



2025 *Impact Report*

*Around the Table,
Surplus Becomes Nourishment,
Hospitality Becomes Connection,
Care Becomes a Shared Responsibility*

Credits: Simon Owen Red Photographic
Refettorio Felix

Table of contents

WELCOME

About us	5
Principle and mission	6
Why we exist	7

IMPACT

Collective impact	12
2025 Impact	13
Advocacy activities	15

IMPACT INSIGHTS

Food waste	17
Food security	20
Social inclusion	23

OUR WORK

Our call to act	9
Program pillars	10
Project Timeline	11

REFETTORIO NETWORK

2025 Network Activities	26
Refettorio Partners	28
Refettorio FOODprint	29

WHAT'S NEXT

Look ahead	31
Get involved	32
Thank you supporters	33
Donate	34

A table set for everyone

Food for Soul was founded on a simple belief: food is a catalyst for social change.

When valued and shared with care, food can nourish our planet and humanity for generations to come.

Our 2025 global activities inspired, empowered and enabled more impact - collectively saving and serving more wholesome, nutritious food; and empowered an ecosystem to help sustain and grow capacity.

Together with our Refettorio partners, we are expanding what is possible - supporting those who set the table, elevating community voices, and ensuring that every shared meal becomes a moment of belonging.

As we look ahead, growth is in our future - through new projects, program expansion and partnerships who share our vision and support our mission.



Credits: Angelo Dal Bo
Refettorio Gastromotiva



*We believe a
sustainable future
for people and
planet is ours to
make possible.*

Credits: Facundo Bustamante
Refettorio Felix

How our journey began



Credits: Emanuele Colombo
Refettorio Ambrosiano

The 2015 Expo Milano theme “Feeding the Planet, Energy for Life” inspired the mission of Food for Soul - fostering a global call to act to rethink our relationship with food and the planet.

Founders chef Massimo Bottura and Lara Gilmore, joined in collaboration with Caritas Ambrosiana, the Archdiocese of Milan, the Politecnico di Milano, and a global community of artists, architects, designers and chefs to transform a disused 1930s theatre in Milan's Greco district, into **Refettorio Ambrosiano** - a welcoming community space combining food recovery with culture and hospitality foodservice to reduce food waste and social isolation.



Credits: Letizia Cigliutti

During Expo, more than 60 international chefs cooked with rescued food, demonstrating the creative and social potential of what is often overlooked.

This initiative became the foundation for the **Refettorio model** - leading to the 2016 opening of a second Refettorio in Rio de Janeiro during the Olympics and the now global Refettorio Network, with the opening of 12 projects spanning 9 countries.

With a decade of shared learnings and experiences, we continue to evolve our model to meet today's needs, advocating for our cause and expanding partnerships that enhance and sustain the broader Refettorio Network.

Food for Soul Founders:
Lara Gilmore, President
Massimo Bottura, UNEP GWA , SDG Advocate

Our guiding principles



Power of beauty

Beauty can inspire hope, restore dignity, and transform lives. It is the foundation of every space we create, every action we promote and every meal prepared and served.

Value of hospitality

Hospitality is more than service: it is connection, care, and respect. We believe to serve others is a noble act. Our collective efforts foster welcoming environments where everyone feels seen, valued, and included.

Quality of ideas

We believe collaboration fuels innovation and impact. By working with a range of experts from diverse fields, we create spaces and experiences that inspire learning, exchange, and action. We act together to drive meaningful change.

Why do we exist?

Around the world, food systems fail to sustain social, economic and environmental needs. The result: an abundance of food goes to waste as people continue to be hungry.

Globally, society is facing rising costs of living, increased rates of social isolation; while community spaces that enable skills development, social connection and cultural sharing are becoming disinvested and inaccessible to those most vulnerable.

These challenges are deeply interconnected, creating compounding social, economic, and environmental impacts that further diminishing pathways to better livelihood, well-being, and planetary health.

SOURCES

FAO, UNEP, Food Waste Index Report Y24. WHO Y24, 25 Report, IFNS, USDA Food Security Report

2.3B

people are food insecure
= 8.2% of global population is hungry

96M

people affected by climate shocks
= 1/3 global emissions produced by food sector

1.05B

tonnes of food wasted annually
= 1 billion meals lost
= 19% consumer food wasted

2.6B

cannot afford a healthy diet
= 1/3 global population is economic vulnerable

1 in 4

people are socially isolated
= compounding a global health crises



***Food is a resource
and a connector.
When food systems
fail, waste scales and
both nourishment
and human
connection are lost.***

Credits: Facundo Bustamante

Our call to act

While these effects reach us all, they have a compounding triple impact that disproportionately effects vulnerable people - creating additional barriers, inequities and a lack of access to basic human needs.

