

## The Food Foundation's Financial Engagement policy

### Risk assessment form

Updated May 2025

#### Step 1 – background information

*To be filled out by staff member in charge of the engagement. Note this should be completed for all funders as good practice and for transparency. It should be reviewed annually / when a new grant from a funder is being discussed.*

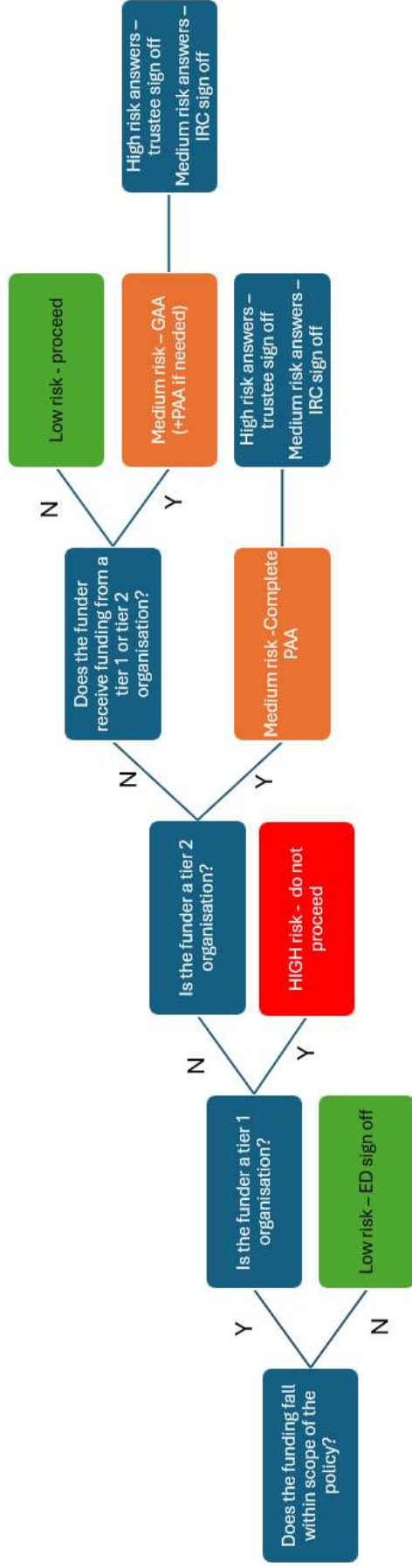
- Organisation name:
- Industry/sector:
- Engagement type and estimated value in £:
- Has Food Foundation had a previous engagement with this company or its affiliates? If so, in what capacity?
- Does the funder have any links to tier 1 or tier 2 companies?
- If yes, what is the nature of the funding (Single funder, pooled funding etc)
- If yes, what input does the company have into funding?
- If yes, does the company intend to do any PR regarding the grant?
- Company website(s):

#### Step 2 – Establishing the engagement and company/organisation type

Q1) Is the engagement and/or organisation tier 1, tier 2 or tier 3?

Tier	Risk and funding implication	Types of sectors	Action
Tier 1	Do not take direct funding.  High risk for indirect funding.	Non food: tobacco, arms, adult entertainment, fossil fuels, alcohol, gambling  Food: food manufacturers, caterers, retailers, producers, meat and dairy industry, formula companies or their associations/representative bodies,	Requires further assessment for indirect funding – governance assessment
Tier 2	Medium risk for direct funding.  Low risk for indirect funding.	Non food: Pharmaceutical, medical technologies, broadcasters, advertising. PR and marketing agencies, agri-tech, automobile  Food: wholesalers and SMEs focused on whole unprocessed fruit, veg, pulses and beans	Requires further assessment for direct and indirect funding  Policy assessment for direct; governance assessment for indirect
Tier 3	Low risk	Includes but not limited to: Sports companies, charities, research institutions, government bodies, banks, philanthropic organisations and foundations, insurance, financial institutions, publishers, music industry, electronic industry	Proceed unless funding source is tier 1 or 2 in which case undertake governance assessment

Q2) Is a Policy Alignment Assessment (PAA) or Governance Alignment Assessment (GAA) required? If 'no', go to step 5.



