

STRATEGIC PLAN 2013-2017

FOR KINDER, FAIRER FARMING WORLDWIDE

OUR VISION

is a world where farm animals are treated with compassion and respect.

OUR MISSION

is to end **factory farming** and advance the wellbeing of **farm animals** worldwide through advocacy, campaigning and engagement.

OUR STRATEGIC CHANGE GOALS

- 1. To achieve recognition that ending factory farming is key to humane sustainable food and farming policy worldwide.**
- 2. To drive European legislation to achieve better standards of animal welfare through advocacy and campaigning.**
- 3. To drive better animal welfare standards in the global food supply chain through food business engagement.**

What we will do

We will show that ending factory farming is key to humane sustainable food and farming policy.

We will strengthen EU legislation and enforcement on farm animal welfare.

We will persuade food companies to adopt higher welfare products across their entire product ranges.

We will enable consumers to make higher welfare food choices.

We will convince intergovernmental agencies to support humane sustainable farming policies.

We will support producers who champion higher welfare farming practices.

REVIEW OF STRATEGIC PLAN

The objectives of the Strategic Plan will be reviewed annually. A report with recommendations based on the objectives set out in this Strategic Plan will be submitted to the Board each year.

The outcomes we expect

Recognition that ending factory farming is key to humane sustainable food and farming policy worldwide.

Better legislation properly enforced throughout the EU.

Higher animal welfare seen as a must-have component of quality food.

Higher welfare food choices for shoppers and diners go from being the exception to the norm.

Better informed consumers and livestock products labelled according to system of production.

A trading environment that facilitates higher welfare production and rewards progressive farmers.

International recognition of animals as sentient beings.

International action on the damaging impacts of factory farming and increased meat and dairy production globally.

Affordable, higher welfare food as standard for all.

1 billion chickens, 125 million laying hens, 25 million pigs and 1 million dairy cows and calves per year in Europe benefitting from higher welfare policies by 2016/17.

INTRODUCTION



Compassion in World Farming was founded in 1967 by Peter Roberts, a dairy farmer who could see first-hand how the demand for supposed cheap food was having a devastating effect on farm animals and human health.

Since its beginnings, Compassion has been making a difference to the lives of millions of farm animals in the UK and throughout Europe. Against a multicultural, rapidly changing, economically challenging backdrop, we have made sure that animal welfare is

represented on the political agenda; we have won battles to ensure animal welfare is protected by law; we are influencing change in the way animals reared for food are perceived by consumers and food suppliers; and we are being joined by leading voices from the environmental, humanitarian and scientific communities to challenge intensive, industrialised farming.

Whilst we still have a great deal to achieve in Europe, we are in a position where we can build on our experience and achievements and start challenging the world. We have to stop the spread of factory farming, before it is too late. The world's population now exceeds seven billion; in just five years, the number of farm animals reared for food globally has risen from 60 billion a year to just over 70 billion. Two out of three farm animals are now reared intensively. Increasingly, people are asking how do we feed the coming population of nine billion expected by 2050? The answer lies in recognising that we currently produce enough food for 10-12 billion. Yet, more than half is wasted, not least by feeding perfectly good food to factory farmed animals. Yet one billion people are starving, whilst another one billion are overweight. The world is out of balance. Factory farming is at the heart of our problems, not the solution.

This five-year Strategic Plan sets out how Compassion intends to spearhead an urgently needed 21st Century agricultural revolution to end all forms of cruelty associated with 'modern' intensive factory farming and implementing a kinder, safer, fairer model of humane sustainable farming that works for animals, people and our planet.

Philip Lymbery,
Chief Executive
Compassion in World Farming



Factory farming is the single biggest cause of animal cruelty, one of the greatest social and environmental challenges of our time and utterly fails to meet the needs of the planet's seven billion people.



Photo © Shutterstock

WHY DO WE NEED COMPASSION IN WORLD FARMING?

We are tackling the biggest issue of animal cruelty on the planet. Worldwide, about 70 billion farm animals are now produced for food each year; two out of every three being factory farmed. Kept permanently indoors; caged, crammed or confined. Treated like production machines rather than individual sentient beings.

Poor animal welfare often has serious consequences for society; factory farming is damaging to the environment, biodiversity and public health.

