetings with the **Department for Work & Pensions** to discuss food insecurity, benefits, wages and nutritional safety nets.

Alongside the above activities and events, the Food Ambassadors have been involved in long-term strategic opportunities. Foremost, in January we launched the **Food Ambassador Advisory Board**, which aims to provide strategic guidance and ensure lived experience is embedded at the heart of the organisational decision-making. They meet quarterly to review progress, suggest new ideas, and keep our work relevant to the challenges they and their communities are facing.

Secondly, the Food Ambassadors have been part of a pioneering project in citizen engagement in government policy through the [Citizen Advisory Council](#) that has oversight of **Defra's Food Strategy development**. Before the summer, the Council co-designed citizen workshops which drew on citizens' experiences of the food system to describe issues and suggest policy solutions. Their findings culminated in [The Laying the Foundation report](#).

This autumn, the Council will conduct citizen inquiries to investigate what is working well regarding food in four different regions. The overarching aim of this project is to ensure that citizen input is fed into the Defra's Food Strategy White Paper, which still to be confirmed, but likely to be published in Spring 2026.



TRAINING OUR CITIZENS

Training and skills development is core to the Food Ambassador programme. Prior to public facing activities, such as speaking to the media, the Citizen Engagement team always runs a briefing to ensure ambassadors are prepared with tools to navigate tricky questions, share their story safely and land their message. We have built on this through online media training by **HEARD** and a training with a **professional storyteller** at the young Food Ambassadors summer residential.



We have also had Skills Sessions, led by our internal teams and based on requests from the Food Ambassadors. We've had sessions on how the UK Parliament works, corporate lobbying and climateflation. These have been very well received. Together, these opportunities build confidence and deepen understanding, equipping the Food Ambassadors with knowledge to advocate for change.

Food Ambassadors Feedback

In 2025, we conducted a Food Ambassador survey to understand how the ambassadors experience the programme, what they enjoy and where we could improve. The feedback was overwhelmingly positive. Common themes included:

- › valuing being part of a diverse Food Ambassador community,
- › campaigning alongside others with lived experience of food insecurity
- › feeling safe and supported while volunteering with The Food Foundation
- › being heard and seen in our work

Areas for improvement included having more strategic opportunities for ambassadors, as well as more local opportunities and in-person events. Ensuring Food Ambassadors have input into how the programme evolves is an important part of volunteer engagement and will conduct this survey each year to monitor and evaluate progress, and gather new learnings.

Adult Food Ambassador and mum of 3,
Caroline, shared:

“

[I've enjoyed] the different challenges we take on, the trips to meet some amazing people, the courses and groups I've been privileged to be part of and the fact I feel our hard work pays off. The experiences and the confidence they've helped me build.

”

Young Food Ambassador and school student,
Rushda, shared:

“

I've really enjoyed the trips, MP talks, and the major events I've been able to take part in. Those moments have been the highlights for me because they gave me the chance to learn a lot, meet inspiring people, and feel like I was part of something important. I've valued the experiences and the confidence they've helped me build.

”

Reaching and influencing our audiences

MPs /PEERS

Following the election in July 2024, we have built good relationships with a range of new parliamentarians and continue to have good reach in Westminster. Over the course of the year, 21 references were made to us and our work in Hansard, and we have worked closely with a range of MPs from across different parties to table written questions in the Commons that shed light on various areas of our work. In addition, we held 4 parliamentary events, with 90 different parliamentary attendees overall, including 3 Government Ministers. We also hosted or co-hosted a number of fringe events at Labour and Conservative party conferences. We have made written submissions to various select committee inquiries, including Health Select Committee inquiries on the first 1000 days and on food and obesity.

GOVERNMENT AND CIVIL SERVANTS

We have continued our regular engagement with Ministers and officials in a wide range of Government departments — most notably the Department for Environment, Food and Rural Affairs, the Department for Education, the Department for Health and Social Care, the Department of Work and Pensions, HM Treasury/HMRC, Department for Business and Trade, Department for Energy Security and Net Zero, Cabinet Office and the Food Standards Agency. As part of this we have been invited to join a number of working

groups and advisory groups hosted by different departments. We regularly respond to relevant Government consultations and informal stakeholder engagement exercises, write letters to Ministers on topical issues, and are invited to provide quotes for department press releases.

We held 4 parliamentary events, with 90 different parliamentary attendees overall

LOCAL LEADERS

This year we continued to expand our network of Local Authority leaders and officers through the UK Urban Food Forum (UFF). We ran 6 knowledge exchange sessions with 25 local authorities across England, Scotland and Wales which were attended by over 100 officials in total. The sessions focused on practical examples of working on food system transformation across number of key policy areas that FF has been campaigning on. This included better school food, tackling food insecurity at the local level, early years nutrition and improving food environments through local levers like advertising and planning restrictions.

The contacts and relationships that we built through this work have been recognised by DEFRA and DWP who we are now able to regularly connect with relevant LA stakeholders that can demonstrate best practice in a particular policy area, relevant to national government's agenda.

In addition, in September we secured a new 3 year contract with Birmingham City Council to continue and expand our local food policy work, with specific focus on sustainable diets, school food improvements and early years nutrition.