Our greatest solutions can be discovered by shifting our perspective and combining ideas and innovations that target multiple outcomes.

The food system's intersecting challenges calls for this approach with forward thinking models that concurrently **advance food access and nutrition, dignity and inclusion, community resilience, and sustainability.**

The **Refettorio model presents as a solution** bridging resources and actions to tackle the food system's multi-dimensional challenges.



Credits: Refettorio San Francisco
Refettorio San Francisco



Credits: Christopher Simpson
Refettorio Harlem

Our Work

We empower collective actions that drive long-term, systems-level change.

Program Pillars



Credits: Simon Owen
Red Photographic



Credits: Angelo Dal Bo
Refettorio Gastromotiva



Credits: Angelo Dal Bo
Refettorio Gastromotiva

Advocacy & civic engagement

We advocate for sustainable food and enhanced liveability - hosting awareness campaigns, providing consumer education, and volunteer opportunities that strengthen individual and community capacity to care for the planet and humanity.

Refettorio development

Our cultural project called Refettorio is a proven community-based model to reduce food waste and social isolation. We develop projects through local partnerships ensuring our responsiveness to social vulnerabilities, sustainable ecosystems and inclusive program outcomes.

Collective action & global impact

We scale and accelerate impact by creating opportunities across our Refettorio Network for Partners to learn, share and grow together. Our efforts include the exchange of knowledge, skills, and best practices to enhance the model's effectiveness in delivering, Refettorio programs and sustaining operations.

A decade of service at the table

Project Timeline

2015	Milan, Italy			Refettorio Ambrosiano			
2016	London, UK Rio de Janeiro, Brazil		Refettorio Felix at St Cuthbert's		Refettorio Gastromotiva		
2017	Bologna, Italy			Refettorio Antoniano Bologna			
2019	Paris, France			Refettorio Paris Au Foyer de la Madeleine			
2020	Mérida, Mexico Naples, Italy Lima, Perú		Refettorio Mérida		Refettorio Napoli Made in Cloister		Refettorio Lima Casa de Todos Emergency Relief Project 2020 -2024
2021	San Francisco, USA Harlem, NY, USA			Refettorio San Francisco		Refettorio Harlem	
2022	Geneva, Switzerland Sydney, Australia		Refettorio Geneva		Refettorio OzHarvest Sydney		
2024	Modena, Italy			Refettorio Modena			

Our collective Refettorio impact

2015 — 2025 · globally inspired locally rooted

PROGRAM IMPACT

2752+

tonnes food rescued,
recovered, saved

4.307+

million meals served
with dignity

ECONOMIC SAVINGS*

Turning waste into
economic, environmental
savings and social good.

*ReFed Impact Calculator

COMMUNITY IMPACT

1.648+

million guests welcomed

177K

volunteers, Chefs,
supporters

200+

community
organizations supported

ENVIRONMENTAL IMPACT*

2941

metric tons
CO2e avoided

1.59

billion liters of water
preserved

847,475

(\$USD) reinvested in
the local economy

5.06

(\$USD) value of every plate
served

2025 impact snapshot



Credits: Refettorio Geneva

COLLECTIVE REFETTORIO PROGRAM IMPACT

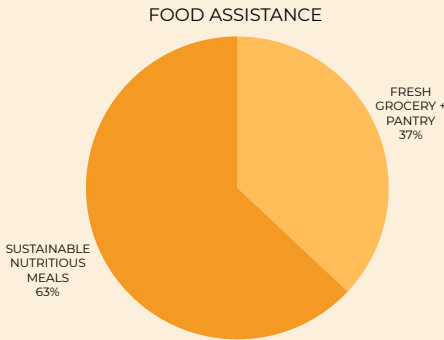
281
tonnes food saved

234K+
meals shared
around the table

138K+
meals to community
food assistance

11%+
increase in
recovered food

9%+
increase in
food assistance



COMMUNITY IMPACT

49K+
guests beneficiaries

108
guest chef experiences

6573
volunteers experiences

ENVIRONMENTAL IMPACT*

*ReFed Impact Calculator

360 metric tons of
CO2e avoided

64 million gallons
water saved

Beyond the Refettorio

Changing behaviors, transforming lives

While the Refettorio Network remains at the heart of Food for Soul's mission, our impact extends beyond projects, empowering a global movement of people creating change at home, workplace and communities where they live.

