

Animal Equality's Accomplishments (2016–2017)

2017

LEGISLATION

Mexico: In March, Animal Equality and Mexican Senator Diva Gastélum introduced a historic initiative on a national level, the very first of its kind, calling on the Mexican Senate to modify current federal legislation to make the abuse of farmed animals a crime. The initiative proposes making animal welfare standards mandatory and modifying the Criminal Code to include cruelty to animals. The initiative explicitly mentions farmed animals and makes it a felony crime punishable by up to four years in prison. The initiative was based on the 31 Mexican slaughterhouses investigated by Animal Equality in 2016, an impressive body of investigative work that Senator Gastélum highlighted during her speech to the Senate and in the report that included Animal Equality's findings and images. Animal Equality garnered the support of the Partido Revolucionario Institucional (PRI), the current political power in office, as well as 103 animal protection organizations in Mexico. When passed, this initiative will reduce the suffering of 1.2 billion animals killed annually in Mexican slaughterhouses.

In July, Animal Equality Mexico introduced another initiative this time on a state level, in the Mexican state of Jalisco to make the cruelty to farmed animals a felony crime punishable by up to three years in prison. It explicitly makes it a felony to kill animals at slaughterhouses without adequate prior stunning—without excluding chickens or other animals.

The initiative was introduced by Animal Equality Mexico's executive director, Dulce Ramírez, and Hector Alejandro Hermosillo, the deputy representative of Movimiento Ciudadano—the political party in power in Jalisco—in a press conference held in August. The text of the initiative acknowledges that it was introduced as a result of Animal Equality's investigation into multiple slaughterhouses in Jalisco.

Jalisco is Mexico's leader in meat production and this initiative will affect more than 3.4 million pigs, 836,000 cows, 182,000 sheep and lambs, 76,000 goats, and 183 million birds every year.

India: In May, the Government of India introduced the Prevention of Cruelty to Animals (Regulation of Livestock Markets) Rules 2017, which included Animal Equality's recommendations to ban the sale of cattle in markets for slaughter and to prohibit bodily mutilations such as dehorning, tail docking, nose roping, and branding. The government also included Animal Equality's recommendations to ban cruel practices like confining, beating, kicking, tethering, and prodding as well as to prohibit the transport and entry of heavily pregnant animals in markets. These rules will reduce the cruelty experienced by more than 300 million cows and buffaloes in India. This achievement is in part a result of our investigation into the shocking cruelties inflicted on cows and buffaloes at cattle markets compiled in a report sent to the Ministry of Environment and Forests and the Department of Animal Husbandry in August 2016.

In July, the Law Commission of India drafted and recommended to the government the “Prevention of Cruelty to Animals (Egg Laying Hens) Rules, 2017” and the “Prevention of Cruelty to Animals (Broiler Chicken) Rules 2017,” which includes Animal Equality’s recommendations to introduce a committee to monitor the welfare of birds and veterinary care, stop forced molting, end the slaughter of birds at markets, ban battery cages for chickens used for meat, and more. These recommendations were presented to the government along with Animal Equality’s investigations into egg and chicken farms. These rules will reduce the cruelty experienced by more than 530 million chickens every year.

Europe: Animal Equality’s lobbying work and investigations inside European rabbit farms contributed to the European Parliament voting on major animal welfare improvements for rabbits in March. This historic vote paves the way to end cages for rabbits in the E.U.

As the prominent media outlet *Politico* noted, “The change in position is a direct result of a lobbying campaign organized by Animal Equality.” This monumental progress for rabbits will directly benefit 340 million rabbits every year.

Animal Equality’s footage on animal mutilations on factory farms filmed in Spain over the last ten years is being used by the Eurogroup for Animals, a European animal advocacy organization dedicated to improving animal welfare at the European Parliament, to push for a ban on mutilations of pigs (tail docking, teeth clipping, and castration) in Europe. If the ban is implemented, it will prevent the mutilations of more than 250 million pigs per year.

U.K.: Animal Equality’s December 2016 dairy investigation in the United Kingdom led to the conviction in April 2017 of a farm worker on two counts of cruelty under the Animal Welfare Act. In addition, he was given a 12-week suspended prison sentence, 150 hours of community service, and a two-year ban on working with farmed animals. This conviction and sentence had a worldwide media reach of over 364 million people.

