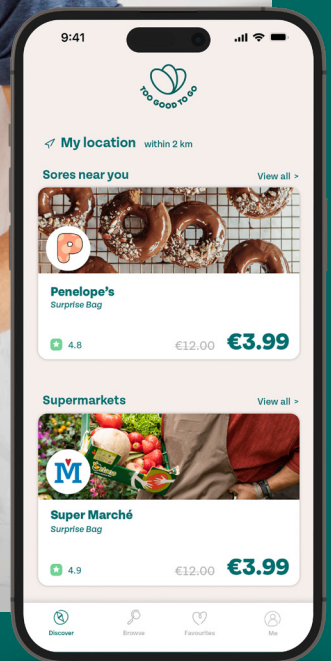




# IMPACT REPORT 2022

Fighting food waste together



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# WORDS FROM **everyday** HEROES

To kick off our look back at 2022,  
we asked our incredible team one big question:

**“How did you find working for Too Good To Go in 2022?”**

And it's fair to say their answers gave us a warm, fuzzy feeling...



*I've never worked in an environment like Too Good To Go, where people come from all sorts of backgrounds, motivated by a common goal: to do good for the planet!*

**Yasmine Collins**  
**Regional Sales Manager**  
**United Kingdom**

*I became a mom in September 2021. Ever since I was pregnant, I've received nothing but support, help and understanding from every person in the company.*

**Rocío Abella**  
**Global Trade Marketing Manager**  
**Spain**

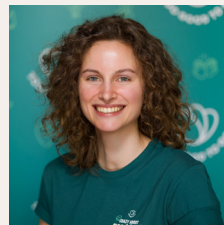


*It's a flexible, fast and enriching environment where talent can flourish. Our people make Too Good To Go special to me.*

**Giacomo Muci**  
**VP Global Independent Accounts**  
**Spain**

*It's a place where ambitious people come together and really change the world - Surprise Bag by Surprise Bag!!*

**Nina Steinhauser**  
**Franchise Sales Specialist**  
**Germany**



# A word FROM OUR CEO

**2022 was undoubtedly a challenging year, not just for Too Good To Go, but for anyone operating a business, running a household or looking to provide their family with low-cost, high-quality food.**

Rather than throw the towel in, we doubled down. Because we are on a mission: to inspire and empower everyone to fight food waste together.

In 2022, we sought to raise the bar once again through innovative solutions like the acquisition of food tech company CodaBene, and launching Magic Parcels directly from manufacturers.

We also influenced change through our date labelling campaign, education projects and legislative means.

***But we didn't do it alone.***

Along with our active users and stores, together we saved circa 79 million meals in 2022, avoiding nearly 200,000 tonnes of CO2e emissions.

And there's so much more to come.

While this Impact Report is an opportunity to reflect on our achievements, it's also a chance to highlight where we can improve, and become a better, kinder, more effective business.

**So in 2023, let's continue to work together to create impact at scale.**

Mette



Did you know

**MORE THAN**  
**1/3**  
**OF ALL FOOD IS**  
**WASTED?**

\$1 trillion-worth of good, edible food is wasted every year, while 828 million people go hungry every day (WWF, 2021; FAO, 2014; FAO, 2022).

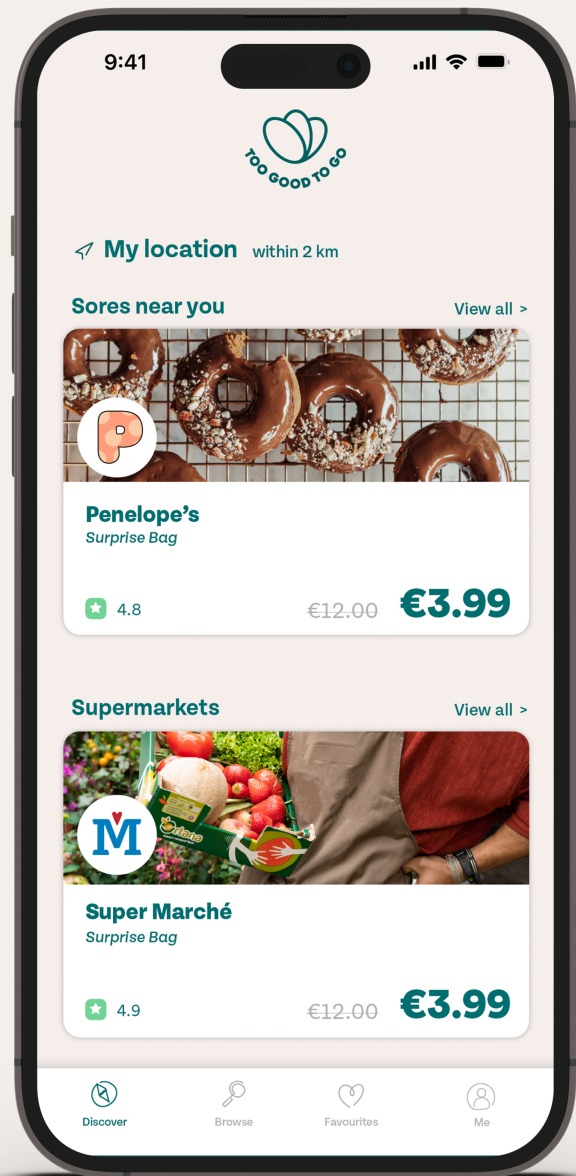
This isn't a scarcity issue, but a resource management one.

# THE app

Let's start with the way most people first hear about Too Good To Go. The app.

Too Good To Go's award-winning marketplace app is at the heart of everything we do, helping businesses sell their surplus food at a reduced price, preventing perfectly good products from being thrown away, and fighting for the future of our planet in the process.

Surplus food generated by businesses is packaged into 'surprise bags', then, via our app, reserved by users at roughly a third of the original price. This offsets costs for retailers, whilst provides great food at great value for consumers. What's not to love?





## APP STATS

 **2**  
**MILLION**

The number of users opening the app daily.

**2.31**  
**TIMES** 

The average number of times these users open the app per day.

 **1977**  
**BAGS**

The number of bags one user in Belgium saved in 2022. An all-time record.

# REVIEWS FROM happy CUSTOMERS

*I sometimes share the saved food with three other families. Delicious food, the environment is saved and four families can eat from it!*

– Customer from Netherlands

*I'm a first time user of the app and it's a game-changer, I try to shop smart money-wise and this app will make a big difference for groceries and lunch.*

– Customer from United Kingdom

*An app that fights food waste, saves me money and makes me be creative in the kitchen, can only be awesome!*

– Customer from Belgium

*Can't recommend this service enough. The app is easy to use, the prices are extremely budget-friendly, the partners are kind and the food is of a high standard. Additionally, it is nice to know you can do a good deed for the planet.*

– Customer from Norway





# A GLOBAL problem

**OK, so here's the bad news.**

Worldwide, **1 in 9** people go to bed hungry (FAO, 2022).

Despite this shocking statistic, almost **40%** of food goes to waste across the globe (WWF, 2021).

Not only that, but Russia's invasion of Ukraine has caused food, fuel and fertiliser prices to soar (WFP, 2022).

These factors, along with the climate crisis and the COVID-19 pandemic, mean that food instability and insecurity are timely, urgent and truly global problems.

**A hopeless situation, right?  
Wrong.**

# SPARKS OF hope

**Because there's another way of  
reading these numbers:**



By saving just a quarter of the food currently lost or wasted globally, we could feed all **828 million** people affected by hunger (FAO, 2022).

That's the kind of challenge we can't turn down.  
And luckily, we're not tackling it alone:

In politics, 2022's COP27 included food waste on the agenda for the first time.



In retail, **40%** of the world's 50 largest food companies now measure and report food waste, with **20%** committing to reduction programmes (Champions 12.3, 2022).



Consumers are doing their bit too, with an **80%** post-pandemic rise in people searching online for ways to increase the life of food items (Capgemini, 2022).

**A hopeful situation, right?  
You got it.**

# OUR **impact**

- 16 **2022 in numbers**
- 18 **B Corp**
- 20 **Our carbon footprint**
- 22 **Growing with CodaBene**





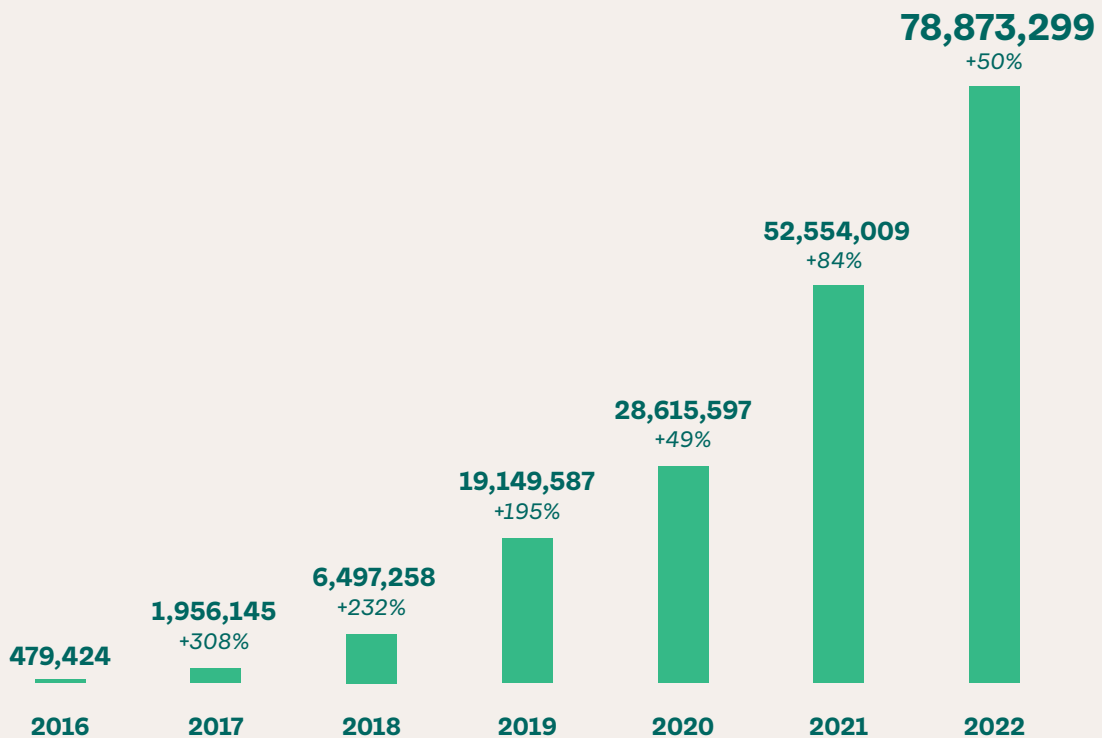
TOO GOOD TO GO

# 2022



## IN NUMBERS

### Meals saved in 2022



## HOW WE'VE GROWN SINCE 2016

Since our humble beginnings in 2016, we've worked with businesses and consumers to save almost 200 million meals. Which is like **avoiding the equivalent kg CO<sub>2</sub>e of flying 100,000 passengers around the world** (myclimate, 2019).



  
**79**  
**MILLION MEALS**

The headline news is that we saved almost 79 million meals in 2022. That's enough food to host the entire population of the UK for a dinner party, and have enough left over to invite everyone in Belgium!

We also registered over

**20 MILLION  
NEW USERS**



Worked with over

  
**80,000**  
**NEW STORES**

Welcomed

**595** 

amazing, inspirational  
**NEW COLLEAGUES**  
to the team

Thanks to you all for helping us have the most  
incredible year at Too Good To Go.



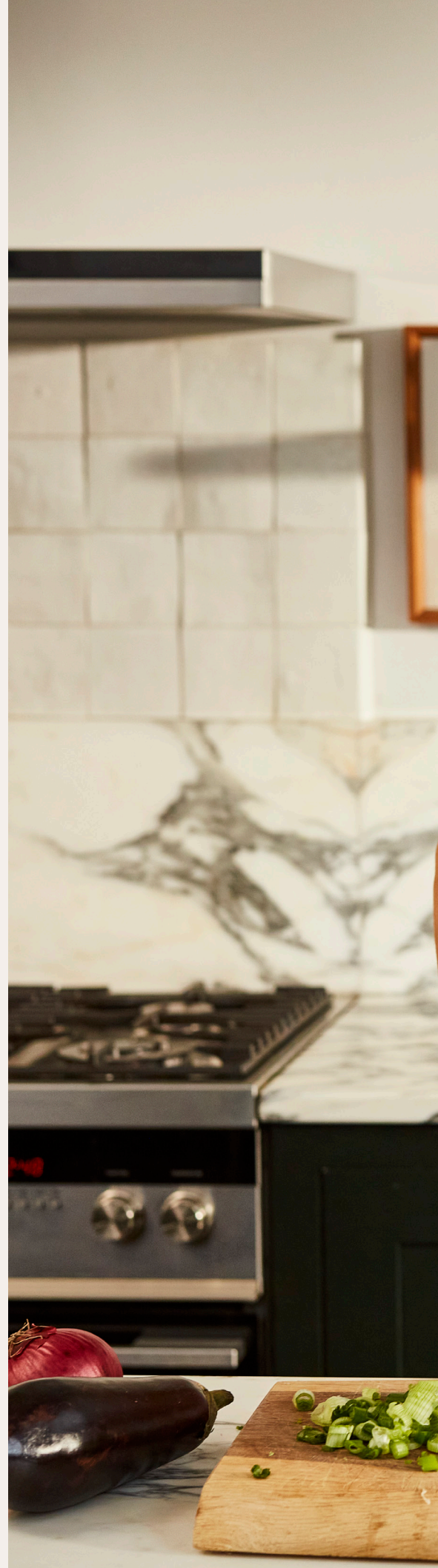
**In 2022, here at Too Good to Go, we proudly continued our B Corp journey.**

**But what is a B Corp?**

In simple terms, B Corps are businesses who meet the highest standards of social and environmental responsibility - they are rated on balancing profit with purpose, and doing good for the world.

**Basically, it's like getting a degree in being really, really, really nice.**

To become a B Corp, you have to get 80 points in the assessment. The average score for a business is 50 points, yet in our first year as a B Corp (2019), we achieved a score of 81.6. In 2022, we submitted our recertification and we're waiting to find out how much we've managed to raise the bar since then.





## B CORP BREAKDOWN

Here are some of our B Corp highlights from 2022:



**Being named** ‘Best in the World’ in the Governance category for the second year in a row.



**Launching** our ‘Grow’ platform, giving every single employee a chance to access our learning and development programmes.



**Committing** to paying all our employees the Living Wage.



**Providing** employees with the chance to volunteer at local food insecurity charities through our Shareback scheme.



**Donating** €232,467 to the Polish Red Cross, supporting their efforts in helping Ukrainian refugees.



**Introducing** a company policy prioritising train travel over air travel, to support reducing our carbon emissions.



**Giving employees** a chance to own a slice of the Too Good To Go pie with our third employee share round. Yum, pie.

# OUR CARBON footprint



Back in 2020, we partnered with carbon accounting platform Planetyly to start our Carbon Neutral+ journey, and with their help, we measured and offset our carbon footprint.

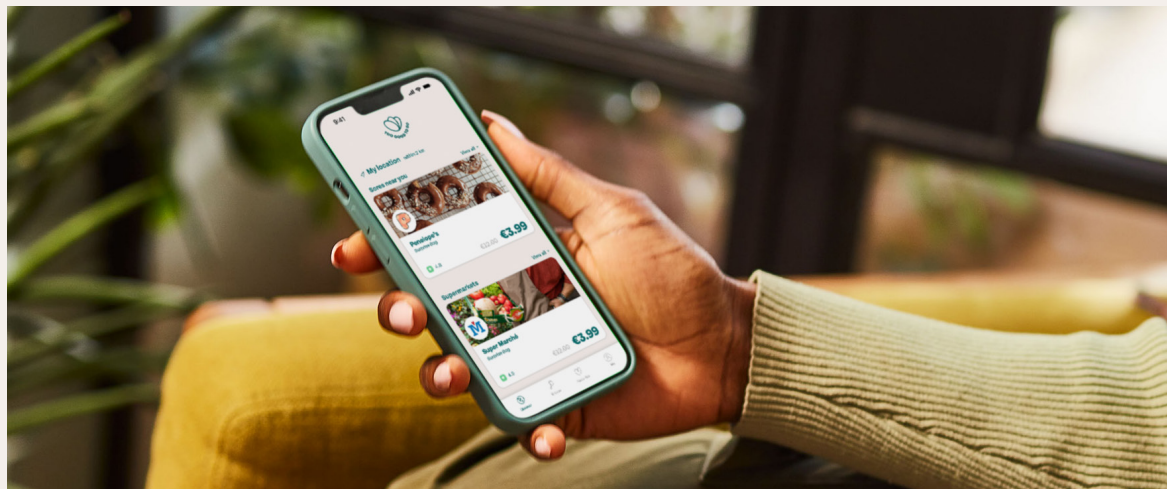
But while offsetting was a solid first step on our journey, we're committed to evolving and improving.

So in 2023, we're moving towards carbon *reduction*. That's why we are now partnering with Plan A, who'll support us to continue tracking our carbon footprint and to actively reduce our emissions at source.

Welcome aboard, Plan A.

If you compare our Impact Reports from 2020 and 2021 with 2022, you might notice a difference in our emissions figures. Good spot!

The reason for this is simple. 2021 was calculated by Planetyly, and 2022 by Plan A, who have slightly varying calculations. So, to avoid confusion – and to help us plan for the future – we're getting our 2020 and 2021 figures re-calculated by Plan A.



## OUR TOTAL EMISSIONS IN 2022

# 6564.5 tCO<sub>2</sub>e\*

Plan A separate these total emissions into three distinct categories, also known as 'scopes'.

**21.13 tCO<sub>2</sub>e**  
**SCOPE 1**

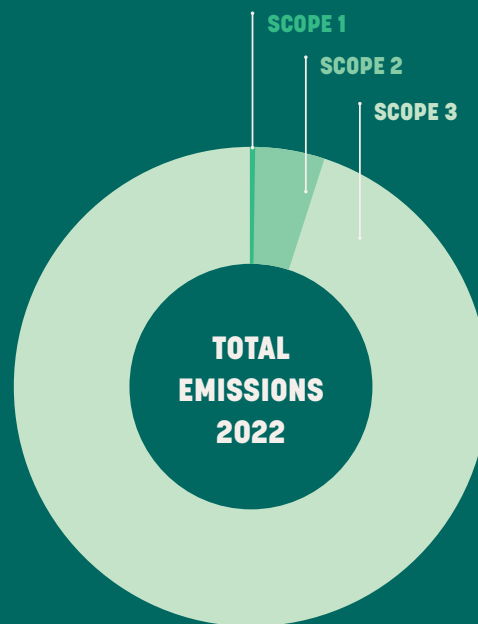
Direct emissions, e.g. company facilities

**312.06 tCO<sub>2</sub>e**  
**SCOPE 2**

Indirect emissions owned, e.g. heating and electricity

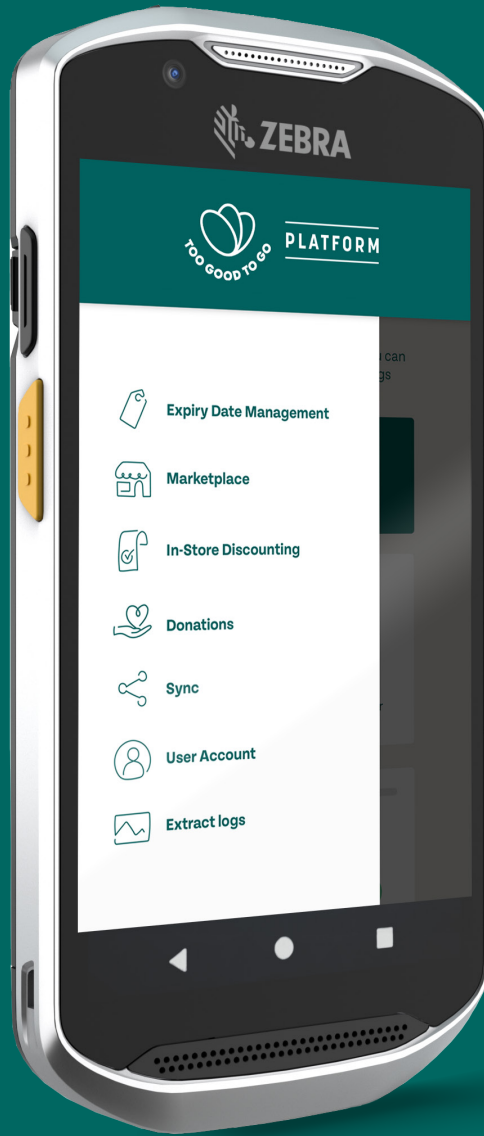
**6231.31 tCO<sub>2</sub>e**  
**SCOPE 3**

Indirect emissions not owned, e.g. purchased goods and services, water consumption and employee commute



Do you want to know more about greenhouse gas protocols?  
<https://ghgprotocol.org/corporate-standard>

\*tCO<sub>2</sub>e stands for tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e).



# GROWING WITH **CodaBene**





**In the world of food retail, poor stock and expiry date management is a major, ongoing problem.**

Not only do supermarkets throw away tonnes of good food every year, but this wastage eats significantly into their profits. Typically, this discarded food equates to 1-3% of a typical food retailer’s annual sales (ADEME, 2016). So, in November 2022, we acquired CodaBene, the tech startup behind ‘FoodMemo’, a simple, brilliant platform helping stores save time, food and money.

**THE PROBLEM**

When expiry dates aren’t recorded and stored digitally, staff on the shop floor must do it manually, adding unnecessary time and burden, and ultimately reducing productivity and increasing waste.

- **Time-wastage.** Every day, employees are asked to manually check the dates of thousands of products.
- **Errors.** Products are not discounted or removed from shelves early enough.
- **Confusion.** Even when upcoming expiry dates are detected on time, instructions on what to do with the relevant products are often unclear.

**THE SOLUTION**

With the help of the FoodMemo platform, Too Good To Go are empowering retailers to save time and money through better expiry date labelling and management.

Using FoodMemo provides retailers with:

- **Better detection.** FoodMemo provides a list of items that need to have their dates checked.
- **Better decisions.** FoodMemo decides on the ideal actions to take for those products close to expiry.
- **Better choices.** FoodMemo allows employees to instantly print discount stickers, or to assign the items to be donated or packaged into surplus bags.

Through the use of **FoodMemo**, over 3 million products are saved each month across more than 1000 stores. That's what you call a game-changer.

In 2022, the FoodMemo platform was rolled out across France, but in 2023, we hope to begin offering the service across all 17 of our wonderful participating countries.



*Joining Too Good To Go allows us to extend our offer to new customers by offering simpler, more efficient and more profitable solutions for managing food surplus.*

**LAURENT BACOT**  
Co-founder and CEO, CodaBene

*We are delighted to join forces with CodaBene and the FoodMemo platform. Together, we're responding to partner stores' desire to reduce in-store food waste, whilst also improving profitability.*

**METTE LYKKE**  
CEO, Too Good To Go







# OUR partners

- 28 Key Accounts
- 32 Indie stores
- 34 Manufacturers







- Ben Brice's**  
Chocolat milk  
with 2% milk chocolate, chocolate  
shavings, cinnamon, orange zest,  
vanilla, and caramel. 100% Dairy, 100% Chocolate
- House spiced plum**  
strangipane tart  
\$4.75 (12.29) / 10:00-3:00  
Includes tangy cream with fresh plums  
and pistachios
- House PCN Espresso and**  
chocolate custard tart  
\$4.75 (12.29) / 10:00-3:00  
with 2% House Espresso  
and Ben Brice's Chocolate
- Pastel de nata**  
\$4.75 (12.29) / 10:00-3:00  
Includes Portuguese egg custard tart

# KEY accounts

**This year, we welcomed 395 new food industry brands to the Too Good To Go family. These brands – or ‘Key Accounts’, as we call them – brought 24,555 new stores to our marketplace, helping us to get bigger and better in 2022.**

Through our Key Accounts alone, we saved almost 44 million meals in 2022, avoiding the CO<sub>2</sub>e of flying half a million passengers from London to Berlin (myclimate, 2019).



**44 million**  
**MEALS SAVED**

Together, we did incredible things, from running pop-up cooking classes to launching flagship stores, and even creating special Surprise Bags with Michelin Star chefs. *Ooh la la.*





**Through our partnership with Carrefour,  
we've now saved 10 million meals across:**

France, Belgium, Poland, Italy and Spain

**2022: OUR IMPACT WITH CARREFOUR**

**REST OF EUROPE**



**2.3 MILLION**

Meals saved



**1896**

Active stores

**FRANCE**



**3.4 MILLION**

Meals saved



**4094**

Active stores



**499**

New active stores  
in 2022

*“Our historical partnership works very well when it comes to redistributing our owned and franchised stores’ food surplus. However, it doesn’t only rely on Surprise Bags; Too Good To Go and Carrefour have proved that, together, a scale-up and a top retailer have the keys to go further and engage customers well beyond Surprise Bags.”*

**Bertrand Swiderski**  
Carrefour Group CSR Director

# INDIE stores

As well as the big brands, we also welcomed 52,671 independent butchers, bakers, greengrocers and other food business professionals to our roster of food sustainability champions.



These local legends continue to help us build ever-growing networks in communities and neighbourhoods across the world.



**33 million**  
**MEALS SAVED**

We saved a whopping 33 million meals through our indie stores in 2022. Our plan for 2023? Three words: *more, more, more.*



# PROFILE OF AN indie hero

## 1 Who are you?

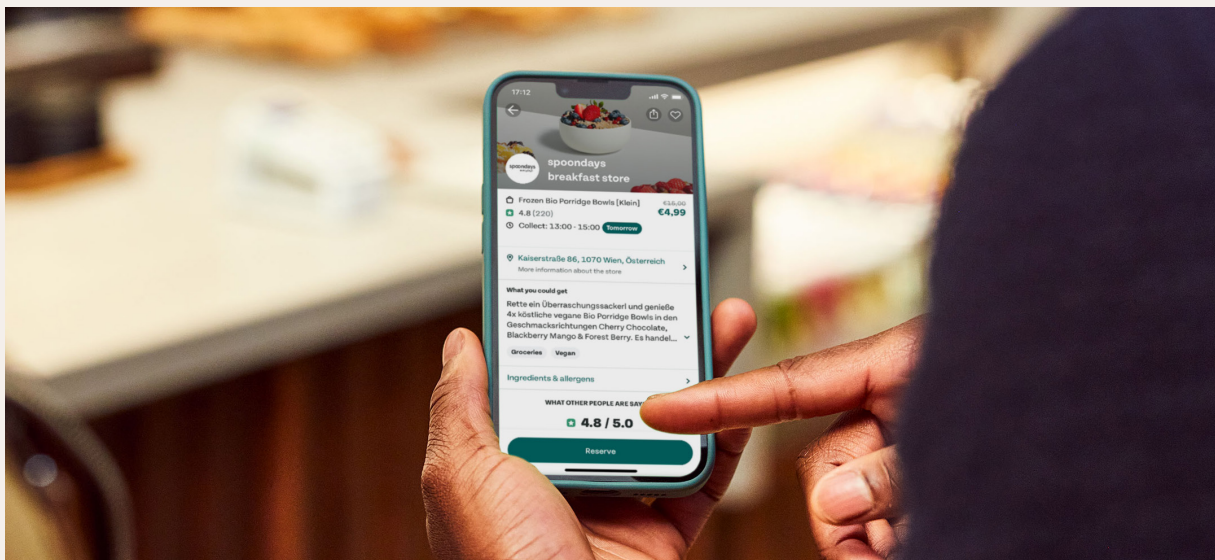
*Johannes Meindl, founder of Spooddays.*

## 2 What do you do?

*We're a Viennese frozen food startup, making healthy, organic food quick, easy and accessible.*

## 3 Why do you work with Too Good To Go?

*Shipping frozen goods is uneconomical, and my heart bleeds when I think about spooddays having to destroy a great deal of our unsold food. That's why we sell excess stock of our organic porridge bowls in great bundles and various sizes via Too Good To Go.*



Thanks Johannes; not all heroes wear capes!