**Step 3 – Governance alignment assessment (GAA) –** if not required skip to step 4.

*This is primarily for use in the case where a potential funder receives money from tier 1 or 2 organisation. Using the below table as a guide, answer the following questions.*

Q3 – What is the grant givers source of income? Are they a tier 1 or tier 2 organisation(s)?

Q4 - How many funders are feeding into the grant ‘pot’? Is it single or pooled funding?

Q5 – What type of funding is being used? Is it a company profits or customer donations?

Q6 – Is the funding source (not the grant giver themselves) required to sign off the grant or any outputs?

Q7 – Is the funding source (not the grant giver themselves) planning to do any comms or PR related to the funding/grant?

	<b>High Risk</b> <i>If there are any scores in this column, the Board is required to review</i>	<b>Med Risk</b> <i>If there are any scores in this column (and none in high risk), IRC is required to review</i>	<b>Low Risk</b> <i>If all scores are in this column, the Executive Director can approve</i>
<b>Source of funding for the grant giving organisation / funding pot</b>	Company(s) from tier 1 organisation	Company (s) from tier 2 organisations	Foundation with historic / not current connection to tier 1 or 2 company  OR  Online donation platform through corporate fundraiser
<b>Number of funders who input to the relevant grant pot</b>	Single tier 1 organisation	Single tier 1, or multiple tier 1 and 2 companies direct to intermediary	Multiple and Tier1/2 funding via Foundations/charitable arms
<b>Type of origin funding</b>	Company profit	Customer donations or staff fundraising	
<b>Conditions imposed by Tier1/2 company</b>	Sign off on outputs  Any other direct involvement in proposal or delivery	Restricted funding  Requirement to inform of outputs	Unrestricted funding
<b>Communications risks</b>	Any PR or comms of grant by company  Cobranding on the grant by Tier1/2 company		

**Step 4 – Policy alignment assessment (PAA)** – if not required skip to step 5.

*These questions should be filled out related to the grant giving organisation (rather than funding source, unless concerns have been raised in GAA)*

Q8) Has the organisation been assessed with a PAA in the last 12 months? If 'yes' go to step 5, Q15, otherwise continue here:

Q9) Is the organisation directly connected with the food industry or therapies or products which are claimed to produce nutritional/health benefit (e.g. benefit the health of overweight or obese people), and is there reasonable evidence for the claimed benefit or, on the contrary, evidence of harm?

Q10) Is there reasonable evidence that the organisation has marketing/advertising strategies or undertakes lobbying or attempts political influence which has been deemed inconsistent or contradictory to the Food Foundation's stated objectives?

Q11) Are there any known organisations, bodies or campaigns being funded by the organisation which might be deemed inconsistent with contradictory to the Food Foundation's stated objectives?

Q12) Is there reasonable evidence the company is failing on ethical criteria, e.g. *child labour and employee welfare practices; environmental and sustainability practices; human right practices*, or that in contrast it has good practices in place?

Q13) Does the organisation have a close business relationship with other commercial interests (e.g. subsidiary or parent company, or peak organisation, federation or council) which should be taken into account in the assessment of risk? *E.g. Tier 1 or 2 companies*

Q14) Are there any other matters which might cause reputational damage or a conflict of interest? Are there any known concerns about the organisation's probity or reputation or political activities?

**Step 5 – Executive Director's assessment**

Q15) Using any assessments provided (inc. GAA, PAA, shown above) does the organisation's policies and activities align sufficiently with the mission, goals, positions, and overall vision of Food Foundation? (see Food Foundation objectives and mission statement)

Q16) Will the engagement help Food Foundation to realise its goals?

Q17) What risks may arise from entering such an engagement?

Q18) What risks may arise from NOT entering such an engagement?

Q19) Were any high or medium risks been flagged within the GAA? If no, skip to stage 7.

### **Step 6 – Trustee assessment (where needed)**

*Where medium risks have been identified IRC should be requested to review, where high risks have been flagged, or there are uncertainties, the Board should be requested to review.*

Q20) Has the PAA of GAA flagged anything of concern that could create reputational damage

Q21) What is the response of trustees?

- I) Consensus agreement that:
- II) Disagreement, with the following comments made:

### **Step 7 – Decision and follow up**

Decision:

Summary of statement sent to the organisation: