



INTERNATIONAL
MEAT RESEARCH
3G FOUNDATION

BUSINESS PRINCIPLES & PRACTICES

APPLYING TO:

THE FOUNDATION COUNCIL

AND

THE SCIENTIFIC REFERENCE GROUP

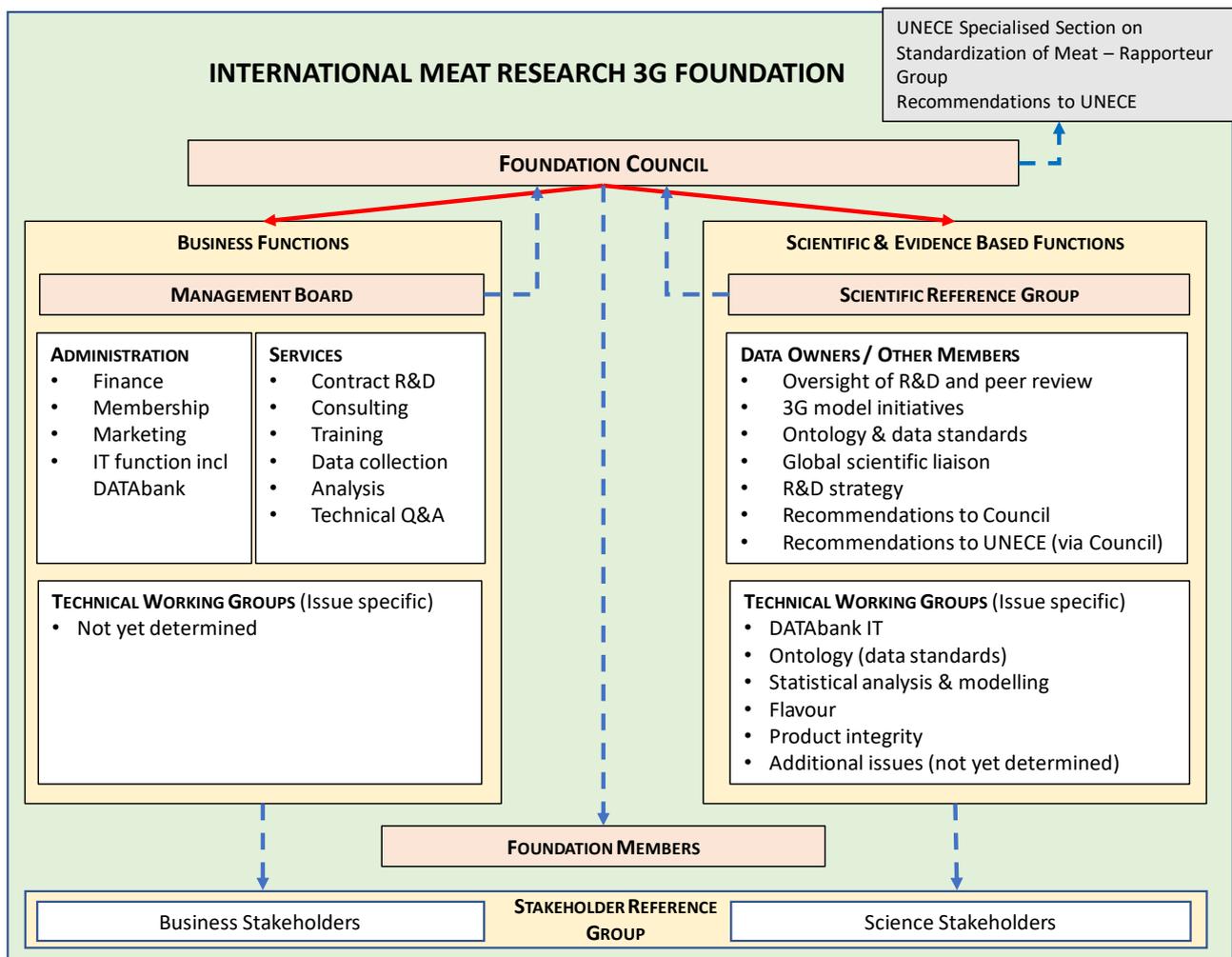
INTERNATIONAL MEAT RESEARCH 3G FOUNDATION – BUSINESS PRINCIPLES & PRACTICES

Background

The Foundation is a collaborative, independent, not-for-profit international eating quality research¹ platform linked to the United Nations Economic Commission for Europe Specialized Section on Meat. As cited in the Foundation Statute, the aim of the Foundation is to improve consumer satisfaction of meat products through fostering (facilitating) the application of global collaborative meat research knowledge throughout supply chains. The Foundation achieves this aim through:

- Collaborative international research linked to United Nations Economic Commission for Europe standards applied to commercial description and trading of beef³.
- Collaborative international research linked to United Nations Economic Commission for Europe standards for consumer sensory evaluation applied for continuous improvement in beef² grading systems based on consumer prediction modeling.
- Facilitating the availability of eating quality tools, protocols and software to underpin collaborative projects and knowledge transfer.
- Oversighting through a Scientific Reference Group, a global research DATAbank of meat research data from participating countries to foster continuous improvement in eating quality prediction.

The following diagram provides an outline of the Foundation structure and key roles.



¹ Note – while the Foundation’s initial focus is on research this is expected to expand to include provision of commercial and administrative services and a forum for broader debate once the research platform is established.

² Note – while beef is the initial focus, operations may expand to include sheep-meat.

Membership of the Foundation

To facilitate the Foundation's aims, a membership structure shall be formed to encourage broad participation in Council activities. Members are appointed by the Foundation Council.

- Core members:
 - Membership:
 - : All DATAbank data owner entities that agree to share their data shall be granted automatic membership of the Foundation;
 - : All member entities of the Scientific Reference Group shall be granted automatic membership of the Foundation;
 - : All individuals on the Scientific Reference Group shall be granted automatic membership of the Foundation;
 - : Applications for other core members shall be considered by the Council;
 - Membership rights:
 - : Nomination of applicants for the Foundation Council;
 - : Recommendation of additional Foundation members to the Council;
 - : Opportunities to sponsor Foundation activities;
 - : Receipt of Foundation update communications.
 - Membership responsibilities
 - : To facilitate the Foundation aims;
 - : Any member who does not facilitate the Foundation aims could have their membership suspended or cancelled by the Council.
- Supporting members:
 - Membership:
 - : Entities or individuals whose activities are complementary to the Foundation's aims;
 - : Applications for supporting members shall be considered by the Council;
 - Membership rights:
 - : Opportunities to sponsor Foundation activities;
 - : Receipt of Foundation update communications.
 - Membership responsibilities
 - : To facilitate the Foundation aims;
 - : To pay a membership fee (see appendix 4);
 - : Any member who does not facilitate the Foundation aims could have their membership suspended or cancelled by the Council.
- Stakeholder reference group
 - To be established – a mailing list for interested non-member individuals;
 - Receive Foundation update communications at no cost.

Membership of the Foundation Council

The Foundation Council is established by the Foundation Statute. Initial members of the Council were established in the Foundation's Statute with additional Council members then invited to bring a diverse range of skills from a variety of backgrounds well suited to the important task of providing oversight of the activities of the Foundation. The Council shall elect the Chairman of the Council from among its members.

Once the Foundation has a sufficient range of activities underway, additional and/or replacement Councillors may be appointed (as stipulated in the Foundation Statute) by the Council. The Council may take into account advice from Foundation core members in this regard.

Scientific Reference Group (SRG)

The Scientific Reference Group is established by the Foundation Council. The purpose of the SRG (as for the Foundation) is to improve consumer satisfaction of meat products through fostering (facilitating) the application of global collaborative meat research knowledge. Research projects can be initiated through this group.

The SRG is a scientific and evidence-based group responsible to the Foundation Council for the integrity of data, scientific processes and standards. It has oversight of R&D and recommends to Council research directions, project requirements and projects for funding through the Foundation. Under this structure issue specific Technical Working groups can be formed to progress research and manage projects. Initially, Working Groups are established for DATABank, Ontology & Data Standards, Statistical Analysis & Modelling, Flavour, and Product Integrity.

The SRG Chair is appointed to Council with this position funded for governance reasons.

Membership of the SRG is automatically offered to all Data Owner scientist representatives. Further membership categories shall be defined along with a mechanism for inviting members of the scientific community as part of the peer review process.

New members of the SRG shall be appointed by the Council on recommendation from current SRG members. Council members have a standing invitation to attend SRG meetings as observers.

Business Objectives, Principles & Practices

The Council set of business principles /practices have the aim of encouraging and incentivising behaviours that facilitate the improvement in consumer satisfaction of meat products through the agreed objectives of achieving:

- standardisation of research tools, language and ontology;
- sharing of data, intellectual property (IP) & intellectual capital (IC)³;
- growth in research projects undertaken & membership of the Scientific Reference Group (SRG);
- separation of the R&D functions from the business functions;
- financial sustainability for core Foundation activities;
- which will then facilitate commercial adoption of the R&D.

The Council acknowledges that these business principles and associated practices are based largely on experience gained from the collaborative spirit demonstrated by the initial members of the SRG, which are to be maintained as activities expand with the introduction of additional partners.

The Council also recognises the initial leadership and IP in this area provided Meat & Livestock Australia (MLA) and its predecessor bodies as well as the long-term development of IP, IC and operating know-how by Dr Rod Polkinghorne (Birkenwood PL) together with the substantial contribution of Jerzy Wierzbicki as a Founder, and other Core Partners.

The Council understands and supports the notion that success in achieving the Foundation's aims will be dependent on the development of a truly global partnership where the importance of the initial inputs and partners diminishes over time while the importance of new inputs and partners will expand over time.

³ *Intellectual Capital (IC) is the sum of knowledge (whether or not documented). Intellectual Property is just one element of IC.*

Intellectual Property (IP) is proprietary knowledge and can be protected by law. It is a productive new idea that is created. This can be an invention, trade mark, design, brand or the application of the idea.

The Council is committed to ensuring that the success of the Foundation is not seen as an end in itself. The Council firmly believes that it is the aims of the Foundation that are important, and all Foundation activities are to facilitate achievement of these aims, not just to promote the viability of the Foundation.

Objective 1 - Achieve standardisation of research tools, language and ontology

Principle 1.1: all research data generated by Foundation supported projects shall be of a quality that enables the results to be compared and combined with foundation data in the DATAbank.

Practices 1.1:

- Publication of research protocols on the Foundation website linked to the UNECE Bovine Language website.
- Development by the Foundation of open source software to facilitate trial design, documentation and data collection under agreed common protocols to ensure DATAbank compatibility and facilitate broad adoption.
- The initial development of this software on behalf of the Foundation shall be undertaken in collaboration with Dr Rod Polkinghorne to leverage the considerable current programming base and ensure consistency with existing data and prior collaborative research projects.
- New research projects shall be submitted through the Foundation for review and approval of design and protocol.
- Project methodology shall be reviewed and approved by a reference group of the SRG.
- The SRG will develop a structure to ensure proposed projects meet data compatibility standards at the design phase. This is envisaged to tier from local supervision for relatively simple designs to within country peer review for more complex projects and to full SRG review for projects conducted through research contracts with the Foundation and those involving international collaboration between groups.
- Initial projects, where established expertise experienced in the protocols does not exist, shall include funding for the Foundation to oversee project activities and train participants in protocol application.
- SRG will also provide initial support to the Foundation in the Sensory analysis component of projects to be reviewed and approved by the Foundation including training and further development of cooking protocols as required with cost of this to be included in full project cost. Note – it is expected that an expanded group from the SRG will be approved to provide this sensory analysis service at a future date with appropriate delegation to trained groups within geographic regions.
- A unanimous recommendation of the SRG shall be required for a project to be approved by the Council without the above two requirements.
- Project results shall be reviewed by a reference group of the SRG and endorsed by this group before any data is included in the DATAbank for research pooling and prior to any publication of results.

Objective 2 - Achieve sharing of data, IP & IC

Principle 2.1: the overarching aim of the foundation will be best achieved by growing intellectual capital (IC) globally through sharing of data rather than by protecting intellectual property (IP) locally.

Principle 2.2: all research data generated by Foundation supported projects shall be owned by the project's funders with all research data relevant to improving eating quality to be included in the DATAbank (in a way that respects any confidentiality concerns) for potential access (subject to data owner approval) and utilisation by other members of the SRG.