BUSINESSES

Our annual SOFI report also resulted in a record number of bilateral meetings with the businesses (we met with 33 out of the 37 companies assessed), to discuss the findings in the report and provide feedback on what they could do to improve their scores going forward. It was the first year we had included manufacturers in our Plating Up Progress benchmark, but our engagement with them has been successful and PUP has helped us to build new relationships with the sector, illustrated by the fact that several of the manufacturers have spoken at Food Foundation organised events this year.

INVESTORS

We continued to strengthen our relationships with the Investor Coalition on Food Policy. We spoke individually with 75% of the Investor Coalition members, slightly lower than last year but still positive given the geopolitical turmoil and ESG pushback. We expanded the membership of the Coalition's Advisory Group from three to five members, including adding one of the new

We continued to strengthen our relationships with the Investor Coalition on Food Policy

Coalition members as well as a large firm, providing diverse and holistic coverage of the investment sector on the Advisory Group.

We organised in-person and online meetings of the Investor Coalition and held our second Investor Summit, at which the largest audience was the investor community. This strengthened our relationships with

the Coalition as well as with potential new members. We published several investor briefings and podcasts, highlighting various food systems issues for investors to consider; in total these had close to 2000 hits and over 2500 downloads.

We facilitated the Coalition's engagement with policymakers through letters, consultation responses,

meetings, calls etc. to ensure that the investor voice is amplified and considered a key stakeholder in food policy discussions. We also successfully recruited Baroness Walmsley as the Honorary Ambassador to the Investor Coalition to help strengthen connections with parliamentarians. Investors from the Coalition have also contributed to several strategic communications outputs, including the FT and investor-specific press.

WIDER AUDIENCES

We've seen growth across our **social media channels**, with a focus on **LinkedIn** which has now become our biggest platform **up by 51%** (now 24,000+ followers) in the last year. This was a deliberate strategy as increasing numbers of individuals and organisations are moving away from X. Our other social channels have also performed strongly. **Instagram** followers are **up 17%** (now 14,800+), **TikTok** is **up 72%** (now 1,000+), **YouTube** **up 12%** (now 963) and **Facebook** **up 8%**. We also have **3,000+** followers on our **Bluesky** account. **Twitter/X** audience was **down 0.8%** (23,900+) largely due to many of our stakeholders leaving the platform.

Notable on social media was the launch of our **Broken Plate report which reached 29,000 people within the first week**, and our posts marking the government's extension of Free School Meals (including videos from chefs Tom Kerridge and Hugh Fearnley-Whittingstall) which got more than 100,000 views.



Looking at our social media audience growth, we out-performed nine out of 15 of the organisations working in our field that we choose to benchmark against.

We also achieved **184,000+ views** to our **website** and **16,600+ downloads** of our reports, including record numbers of downloads for our *Broken Plate* and *The State of the Nation's Food Industry* reports.

We received **3955 pieces of media coverage** in the last year across broadcast, national, trade and regional. This included over **400 pieces of coverage** for both our flagship reports, *The Broken Plate* and *The State of the Nation's Food Industry*.

Meanwhile, **podcast** downloads are **44% up** year-on-year, and we reached a record **2,037** monthly downloads in February 2025. Our 12-month average is 1,460 - up from just over 1,000 in the last reporting period. We achieved some of the biggest download figures for individual episodes since our launch in 2020 for some of our new panel discussion podcasts, on topics including Broken Plate, the battleground over eating meat, and ultra-processed food.

We are also strengthening our relationship with our target audience groups via our **newsletter** with the number of subscribers **up by 31%** to reach 4,682 subscribers.

We increased our audience base and numbers attending online and in person **events** to **3,218** (2,093 previous year) with NGO stakeholders the largest single sector attending followed by business, academic, civil servants and Parliamentarians. Our diversity tracking of speakers/hosts across all online and in person events showed representation as 69% who identify as female, 27% non-white; 16% aged under 30; and 19% with lived experience.



Anna Taylor

What next?

The coming year offers some major opportunities for impact which we intend to seize. We are organising our work around 3 main objectives – our impact delivery areas

1 Improving the availability, appeal and affordability of plant rich diets.

Within this area we plan to:

- a. Continue to engage in the policy development process on mandatory business reporting as we would like to see this include fruit and veg, and plant/animal protein split reporting in addition to healthy sales to provide a more holistic picture of healthy and sustainable diets.
- b. Inform thinking on the new school food standards given the opportunities it offers for reducing children's consumption of processed meat and increasing consumption of fibre rich beans and pulses.
- c. Launch and scale our Bang in Some Beans campaign – securing a big digital engagement campaign, alongside a series of business pledges to sell more beans and working with our partners Veg Power, Birmingham City Council and the University of Kent to deliver the campaign in schools and in local areas.
- d. Deepen our engagement on public procurement policy and practice as a lever for increasing access to healthy and sustainable food, while also supporting British growers.

