



NO WASTE NO HUNGER

Grow an efficient food recovery network to fuel people and reduce the environmental impacts of avoidable food waste

VISION
MISSION

STRATEGIC PRIORITIES 2020 2022

PRIORITIES	KEY INITIATIVES	ACTIONS	2022 GOALS	Status as of August 31, 2021	FY22 KPIs
1 SUSTAINABLE GROWTH	Food Recovery	<ul style="list-style-type: none"> Increase volume of food rescued by 27% 	<ul style="list-style-type: none"> ✓ 20 MM lbs of food rescued ✓ New facility in operation 	<ul style="list-style-type: none"> ✓ 42.4 million lbs of food rescued ✓ New facility to open early 2022 	<ul style="list-style-type: none"> 42 million pounds of food rescued New facility fully operational by Q2
	Community Support	<ul style="list-style-type: none"> Grow social service organizations receiving rescued food by 73% 	<ul style="list-style-type: none"> ✓ 1,815 social service organizations supported 	<ul style="list-style-type: none"> ✓ 3,165 agencies served FY21 	<ul style="list-style-type: none"> 3,666 registered agencies
	Education	<ul style="list-style-type: none"> Provide more training to children, youth and adults to improve food safety knowledge and build skills for reducing food waste 	<ul style="list-style-type: none"> ✓ 100 training sessions / 1700 individuals trained per year ✓ Establish online E-learning courses 	<ul style="list-style-type: none"> ✓ 4,413 individuals trained FY21 ✓ 93 e-learning courses offered FY21 	<ul style="list-style-type: none"> 4,500 Individuals trained 100 training sessions offered
	Environmental Impact	<ul style="list-style-type: none"> Decrease climate impact by reducing greenhouse gas pollution 	<ul style="list-style-type: none"> ✓ 35 M kg harmful emissions averted by food recovery 	<ul style="list-style-type: none"> ✓ Over 75 M kg emissions averted in FY21 	<ul style="list-style-type: none"> 71.6 M kg emissions averted
	Financial Health	<ul style="list-style-type: none"> Deliver growth, while being fiscally responsible 	<ul style="list-style-type: none"> ✓ 75 days unrestricted cash available 	<ul style="list-style-type: none"> ✓ 400 days of unrestricted cash on hand 	<ul style="list-style-type: none"> \$11.5M unrestricted cash - 316 days of operating expenses
2 TALENT MANAGEMENT	Donor Engagement and Retention	<ul style="list-style-type: none"> Disciplined national expansion with agile and flexible business model (highly scalable solution) 	<ul style="list-style-type: none"> ✓ Food Rescue App in operation in additional provinces ✓ More geographical breadth in funders and food donors 	<ul style="list-style-type: none"> ✓ Food Rescue operating in all provinces/territories ✓ Food donors in all provinces/territories ✓ Funders in all provinces/territories 	<ul style="list-style-type: none"> 1,850 new food donor locations 10-15% increase in financial giving
	Board Governance	<ul style="list-style-type: none"> Create new Board renewal policy to incorporate enhanced recruitment, evaluation and structure 	<ul style="list-style-type: none"> ✓ Board Renewal Policy implemented 	<ul style="list-style-type: none"> ✓ Board renewal is ongoing, term limits codified, skill matrix to identify gaps and inform recruitment 	<ul style="list-style-type: none"> Recruit 2 Board members that meet needs identified in the skills matrix
	Employee Performance	<ul style="list-style-type: none"> Formalize program to support career development, optimize objectives for all roles, augment feedback process to support staff 	<ul style="list-style-type: none"> ✓ Performance culture attained with achievable objectives and consistent feedback mechanism in place 	<ul style="list-style-type: none"> ✓ Performance review process streamlined Targeted investment in professional development Enhanced onboarding for new staff 	<ul style="list-style-type: none"> 105 FTE's, an increase of 27% > 80% of documented performance goals achieved
3 AWARENESS/ COMMUNICATION	Leadership Development	<ul style="list-style-type: none"> Create a formal succession plan to ensure depth of management 	<ul style="list-style-type: none"> ✓ Formal Succession Plan adopted 	<ul style="list-style-type: none"> ✓ Succession plans developed for senior leaders 	<ul style="list-style-type: none"> > 80% of employee learning plans achieved > 50% of open positions filled by internal candidates
	Food Waste Policy Change	<ul style="list-style-type: none"> Identify and develop research opportunities Provide thought leadership on relevant public affairs issues 	<ul style="list-style-type: none"> ✓ Second Harvest recognized as world leader in food rescue ✓ Input sought and influence made in new food waste policies 	<ul style="list-style-type: none"> ✓ Completed research on agency mapping, food donor mapping, and post-Covid demand for food ✓ Recognized by UN FAO - spoke at World Food Day Member of Canadian Food Policy Advisory Council 	<ul style="list-style-type: none"> Inform legislative and policy changes through Canada's Food Advisory Council, Membership in the Standards Council Mirror Committee on FLW Continue to work with governments across the country on FLW policy initiatives
	Public Engagement	<ul style="list-style-type: none"> Refresh brand Conduct awareness-raising campaign to increase profile Improve supporter communication with greater data analytics use Develop a robust social media strategy 	<ul style="list-style-type: none"> ✓ New brand recognized and embraced in community ✓ Second Harvest known as go-to facility for knowledge-sharing, training, best-practices ✓ Social media engagement increase 	<ul style="list-style-type: none"> ✓ Brand refresh complete □ ✓ Over 40,000 followers across all social media platforms 	<ul style="list-style-type: none"> Brand refresh launched to the public Website redesign completed Second Harvest is known as the go-to facility for knowledge-sharing, training, and best practices 30% increase in followers on all social media platforms
	Internal Communication	<ul style="list-style-type: none"> Monthly board and staff updates on new facility Monthly internal newsletter and quarterly townhalls continue 	<ul style="list-style-type: none"> ✓ All staff able to speak knowledgeably regarding more aspects of our growth and food recovery expertise 	<ul style="list-style-type: none"> ✓ Increased Board and staff internal communication via newsletter, email, and town halls 	<ul style="list-style-type: none"> Monthly 'good news' reporting to Board of Directors and staff 4 or more staff Town Halls held annually