CORPORATE OUTREACH

Since establishing our Corporate Outreach department in November 2016—beginning outreach to companies in January and launching our first campaigns in March—Animal Equality has won 22 corporate policies banning cages for hens used in the egg industry in Italy, Spain, Mexico, and Brazil. These policies will affect approximately 10 million hens every year (about 7.5 million have been accounted for in the numbers below, and the additional 2.5 million are estimated from the policies that have been won but for which Animal Equality is still determining numbers).

Corporate policies won:

Italy:

- 3/1: [Giovanni Rana](#)
 - 4th largest CPG in Italy & largest in terms of egg purchasing
 - Deadline: June 2017

- 500,000 birds/year
- 3/9: [Gemos](#)
 - Top foodservice company
 - Deadline: 2025
 - 700 birds/year
- 3/15: [Dussman](#)
 - 5th largest foodservice company
 - Deadline: March 2017
 - 12,000 birds/year
- 3/30: [Esselunga](#)
 - 3rd largest retailer in Italy
 - Deadline: March 2017
 - 900,000 birds/year
- 3/31: [Lagardere](#)
 - Major restaurant group
 - Deadline: March 2017
 - Only 100 birds/year because they use very few eggs in their menu
- 4/4: [Auchan](#)
 - 5th largest retailer in Italy
 - Deadline: 2022
 - 200,000 birds/year
- 4/18: Carrefour
 - 3rd largest retailer in Italy and 9th in the world
 - Deadline: March 2017 for own stores, January 2020 for franchisees
 - 500,000 birds/year
- 5/8: Gruppo Pellegrini
 - 4th largest foodservice company
 - Deadline: 2022
 - 13,000 birds
- 5/16: Bennet
 - 16th largest retailer
 - Deadline: July 2017
 - 100,000 birds/year
- 6/6: [Bluserena](#)
 - Top five Italian hotel chain
 - Effective immediately
 - 3,500 birds/year
- 7/24: CIR Food
 - 3rd largest foodservice company in Italy
 - Deadline: December 2017
 - 48,000 birds/year

Spain:

- Huevos Guillen
 - Largest egg supplier in the country and exclusive supplier to Mercadona, the largest retailer in the country
 - Deadline: 2025
 - 5 million birds/year by 2025, but 1 million birds per year every year until then

Mexico:

- 6/30: Pacific Star

- Major foodservice company and a key competitor to Sysco
- Deadline: 2025
- Birds/year TBD
- 7/8: Pagasa
 - Major CPG
 - Deadline: 2025
 - Birds/year TBD

Brazil:

- 12/19: Brazilian Fast-Food Corporation
 - Major restaurant group
 - Deadline: 2025
 - 140,000 birds/year
- 1/16: [International Meal Company](#)
 - Major restaurant group
 - Deadline: 2022
 - 22,000 birds/year
- 2/21: [Barrilla](#)
 - Pasta giant
 - Deadline: 2020
 - 17,000 birds/year
- 4/7: Bunge
 - Top three mayo producer in Brazil
 - Deadline: 2025
 - Birds/year TBD
- 4/25: Starbucks
 - One of the world's biggest brands
 - Deadline: 2020
 - 6,000 birds/year
- 4/28: [Casa do Pão de Queijo](#)
 - Leading coffee shop and baked goods chain in country with 900+ locations
 - Deadline: 2025
 - 100,000 birds/year
- 6/30: BRF
 - One of the largest meat producers and packaged goods companies in the world and a key competitor to JBS
 - Deadline: 2025
 - Birds/year TBD
- 7/12: Rei do Mate
 - Major tea shop and bakery chain with 330 stores across Brazil
 - Deadline: 2025
 - Birds/year TBD

As part of our corporate campaign strategy to minimize time spent and maximize efficacy, Animal Equality created a modular, [template campaign website](#) that can be utilized for an infinite number of campaigns. The goal is to be able to launch campaigns quickly and with little effort so we can streamline the work.

In addition, we created a [volunteer sign-up form](#) in five countries (India, Mexico, Brazil, Spain, and Italy) and four different languages (English, Spanish, Portuguese, and Italian) inviting

people to join our Animal Defenders programs, established specifically to support our corporate outreach campaigns. In just six months, Animal Equality has recruited approximately 20,000 volunteers worldwide to our Animal Defenders programs (we use “Defenders” in India, Italy, and Spain where the word is more culturally appropriate and “Protectors” in Brazil and Mexico where the word is more culturally appropriate).

Since March 2017, Animal Equality has run nine corporate outreach campaigns:

- [McDonald's](#), India
- [El Corte Inglés](#), Spain
- [Carrefour](#), Spain
- [Eurospin](#), Italy
- Conad, Italy (no website)
- [Gruppo Pam](#), Italy
- [Soriana](#), Mexico
- [Pagasa](#), Mexico (campaign won)
- [Grupo Pão de Açúcar](#), Brazil
- [Casa do Pão de Queijo](#), Brazil (campaign won)

Here are some of the most novel campaign tactics Animal Equality has implemented ([click here to view pictures](#)):

- *Protest.* We held a protest at the last stop of Giro d'Italia, the second most famous race in Europe after the Tour de France, sponsored by Eurospin. This action resulted in seven news articles, including two in the renowned publication *Milano Today*, in which Eurospin is an investor.
- *Projection.* Major media outlets in Spain covered the projection of our footage from a Spanish caged hen farm directly onto one of El Corte Inglés' most highly trafficked buildings. This occasion marked the first time this action was done in Spain.
- *Billboard.* To escalate our campaign against Soriana, the largest national retailer in Mexico, we placed a giant billboard calling on the company to get rid of cages placed above the main highway that Soriana executives take to drive into work in Monterrey.
- *Mobile Billboard.* We had a mobile billboard circle the headquarters of Eurospin in Italy eight hours a day for an entire week, only breaking to drive through the parking lots of nearby Eurospin retail stores.
- *Mobile Video.* We developed a mobile video showcasing our investigation footage of caged hen farms in Spain for our El Corte Inglés campaign. The van parked in front of El Corte Inglés stores and company headquarters.
- *Tribute.* More than 50 volunteers somberly held dead hens in their hands at a powerful protest in a historic plaza in Mexico for our Soriana campaign.

Animal Equality's corporate outreach campaigns not only work towards convincing companies to eliminate cages from their egg supply chains, but they also reach millions of people through the media by educating the public about the plight of farmed animals.

INVESTIGATIONS

Since January 2017, Animal Equality has released 13 farmed animal investigations in seven countries.

- [First ever investigation inside hen farms in India](#). This investigation had a total reach of 37,044,500. Following the release of the investigation, the Animal Welfare Board of India stated that it will be sending 'Show Cause' notice to the egg farms and the Ministry of Environment and Forests stated that it will be issuing egg laying rules throughout India. We also presented the findings of this investigation to the Law Commission of India with a list of recommendations. Most of these recommendations, such as introducing a committee to monitor the welfare of birds, ensuring veterinary care, and stopping the slaughter of birds at markets, have been included in the new rule called, Prevention of Cruelty to Animals (Egg Laying Hens) Rules, 2017. These rules will reduce the suffering of more than 230 million hens every year.
- [Investigation inside cow and buffalo markets in India](#). This investigation reached more than 57 million people. As a part of our dairy investigation we investigated cow markets as 'unproductive' animals used for dairy are sold for slaughter through these markets. We presented the findings with recommendations to the government which were included in the new Prevention of Cruelty to Animals (Regulation of Livestock Markets) Rules, 2017. This article from DNA covers Animal Equality's successful lobbying efforts which brought about a ban on the sale of cows for meat and bans on branding, abuse, and the transport and entry of pregnant animals into the market. These rules will reduce the suffering of more than 300 million cows and buffaloes in India.
- [Investigation inside seven hen farms in Italy](#). This investigation resulted in more than 30 million media impressions through TV, radio, online articles and newspapers. Before releasing to the media, our Italian office reported what we witnessed to the authorities, which then opened a case on the farm investigated for several animal welfare breaches. The Public Health Minister has been also alerted for public health concerns due poor hygienic conditions, such as eggs infested by larvae and insects and rats left decomposing inside the cages for months. According to Fiera di Forli, the Italian National Association of Farmers, Animal Equality's investigation and its major coverage in the media has caused a [sharp decrease in the consumption of eggs](#).
- [Investigation inside hen farms in Spain](#). The footage obtained during this investigation has been used to support the corporate outreach campaigns in Spain. This investigation had a total reach of 9,573,000 people through Spanish media. Media coverage screenshots are linked [here](#).

- [Drone investigation on pig farms in Spain](#). By using drones, Animal Equality exposed the environmental impact of pig farms that contaminate waterways and reserves in Catalonia. Forty-one percent of the water reserves in Catalonia are contaminated with nitrates and other substances originated in pig farms. This investigation reached 9,868,000 people through the Spanish media. Media coverage screenshots are linked [here](#).
- [Dairy investigation in the U.K.](#) Investigation reaches more than 224 million people through the media around the world, including a lead editorial in *The Times*. Animal Equality exposed a dairy farm in Dorset that is a supplier to Marks & Spencer—widely thought of as a leader in animal welfare standards. Our investigators witnessed calves confined all alone in tiny hutches far past the eight-week legal limit. M&S sent inspectors to the farm and moved calves to group housing immediately, in addition to asking the RSPCA to inspect the rest of its dairy farms.
- [Chicken investigation in the U.K.](#) This investigation had a reach of over 80 million in the U.K. alone. Animal Equality released scenes of extreme suffering and cruelty to chickens on a West Country chicken farm that supplies Faccenda—the U.K.’s second largest chicken processor. More than 150,000 birds at a time are housed in four giant sheds on the farm in crowded, barren conditions, only to end up on the shelves and menus of retailers such as Nando’s, Lidl, and Asda.
- [Investigation into chicken farm in Germany](#). In May, Animal Equality released an investigation into a chicken farm in Northern Germany, documenting workers stepping on animals, hitting them with a shovel and discarding them partly alive. The story hit some of the major German media and was covered with a 15-minute report and live interview on the national television program Stern TV.
- [Second investigation into German chicken farms](#). In June, Animal Equality released a second investigation into chicken farms in Germany, producing a total of 275 media stories and a staggering reach of 68 million in Germany alone. The investigation exposed Germany’s two leading chicken meat producers, Wiesenhof and Rothkötter. Animal Equality documented horrific cruelty, including baby chicks being smashed, kicked and thrown away alive as if they were garbage. We filed charges against all of the documented farms and have an ongoing petition to the Ministry of Agriculture which has resulted in 66,000 signatures. Animal Equality held an event in front of the German state’s Ministry of Agriculture to bring them the 66,000 signatures. Several television, radio and print media outlets, including major media outlets ZDF and NDR, covered the petition drop. The representative of the ministry, Michaela Dämmrich, accepted the signatures and was impressed by the amount of people who supported our petition. She also promised a review on how to improve animal welfare in farms. Shortly after the investigation, Ria Rehberg, Animal Equality Germany Co-Executive Director, met with several representatives of the ministry to discuss further courses of action.

- [Investigation in rabbit farms in Italy and Spain](#). This was released to support the initiative at the European Parliament to ban the use of cages for rabbits, reaching 8 million people through media coverage.
- [First ever investigation into the dairy industry in Mexico](#). Animal Equality presented its third investigation in Mexico in less than six months. This investigation had a reach of 70 million and obtained international media coverage in addition to coverage in some of the most influential Mexican media outlets.
- [iAnimal: The Dairy Industry in 360 degrees](#). Presented in the United Kingdom, United States, Mexico, Germany, and Spain. This investigation inside the lives of cows and calves used for dairy production was narrated by Harry Potter actor Evanna Lynch and German actor Anastasia Zampounidis.
- [First ever investigation inside hen farms in Brazil](#). While Brazil was still reeling from the scandal involving meat industry giants JBS and BRF, Animal Equality released the first-ever investigation of Brazil's egg industry, revealing disturbing animal abuse inside the country's egg factory farms that cage hens and obtaining a reach of six million.

In addition, Animal Equality's investigative work has also been featured in some other TV stories such as a [short documentary](#) aired on Spanish national television that reached more than 2 million people.

Several of our investigations also earned media in countries other than the countries in which the investigations took place, demonstrating the impact of Animal Equality's international presence. Some examples are:

- [Indian egg investigation impact in U.K. media](#)
- [Italian egg investigation in Spanish media](#)
- [Brazil egg investigation in Spanish media](#)
- [U.K. chicken investigation in Spanish media](#)

MEDIA

Animal Equality reached [1.53 billion](#) through the media from January until July 2017 (a significant increase respective to the 1.4 billion reach obtained in 2016), receiving coverage in some of the most important outlets in the world:

- [New York Times](#) (USA)
- [BBC](#) (U.K.)
- [Daily Mail](#) (U.K.; two full pages in printed edition)
- [The Times](#) (U.K.; also in print edition)
- [El País](#) (Spain)
- [Aristegui Noticias](#) (Mexico)

- [Proceso](#) (Mexico)
- [PlayGround](#) (Mexico)
- [Debate](#) (Mexico)
- [Mural](#) (Mexico)
- [TG1](#) (Italy)
- [Mi Manda Raitre](#) (Italy)
- [TGR](#) (Italy)
- [India Times](#) (India)
- [Times of India](#) (India)
- [Hindustan Times](#) (India)
- [India Today](#) (India)
- [Telecinco](#) (Spain)
- [Süddeutsche Zeitung](#) (Germany)
- [ARD Tagesschau](#) (Germany)
- [New StatesMan](#) (U.K.)
- [Taringa](#) (Argentina)
- [Daily News](#) (China)
- [Valor](#) (Brasil)
- [VICE](#) (Spain)
- [Corriere della Sera](#) (Italy)
- [Wired](#) (Italy)

EDUCATION

Social Media: Animal Equality reaches 4.1 million followers on Facebook across seven countries. Animal Equality’s English language Facebook page has a reach of 506,077,438 on Facebook. Animal Equality has a total of 876,240 subscribers to its newsletters worldwide and a total of 135,300 subscribers to its Love Veg newsletter series in the USA, U.K., Mexico, Germany, and Spain.

Websites: Animal Equality launched [LoveVeg.com](#) and [LoveVeg.uk](#) websites dedicated to helping people transition to and remain on a plant-based diet. The websites are supported by a Love Veg newsletter series, [videos](#) with [recipes](#), and support by Justin Lessner and Dane Charbeneau, the faces of Love Veg in the U.S., and Kate Werner, the face of Love Veg in the U.K. This website was developed taking into account the most effective ways to influence behavior change focusing on the practical aspects of reducing or replacing the consumption of animal products, with a hip and modern tone and with fresh content.

Animal Equality launches its [Discover Your Food](#) (*Descubrir La Comida*) project in Spain. Over 44,000 people have pledged to reduce their meat consumption or give up meat entirely.

iAnimal: iAnimal is viewed using virtual reality headsets by 31,000 people—mostly millennials—worldwide. Key universities and events visited:

- New York University (USA)

- MIT (USA)
- Georgetown University (USA)
- Stanford (USA)
- University of California, Berkeley (USA)
- University of California, Los Angeles (USA)
- University of California, Davis (USA)
- SXSW (USA)—One of the most important tech conferences in the world.
- Cambridge (U.K.)
- Oxford (U.K.)
- Green Party International Congress (U.K.)
- Queen Mary (U.K.)
- HQ of Royal Bank of Scotland (U.K.)
- London School of Economics (U.K.)
- [Roxy Fest](#) (Mexico)
- [Universidad de Guadalajara](#) (Mexico)
- VegFest LA (USA)
- VegFest Michigan (USA)
- Warped Tour (USA)
- Luxembourg Film Festival (Luxemburg)
- Glastonbury Music Festival (U.K.)
- Lush International Summit (U.K.)
- Stella McCartney HQ (U.K.)
- Founders pledge Conference (U.K.)
- State Parliament in the City of Postdam (Germany)
- Bristol VegFest (U.K.)
- Brighton VegFest (U.K.)
- Guadalajara Joven (Mexico)—The most important festival for young people in the city of Guadalajara.
- [Revolution Fest](#) (Mexico)
- Humboldt University Berlin (Germany)
- Re:publica Conference (Germany)
- YOU Fair (Germany)
- Naturvision Film Festival (Germany)
- Heidelberg University (Germany)
- Luxembourg Film Festival

Animal Equality has translated and produced additional language versions such as German, Italian, Hebrew, Mexican Spanish, Russian, Slovenian, and Swedish.

In addition to some individual activists, Animal Equality has shared its iAnimal headsets and/or films with the following organizations worldwide:

- Vegan Outreach (USA, Mexico, and Canada)
- Factory Farming Awareness Coalition (USA)
- Compassion Over Killing (USA)
- Full Circle Farm Sanctuary (USA)

- Asha Sanctuary (USA)
- Dyrenes Alliance (Denmark)
- Let the Animals Live (Israel)
- VITA Hannover (Germany)
- Aktion Tierleid zeigen (Germany)
- Vegetarierbund Deutschland (Germany)
- Act for Animals (Germany)
- Anonymous For The Voiceless (Germany)
- Die Kichererbse (Germany)
- Vegane Hochschulgruppe Konstanz (Germany)
- Vegetarierbund (Germany)
- Albert Schweitzer Stiftung (Germany)
- Monokulturen Mastanlagen Mahlzeit! (Germany)
- Körle und Adam (Germany)
- L214 (France)
- Zürich Vegan Aktiv (Switzerland)
- Vegane Gesellschaft Schweiz (Switzerland)
- Towards a Compassionate Nation (China)
- Exeter Friends of Animals (U.K.)
- Friends of Farmed Animals Brighton (U.K.)
- Go Vegan Scotland (U.K.)
- Northampton Vegan Action (U.K.)
- Bournemouth Animal Aid (U.K.)
- Bath Animal Rights (U.K.)
- Vegan Action North East (U.K.)
- Lincoln Animal Rights (U.K.)
- Animal Rights Alliance (Sweden)
- Animal Allies (Singapore)

Books: Animal Equality published Jo-Anne McArthur's *We Animals* book in Spanish. The book is sold in Mexico and Spain and will soon be sold in other Latin American countries as well. The book launch in Spain received a great amount of media coverage, reaching more than 30 million people in outlets such as the main Spanish papers *El País* and *El Mundo*.

- Media coverage [screenshots](#)
- Media presentation [photos](#)
- Public presentation [photos](#)

Speaking and Networking Engagements: Animal Equality gave talks and/or attended conferences at:

- Oxford University (U.K.)
- New York University (USA)
- [Capitol Hill in Rome](#) (Italy)
- Reducetarian Summit (USA)
- University of Texas (USA)

- Imperial College (U.K.)
- Piacenza Veg Festival (Italy)
- Five Star Movement Party Event (Italy)—A talk by Matteo Cupi, Animal Equality Executive Director in Italy, with two Italian MP's
- Raindance VR Awards launch party (U.K.)—Raindance is one of the most important film festivals in the U.K.
- Queen Mary (U.K.)
- Reading University (U.K.)
- Vegan Life Live London (U.K.)
- Northern Vegan Fair (U.K.)
- Compassion at the Castle (U.K.)
- Peter Singer award (Germany)
- re:publica (Germany)—One of the largest conferences about digital culture in the world.
- Naturvision Festival (Germany)
- Animal Rights National Conference (USA)
- Investigative Reporters and Editors Conference (USA)—This conference gathers more than 1,500 investigative journalists from all over the world. Animal Equality had a booth showing its global investigative work and engaging with journalists and pitching possible stories to them.
- 4th OIE Global Conference on Animal Welfare (Mexico)
- Poultry Production Conference (Spain)
- Eurogroup for Animals meeting on broiler chickens (Belgium)

Campaigns: Animal Equality launched a campaign to ban the importation of foie gras into the U.K. and collected more than [23,000 signatures on our petition](#). The petition has been supported by several Members of Parliament and a [motion](#) has been tabled in Parliament in support.

Animal Equality's [Save a Lamb campaign](#) in Italy, which encourages Italians to not eat lamb during the Easter holiday, has resulted in a reduction of meat consumption. Around seven out of every ten Italian families eat less lamb during Easter. In addition, the campaign has reached 25 million people through media coverage in 2017.

Other Outreach: Animal Equality participated in the Climate March in DC and at the Resist March in Los Angeles. Animal Equality's international director of communications, Sarah Pickering, [was interviewed for Democracy Now during the Climate March](#).

Clean Meat: Animal Equality has worked to help the introduction of clean meat producing [viral videos](#) on this topic and promoting the work of companies such as Memphis Meats and Hampton Creek. Animal Equality has developed internal communication guidelines on clean meat to ensure our staff is equipped to speak on the importance of this innovation.

Fish: Animal Equality also has the educational goal of helping people become more empathetic towards fish. Animal Equality publishes content on a regular basis on the capacity of fish to feel, and [encourages people to leave fish off their plates](#).

Viral Videos: Animal Equality has developed impactful videos for social media that have been seen by millions of people. These videos are translated to five languages and shared on our English, Portuguese, Spanish, Italian, and German pages.

Most important viral videos and reach (includes links to the videos on one of the pages and does not represent overall reach):

- [Fun Fish Facts](#)
- [Hampton Creek is developing clean meat](#). The English video had a reach of 487,526 and the [Spanish video](#) had a reach of 2,591,903, and got 23,300 shares.
- [Collaboration with BOSH](#). Animal Equality collaborated with BOSH, an all vegan recipe video blog, to create a series of recipe videos.
- [France will force slaughterhouses to install cameras](#).
- [Celebrities are coming together to make change happen](#).

INTERNATIONAL EXPANSION

Brazil: In 2017 Animal Equality launched its arm in Brazil. In less than six months, and with only two people on staff (Vivian Mocellin and Tais Toledo) we have:

- Won eight corporate policies, including one through our campaign against Casa do Pão de Queijo, the leading coffee chain in the country with more than 900 stores; and one from BRF, the world's largest chicken exporter.
- Influenced GPA, the largest retailer in Brazil, to announce a cage-free egg policy; however, because it only extends to its own brands we have launched and continue to run a campaign against the company demanding that the policy to be extended to all its egg suppliers.
- Reached out to more than 100 companies and established an ongoing dialogue with any of them in an effort to procure cage-free commitments; Outreach has included contact with all the major food companies in the country, including JBS, Carrefour, Bauducco, and AB Brasil.
- Released the first-ever investigation inside Brazil caged hen farms.
- Reached more than 15 million through the media with articles in some of the most important outlets in the country such as *Valor* and *Folha de São Paulo*.
- Recruited almost 2000 volunteers through the Animal Protectors program.
- [Reached over 200,000 followers on Facebook](#).
- [Established connections with major media/social media influencers](#).
- Established key connections with celebrities such as [Isabelle Drummond](#) and [Cleo Pires](#).
- Mapped current legislation as well as bills and resolutions related to animal rights that have been introduced in the Congress.
- Joined, through Animal Equality Corporate Outreach Manager Tais Toledo, who is a lawyer, a special commission on animal rights via the Brazilian Bar Association.

- Identified and established connections with public attorneys and judges sensitive to animal rights.
- Developed and established important connections to discuss campaigns and strategies with other farmed animal organizations present in Brazil such as Mercy For Animals, Forum Animal, SVB (Brazilian Vegetarian Society) and others.
- Developed a relationship with an [animal rights academic research group](#) from Brazil's major university, as well as independent academics such as the influential economist [Ricardo Abramovay](#) who has been speaking about animal welfare/rights.
- Identified and connected with independent activists as well as grassroots groups such as "[Vegan Women](#)" and "[African Vegan Movement](#)."

China: Animal Equality volunteers have started hosting [iAnimal events in China](#) and the organization has established key contacts with activists and volunteers in the country.

January–December 2016

OVERALL IMPACT 2016

INVESTIGATIONS

Animal Equality presented the following investigations in 2016 which had a reach of 642,186,734 across the world.