Principle 2.3: the sharing of IP & IC will reduce 'key person' risk where much of the current IC/IP is held within a single person/entity within SRG members.

Practices 2.1, 2.2 & 2.3:

- Data always remains the property of the original owner and data access is always under the control of the data owner with any approval for data access requiring a formal agreement between the Foundation and the data owner.
- Approval of new projects shall be dependent on data sharing through the DATAbank being agreed in advance.
- Core Membership of the Foundation shall only be offered to new 'data owner' when they agree to data sharing.
- Access to data in the DATAbank shall be restricted to those who have contributed (or have agreed to contribute) project data to the DATAbank.
 - One possible exception is referenced in Objective 5 – where an entity may contract the Foundation to develop a grading scheme from DATAbank data where no new research is required and, as such, they have no data to contribute.
- Any entity that provides data into the DATAbank and also accesses other entities' data in the DATAbank shall agree to their data remaining in the DATAbank if they later withdraw from participation in the activities of the Foundation.
- Initial members of the Foundation (and the SRG) shall also agree to these principles and practices.
- There shall be no exceptions to the first mentioned practice - any exception to other practices shall require approval by the Council on recommendation by the SRG.

Objective 3 - Achieve growth in research projects undertaken & membership of the Scientific Reference Group (SRG)

Principle 3.1: the efficiency & effectiveness of research will be enhanced with the approval of new research projects and commitment of new entities to join the SRG

Practices 3.1:

- SRG members shall proactively facilitate the identification of potential new research projects that support the aim of the Foundation and through this identify new members to join the SRG.
- SRG members shall proactively facilitate new research that adds to eating quality scientific knowledge through efforts to ensure data owners approve the use of their data in the DATAbank for this purpose.

Objective 4 - Achieve separation of the R&D functions from the business functions

Principle 4.1: It is vital to avoid any politicisation of R&D and maintain total integrity of R&D.

Practices 4.1:

- There shall be a clear separation of responsibilities between the Council and the SRG, with the SRG being the final arbiter on issues of scientific merit.
- All new Foundation supported research projects shall be a Foundation activity with consideration and approval/rejection by the Council on recommendation from the SRG.
- All recommendations to the United Nations Economic Commission for Europe Specialized Section on Meat or other entity on eating quality standards shall be made by the Council on recommendation from the SRG.
 - For clarity – the Council does not have the authority to change SRG recommendations in this regard – any Council concerns shall be returned to the SRG for consideration.
- The SRG shall encourage and seek involvement from researchers with specific expertise and demonstrated research excellence. While some may be data owners or represent data owners, others may participate in a professional capacity to advance the Foundation objectives.

- Where SRG recommendations to Council relate to the commercial use of data, only data owners or their representatives shall participate.

Objective 5- Achieve financial sustainability for core Foundation activities

Principle 5.1: Funding shall be captured to ensure sustainability of the R&D effort.

Principle 5.2: Funding shall be captured to ensure development and the sustainability of core Foundation activities (eg DATAbank).

Principle 5.3: Funding shall be captured to compensate Core Members who have contributed essential data, other IP & IC.

Practices 5.1, 5.2 & 5.3:

- Initially funding of Foundation activities shall be through R&D grants – this includes R&D activities and other core activities to facilitate the Foundation’s aim, particularly the development and operation of the DATAbank.
 - Potentially seed funding may be required to undertake initial tasks to elicit interest in, and maintain momentum of, activities to further Foundation aims prior to the R&D grants being commissioned.
- Future R&D projects shall include a surcharge, in addition to the R&D cost, to be utilised by the Foundation to fulfil its aim. The rate to be agreed by Council.
- ‘Data owner’ contributors to the DATAbank shall pay an annual fee (to be determined) to the Foundation that reflects the individual member’s relative contribution of their data into the DATAbank compared to their utilisation of other members’ data within the DATAbank. This fee will cover ‘cloud hosting’ and DATABank IT administration costs.
- The opportunity shall be developed for non ‘data owner’ utilisation of DATAbank data where entities can implement eating quality systems in agreed locations without the need for additional R&D. These members shall pay a commercial fee (to be determined) for access to the Foundation’s DATAbank and other IP & IC which may include the utilisation of Foundation developed grading models.
- Additional R&D, consulting, training, data collection, analysis, grading and technical Q&A services shall over time generate funds (in addition to recovering the cost of service delivery) to assist in ensuring the administrative structure of the Foundation remains financially viable.

