

INVESTOR COALITION ON FOOD POLICY

TERMS OF REFERENCE

Date: September 2024; next review due September 2026

1. INTRODUCTION

Enclosed are the Terms of Reference (ToR) for the Investor Coalition on Food Policy (the Coalition) as approved by the Coalition in September 2024. This version replaces the previous Coalition terms of reference.

2. RATIONALE

The Investor Coalition on Food Policy exists to harness the power of the investment community to engage with Government on food-related issues. The scope of the Coalition is advocating for government intervention, specifically regulation, which is required to support the transition to a healthy, sustainable and affordable food system and to ensure a level playing field that ensures the market as a whole moves further, faster. There is value in investors engaging with policymakers on food policy, and in working collaboratively across the thematic areas of health, sustainability and affordability in the context of engagement with policymakers and broader corporate engagement.

The Food Foundation acts as the Secretariat for the Coalition. The Coalition has an Advisory Group, who provide strategic guidance to the Coalition and Secretariat.

3. COMPOSITION AND ROLES

3.1 Secretariat

The Coalition is convened and resourced by The Food Foundation as the Secretariat. The Business and Investor Engagement Team and other relevant teams as required at The Food Foundation will advise, input, and provide research and support to the Coalition. The Secretariat has administrative responsibility for the Coalition, including, but not limited to:

- organising and attending meetings of the Coalition, the Advisory Group and any Working Groups;
- supporting the Advisory Group;
- liaising with Government departments and parliamentarians;
- reporting to the Coalition's funders; and
- producing various content and reports such as The Food Foundation's investor briefings on food system issues.

The Secretariat will also look for opportunities to collaborate with / coordinate across different investor coalitions working on related topics. The Secretariat will produce an annual report which will highlight progress and lessons learned to funders and the wider Coalition.

The Food Foundation team is as follows:

- A dedicated investor engagement lead to be the main contact for the Secretariat;
- Administration, data and collaboration support: from within the wider Business and Investor Engagement Team;
- Policy engagement lead;
- Communications lead.

3.2 Advisory Group

The Advisory Group sets the strategic direction of the Coalition, provides guidance to the Coalition and Secretariat, monitors progress on the Coalition’s priorities, and takes ad hoc decisions on behalf of the Coalition as required and appropriate.

The Advisory Group has a minimum of three and a maximum of five members, drawn from within the wider Coalition. Those members of the Coalition interested in being on the Advisory Group when a vacancy arises can self-nominate, with a vote being held by the Coalition to confirm the appointment. A quorum of the Advisory Group will be a majority of the Advisory Group’s members. The terms of the Advisory Group’s members will be a three-year term starting from the date of appointment, renewable once. The terms of the Advisory Group members should aim to be staggered (see diagram below) in order to ensure continuity and limit loss of institutional knowledge on the Advisory Group. The number of Advisory Group members can flex, ideally in the years between the change in chair, to create a talent pipeline.

3.3 Chair

The Advisory Group selects a Chair from among its members. That person is both Chair of the Advisory Group and of the full Coalition. The Chair coordinates with the Secretariat to ensure the smooth and effective running of the Coalition and Advisory Group.

The term of the Chair is for two years starting from the date of appointment, renewable once with a maximum of four years as Chair. In the event that the Chair fails to complete their term, a new Chair will be selected by the Advisory Group and will complete the term of the outgoing Chair. The new Chair will be able to hold the position for a further two-year term following the completion of the original Chair’s term.

Year →	2024	2025	2026	2027	2028	2029	2030
AG member ↓							
AG1		new chair		new chair		new chair	
AG2		new chair		new chair		new chair	
AG3		new chair		new chair		new chair	
AG4		n/a		n/a		n/a	
AG5		n/a		n/a		n/a	

3.4 Working Groups

The Coalition can establish one or more Working Groups as appropriate and necessary to achieve its objectives. Each Working Group selects a chair from among its members. The Advisory Group makes decisions about the Working Groups’ establishment, remit and composition. Advisory Group members can also be involved in the Working Groups.

3.5 NGOs and other stakeholders

The Coalition, via the Secretariat, maintains strong collaboration with a wider set of NGOs and other coalitions working on related issues. The Coalition, supported by the Secretariat, plays an active role in coordinating different initiatives that are ongoing to drive the transformation of healthy, sustainable and affordable food systems.

4. MEETINGS AND WAYS OF WORKING

The Secretariat organises Coalition, Advisory Group and Working Group meetings, and develops the agendas in collaboration with the respective chairs of those bodies, which are then

confirmed by each respective body at the start of the relevant meeting.

4.1 Meeting focus, frequency and format

4.1.1 Full Coalition

The full Coalition meets twice a year, once online and once in-person. One of these meetings includes an annual review of impact and progress, and agreement on the next year's priority focus areas for the Coalition. The length of meetings is determined by the agenda, but should aim to be kept to one or two hours.

4.1.2 Advisory Group

The Advisory Group meets approximately quarterly, with an in-person meeting at least once a year. The length of meetings is determined by the agenda, which focuses on strategic matters, but should aim to be kept to one hour.

4.1.3 Working Groups

Each Working Group meets as required to complete its objectives as per its workplan. The length of meetings is determined by the agenda, but should aim to be kept to one hour. Working Group meetings are held online only.

4.2 Meeting minutes and materials

The Secretariat can circulate, as appropriate and required, materials in advance of the meeting in order to facilitate discussion.

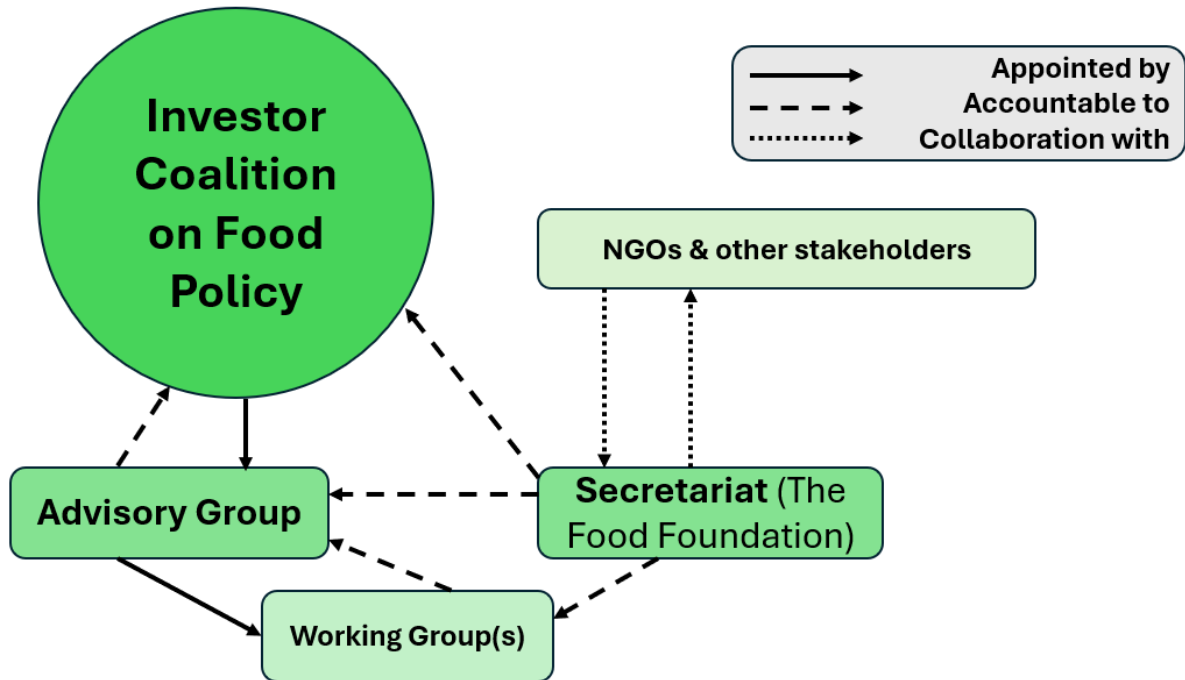
All meetings are minuted by the Secretariat and minutes are circulated to the members of the relevant body, no later than two weeks after the meeting but ideally within one week of the meeting. They are also made available to other Coalition bodies/members on request.

5. PRIORITY FOCUS AREAS

The Coalition has annual priority focus areas (available on the [Coalition's webpage](#) of The Food Foundation website), developed by the Secretariat in collaboration with the Advisory Group, and agreed by the full Coalition.

6. ACCOUNTABILITY

The Advisory Group and any Working Groups report and are accountable to the full Coalition. The chairs of the Working Groups are responsible for ensuring that the full Coalition is kept informed on the Working Groups' work, via accountability to the Advisory Group. The Secretariat is accountable to the Coalition, the Advisory Group and the Working Groups for delivery of its functions as the Secretariat. The Advisory Group shall report to the full Coalition via written updates between Coalition meetings, and verbal updates at Coalition meetings.



7. CONFIDENTIALITY

Coalition members shall not use or disclose any confidential information for any purpose other than to the extent required to perform their obligations in respect of these ToR. Members of the Coalition agree to comply with the Principles contained in the [Introduction to the Investor Coalition](#).

8. COMPENSATION

Coalition members shall not be compensated for their involvement with the Coalition. Expenses may be reimbursed in exceptional circumstances and in line with the Food Foundation's policies.

9. TRAINING

The Secretariat shall ensure that new Coalition members receive information/an induction appropriate to their role.

10. AMENDMENTS TO THESE TERMS OF REFERENCE

These Terms of Reference can be amended by the Coalition as it chooses and/or at the Advisory Group's recommendation.