2 Tackling children's nutrition insecurity. Within this area we plan to:

- a. Play a leading role in the campaign to ensure school food standards are updated, a monitoring system is introduced and all children, particularly those from low income families, have nourishing meals in school.
- b. Research and build consensus around a reformed Healthy Start scheme which supports children to access fruit and veg in their early years.
- c. Build support across DWP, DEFRA and MHCLG for a joined up approach in local areas to increase access to affordable nutritious foods in underserved places.
- d. Build the public narrative on the role of taxes on unhealthy food for shifting commercial incentives in the food system, and generating revenue to subsidise access to nutritious foods.

3 Securing stronger political leadership for long term food system change.

Within this area we plan to:

- a. Build the case for a Food Bill which attracts political backing and leadership.
- b. Build cross party and wide stakeholder support for a Food Bill – a legal framework to guide food policy for the coming decades.



TRUSTEES' REPORT

The Trustees present their report and financial statements for the year ending 31st August 2025 and confirm that the financial statements comply with current Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice.

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law, applicable to charities in England & Wales, requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities [SORP 2019] (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;



- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

PUBLIC BENEFIT

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and in planning future activities.

It is the judgement of the Trustees that activities in pursuit of the above objectives fully meet the public benefit test, which they have kept in mind in planning programmes for the charity.

FUNDRAISING

We are extremely grateful to our funders for all their support. We only accept funding which does not compromise our independence. We review all financial engagements – assessing whether potential donations are acceptable and in line with the Foundation's aims. This year we reviewed our protocol for screening potential funding streams which may create risks of conflict of interest to allow us to assess more effectively for funds which may be one or two steps removed from a commercial interest. Further information can be found here:

<https://foodfoundation.org.uk/who-we-are#funders>

The Food Foundation approach to fundraising has been applying to Trusts, Foundations, Academic Institutes and Government Bodies for grants and donations. The Food Foundation understands and complies to its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. We do not conduct digital marketing campaigns aimed at securing public donations. No third parties were involved in fundraising such as the use of external fundraising agencies for either telephone or face-to-face campaigns and received zero fundraising complaints during the financial year 2024/5, equalling the previous year. We have not voluntarily subscribed to any fundraising regulation schemes to date.

STRUCTURE, GOVERNANCE AND MANAGEMENT

We are governed by our Constitution and our charitable objects.

The Trustee Committee is chaired by Laura Sandys. The trustees have formed two sub-committees who meet between trustee meetings: the Audit, Risk and Compliance Committee chaired by Andrew Hobbs and the Impact and Reputation Committee chaired by Judith Batchelar. Terms of reference for each have been agreed.



The trustees have met four times during the course of the year. We have had substantive discussions and made decisions on the following areas:

- Focus of key projects on plant rich diets, nutrition insecurity for children, following through on existing commitments to ensure they are ultimately underpinned by a food bill.
- Safeguarding in relation to our citizen engagement programme and our staff: planning training and researching options to support all
- Diversity and skills of existing and future Board members; and research to inform the recruitment of new board members.
- Cybersecurity for our staff and partners: planning training and stress-testing exercises to improve safety and awareness
- AI and its uses internally as well as influence on our partners and audience, planning training and incorporating AI tools into HR processes such as recruitment
- Reviewing and decision making on potential funders with links to the food industry
- Budget and impact delivery areas for 2025-6

The **IMPACT AND REPUTATION COMMITTEE** has met three times during the course of the year. We have had substantive discussions and made recommendations on the following areas:

- Our strategy for managing our engagement on Twitter/X – and how we transition our audiences to Linked In, Bluesky and other channels
- Securing a figure head for the Investor Coalition
- Decision making around specific potential funders who have indirect links to part of the food industry and the development of an updated financial engagement policy
- Our strategy for developing our policy recommendations on local food systems

- Our approach to screening potential celebrities and influencers who we might work with
- The connection between our new Beans campaign and the international campaign called Beans is How.

The **AUDIT AND RISK COMMITTEE** has met four times during the course of the year. We have had substantive discussions and made recommendations on the following areas:

- Reviewed offers of funding against the Financial Engagement policy
- Approved a change of auditors
- Constant review of banking arrangements to optimise interest receivable whilst monitoring risk
- Reviewed the risk register
- Held a specific review of cyber security with the IT support provider

STRENGTHENING OUR SAFEGUARDING

Over the last year, The Food Foundation has implemented the recommendations from the safeguarding audit carried out by the Athena Programme. Updates have included reviewing and updating The Food Foundation's Safeguarding Policy and Safer Recruitment Policy, ensuring all staff have up-to-date safeguarding training and working to embed and understanding of safeguarding practices and responsibilities across the organisation. Safeguarding is now covered in the Food Ambassador induction (and prior to engagements), in staff team updates, as well as at Board Meetings. The Citizen Engagement Team has managed a number of safeguarding issues regarding Food Ambassadors effectively and with confidence, with support of the Safeguarding Trustee – Charles Godfray. Looking forward, we are exploring training options for trauma-informed practice and setting professional boundaries. These are skills that the Citizen Engagement Team have identified as needing to develop.

Organisational structure and how the charity makes decisions.