Objective 6 - Achieve commercial adoption of the R&D

Principle 6.1: Objectives 1-4 are enablers for the commercial adoption of Foundation R&D to drive improvement in consumer satisfaction of meat products .

Practices 6.1:

- Research projects submitted to the Council for consideration shall be developed and submitted in conjunction with a pathway to adoption – be it through a commercial entity or industry/government body.
- Data from the DATAbank and IC from SRG members shall be made available to significantly expedite the commercial adoption of meat eating quality systems for new Core Members of the Foundation, where data owners have provided permission.
- Over time the Foundation will build the capability to provide additional R&D, consulting, training, data collection, analysis and technical Q&A services to facilitate commercial adoption of eating quality R&D.

Over time the Foundation will develop regular communications to Core and Supporting Members & UNECE in particular but also to a Stakeholder Reference Group of the broader industry community to provide updates on Council & SRG activities.

APPENDIX

Appendix 1 – Foundation Council Members

Initial Council Members

- Jerzy Wierzbicki – Chairman (2017)
- Rod Polkinghorne (2017)
- Michael Crowley (2018)
- Declan Troy (2018)
- John Webster (2018)
- Jean Luc Mériaux (2019)

Current Council Members (and year joined)

- As above

Appendix 2 – Scientific Reference Group (SRG) Members

Initial SRG members

- Rod Polkinghorne - Birkenwood PL - Chairman
- Linda Farmer - Agri-Food and Biosciences Institute (AFBI)
- Jean-Francois Hocquette - Institut National de la Recherche Agronomique (INRA)
- Janine Lau - Meat & Livestock Australia (MLA)
- Isabelle Legrande - Institute de l'Evage (Idele)
- Ciara McDonnell - Teagasc
- Mark Miller - Texas Tech University (Texas Tech)
- Judy Philpott - Birkenwood PL
- Agnieszka Wierzbicka – Warsaw University of Life Sciences

Current SRG Members (and year joined for new members)

- As above

Appendix 3 – Foundation Members

Initial Foundation Core Members

Corporate

- Meat & Livestock Australia (MLA)
- Polish Beef Association (PBA)
- Texas Tech University (Texas Tech)
- Teagasc
- Institute de l'Evage (Idele)
- Institut National de la Recherche Agronomique (INRA)
- Agri-Food and Biosciences Institute (AFBI)
- Warsaw University of Life Sciences
- Birkenwood Pty Ltd

Individual

- Rod Polkinghorne - Birkenwood Pty Ltd
- Michael Crowley – Meat & Livestock Australia (MLA)
- Linda Farmer - Agri-Food and Biosciences Institute (AFBI)
- Jean-Francois Hocquette - Institut National de la Recherche Agronomique (INRA)
- Janine Lau - Meat & Livestock Australia (MLA)
- Isabelle Legrande - Institute de l'Evage (Idele)

- Ciara McDonnell - Teagasc
- Mark Miller - Texas Tech University (Texas Tech)
- Judy Philpott - Birkenwood PL
- Jerzy Wierzbicki - Polish Beef Association (PBA)
- Agnieszka Wierzbicka – Warsaw University of Life Sciences

Current Core Members (and year joined for new members)

- As above

Foundation Supporting Members (and year joined)

- Nil to date

Appendix 4 – Commercialisation of IP & IC

The Council recognises the initial leadership and IP in this area provided by Core Members.

Objective 5- Achieve financial sustainability for core Foundation activities

Principle 5.1: Funding shall be captured to ensure sustainability of the R&D effort.

Principle 5.2: Funding shall be captured to ensure development and then sustainability of core Foundation activities (eg DATAbank).

Principle 5.3: Funding shall be captured to compensate Core Members who have contributed essential data, other IP & IC.

Applying the principles

This process will be detailed and outlined in due course by the Foundation Council in agreement with the members.

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