# manufacturers



When we learnt that 20% of all food waste in Europe happens during the manufacturing stage (Eurostat, 2020), we knew we had to look beyond our Surprise Bag model, and find ways to fight food loss higher up the chain.



So, in 2022, we launched a trial in Denmark and the Netherlands, buying surplus food directly from manufacturers, and putting together ‘Magic Parcels’ to send straight to consumers’ homes.

These mix-and-match boxes were a roaring success, saving a mammoth 30,331 meals, and we’re delighted to be expanding this model in 2023.

*Unilever and Too Good To Go took a great new step in the fight against food waste, delivering Magic Parcels direct to people’s homes. In 2022, we’ve been able to offer over 700,000 products! I am extremely happy with this collaboration and the results we’re achieving together.*

**DEBORA VAN DER ZEE-DENEKAMP**  
General Manager, Unilever Nutrition Northern Europe



# OUR initiatives

- 38 Date labelling
- 44 Mon École Anti Gaspi
- 46 FLW Day







# DATE labelling

Startling stat time:

Over **50%** of EU consumers don't know the difference between "use by", "best before" and "sell by" (TNS, 2015).

Not only that, but the misuse and misinterpretation of date labels is responsible for a staggering 10% of food waste in the EU (EC, 2018).

But here at Too Good To Go, when we find a mess, we want to clean it up.

## LOOK-SMELL-TASTE

Since 2019, we've been teaming up with some of the world's biggest food manufacturers to add our 'look-smell-taste' label to their products.

These labels point out that when consumers see a product that's gone past its best before date, it doesn't automatically mean that it's no longer edible. Instead, we encourage people to judge the food on its look, smell and taste. Easy!



### LOOK...

Be vigilant for mould on bread or colour-changes on soda cans. Nothing? Then crack on!

### SMELL...

Is there an unpleasant smell to soft drinks? A strong odour to cakes or biscuits? Any unusual or unnatural smell? If not, get stuck in!

### TASTE...

A sour taste in your milk? A stale taste to your pasta? A change of texture for chips? No? Bon appetit!

A SMALL LABEL WITH A BIG IMPACT

**24%**

of people are aware of the existence of our labels.

**62%**

of those are inspired to think more about food waste.

**66%**

feel inspired to use their senses more before throwing out a product.

(Epinion, 2022; Kantar Insights, 2023)



## THE NUMBERS

 **13** The number of **COUNTRIES** where our labels can be found

The number of **BRANDS** using the labels **465** 

 **7400** The number of **PRODUCT RANGES** containing the labels

**1.7 BILLION**  The estimated number of **INDIVIDUAL PRODUCTS** containing the labels



*“Knowing the huge social and environmental impact of food waste, a leading food retailer has a responsibility to raise consumer awareness. The ‘look-smell-taste’ label is a simple and effective way to help consumers in this fight.”*

**Pedro Lago**

**Director: Sustainability and Circular Economy Projects, Continente**

*“In addition to the Kellogg Company commitment of halving food waste by 2030, we’ve rolled the ‘look-smell-taste’ labels out across our European markets. We’re proud to be encouraging Kellogg’s fans to check the quality of their food before throwing it out, simply because it has passed its best before date.”*

**Kellogg’s Europe**

The Kellogg's logo, rendered in its signature red script font.

If you’re a producer of your own products and are interested in using the ‘look-smell-taste’ labels, please get in touch through [look-smell-taste@toogoodtogo.com](mailto:look-smell-taste@toogoodtogo.com)



**¿EN QUÉ TE BENEFICIA?**

ALTO CONTENIDO EN PROTEÍNAS SIN AZÚCARES AÑADIDOS. AGUA PARQUE DEL MONTSENY. PRODUCTO ECOLÓGICO.

LOS PRODUCTOS ECOLÓGICOS GARANTIZAN QUE EN EL PROCESO DE CULTIVO DE LA MATERIA PRIMA NO SE LE HAN AÑADIDO NI ABONOS NI PESTICIDAS DE SÍNTESIS QUÍMICA. SON PRODUCTOS RESPETUOSOS CON EL MEDIO AMBIENTE, UTILIZANDO DE MANERA ÓPTIMA LOS RECURSOS Y GENERANDO UN IMPACTO MEDIOAMBIENTAL MÍNIMO.

Recomendamos una dieta variada y equilibrada y un estilo de vida saludable / Recomanem una dieta variada i equilibrada i un estil de vida saludable / We recommend a well-balanced diet and a healthy lifestyle / Recomanemos una regime alimentar variado e equilibrado e de um modo de vida saudável / Nous recommandons une alimentation variée et équilibrée ainsi qu'un mode de vie sain.

Una vez abierto conservese en el frigorífico y consumir rápidamente (3-4 días) / Una vegada obert, conservar en el frigorífic i consumir ràpidament (3-4 dies) / Once open keep in the fridge and use within 3-4 days / Conservar no frigorífic després de sua abertura e consumir ràpidament (3-4 dies) / Après ouverture, à conserver au froid et consommer rapidement (3-4 jours).

**ANTES DE TIRARME COMPRENDA SI SIGO EN BIEN ESTADO**  
MIRA, NÚEVE, PRUEBA

**EN MONSDY NOS SUMAMOS #LACOMIDANOSSETIRA**

Teléfono de Atención al Consumidor: 937 050 355

Fabricado y envasado

PRODUCCIÓ ARAKIA ECOLÒGICA

CONSELL DE LA CCPAE

ES-ECO-019-CT Agricultura UE/No UE



# MON ÉCOLE ANTI GASPI



The Mon École Anti Gaspi scheme has one simple goal:  
**Teach children how to protect our planet by valuing its resources.**

## WHAT IS IT?

With our partners, and the Ministry of Education in France, we've developed a programme which provides a set of free, downloadable tools created for the whole school, from classroom to canteen.

## OUR PLAN

- ✓ Launch project in 10 pilot schools in 2021
- ✓ Collect feedback
- ✓ Improve the scheme
- ✓ Make the program available to all schools

Since we first launched Mon École Anti Gaspi, we've received over 4500 registrations, giving the scheme a potential reach of 90,000 elementary school pupils across France.

In 2022, we focussed our attention on 10-11 year olds, and following an overwhelming response, we plan to widen the net further to include 6-9 year olds in 2023.

## OUR PARTNERS



# TOUS ANTIGASPI

IMPACT REPORT 2022



# FLW day

## WHAT IS FLW DAY?

The International Day of Awareness of **Food Loss & Waste** is a recurring day hosted by the Food and Agriculture Organization (FAO) and Environmental Programme (UNEP) of the United Nations (UN).

## WHEN IS FLW DAY?

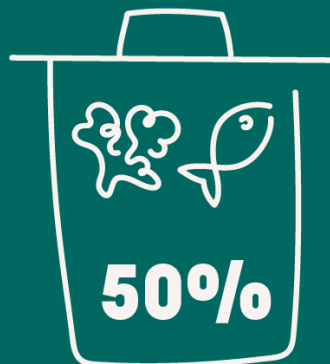
Annually on **September 29th**.

## WHAT IS THE GOAL OF FLW DAY?

To raise awareness around food loss and waste, as well as promoting global efforts towards meeting **Sustainable Development Goal 12.3**.

## SUSTAINABLE DEVELOPMENT GOAL

### UN TARGET 12.3



### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



**HALVE GLOBAL PER CAPITA FOOD WASTE BY 2030**



## WHAT DO WE DO ON FLW DAY?

In short, a whole load of incredible things. As the world’s #1 app for fighting food waste, FLW Day is kind of a big deal for Too Good To Go. That’s why we encourage all our countries to celebrate the day in their own unique ways. Here’s just a small sample of what they achieved:

### Belgium

The team organised the first ever Belgian ‘Zero Food Waste Week’. We sent out one challenge a day to all who registered, putting them on the path to less food waste. With over 7000 registrations and 64 press mentions, ‘Zero Food Waste Week’ was an almighty success.

### Portugal

Too Good To Go Portugal celebrated #FLWDay by collaborating with well-known beer brand Musa. In addition to inviting journalists and influencers to a joint FLW Day event, they also combined to create an amazing beer made from lime waste. Saúde!

### Sweden

Inspired by how the imagination wanders when boredom strikes, our cheeky Swedes decided to work with the visual concept of sexual foods. They used provocative shapes, creative angles, and playful lighting to create an attention-grabbing campaign to spread food waste awareness.

# OUR policy impact

- 50 COP27
- 51 Changing laws
- 52 Political achievements







  
TOO GOOD TO GO

# COP27

2022's COP27, the UN's annual climate conference, brought the news we'd all been waiting for:

For the first time in COP history, a long-awaited commitment to fighting food loss and waste was made by the UN.

At this global conference in Sharm El Sheikh, Egypt, our tenacious policy team took part in a panel discussion on 'Why the climate crisis demands food waste regulation', which it's fair to say is something of a specialist subject for us.

As well as this panel, a full programme of 'food systems' events was run at COP27, finally acknowledging the importance of food in the climate crisis.

But what commitments were actually made?

## #123PLEDGE

COP27 saw the launch of the '123 Pledge', a call to arms challenging governments, companies and institutions to commit to concrete steps towards reducing the climate impact of food waste.

We joined this pledge, in line with Sustainable Development Goal 12.3, which has the ambitious but essential goal of halving food loss and waste by 2030.

For **Too Good To Go's** part, we committed to:

1. Encouraging and supporting governments in ten countries to shape and improve food waste policy measures
2. Rescuing 1 billion Surprise Bags of surplus food from going to waste, through our app
3. Raising awareness of the fight against food waste with 250 million consumers, through our awareness campaigns around date labelling, school food waste and more

2023 will see even greater pressure put on decision-makers, as momentum builds towards COP28 in the United Arab Emirates.

How do we know? Because we'll be the ones applying the pressure.

# ⚡ Changing LAWS

Over the years, we've found that one of the greatest tools in the fight against food waste is legislative action.

That's why we engage with government officials at all levels, encouraging and supporting policymakers to deliver real, long-lasting change.

**By sharing our expertise, we are committed to helping governments:**

- Enforce a food waste hierarchy, where waste prevention and food distribution are always the priorities
- Apply stricter rules to all operators across the food chain, from farm to fork
- Clarify date labels to address misuse and misunderstanding
- Remove wasteful supply chain practices, such as throwing away 'wonky' fruit and veg, or having 'take back' agreements for unsold products

They say that 'honesty' is the best policy, but our favourite policy is any policy that fights food waste.





# POLITICAL achievements

We're using our membership of the EU Platform on Food Loss & Waste to call for legally-binding targets to reduce food waste in the EU by a massive 50%.

And if that wasn't enough, here are just a few of our other political achievements in 2022:

## Spain

We drafted proposals for new food waste laws in one-on-one meetings with parliamentary group members. Six out of the eight proposals submitted will be discussed and voted on in Congress in 2023.

## Denmark

We brought political parties together around a breakfast table to discuss the need for a national food waste strategy, leading to a joint opinion piece signed by 11 political parties, who all agreed that:

1. The financial impact of food waste is bad for households, businesses and society
2. Food waste is socially unacceptable
3. Reducing food waste means reducing our climate footprint
4. Food waste is an area where Denmark can contribute with solutions and innovation

## France

We worked with the Ministry of Economy to address misleading and misunderstood date labels. As a result, a decree was adopted to allow 'best before' products to carry the additional message that food can be safely eaten past this date, using the phrase: "For an optimal taste, best before xx.xx.xxxx".

## Austria

We used the International Day of Food Loss & Waste to share our expertise on food waste regulation with journalists and politicians. Our Global Public Affairs team joined forces with the WWF to showcase progressive legislation from across Europe, highlighting the impact of The Good Samaritan Law, the La Gadda Law in Italy, and the Loi Garot law in France, which all enforce food sustainability.

We challenged Austria to raise the bar.  
Your move, guys.

# OUR employees

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TOO GOOD TO GO

# DIVERSITY, equity & INCLUSION



At **Too Good To Go**, we believe that everyone deserves a seat at the table. Preferably a dinner table, but that's beside the point.

Back in 2021, we recognised the need to improve Diversity, Equity & Inclusion (DE&I) at **Too Good To Go**, and we've been working tirelessly towards this ever since.

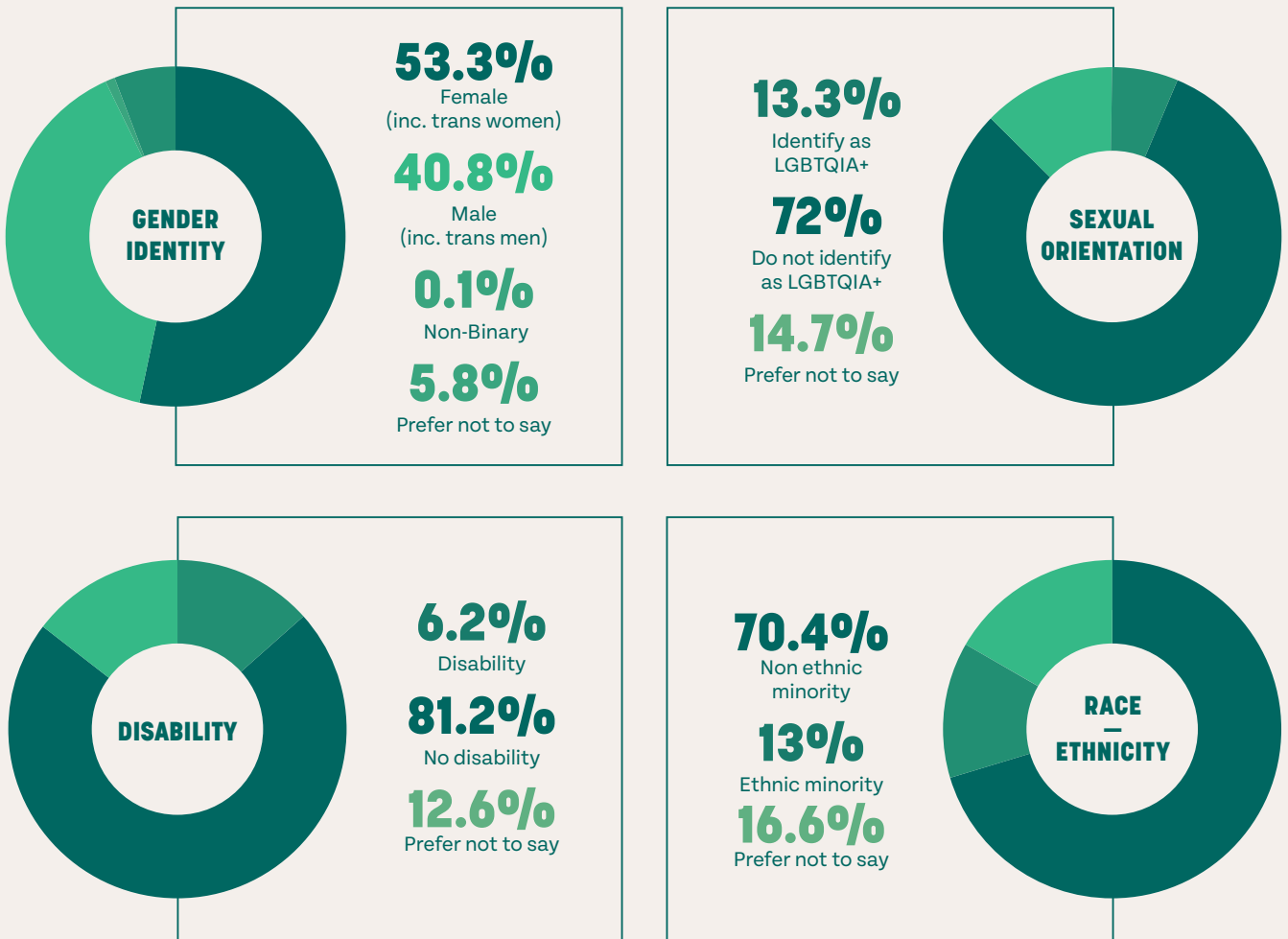
We introduced DE&I training, changed where we advertise our jobs, launched Employee Resource Groups, planned global and local celebrations, and remained committed to our key pillars for improvement.

We've also updated our manifesto to ensure we stay accountable on our improvements.

[You can read that manifesto here](#)



### How our team identify (results taken from annual staff survey 2022)





## DE&I INCLUSION SURVEY

**72%**

**Too Good To Go's**  
Global Inclusion score

**62%**

Share of employees who  
participated in our survey

A great start, but we're fully committed to improving both our inclusion score and participation rate further in 2023.



## GENDER PAY GAP ANALYSIS

**13 & 16%**

EU and US average gender pay gap  
(EU, 2022; Pew, 2023)

**6.04%**

**Too Good To Go's**  
gender pay gap

Again, we're moving in the right direction, but anything above 0% is still too high for us. Additionally, while we employ more women than men, we currently have more men in senior positions at Too Good To Go. In 2023, we'll continue to measure, monitor and reduce our gender pay gap.



## OUR GOALS

While it's good to acknowledge our shortfalls when it comes to Diversity, Equity & Inclusion, what are we actually going to do about them? This year, we set ourselves some ambitious representation targets that we're determined to meet by 2025.

- Have at least two board members from under-represented backgrounds.
- Increase the proportion of female senior leaders from 38% to 50%.
- Increase the proportion of senior leaders from ethnically and racially diverse groups from 0% to at least 10%.
- Increase proportion of employees from ethnically and racially diverse groups from 9% to at least 15%.
- Increase proportion of non-university educated employees from 3.2% to at least 15%.

With these targets, and an ongoing commitment to improving DE&I, we are constantly striving to make Too Good To Go an inclusive, safe and diverse place to work.

Check back next year to see how we're getting on, and if it's not good enough - tell us!

# employee RESOURCE GROUPS

As part of our DE&I plans in 2022, we committed to launching three Employee Resource Groups. In the end, we had so much demand from our team that we actually launched four! These ERGs are employee-led groups that foster inclusivity, build community, and create safe spaces for the people of Too Good To Go. And who better to tell you about these resource groups than the members themselves? Take it away, ERGs!



## WOMEN IN THE WORKPLACE

*We are an inclusive, supportive and safe network, empowering women to achieve their career goals. We create opportunities for inspiration and connection, educating each other, and facilitating empowerment for all. We welcome anyone identifying as a woman, or anyone who'd like to learn more and be an ally.*

### ALEX MASON

Co-Chair, Women in the Workplace ERG



## P.R.I.D.E.

We exist to build a supportive atmosphere for Too Good To Go's LGBTQIA+ employees. We provide a community network, while working with senior management to develop inclusive policies and practices. We want to ensure this is a brilliant workplace for everyone, no matter their sexual identity.

**MÓNICA VIEIRA**  
Co-Chair, P.R.I.D.E. ERG



## PEOPLE OF COLOR

We aim to create a safe space for people of colour where they feel empowered to create awareness, build accountability, and promote change toward progress.

**DANISH AHMAD**  
Co-Chair, People of Color ERG



## FUNCTIONALLY DIVERSE

Our group is a safe space for any employees that identify as functionally diverse, or for allies to learn more about the disability space. We are focused on better accessibility for both the employees in our workplace and for users of the Too Good To Go app.

**SHELBY MUELLER**  
Co-Chair, Functionally Diverse ERG

# WHAT IS shareback?

Launched at the end of 2021, Shareback is a volunteering programme that gives our employees the opportunity to use up to four working days to help local good causes tackling food insecurity.



**757**  
**EMPLOYEES**

from Too Good To Go taking part in this programme



**3000**  
**HOURS**

donated by Too Good To Go employees in 2022 alone



**5700**  
**HOURS**

donated by Too Good To Go employees since Shareback's inception in 2021



On a sunny Friday in October 2022, the team left their laptops for a day and helped pick left-over pears at an orchard south of Brussels. The NGO ‘FruitCollect’ works with volunteers to donate surplus fruit to charities who work with vulnerable people without access to sufficient healthy food.

**JANNE DELAGRANGE**

Customer Care Specialist, Belgium



This year, team Canada had a blast sorting food with the Daily Bread Food Bank, cooking meals with Harvest Montreal, packing donation boxes with FoodStash, and being a ‘farmer for a day’ with Foodshare.

**LAURA DALMAZZI**

People & Culture Manager, Canada



Too Good To Go Denmark spent our Shareback day making more than 700 Surprise Bags out of 6.5 tons of surplus food. The event was held with one of our partners, COOP, and the biggest non-profit food waste organisation in Denmark, Stop Spild Lokalt. We were also delighted to have the Minister of Food participating on the day.

**HEIDI BOYE**

Country Director, Denmark



# OUR countries

Too Good To Go works across 17 countries with a workforce of over 1000, which means that a whole lot of good work is being done. We don't like letting good work go unnoticed, so we pestered our country directors from Belgium, Canada and Portugal and asked them three pressing questions.