Decisions on strategy and budget are made by the trustees during their quarterly meetings. The Audit, Risk and Compliance Committee and the Impact and Reputation Committee review specific areas of work and provide advice on decisions to the Trustee Committee. They delegate the day to day running of the charity to the Executive Director in line with our reserved and delegated matters agreements. She has a small team of senior staff who form the senior management of the organisation.

Policies and procedures for induction and training of trustees.

Any new trustee will receive a copy of the current version of our constitution; and a copy of the latest Trustees' Annual Report and statement of accounts.

Arrangements for setting pay and remuneration of key management personnel and any benchmarks, parameters or criteria used.

The remuneration set for staff is based on an assessment of market rates through identifying remuneration levels of roles with similar skill and experience requirements, and an assessment of resources available to the Food Foundation. The salaries implemented from 1 September 2025 were based on a benchmarking exercise, and taking the London Living Wage into account.

Relationships with related parties and any other charities and organisations with which it co-operates in the pursuit of its charitable objectives.

We cooperate with a range of other organisations in pursuit of our charitable objectives.

LEGAL STATUS

Food Foundation CIC was incorporated 5th August 2014 and registered with Companies House, with Company Number 09162855. By way of conversion, as of 28th January 2020 Food Foundation CIO was registered with the Charities Commission with Charity Number 1187611.

INCOME AND EXPENDITURE

The year to 31 August produced a surplus on restricted funds, totalling £324,888, caused principally by the start of the National Lottery Climate Action funded Beans project, and the Tilt Collective project, both of which paid significant funds to Food Foundation at the start of their projects. Unrestricted funds incurred a deficit of £23,683 in the year. The Trustees and the Executive are satisfied with the current financial position, with over £3 million of funding commitments made during the year to 31 August 2025, and a valuable 3 year unrestricted grant being confirmed in January 2026. The forecast for unrestricted reserves, based upon commitments already made, demonstrates that the reserves will be above the required level until mid 2027, and thus that the organisation is well placed.

BALANCE SHEET

We have closing funds of £902,108 (£600,903 year ended 31st August 2024) with cash holdings of £846,959 (£510,832 year ended 31st August 2024).

CHARITY FUNDS

RESTRICTED - At the end of the year our restricted funds amounted to £465,605 (£140,717 year ended 31st August 2024). These monies are committed across various projects running in future financial periods.

UNRESTRICTED - At the end of the year our unrestricted funds amounted to £436,503 (£460,186 year ended 31st August 2024). Of the £436,503, £305,000 represents our 3 months 'rainy day reserve' (2024, £260,500), leaving a free unrestricted balance of £131,503.

Funds are needed to ensure the stability of our mission, meet our financial obligations as and when they become due. Requirements are predominantly to assist with the peaks and troughs of cashflow; any unforeseen operational costs such as resource cover for long-term sickness; to allow time to organise alternative funding should a funder(s) withdraw their funding for any reason; to be able to react to an unplanned

opportunity; and for any unplanned organisational closure event in a clean and appropriate manner.

The reserves policy is to maintain unrestricted funds of 25% of our annual operational expenditure, which equates to £305,000.

We operate a simple organisational structure and have no long-term commitments.

Our reserves policy is reviewed annually by the trustees.

PRINCIPAL RISKS AND UNCERTAINTIES

Principal risks	Current controls	Actions being taken
Meeting fundraising targets	Fundraising tracker provides active tracking of funding bids to ensure steady pipeline.	Regular Trustee review of unrestricted reserves forecast v reserves policy
Cyber Attack/Data Breach	Data Protection, Security Policy/Clean and Clear desk policy in place and made available to the team. Back-up services are provided by external IT company which monitor potential breaches and attempts at security breaches. Passwords to sites are protected and we have dual authorisation set up.	Continuous updates to systems, staff training and updates to policies. Aim to secure Cyber Essentials certificate in the coming year.
Conflicts of interest between the charity and its funders, trustee or senior managers which leads to loss of independence or perception of independence	Policy for avoiding conflict of interest with seeking funds; Declarations of interest by all trustees at trustee meetings and annually with senior staff during the audit; Register of interests maintained	Policy for reviewing potential grants from sources allied to the food industry is applied rigorously
Safeguarding breach leading to failure in the protection of children or high risk adults.	DBS Check documentation required included in the new employee onboarding checklist. Safeguarding policies and procedures in place.	Continued safeguarding training is provided to all staff members; Staff working directly with ambassadors are given level 3 safeguarding training.
The quality of our work undermines trust in the organisation	Strengthened processes for quality assuring work with Expert Advisers, internal peer review and Research Adviser	Protocols documented for implementation

The Trustees have assessed the major risks to which we may be exposed and to the best of their knowledge are satisfied that appropriate systems are in place to mitigate exposure to those risks. We maintain a risk register that is reviewed quarterly by our Audit, Risk and Compliance Committee and subsequently considered within every Trustee meeting. All risks are monitored using a traffic light system, with Low, Medium and High-risk levels.

To mitigate and dampen any incurred difficulties from loss of major funding, the Foundation has put in place a comprehensive Reserves Policy and have strived to increase reserve funds where possible and begin to link this to funding applications.

GOING CONCERN

Our financial statements have been prepared on a going concern basis. We have checked the robustness of our forecasts and even after taking into account any

reasonable downsides, it indicates we have sufficient funds to remain operational for at least the next 12 months.

We have a continual process of fundraising for our work by scanning new opportunities which align with our strategy from a wide range of charitable trusts and foundations. We aim to build long-term relationships with our funders so they are familiar with our strategy and understand fully what we are trying to achieve. We are aiming to diversify our income streams and this has supported our ability to be agile and react with impact to the changing political environment and implement. This funding will allow The Food Foundation to build on and develop organisational sustainability and structures.

We have worked with the Guy's & St Thomas' Charity, operating as Impact on Urban Health, and the Kristian Gerhard Jebsen Foundation who have provided core

funding over multiple years. These have been included in the Statement of Funds as Unrestricted Grants. They are vital grants to permit the charity to pursue its key objectives with the confidence that the core costs of operation, IT, premises, and administrative and management staff costs are well funded.

THANK YOU

The Food Foundation would like to gratefully acknowledge the volunteers who have worked with us over the year and have generously donated their time to give us advice or helped us to deliver our projects. We are also very grateful to FieldFisher and Nielsen for their pro-bono services this year.

Laura Sandys

L J Sandys, Chair of Trustees
3rd March 2026



Report and Audited Financial Statements

31 August 2025

OPINION

We have audited the financial statements of Food Foundation (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical

requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 7 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

AUDITOR RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to

influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- 1 We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- 2 We reviewed the charity's policies and procedures in relation to:
 - Identifying, evaluating and complying with laws and regulations, and whether they were aware of
 - any instances of non-compliance;
 - Detecting and responding to the risk of fraud, and whether they were aware of any actual,
 - suspected or alleged fraud; and
 - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- 3 We inspected the minutes of trustee meetings.
- 4 We enquired about any non-routine communication with regulators and reviewed any reports made to them.

- 5 We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- 6 We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- 7 We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
 - Testing the appropriateness of journal entries;
 - Assessing judgements and accounting estimates for potential bias;
 - Reviewing related party transactions; and
 - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Godfrey Wilson Limited

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Date: 4 March 2025

Godfrey Wilson Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Charity Number:

1187611

Registered office and operational address:

International House
6 Canterbury Crescent
London
SW9 7QD

Trustees:

The trustees who served during the year and up to the date of this report were as follows:

Judith Batchelar (appointed 27 February 2025)
Parveen Bird (appointed 22 October 2024)
Rosel Boycott
Prof Hugh Godfray
Dr Sophie Harris (appointed 27 February 2025)
Andrew Hobbs
Neil Leitch (appointed 22 October 2024)
Sir Michael Marmot
Vanessa North
Laura Sandys

Executive Director:

Anna Taylor, OBE

Bankers:

Lloyds Bank plc
25 Gresham Street
London
EC2V 7HN

CAF Bank Limited
25 Kings Hill Avenue
Kings Hill
West Malling
ME19 4JQ

Auditors:

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Restricted £	Unrestricted £	2025 Total £	Restated 2024 Total £
Income from:					
Donations	3	1,175,102	482,965	1,658,067	1,097,443
Charitable activities	4	-	290,748	290,748	276,827
Investments		-	5,077	5,077	7,065
Total income		<u>1,175,102</u>	<u>778,790</u>	<u>1,953,892</u>	<u>1,381,335</u>
Expenditure on:					
Raising funds		-	71,252	71,252	68,474
Charitable activities		850,827	730,608	1,581,435	1,528,786
Total expenditure	6	<u>850,827</u>	<u>801,860</u>	<u>1,652,687</u>	<u>1,597,260</u>
Net income / (expenditure)		324,275	(23,070)	301,205	(215,925)
Transfers between funds		613	(613)	-	-
Net movement in funds	7	324,888	(23,683)	301,205	(215,925)
Reconciliation of funds:					
Total funds brought forward		140,717	460,186	600,903	816,828
Total funds carried forward		<u>465,605</u>	<u>436,503</u>	<u>902,108</u>	<u>600,903</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

Prior period expenditure has been reclassified to reflect the requirements of the Charities SORP (FRS 102) and to be comparable with the current year. The restatement impacts the classification of expenditure between raising funds and charitable activities as documented in note 6. The restatement is purely a reclassification and does not affect net income / (expenditure).

BALANCE SHEET AS AT 31 AUGUST 2025

	Note	£	2025 £	2024 £
Current assets				
Debtors	10	132,998		182,899
Current asset investment	11	201,461		-
Cash at bank and in hand		<u>645,498</u>		<u>510,832</u>
		979,957		693,731
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(77,849)</u>		<u>(92,828)</u>
Net current assets			<u>902,108</u>	<u>600,903</u>
Net assets	13		<u><u>902,108</u></u>	<u><u>600,903</u></u>
Funds	14			
Restricted funds			465,605	140,717
Unrestricted funds				
General funds			<u>436,503</u>	<u>460,186</u>
Total charity funds			<u><u>902,108</u></u>	<u><u>600,903</u></u>