Together, we promote:

- Zero waste consumption through consumer education and awareness building
- Cultural knowledge, experiences and best practices supporting sustainable regenerative food systems
- Policy that improves food equity, access and nutrition and the human right to food framework.
- UN Sustainable Development Goals

+177K

volunteers, Chefs, supporters

12

supported global advocacy
UN days

58K

avg. monthly social media
reach IG



Credits: Giulia Strazzi

Using our voice to drive change

Where we are helping to redefine the food system, strengthen accountability across food access, waste reduction

01

ADVANCING HUMAN RIGHT TO FOOD

- Signator to the National Right to Food, CoP submission to the 53rd session, HRC - UN Universal Periodic Review (UPR) of the USA
- Signator to European Citizens' Initiative (ECI) – Good Food for All

02

USA CONGRESSIONAL FOOD WASTE LEGISLATION AND POLICY FRAMEWORK

- Advocate and member of the Zero Waste Food Coalition
- Signator Zero Food Waste Act S.B. 3443, H.B. 6684 and Reduce Food Loss and Waste Act 2025 (S.835), California (SB 1383), NYSDEC. -Food Donation, Recycling and Food Scraps Law.

03

TOOLS FOR REDUCING FOOD WASTE

- Facilitation Guide, Youth Action IDAFLW - WFD, UNEP (release in Y26)
- Contributed to the UN Olympics guide to sustainable actions to measure, reduce, report waste reduction

04

EVERY PLATE COUNTS CAMPAIGN

Food for Soul co-hosted the fourth annual event with UNEP, FAO, Recipes for Change From 29th September, International Day of Awareness of Food Loss & Waste to 16th October, World Food Day



*2025 insights,
outcomes and
expansion*

Credits: Letizia Cigliutti



Credits: Angelo Dal Bo

Food Waste Insights

03 — IMPACT INSIGHTS

- **19%** of food produced for human consumption is wasted
- Food waste produces up to **10% of global greenhouse gas emissions**, the third largest contributor of greenhouse gases.
- Food Loss and Waste represents **a waste of natural resources** (water, energy, human capital), perpetuating economic insecurity for farmers and disruption in our food supply chain.

Wasted food wastes natural resources = +24% of fresh water reserves and +28% of agricultural land



Our Refettorio model alleviates hunger while tackling systemic barriers to food security through food system sustainability. Together, with our Refettorio Partners, we promote regenerative food systems, prioritize local sourcing and best practices to recover excess food and reduce overall food loss and waste across the food ecosystem and supply chain.

Our food recovery ecosystem

Turning food waste into a resource for change

FOOD SOURCING

Direct from Farms & fisheries · Food Manufacturing · Food Wholesale · Distribution · Retail & Grocery · Foodservice



RECOVERY + DISTRIBUTION

Food recovery partnerships drive rescue: Direct food surplus pick up · Farm linkages & gleaning · Food hub distribution · Food commercial & retail donors



CULINARY TRANSFORMATION

Refettorio kitchens receive food surplus and culinary teams transform excess ingredients into nourishment - pantry goods, prepared meals, up cycled foods

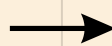


CONNECTION TO COMMUNITY CARE

A hospitality focused multi-course meal served at the table is central to the Refettorio model - fostering sense of belonging, cultural connection and community

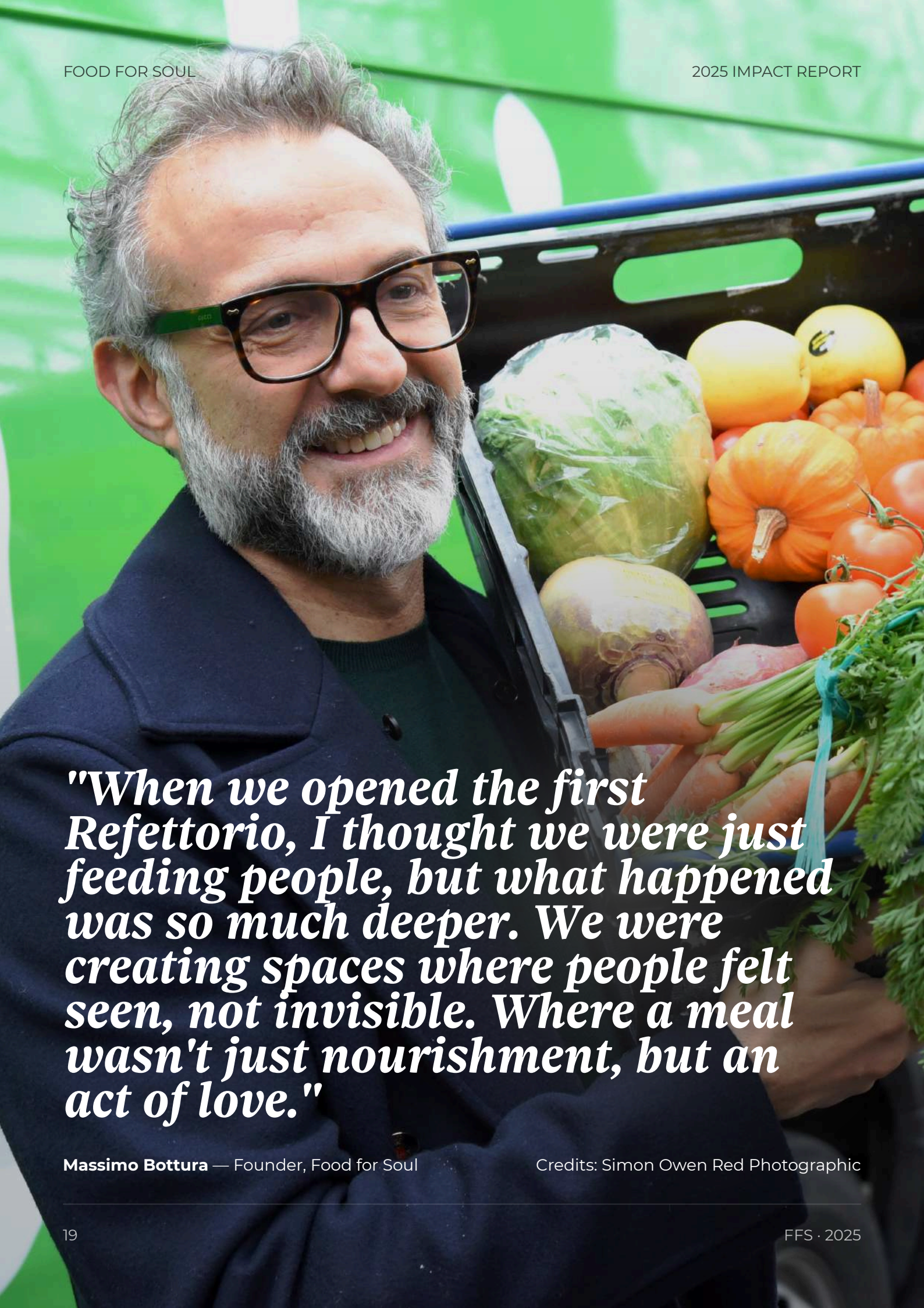
2752+

tonnes food rescued,
recovered, saved



4.307+

million meals served
with dignity

A photograph of Massimo Bottura, a man with a grey beard and glasses, smiling. He is wearing a dark blue jacket over a dark green sweater. He is standing next to a black plastic crate filled with fresh vegetables, including yellow lemons, orange pumpkins, red tomatoes, a head of green cabbage, and bunches of carrots and green onions. The background is a bright green tarp.

"When we opened the first Refettorio, I thought we were just feeding people, but what happened was so much deeper. We were creating spaces where people felt seen, not invisible. Where a meal wasn't just nourishment, but an act of love."

Massimo Bottura — Founder, Food for Soul

Credits: Simon Owen Red Photographic



Credits: NikkiTo

Food security insights

03 — IMPACT INSIGHTS

- Food loss and waste represent **>+ 1 billion meals lost annually**
- Low-income families spend **80% of income on food** yet lack sustainable access to fresh healthy affordable foods.
- **>29% of the global population** is experiencing moderate to severe food insecurity due to increase in conflict, climate shocks, and economic instability.

Enough food is produced globally, yet waste and hunger coexist at scale



We promote the nutritional, social, cultural and environmental value of food through our storytelling, advocacy and global Refettorio Network. Our Refettorio model demonstrates the benefits of hospitality and beauty to nourish holistically, foster connection, well-being and sense of belonging, especially for those unseen and marginalized. Every meal is a point of connection, continuity, and care.

Increasing food access with dignity

We breakdown down social barriers that enable access, inclusion and resilience.



Credits: Facundo Bustamante
Refettorio Felix

PROVIDING COMMUNITY AND EXPERIENCE

Builds bridges and pathways to improve food access

+1.648

million guests welcomed

GIVING DIGNITY TO REDUCE BARRIERS

Guests are more likely to return and engage

4x/mo

avg rate guests return for support

PROMOTING FOOD AS MORE THAN A RESOURCE

Food becomes a connector, positive identity and self worth

+200

connected community organizations

A woman with dark hair tied back, wearing a red polo shirt and a white apron with a logo, stands on the left side of the frame. She is gesturing with her hands as if speaking. Two men are seated on the right. The man in the foreground has long white hair and is wearing a blue denim jacket, looking towards the woman. The man behind him is wearing a blue shirt and is partially visible. They are in a kitchen or dining area with a large window in the background showing greenery outside. A potted plant sits on a shelf near the window.

"We all have a key role to play in society, and we have to seize this opportunity: in our Refettorio projects we can play a fundamental role in bringing communities together and creating positive social ripples throughout society."

Lara Gilmore — President, Food for Soul

Credits: Facundo Bustamante



Credits: Angelo Dal Bo
Refettorio Gastromotiva

Social Inclusion insights

03 — IMPACT INSIGHTS

- Post pandemic rates of **loneliness and depression increased**
- Urbanization + housing needs have **depleted space** allocated for green, community and social infrastructure.
- Economic barriers to **education and training** directly impact hunger and food security
- Globally in a decade of **increased displacement** due to climate and conflict

Food insecurity is a fundamental indicator of social progress, reflecting gaps in economic stability, equity, and health



Refettorios are nourishing more than physical health - spaces become places to nourish the mind and spirit offering education, training and pathways to improve livelihood.

Supportive Refettorio programs offered may include:

- Workforce development
- Housing support
- Health & hygiene services
- Arts & cultural programming

Enhancing health, well-being and livelihood

We link food access to arts, culture and educational activities that provide cognitive and physical health benefits, sustain basic needs and act as a ladder towards self-sufficiency.



Credits: Stephanie Biteau
Refettorio Paris



Credits: Antoniano
Refettorio Antoniano



Credits: Simon Owen
Red Photographic

40%

Refettorios offer fresh food market + grocery in a dignity by choice model

80%

Refettorios distribute food for take-away or to community organizations

90%

Refettorios offer education and training programs, including culinary skills, art therapy and education and workforce preparation

100%

Refettorios provide cultural activities, including book readings, museum visits and guest chef experiences

Our Refettorio Network ecosystem

Credits: Angelo Dal Bo

2025 Network activities

In 2025, Food for Soul hosted the Refettorio Network Partners through a structured series of global learning sessions to share insights, align practices, and strengthen collective impact.

Each quarter, a dedicated impact session enabled partners to present individual Refettorio data, challenges, and successes. Monthly Network sessions focused on enhancing guests experiences, supporting operations, program and financial sustainability, and engaging volunteer and supportive ecosystem.

This ongoing exchange fosters peer learning, collaboration and reinforces the Refettorio Network as a global community of practice building leadership capacity, improving program quality, and ensuring that shared values are consistently translated into local action.

16

Refettorio Network Partners

- 12 Refettorio partners in operation
- 4 Refettorio partners in development

9

Refettorio Network meetings driving systems change

5

community focused - impact workshops and needs assessments

1290+

hours of project led mentorship globally

Credits: Refettorio Mérida



Network exchange

Project to project: we demonstrate the value of food to nourish people with dignity, strengthen communities, promote culture and support a resilient food system. We learn, share and grow together.

2025 topics we explored

GUEST EXPERIENCE & SOCIAL IMPACT

- Guest needs and lived conditions
- Referral systems and partnerships
- De-escalation and care approaches

FOOD SYSTEMS & SUSTAINABILITY

- Food source and recovery networks
- Waste prevention strategies
- Local, national, global advocacy

FUNDRAISING & DEVELOPMENT

- Donor retention strategies
- Revenue diversification
- Strengthening Refettorio narrative

IMPACT MEASUREMENT & REPORTING

- Data collection methodologies
- Measureability and accountability
- Dynamic Impact storytelling

VOLUNTEER ENGAGEMENT

- Recruitment and onboarding
- Participation trends
- Community driven programs

STRATEGIC REFLECTION & PLANNING

- Year-end reflections
- Goal setting for 2026
- Cross-network alignment

Network partners

EXISTING

ANTONIANO, OPERE FRANCESCA

Refettorio Bologna
Bologna, Italy

ASSOCIATION DU REFETTORIO

Refettorio Paris
Paris, France

CARITAS AMBROSIANA

Refettorio Ambrosiano
Milan, Italy

MADE IN CLOISTER

Refettorio MIC, Naples
Naples, Italy

FARMING HOPE

Refettorio San Francisco
California, USA

FOOD FOR SOUL

Refettorio Modena
Modena, Italy

FREE FOOD HARLEM

Refettorio Harlem
New York, New York, USA

GASTROMOTIVA Y16-Y25

Refettorio Rio de Janeiro
Rio de Janeiro, Brazil

MATER FONDAZIONE

Refettorio Geneva
Geneva, Switzerland

FUNDACION PALACE

Refettorio Merida
Yucatan, Mexico

ST. CUTHBERT'S CENTRE

Refettorio Felix
London, England

OZHARVEST

Refettorio OzHarvest
Sydney, NSW, Australia

EXPANSION

CAPUCHIN SOUP KITCHEN

Refettorio Detroit
Detroit, Michigan

INSPIRATION CORPORATION

Refettorio Chicago
Chicago, Illinois

HOLLYWOOD FOOD COALITION

Refettorio Los Angeles
Los Angeles, California

NGARA FOOD PROJECTS

Refettorio Nairobi
Nairobi, Kenya

FUNDACION PALACE

Refettorio Cancun
Cancun, Mexico

Network FOODprint

EXISTING

12 projects open across 9 countries



Europe

Milan · Modena · Bologna ·
Naples · Paris · Geneva ·
London



North America

Harlem · San Francisco ·
Merida



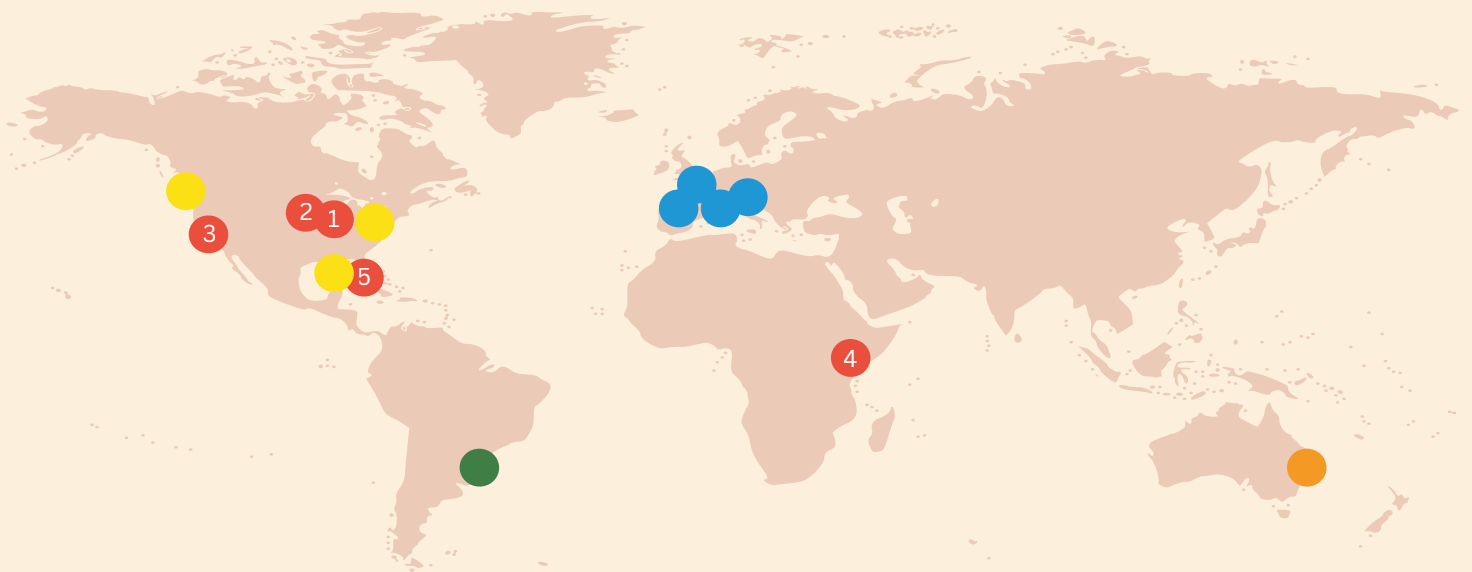
Oceania

Sydney



South America

Rio De Janeiro



EXPANSION

5 projects projected opening 2026 -2028

1

Detroit, Michigan



**Refettorio
Detroit**
Gesucht in Sonn' Kichen

2

Chicago, Illinois



**Refettorio
Chicago**

3

Los Angeles, California

4

Nairobi, Kenya

5

Cancún, Mexico

A photograph of three volunteers in a kitchen setting. The woman on the left is wearing a dark t-shirt and a white apron, looking down at a pot. The woman in the center is wearing a light-colored sweater and a white apron, looking towards the camera. The woman on the right is wearing a grey sweater and a white apron, looking down at a cutting board. They are all working in a professional kitchen environment with stainless steel equipment.

"Refettorio is a very special and inspiring place to be a volunteer. The whole team, both paid and volunteer, are very caring and put so much effort and thought into how to make it a welcoming space for all the clients. I always leave feeling better than when I arrived."

Volunteer — Refettorio London

Credits: Facundo Bustamante

Look ahead

GROWING OUR REFETTORIO NETWORK

Projected Openings:

- November 2026, Refettorio Detroit

On the Horizon 2026 -2029

- Refettorio Los Angeles
- Refettorio Chicago
- Refettorio Cancun
- New Regions - Nairobi, Kenya

LEADERSHIP LEARNING AND EXCHANGE

- Host 12 virtual Refettorio Network meetings
- Launch Quarterly Refettorio Speakers Series
- Implement Refettorio Network Collaboration Charter
- Expand Y26 Refettorio Impact Reporting Capacity
- Expand Refettorio Learning Scholarships

EXPANDING OUR NETWORK OF SUPPORT

- Enabling Individual + Corporate Volunteer opportunities
- Increasing Guest Chef culinary + hospitality Initiatives
- Strengthening stakeholder community of food advocates, influencers, ambassadors, artists and designers
- Launch Refettorio recognition initiative

NOURISHING PEOPLE + PLANET

- Expand Food Recovery by 10% year over
- Expand Food Assistance by 20% year over
- Expand circular-design principles and zero waste practices
- Expand Refettorio technical assistance to track and report impact metrics

RAISING CONSUMER AWARENESS

- Host 5th Every Plate Counts Campaign
- Launch Y26 - This We Believe Digital Series
- Expand our Google Arts & Culture platform

Get involved



Credits: Foorban



Credits: Gucci

Credits: Simon Owen
Red Photographic

Donate and raise support

- Make a Donation
- Pledge monthly support
- Host a fundraiser
- Support a local Refettorio project

Corporate & Brand Support

- Host a give back program or event
- Sponsor a program or project
- Give in-kind goods and services.
- Link Employee Matching

Volunteer and Advocate

- Share our mission with your social network
- Guest Chef or Volunteer across the Refettorio Network
- Join a mission campaign

Every action makes a difference

There are many ways to show up. Whether it's a few hours, a skill, or something to share — it all makes a difference.



Thank you.

2025 Allied Global Partners Named Major Donors, Supporters

STRATEGIC PARTNERS



PATRONS



ANNUAL FUTURES FUNDS



CHAMPIONS



Give today.

*Become a changemaker today;
help make a plate-full possible for all.*



Credits: Refettorio Paris

Help us return the value of surplus imperfect foods into sustainable meals that nourish people and the planet.

Your contributions support the opening of new Refettorio projects, Refettorio Network partnerships, impact development and our cause advocacy and consumer education.



www.foodforsoul.it