## WHICH 2022 PROJECT ARE YOU MOST PROUD OF?



*"In 2022, we saved our 10 millionth meal! We want to thank the team, our community of users and our partners for achieving this together."*

**FRANCO PRONTERA**  
Country Director, Belgium



*"Our national expansion has been incredibly successful, saving meals across 20 cities and working with beloved Canadian brands like Pizza Pizza, Longo's and Metro."*

**SAM KASHANI**  
Country Director, Canada



*"We launched our Look, Smell, Taste campaign with the biggest retailer in Portugal, Continente."*

**NUNO PLÁCIDO**  
Country Director, Portugal



## WHAT WAS YOUR BIGGEST CHALLENGE OF THE YEAR?



*“Navigating the ‘new normal’, adapting and changing our way of working to continue building a successful impact company.”*

**FRANCO PRONTERA**  
Country Director, Belgium



*“Dealing with the continued uncertainty surrounding the pandemic, which was a major concern for most Canadians and business owners.”*

**SAM KASHANI**  
Country Director, Canada



*“Continuing to find a balance between acquiring new users in a sustainable way, while retaining current users and keeping them engaged with the app.”*

**NUNO PLÁCIDO**  
Country Director, Portugal

## WHAT WAS YOUR BEST TEAM MEMORY?



*“The launch of our Zero Food Waste Week, a fantastic campaign with almost no external budget built entirely on creativity that led to 7000 people joining, 64 PR clippings, and over 15 national radio and TV features.”*

**FRANCO PRONTERA**  
Country Director, Belgium



*“Our first ever country meet up as a dedicated coast to coast team, to build connections and discuss how we can accelerate our impact and continue to inspire and empower Canadians to join the fight against food waste.”*

**SAM KASHANI**  
Country Director, Canada



*“Our third anniversary celebration in October. 2022 was a challenging year for us, so having the opportunity for a proper celebration was really special.”*

**NUNO PLÁCIDO**  
Country Director, Portugal



# global RECOGNITION



**2022 was an exceptional year for Too Good To Go. We received recognition and acclaim from numerous media outlets across the world.**



We were named as one of Time100's 'Most Influential Companies', as well as Fast Company's 'World's Most Innovative Companies', and received several local awards for:

- Innovation**
- 
- Sustainability**
- 
- Social responsibility**

## AWARDS AND ACCLAIM



Our innovative solution to reduce food waste, as well as our commitment to sustainability, were featured in top tier titles like **Denmark's** *BT*, *Jyllands-Posten*, *Weekendavisen*, *TV 2 NEWS*, and *Børsen*. Our very own Danish Country Director was also honoured as one of the top marketing/communications profiles of the year on *The M List*.



In **Poland**, our local leaders were recognised for their contributions to our mission with the prize of *Businesswoman of the Year* in the category of Carbon Footprint, attributed to our local Country Director.



Our launch in cities across **Canada** received media coverage from several top-tier media outlets, including the *Canadian Press*, *CTV News Calgary* and *CBC Ottawa*. In the **US**, titles like *CBS NY*, *Good Morning America*, *People Magazine*, *CNN* and *New York Times* helped spread the word about our solution.



In **Spain**, we were invited to several national TV shows and won prestigious awards, including *Best Sustainable Project* and *Best Social Marketing*.



In **France**, we were featured on top national radio shows and renowned titles, like *France 3* and *Le Monde*, and won several coveted awards, including the *LinkedIn Top of Voices Entrepreneurship* with co-founder Lucie Basch's account.



In **Italy**, our hard work was recognized with the *Innova Retail Award 2022* and the *Progetto Etichetta Consapevole* in the national *LC Sustainability Awards 2022*.



Our work in **Austria** also earned us the *Green Marketing* award and collaborations with WWF for the FLW Day pushed our mission further.



In **Portugal** and **Belgium**, our solution was widely recommended and recognized by the media as a positive tool to face inflation for all types of households.



We've been featured in media outlets such as *The Irish Times* and *RTE* in **Ireland**, as well as *Channel 5*, *BBC*, *The Guardian*, *Huffington Post* and *The Sun* in **the UK**.



In **Switzerland**, collaborations with Michelin-starred chefs have also earned us features in publications like *Tribune de Genève* and *Léman Bleu TV*.



Our solution has been featured in outlets such as *Nationen* in **Norway** and *AD* and *NU* in the **Netherlands**. We have also gained recognition in **Sweden** through mentions on *SVT1's Morning Show*, *Aftonbladet*, and *Mix Megapol*.



Our global media recognition in 2022 helped us raise awareness of our mission to promote sustainable and environmentally-friendly practices in the food industry.

This acclaim and attention reminds us that we're on the right track, strengthening our resolve to continue helping households and businesses alike.

# OUR future





TOO GOOD TO GO

# GOODBYE 2022, hello 2023

As we look forward to another brilliant year at **Too Good To Go**, we spoke to co-founder Jamie Crummie for his reflections on 2022 and the year ahead.

It feels like only yesterday that we were sitting down to write our 2021 Impact Report. And in terms of the challenges we faced then, many of them still remained in 2022.

The past year has undoubtedly brought about tough times, but tough times make tough people.

Never has this been truer than today, which is why we couldn't be prouder of the strength in the face of adversity shown by our team, customers and partners!

This steely resilience has allowed us all to face these global challenges head on, and in turn find new ways to innovate across the board. From our product offering, and our social impact, to our partner relations and brand management, innovation is now not only what we do, but also who we are.

Yet in spite of all the uncertainty, hard work and ground-breaking innovation, our teams have never lost sight of the goal and remained laser-focussed on contributing to

the UN's Sustainable Development Goal of 50% reduction in food waste by 2030.

So, thank you all for your extraordinary efforts, dedication and innovative brilliance. We truly couldn't have done it without you, and can't wait for you to join us on the next stage of our journey.

## Here's to 2023!





And before we go, let's pass over to our leadership team, as we asked them one final important question:

**“What are you looking forward to in 2023?”**

*“Launching new products, alongside our new business to business platform, broadens our ability to fight food waste. This helps us participate more directly in food insecurity, working with food banks to solve a critical societal problem.”*

**Simon Leesley**  
**Chief Operating Officer**

*“Expanding into new food-saving areas, like our new retail technologies approach, and proving we can fight food waste beyond the marketplace.”*

**Mateo Rando**  
**Chief Product Officer**

*“Engaging the entire organisation in a conversation around our values and behaviours - making sure we are aware of our culture and how it evolves as our business changes and grows. And driving development for all people across the business, with our new performance and development process, ‘Thrive’.”*

**Mads Ohlsen**  
**VP People & Culture**

*“The integration of FoodMemo into the Too Good To Go platform, helping our grocery customers not just reduce, but also prevent more food waste, is the most significant step beyond the marketplace we have ever taken. This year, the food system will get a significant push in the right direction”*

**Joost Rietveld**  
**Chief Commercial Officer**

*“Expanding our product offering to become a one stop shop for Key Accounts in their endeavours to achieve zero waste. Also, delivering our first profitable year to prove once and for all that our model is financially sustainable, and that business and impact really can go hand in hand.”*

**Mette Lykke**  
**Chief Executive Officer**

**That sounds like a lot of pressure. It's a good job we thrive under it.**

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Thank you for helping us in our mission:

**TO INSPIRE AND EMPOWER EVERYONE  
TO FIGHT FOOD WASTE TOGETHER.**