Approved by the trustees on 3 March 2026 and signed on their behalf by

Laura Sandys

L J Sandys, Chair of Trustees

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2025

	2025 £	2024 £
Cash used in operating activities:		
Net movement in funds	301,205	(215,925)
Adjustments for:		
Interest from investments	(5,077)	(7,065)
Decrease / (increase) in debtors	49,901	(76,394)
Decrease in creditors	(14,979)	(32,315)
Net cash provided by / (used in) operating activities	331,050	(331,699)
Cash flows from investing activities:		
Interest from investments	5,077	7,065
Net cash provided by investing activities	5,077	7,065
Increase / (decrease) in cash and cash equivalents in the year	336,127	(324,634)
Cash and cash equivalents at the beginning of the year	510,832	835,466
Cash and cash equivalents at the end of the year	846,959	510,832
Cash and cash equivalents comprises:		
Current asset investments	201,461	-
Cash at bank and in hand	645,498	510,832
	846,959	510,832

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. ACCOUNTING POLICIES

A) GENERAL INFORMATION AND BASIS OF PREPARATION

Food Foundation registered as a Charitable Incorporated Organisation on 28 January 2020 in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered number is 1187611 and registered office is 7th Floor, International House, 6 Canterbury Crescent, London, SW9 7QD.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Food Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

B) GOING CONCERN BASIS OF ACCOUNTING

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

C) INCOME

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from donations is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1 ACCOUNTING POLICIES (CONTINUED)

Grants (including government grants) are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance related conditions attached to the grant have been met, it is probable that the income will be received and the amount can be measured reliably. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income from the supply of services is recognised with the delivery of the contracted service provided that: the stage of the completion, the costs incurred in delivering the service and the costs to complete the requirements of the contract can all be measured reliably.

D) DONATED SERVICES AND FACILITIES

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

E) INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

F) FUNDS ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

G) EXPENDITURE AND IRRECOVERABLE VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

H) ALLOCATION OF SUPPORT AND GOVERNANCE COSTS

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of staff time as follows:

	2025	Restated 2024
Raising funds	6.3%	6.2%
Charitable activities	93.7%	93.8%

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025**1 ACCOUNTING POLICIES (CONTINUED)****I) DEBTORS**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

J) CURRENT ASSET INVESTMENTS

Current asset investments consist of balances held on short term deposit in interest bearing accounts, with a maturity date between 3 and 12 months.

K) CASH AT BANK AND IN HAND

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

L) CREDITORS

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

M) FINANCIAL INSTRUMENTS

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments are measured at cost, which is their fair value. Financial assets include the bank balances, trade debtors and accrued income, but excludes prepayments. Financial liabilities include trade creditors, other creditors and accruals but excludes deferred income, social security and other taxes due.

N) PENSION COSTS

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

O) FOREIGN CURRENCY TRANSACTIONS

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

P) ACCOUNTING ESTIMATES AND KEY JUDGEMENTS

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued income as described in note c) above.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

2. PRIOR PERIOD COMPARATIVES: STATEMENT OF FINANCIAL ACTIVITIES

	Restricted £	Unrestricted £	Restated 2024 Total £
Income from:			
Donations	600,822	496,621	1,097,443
Charitable activities	-	276,827	276,827
Investments	-	7,065	7,065
Total income	<u>600,822</u>	<u>780,513</u>	<u>1,381,335</u>
Expenditure on:			
Raising funds	-	68,474	68,474
Charitable activities	<u>744,641</u>	<u>784,145</u>	<u>1,528,786</u>
Total expenditure	<u>744,641</u>	<u>852,619</u>	<u>1,597,260</u>
Net expenditure and net movement in funds	<u>(143,819)</u>	<u>(72,106)</u>	<u>(215,925)</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

3. INCOME FROM DONATIONS

	Restricted £	Unrestricted £	2025 Total £
Grants	1,175,102	442,576	1,617,678
Donations	-	40,389	40,389
Total income from donations	<u>1,175,102</u>	<u>482,965</u>	<u>1,658,067</u>

Prior period comparative:

	Restricted £	Unrestricted £	2024 Total £
Grants	600,822	448,854	1,049,676
Donations	-	47,767	47,767
Total income from donations	<u>600,822</u>	<u>496,621</u>	<u>1,097,443</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	2025 Total £	2024 Total £
Service income	<u>290,748</u>	<u>276,827</u>

All income from charitable activities in the current and prior year was unrestricted.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

5. GOVERNMENT GRANTS

The charity receives government grants, defined as funding from the National Lottery to fund charitable activities. The total value of such grants in the period ending 31 August 2025 was £449,586 (2024: £50,797). There are no unfulfilled conditions or contingencies attaching to these grants in 2024/25.

6. TOTAL EXPENDITURE

	Raising funds £	Charitable activities £	Support and governance costs £	2025 Total £
Staff costs (note 8)	50,983	754,699	140,178	945,860
Research	-	109,795	-	109,795
Partner costs	-	201,734	-	201,734
Contractors	-	25,462	-	25,462
Other project costs	-	188,494	-	188,494
Technology	-	-	15,360	15,360
Premises	-	-	28,566	28,566
Governance	-	-	3,149	3,149
Communications	-	1,196	20,539	21,735
HR and finance	-	-	81,295	81,295
Other support costs	-	-	31,237	31,237
Sub-total	50,983	1,281,380	320,324	1,652,687
Allocation of support and governance costs	20,269	300,055	(320,324)	-
Total expenditure	71,252	1,581,435	-	1,652,687

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

6. TOTAL EXPENDITURE (CONTINUED)
PRIOR PERIOD COMPARATIVE - RESTATED

	Raising funds £	Charitable activities £	Support and governance costs £	2024 Total £
Staff costs (note 8)	48,725	740,630	182,794	972,149
Research	-	143,321	-	143,321
Partner costs	-	62,248	-	62,248
Contractors	-	61,497	-	61,497
Other project costs	-	214,740	-	214,740
Technology	-	-	21,129	21,129
Premises	-	-	28,620	28,620
Governance	-	-	321	321
Communications	-	6,156	32,101	38,257
HR and finance	-	-	34,470	34,470
Other support costs	-	-	20,508	20,508
Sub-total	48,725	1,228,592	319,943	1,597,260
Allocation of support and governance costs	<u>19,749</u>	<u>300,194</u>	<u>(319,943)</u>	<u>-</u>
Total expenditure	<u>68,474</u>	<u>1,528,786</u>	<u>-</u>	<u>1,597,260</u>

Prior period expenditure has been restated to reflect the split of staff time spent on raising funds, charitable activities, and support and governance activities. Additionally, the prior period expenditure disclosure has been expanded to better reflect the charity's activity areas. Total expenditure is not affected.

7. NET MOVEMENT IN FUNDS

This is stated after charging:

	2025 £	2024 £
Operating lease payments	28,800	28,800
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	Nil
Auditors' remuneration (excluding VAT):		
▪ Statutory audit	10,950	13,200
▪ Other services	<u>-</u>	<u>2,100</u>

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

8. STAFF COSTS

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	828,423	851,354
Social security costs	85,513	90,893
Pension costs	31,924	29,902
	<u>945,860</u>	<u>972,149</u>

	2025 No.	2024 No.
Employees earning more than £60,000 during the year:		
Between £60,000 and £70,000	1	-
Between £90,000 and £100,000	<u>1</u>	<u>1</u>

	2025 No.	2024 No.
Average head count	<u>23</u>	<u>23</u>

The key management personnel of the charity comprise the Trustees, Executive Director, and senior management team. The total employee benefits of the key management personnel were £328,886 (2024: £388,075).

9. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. DEBTORS

	2025 £	2024 £
Trade debtors	72,837	136,629
Accrued income	56,759	36,108
Prepayments	<u>3,402</u>	<u>10,162</u>
	<u>132,998</u>	<u>182,899</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

11. CURRENT ASSET INVESTMENTS

	2025 £	2024 £
Short term deposits	<u>201,461</u>	<u>-</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN 1 YEAR

	2025 £	2024 £
Trade creditors	29,249	42,019
Accruals	21,895	20,382
Other taxation and social security	22,091	25,520
Other creditors	<u>4,614</u>	<u>4,907</u>
	<u>77,849</u>	<u>92,828</u>

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	General funds £	Total funds £
Current assets	490,056	489,901	979,957
Current liabilities	<u>(24,451)</u>	<u>(53,398)</u>	<u>(77,849)</u>
Net assets at 31 August 2025	<u>465,605</u>	<u>436,503</u>	<u>902,108</u>
Prior year comparative			
	Restricted funds £	General funds £	Total funds £
Current assets	233,545	460,186	693,731
Current liabilities	<u>(92,828)</u>	<u>-</u>	<u>(92,828)</u>
Net assets at 31 August 2024	<u>140,717</u>	<u>460,186</u>	<u>600,903</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

14. MOVEMENTS IN FUNDS

	At 1 September 2024 £	Income £	Expenditure £	Transfers between funds £	At 31 August 2025 £
Restricted funds					
Bite Back 2030	-	20,125	(14,148)	-	5,977
Green Alliance	-	11,700	(11,700)	-	-
Guy's & St Thomas' Charity	47,369	60,000	(69,743)	-	37,626
Kristian Gerhard Jebsen Foundation	-	40,000	(40,000)	-	-
Imperial College	-	11,826	(12,439)	613	-
National Lottery - Full of Beans	-	429,586	(282,424)	-	147,162
National Lottery - Awards for All	-	20,000	(17,784)	-	2,216
Nuffield Foundation	-	86,625	(86,625)	-	-
Nutritional Wellbeing Foundation	-	40,000	-	-	40,000
Rank Foundation	11,140	631	(11,771)	-	-
School Food Matters	-	28,043	(25,319)	-	2,724
Sustain: The Alliance for Better Food & Farming	-	86,441	(53,995)	-	32,446
The Rothschild Foundation - Beans	-	26,685	(3,381)	-	23,304
The Rothschild Foundation - Groundswell	-	4,342	(2,486)	-	1,856
The Health Foundation	-	15,000	(7,909)	-	7,091
Trust for London	3,758	45,000	(48,758)	-	-
Waterloo Foundation	78,450	25,000	(90,219)	-	13,231
Windward Fund	-	224,098	(72,126)	-	151,972
Total restricted funds	140,717	1,175,102	(850,827)	613	465,605
Unrestricted funds					
General funds	460,186	778,790	(801,860)	(613)	436,503
Total unrestricted funds	460,186	778,790	(801,860)	(613)	436,503
Total funds	600,903	1,953,892	(1,652,687)	-	902,108

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

14. MOVEMENTS IN FUNDS (CONTINUED)**Purposes of restricted funds**Bite Back 2030

To support our coordination on business engagement and mandatory reporting.