Every year, an area of forest equivalent to half the UK is cleared, largely to grow animal feed and for cattle ranching.

Keeping animals intensively in close proximity produces a pressure cooker environment for new and deadly strains of disease such as highly pathogenic Avian Influenza. Battery cage egg farms are six times more likely to harbour dangerous *Salmonella* than non-cage farms¹. Today, typically intensively produced chicken meat is nearly three times higher in fat than 40 years ago². Half the world's antibiotics are fed to farm animals, largely to ward off diseases inevitable under intensive conditions.

Factory farming is hugely wasteful of precious resources, including water, land and even food. A kilogram of factory farmed beef takes the equivalent of 90 bathtubs of water to produce, much of it drawn from rivers and aquifers. Growing concentrated feed crops for farm animals uses 40 times more irrigation water than grass or silage.

A third of the world's cereal harvest is fed to industrially-reared animals; enough to feed three billion people. If these feed crops were planted in a single field, it would cover the entire land surface of the European Union.

Yet, factory farms waste food. For every 6kg of plant protein, such as cereals, fed to livestock, only 1kg of protein on average is given back in the form of meat or other livestock products³. By heightening the competition between people and farm animals for precious grain, it pushes up global food prices to the detriment of the poor.

Globally, the livestock industry contributes 18% of human-produced greenhouse gas emissions – more than all our planes, trains and cars put together. With factory farming as the engine room, livestock numbers are set to double by 2050.

The inescapable truth is that factory farming is failing to feed the world; it uses more food than it produces³. It breaks the link between livestock and the land and is fundamentally unsustainable.

Compassion in World Farming works internationally to bring about a brighter future; without industrial animal farming reliant on grain, soya or fishmeal grown elsewhere. Instead, we favour animals kept on the land, on mixed, rotational farms, permanent pastures or in woodlands. We encourage healthy, balanced diets that avoid over-consuming meat; eating better quality food from animals kept in higher welfare conditions. Through this route lies a truly humane sustainable food system to the benefit of people, the environment and animal welfare.

¹L.C. Snow *et al.*, 2010. The Veterinary Record, No 166, pages 579-586.

²Professor Crawford *et al.*, 2005. Ref. 188, Farmageddon.

³These impact figures have been calculated against a total EU production of over 5 billion broiler chickens for meat and over 250 million pigs each year. Up to 200 million laying hens in the EU are kept in cages.

OUR KEY AREAS OF ANIMAL WELFARE CONCERN



BATTERY CAGES FOR LAYING HENS

Most of the world's 6.5 billion egg laying hens are confined in battery cages.

These cages are so small the hens cannot flap their wings, so barren they have no nest in which to lay their eggs, and so restricting that the birds' bones become brittle and can snap.

Barren battery cages have been banned in the EU since 2012, but so-called 'enriched' cages that provide an unacceptable level of confinement are still in widespread use.



CHICKENS REARED FOR MEAT

Each year around 50 billion meat chickens are reared worldwide.

Up to 50,000 chickens are crammed into each overcrowded shed. In Europe, they are stocked at about 17 chickens per square metre.

Selective breeding means that the birds grow so quickly that their legs often buckle under the strain of supporting the rapidly growing body. Each year in the EU, more than a billion chickens suffer from painful leg disorders. Their heart and lungs, too, often cannot keep pace with the overgrown body. More than 100 million succumb to heart failure each year.



PIGS

Over 1.3 billion pigs are produced worldwide each year.

Industrial pig breeding often involves confining sows in stalls or crates where they cannot turn around. Their offspring tend to be reared in barren and overcrowded pens and subjected to mutilations such as having their tails docked and teeth clipped.

Narrow sow stalls for pregnant pigs are now banned in some EU countries, the UK for example, and will be prohibited after the first four weeks of pregnancy in the EU from 2013. However, most sows still give birth in the equally restrictive farrowing crate.

Factory farming accounts for more than 70% of poultry meat, 50% of pork, 40% of beef⁴ and 60% of eggs produced worldwide. Key issues of animal welfare concern that we seek to tackle are:

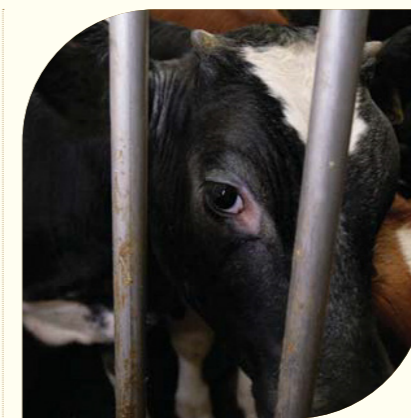


DAIRY CATTLE

There are over 250 million dairy cows worldwide.

Modern breeds of dairy cow often produce so much milk that many suffer from serious welfare problems including lameness and mastitis. The pressures on high yielding cows are so great that many are worn out after just 2-3 milk cycles and are prematurely culled.

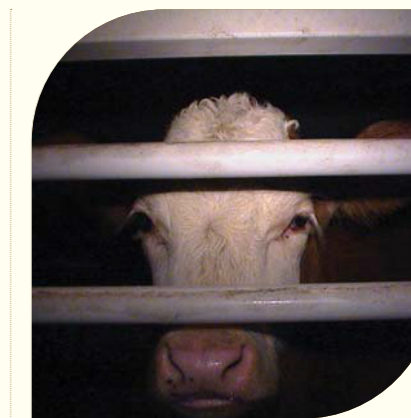
In Europe, about 50% of dairy cows go lame in any one year and about 20% are lame at any one time. Increasingly cows are being zero-grazed – that is kept indoors permanently and never allowed out into the fields to graze or in feedlot-style confinement in large numbers outdoors.



CALVES

Many calves reared for veal are crammed into barren indoor units without any straw.

About six million calves in the EU alone are reared annually for veal, the vast majority of these in barren systems.



TRANSPORT OF LIVE ANIMALS

Each year around six million farm animals – cattle, sheep, pigs and horses – are transported huge distances across Europe.

Many of these journeys take over 30 hours; the worst take over 70 hours. Much of the suffering involved could be prevented by greatly reducing journey times.

We believe that animals should be slaughtered as near as possible to the farm of rearing and the meat transported to wherever it is wanted. A maximum overall limit of 8 hours should be placed on journeys to slaughter or for further fattening.

⁴Worldwatch Institute, The State of the World 2004, page 73.

WHAT WE ARE SEEKING TO CHANGE

WHAT IS FACTORY FARMING?

Factory farming is where animals are treated like production machines rather than individual sentient beings with welfare needs.

It involves 'intensive' farming, characterised by the use of close confinement systems (cages and crates) or overcrowded sheds or barren outdoor feedlots. It also involves the use of fast growing or high producing breeds where the animals are prone to painful production-related diseases.

Factory farming is energy-intensive, using concentrated feed, high mechanisation and low labour requirements.

Intensive farming is often practised on a massive scale and is often known as 'industrial' agriculture.

WHAT IS ANIMAL WELFARE?

Animal welfare is about ensuring the wellbeing of the individual animal from the animal's point of view. It includes animal health and encompasses both the psychological and physical state of the animal.

The welfare of an animal can be described as good or high if the individual is fit, healthy and free from suffering. To put it another way, the animals are healthy and have what they need.

Welfare is about consideration for the living animal, as dead animals do not suffer. Death may pose ethical questions, but is not a welfare issue in itself. However, the manner of and reason for death may indicate poor welfare. The way an animal is killed, for example, can cause pain and suffering. Similarly, mortality may be a symptom of poor welfare, such as disease.

We need to farm like tomorrow matters, balancing compassion for the wellbeing of farm animals with a realistic, evidence-based appreciation of how the world really works – so that we farm in a way that is kinder, fairer, greener.

WHAT ARE SYSTEMS OF HIGHER WELFARE POTENTIAL?

Higher welfare potential means a husbandry system that provides for behavioural freedom without compromising health. Major concerns for animal welfare arise from husbandry practices with low welfare potential i.e. those that fail to meet the behavioural and physical needs of the animal and thereby have the potential to cause pain or suffering. Examples include confinement systems, such as veal crates for calves, or the overcrowded conditions and super-fast growing breeds used to produce meat chickens.

The classic example of a farming system with low welfare potential is the battery cage for egg laying hens. The cramped and barren cage denies many of their physical and behavioural needs, causing the birds to suffer as a result. The restrictive nature of the cage is an inherent part of the system. The battery cage is, therefore, a system with low welfare potential. No matter how much stockmanship, care and attention is given to the birds in that system, their welfare is likely to remain poor.

A free-range system, however – with its space and enriched environment – has a high welfare potential. If stockmanship standards are poor or neglectful, then the birds may suffer. Similarly, a badly designed unit could also have a detrimental effect on the birds' welfare. However, problems that may arise can be addressed through improved management or design as they are not an inherent part of the system, thereby allowing the full welfare potential of the system to be achieved.

All food and farming production involving animals should use systems of higher welfare potential, i.e. systems that meet the welfare needs of the animal. These systems should be managed in a way that ensures delivery of the highest level of welfare outcomes.

Systems of higher welfare potential fit within the bigger picture of humane sustainable agriculture.

WHAT IS HUMANE SUSTAINABLE AGRICULTURE?

Our principles of humane sustainable farming are:

ANIMALS - achieving higher welfare

FOOD - ensuring it is safe, high quality and affordable

ENVIRONMENT - protecting wildlife, the climate and the countryside

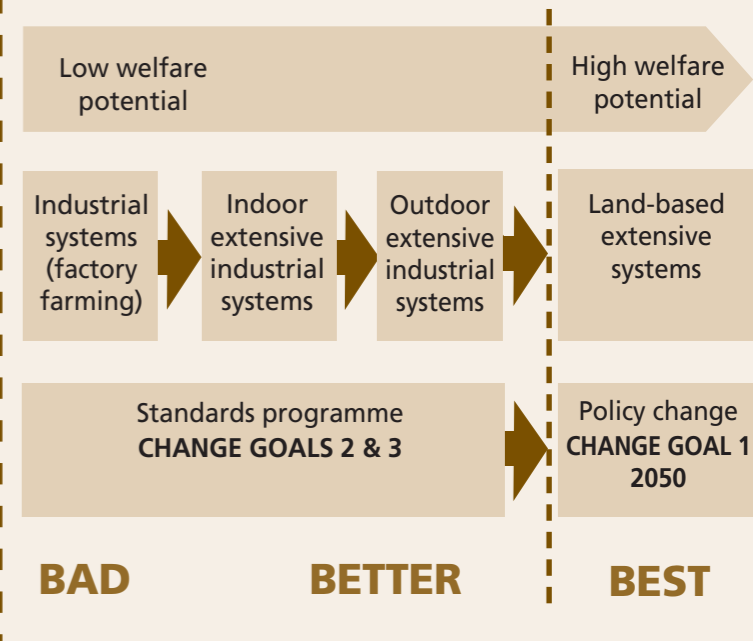
FOOD SECURITY - ensuring nations have an adequate food supply

PEOPLE - protecting rural livelihoods

SUSTAINABILITY - ensuring our ability to provide food for all tomorrow as well as today.

FACTORY FARMING AND WELFARE POTENTIAL

The diagram below illustrates how, through our twin programmes of improving animal welfare standards whilst influencing future policy on humane sustainable farming, we aim to deliver higher welfare food and farming over the years and decades to come.



A society can be judged by the way in which it feeds its people and treats its animals.

We believe that everyone has the right to healthy food that doesn't involve cruelty, doesn't involve suffering and doesn't destroy our planet.



STRATEGIC AIMS, GOALS AND OBJECTIVES

Against the backdrop of population explosion and soaring food prices, there is a very real risk that even more intensification of our farming is mistakenly accepted as the unpleasant but necessary solution to feeding the world.

The purpose of this Strategic Plan is to help Compassion deliver the further reforms that are so urgently needed for farm animals worldwide. Our plan is built on three Change Goals, and how we can achieve these goals to achieve our ultimate mission of ending factory farming and advancing the wellbeing of farm animals through advocacy, campaigning and engagement.

The following diagrams set out the goals and theory of change that we have adopted to bring about our vision of a better world.

CHANGING FUTURE POLICY

BELIEF:

A world without factory farming is essential for sustainable food

CHANGE GOAL 1

To achieve recognition that ending factory farming is key to humane sustainable food and farming policy worldwide

IMPROVING STANDARDS TODAY

LEGISLATION:

Put "sentient beings" into practice

CHANGE GOAL 2

To drive European legislation to achieve better standards of animal welfare through advocacy and campaigning

CONSUMPTION:

Place animal welfare at the heart of the food industry

CHANGE GOAL 3

To drive better animal welfare standards in the global food supply chain through food business engagement

OUR THEORY OF CHANGE

(2013 - 2017)

Vision: A world where farm animals are treated with compassion and respect

Mission: To end factory farming and advance the wellbeing of farm animals worldwide through advocacy, campaigning and engagement

CHANGE GOALS

What are the big changes that we want to make?

CHANGE GOAL 1

TO ACHIEVE RECOGNITION THAT ENDING FACTORY FARMING IS KEY TO HUMANE SUSTAINABLE FOOD AND FARMING POLICY WORLDWIDE

CHANGE GOAL 2

TO DRIVE EUROPEAN LEGISLATION TO ACHIEVE BETTER STANDARDS OF ANIMAL WELFARE THROUGH ADVOCACY AND CAMPAIGNING

CHANGE GOAL 3

TO DRIVE BETTER ANIMAL WELFARE STANDARDS IN THE GLOBAL FOOD SUPPLY CHAIN THROUGH FOOD BUSINESS ENGAGEMENT

STAKEHOLDERS

What do we need to achieve regarding key stakeholders?

S1

To inspire and engage non-animal welfare orgs to embrace and champion ending factory farming on their terms
(Partners)

S2

To convince policy makers to support humane sustainable farming
(IGOs, Governments, Think Tanks, Investors)

S3

To broaden the argument to mobilise a greater citizen movement
(Citizens)

S4

To demonstrate and inspire donors of the distinctive impact of investing in Compassion
(Donors)

S5

To challenge EU institutions and governments to strengthen, implement and enforce legislation at national and EU level
(Governments)

S6

To harness food industry power to achieve changes in animal welfare standards
(Food Industry)

CAPACITIES

What internal processes do we need to excel at?

C1

To understand the motivations and perspectives of non-animal welfare organisations

C2

To develop an international mindset/culture and develop an effective international structure

C3

To promote the alternatives to factory farming

C4

To provide a robust technical and economic case for improving future policy and welfare standards

C5

To shape compelling campaigns that deliver large-scale shifts in public awareness, opinion and activism

LEARNING & GROWTH

How should we improve our human capital?

L1

To develop a leadership and staff structure which works effectively across the organisation

L2

To develop as a centre of excellence for farm animal welfare and factory farming knowledge

L3

To embed understanding of factory farming

L4

To develop skills and capacity for integrated public campaigning and marketing

RESOURCES

What resources do we need?

R1

To attract and retain people with talent

R2

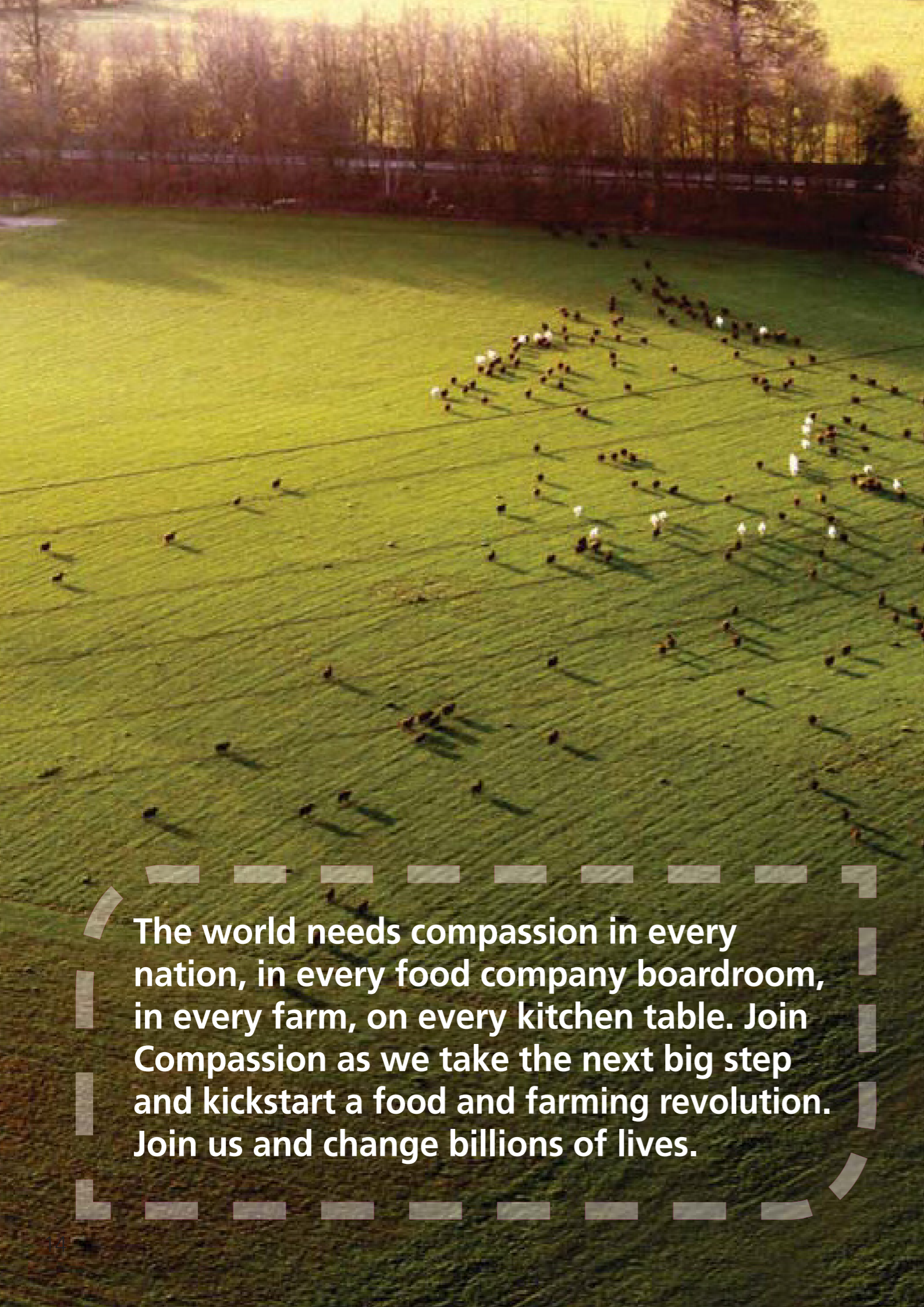
To develop systems and processes to support Compassion as an international non-governmental organisation
(INGO)

R3

To build an organisational database of supporters and stakeholders

R4

To generate a transformational increase in fundraising



ANALYSIS: EXTERNAL AND INTERNAL

In order to produce this Strategic Plan, we have learned from past successes and failures. The following is a summary of the key factors seen as important over the next 5 – 10 years.

EXTERNAL FACTORS

Global growth of factory farming

About **70 billion** animals are farmed for food worldwide every year, the majority in factory farms. And the numbers keep rising. The number of farm animals produced each year is estimated to double by 2050.

Politics in Europe

Animal welfare is not often given due weight when drawing up new legislation and existing laws are often poorly enforced. The pro-welfare voting majority amongst Member States has been lost since the 1990s, meaning concerted effort is needed to restore EU policy-making to a position where greater progress can be made.

Food companies

A small number of key multi-national companies have great influence over much of the global food supply chain. This offers the opportunity to set positive animal-friendly policy trends by working with progressive companies.

Increased meat consumption

Meat and other livestock products typically take a lot of resources like land, water and oil to produce. Growing worldwide demand is putting greater strain on the natural environment. Factory farming is often seen as a 'quick fix' due to high levels of production. What is often overlooked is that factory farms waste food, not make it, and thereby represent an inefficient use of resources. For every 6kg of plant protein such as cereals or soya fed to farmed animals, only 1kg is given back in the form of meat or other livestock products. In terms of food value, for every 100 food calories of edible crops fed to livestock, we get back just 30 calories in the form of meat and milk.

Growing awareness of the links between food, health, the environment and animal welfare

There is a widening recognition that the way animals are farmed has implications for human health, the environment and sustainable food production worldwide.

INTERNAL FACTORS

An established and credible voice

Our programmes are built on a strong track record of campaigning, corporate engagement and research.

International action

We recognise that the key to future progress lies in having strong influence in the European Union and operating internationally.

Building a movement

We see rising interest in our food, health and the environment as a great opportunity to build a movement for change.

Working together with others

As specialists in farm animal welfare, we recognise the scale of the task globally. We value the work of others in this area. We actively seek to coordinate, cooperate and collaborate with partners that share our goals. Increasing awareness of the consequences of factory farming on our food, communities and countryside provides new and exciting opportunities for partnerships and collaboration with a diverse range of interests.

The right staff for the future

Compassion will continue to recruit, nurture and retain the right people and skill base to achieve our mission.

The world needs compassion in every nation, in every food company boardroom, in every farm, on every kitchen table. Join Compassion as we take the next big step and kickstart a food and farming revolution. Join us and change billions of lives.



Photo © Istockphoto

OUR BELIEFS, VALUES AND APPROACH

WHAT MAKES US DIFFERENT?



We are the leading specialist organisation for farm animal welfare worldwide. We are different to other organisations in the animal welfare sector because of the following combination of factors:

We were founded by a dairy farmer.

We are the major advocacy organisation focusing on farm animal welfare.

We have an increasing worldwide presence.

We engage with the food industry and facilitate progress.

We campaign at intergovernmental level, such as the World Bank (and IFC) and The UN Food and Agriculture Organization (FAO).

We strive to be at the leading edge of active, vibrant campaigning for farm animals.

We have the largest concentration of professional people devoted to farm animal welfare advocacy in the world.

We are independent.

OUR ESSENCE

We believe that farm animals should not and need not suffer.

OUR CORE VALUES

Championing animal sentience

Farm animals are sentient beings capable of feeling pain and suffering and experiencing a sense of wellbeing.

Promoting compassion

Our *raison d'être* is to ensure that all farm animals are treated with compassion and respect.

Advancing humane sustainable farming

We advocate farming methods that benefit animal welfare as well as people and the environment.

Acting with integrity

Our strong messages for change are presented in an honest and principled manner.

Factual and science-based

Our brand of effective campaigns and determined political lobbying is backed by scientific evidence and sound research.

Accountability

We strive to achieve positive outcomes through efficient and measurable use of resources and open reporting to ensure full accountability to our stakeholders, such as supporters and funders.

OUR APPROACH

We are an animal welfare society, focusing solely on animals farmed for food.

We are not a vegetarian organisation and we see higher animal welfare as central to better food.

We recognise the interrelatedness between animal welfare, environmental protection, human health and sustainability.

We also recognise the resource-intensive nature of meat and dairy production.

We therefore recommend reducing global meat and dairy consumption and consuming only humanely-produced animal products.

We aim to gain recognition for animal welfare as integral to society's sustainable development globally.

We are campaigners against cruel systems and practices.

We are passionate pragmatists; demanding change and offering solutions.

We work with organisations worldwide; sharing information, learning from each other and working together.

Through influencing the European Union, we have a voice for farm animals worldwide.

We see strengthening our capacity in Europe as key to effective influence.

We strive to achieve impact internationally and organise our resources for best effect.

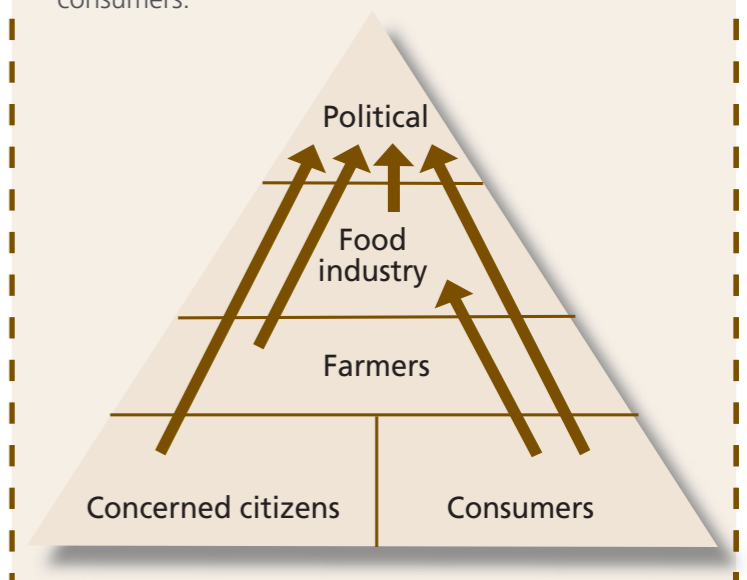
To this end, we engage with intergovernmental agencies such as the FAO and focus our non-EU operations on important and emerging agri-economic nations of the world, such as the USA, China, India and South America.

We use sound research and investigation combined with effective campaigning.

We aim to make a difference for animal welfare by campaigning in a strategic way.

We target the following main audiences involved in the food system to drive change:

- Political decision-makers
- The food retail, manufacturing and food service operators
- The farming industry
- The general public both as concerned citizens and consumers.



We ensure that pressure for change is directed upwards to the top of our power pyramid (above), thereby ensuring an efficient and targeted approach to our campaigns. We see political reform as consolidating changes in attitudes and behaviours at all levels.

We celebrate those who make real progress for animal welfare, for example within the food industry, and promote humane alternatives to factory farmed food, but we do not endorse individual livestock products.

We aim to devote 80% of the organisation's resources to Compassion's priority programmes; the remaining 20% may be used appropriately to tackle other issues, such as those of a reactive or country-specific nature.

We value the essential contributions of our staff, trustees, volunteers and supporters and strive to treat them all with integrity, compassion and fairness.

“ I deal with lots of NGOs and many of them are fine organisations, but I can honestly say that Compassion in World Farming is probably the finest. It isn't just that their cause is just. They espouse it with such calmness and reason. ”

Martin Hickman, The Independent

OUR ANIMAL WELFARE PROGRAMMES

Compassion's programmes include a campaigning mix of public awareness, political lobbying, commercial engagement and education, backed by research and investigations.

We have three core programmes aimed at achieving the overarching changes we want to make:

1 RAW

Changing future policy to favour humane sustainable alternatives to factory farming. We believe that achieving **Change Goal 1** – to gain recognition that ending factory farming is key to sustainable food and farming policy worldwide – would be a major step toward this long-term aim.

2 EU REFORM FOR ANIMAL WELFARE

Putting into practice recognition of animals as 'sentient beings' in the EU and the need to avoid them suffering through better legislation and enforcement.

3 FOOD BUSINESS ENGAGEMENT

Placing farm animal welfare at the heart of the food industry by driving better standards.

Our programmes aim to bring about a better tomorrow without factory farming whilst improving the lives of animals through raised standards today.

OUR TRACK RECORD

Throughout our 45 year history, Compassion in World Farming has built a reputation for being the organisation that gets things done. We are proud of what we have achieved so far and plan to achieve so much more.

We are a growing organisation with offices in the Netherlands, France, Italy, USA and Poland.

Key successes include:

Our lobbying has resulted in the EU recognising animals as sentient beings, capable of feeling pain and suffering.

Our campaigning has secured landmark reforms including EU bans on veal crates for calves, sow stalls for pregnant pigs and barren battery cages for laying hens.

Our food industry engagement work means that more than 311 million farm animals are benefitting from better lives through our work encouraging companies as diverse as Sainsbury's, The Co-operative, Unilever and McDonald's to switch to higher welfare meat, milk and eggs.

Our award-winning investigations team has exposed the realities of factory farming and brought the plight of farm animals to the attention of the world's media.

Our ability to bring people together has resulted in an all-industry voluntary agreement in the UK to move beyond live calf exports.

We are the proud recipients of the BBC Radio 4 award for Best Food Campaigner/Educator (2007) and The Observer Ethical award for Best Campaigner (2011).

STRATEGIC PLAN 2013-2017

FOR KINDER, FAIRER FARMING WORLDWIDE

“Compassion in World Farming has done an amazing job in achieving real change for millions of farm animals.”

Joanna Lumley OBE,
Compassion patron, actor and campaigner



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