Green Alliance

To support our work on a policy briefing on boosting plant rich diets.

Guy's & St Thomas' Charity

For leveraging investor support for healthier food and business policy.

Kristian Gerhard Jebsen Foundation

To support our core costs.

Imperial College

To support our research engagement on food taxes.

National Lottery - Full of Beans

To support our beans campaign.

National Lottery - Awards for All

To support our young food ambassador residential trip.

Nuffield Foundation

Using quantitative and qualitative evidence to re-shape the public narrative on dietary inequality, particularly relating to children, to catalyse purposeful action from policy makers and business. Funds held to contribute towards the Dietary Inequality project.

Nutritional Wellbeing Foundation

To support our work on secondary school food.

Rank Foundation

To support the placement of a Time to Shine Leader.

School Food Matters

To support our advocacy on school food.

Sustain: The Alliance for Better Food & Farming

Delivery of the 'Fiscal Measures' project, which is a joint project with the Obesity Health Alliance and Sustain to build the evidence base on and advocate for fiscal measures relating to food.

The Rothschild Foundation - Beans

To support our research to scope bean production in the UK.

The Rothschild Foundation - Groundswell

To support our event on beans at Groundswell.

The Health Foundation

To support our work to bring ambassador voices to parliamentarians.

Trust for London

To support our work on school food in London.

Waterloo Foundation

To support research and advocacy on early years nutrition.

Windward Fund

To support our work to advocate for plant rich diets.

Transfers

To cover overspends on restricted projects with general funds.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

14. MOVEMENTS IN FUNDS (CONTINUED)**Prior year comparative**

	At 1 September 2023 £	Income £	Expenditure £	Transfers between funds £	At 31 August 2024 £
Restricted funds					
AIM Foundation	21,820	-	(21,820)	-	-
Beaverbrooke Foundation	17,500	-	(17,500)	-	-
British Heart Foundation	-	7,232	(7,232)	-	-
Guy's & St Thomas' Charity	136,781	86,668	(176,080)	-	47,369
Imperial College	-	9,358	(9,358)	-	-
National Lottery	68,461	115	(68,576)	-	-
Nuffield Foundation	-	131,539	(131,539)	-	-
QBE	-	50,000	(50,000)	-	-
Rank Foundation	8,670	31,474	(29,004)	-	11,140
School Food Matters	-	15,297	(15,297)	-	-
Sustain: The Alliance for Better Food & Farming	18,952	68,344	(87,296)	-	-
The Health Foundation	-	21,600	(21,600)	-	-
The Joseph Rowntree	12,352	17,500	(29,852)	-	-
Trust for London	-	45,000	(41,242)	-	3,758
University of Leeds	-	4,500	(4,500)	-	-
Waterloo Foundation	-	90,000	(11,550)	-	78,450
Wellcome Trust/The London School of Hygiene and Tropical Medicine	-	16,975	(16,975)	-	-
Uni of Robert Gordon	-	875	(875)	-	-
Uni of SOAS	-	4,189	(4,189)	-	-
Ad hoc	-	156	(156)	-	-
Total restricted funds	284,536	600,822	(744,641)	-	140,717
Unrestricted funds					
<i>Designated funds:</i>					
Core	71,859	-	-	(71,859)	-
<i>Total designated funds</i>	<i>71,859</i>	<i>-</i>	<i>-</i>	<i>(71,859)</i>	<i>-</i>
General funds	460,433	780,513	(852,619)	71,859	460,186
Total unrestricted funds	532,292	780,513	(852,619)	-	460,186
Total funds	816,828	1,381,335	(1,597,260)	-	600,903

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

15. OPERATING LEASE COMMITMENTS

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2025 £	2024 £
Amount falling due:		
Within 1 year	28,800	28,800
Within 1 - 5 years	<u>16,800</u>	<u>45,600</u>
	<u>45,600</u>	<u>74,400</u>

16. RELATED PARTY TRANSACTIONS


R Boycott, a trustee, is also a director of Veg Power CIC until 4 December 2024. A Taylor, CEO, is also a director of Veg Power CIC. During the year the charity made partner payments of £191,712 (2024: £nil). There were no outstanding amounts payable at the year end.

D Edwards, a trustee in the prior year, was also a trustee of Sustain: The Alliance for Better Food & Farming. In the prior remuneration year the charity received grants from Sustain of £66,390.

A sibling of S Harris, a trustee, is an employed by the charity and has received remuneration during the period of S Harris's appointment amounting to £13,645.

All transactions were carried out at arms length.



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