- Investigation into three [pig farms](#) in the U.K.
- Investigation into [rabbit farms](#) in Italy
- Investigation into [chicken farms and rescue](#) in the U.K.
- Investigation into [lamb farms and slaughterhouses](#) in Italy
- First investigations inside [hen farms](#) in Mexico: The footage reached 8,247,307 people and sparked a debate in the country about the treatment of farmed animals. This was the first investigation into egg farms to be presented in Mexico.
- Investigation inside [slaughterhouses](#) in Mexico
- Investigation into a [dairy farm](#) in the United Kingdom
- *iAnimal: 42 days in the Lives of Chickens*, with [artist Kat Von D](#), presented in five countries.
- *iAnimal: Through the Eyes of a Pig*, with [artist Tony Kanal](#), presented in five countries.
- First ever [investigation on facebook live](#) about the life of a caged hen for egg production
- Investigation into dairy farms, markets and slaughterhouses in India. This investigation was carried out in 2016 and presented to the government of India.

LEGISLATION

In 2016 Animal Equality managed to achieve significant legal and legislative victories for farmed animals. Animal Equality was also present at a number of events that help move legislation and enforcement of the former forward in several countries.

- **SPAIN:** Animal Equality's expose inside El Escobar Farm, a pig farm supplying to one of the biggest meat companies in Spain, as well as Animal Equality's campaign that gathered 109,000 signatures resulted in the sentencing of the farm workers to the maximum sentence possible specified in the Spanish law for animal cruelty cases. This was a historic victory as it was the first time acts of cruelty against farmed animals received the maximum sentence in the Spanish Penal Code.
- **EUROPE:** [Animal Equality also attended the European Parliament in June 2016](#) to inform Parliamentarians about the need to improve the animal welfare laws for rabbits in Europe.
 - Matteo Cupi, Animal Equality's executive director in Italy, attended the European Parliament to talk about the impact of vivisection.

- **U.K.:** Animal Equality attended four political conferences to show them our investigative footage obtained in British factory farms and gain their support to end factory farming.
- **INDIA:** Animal Equality's investigation inside 107 dairy farms in India, as well as the follow up work with the government, resulted in the government of India issuing regulations across the country strictly regulating the use of oxytocin and informing dairy owners in their states to provide better healthcare to their animals. This will affect over 300 million cows and buffalos.
- **USA:** Animal Equality supported and partly funded the MA initiative that led to banning of cages for farmed animals in MA.

Changes in Social Perception, Press Coverage, & Education

OVERALL:

Animal Equality ended 2016 with 37,619 subscribers to its Love Veg newsletter. A set of newsletters that encourages people to start and stick to a plant based diet.

Animal Equality distributed a total of 291,142 leaflets in 2016.

Animal Equality carried out 101 video outreach events in 2016 reaching 23,120 viewers.

iAnimal: In 2016 Animal Equality carried out 246 iAnimal outreach events reaching 52,759 viewers. Here are some of the most relevant events and universities attended with iAnimal.

- [Sundance Film Festival](#) (USA)
- [Columbia University](#) (USA)
- [Princeton University](#) (USA)
- [Harvard University](#) (USA)
- [Brown University](#) (USA)
- [Cambridge University](#) (U.K.)
- Yale University (USA)
- [University of Kent](#) (U.K.)
- [University College London](#) (U.K.)
- Oxford University (U.K.)
- [Liberal Democrat Conference](#) (U.K.)
- [University of Chicago](#) (USA)
- [Illinois Institute of Tech](#) (USA)
- [University of Georgia](#) (USA)
- Women's Equality Party Conference (U.K.)
- [Labour Party Conference](#) (U.K.)
- [Green Party Conference](#) (U.K.)
- [King's College London](#) (U.K.)
- [University of Sussex](#) (U.K.)

Animal Equality had a media reach of 279,939,892 in the media with iAnimal.

Animal Equality had a social media reach of 943,795,136 in 2016.

During 2016 Animal Equality also spoke at several conferences and events including the EA Global Conference in Oxford.

SPAIN: In 2006 it was registered by the Eurobarometer (Eurobarometer is a series of public opinion surveys conducted regularly on behalf of the European Commission) that 71% of Spaniards considered farmed animal welfare to be important or very important. That number has increased to 94% in 2016.

With Animal Equality being the only organization that has presented footage on farmed animals in Spain and having presented over 25 investigations over the last ten years which have been featured in all occasions in major media outlets, tvs, etc on the plight of farmed animals raised and killed for food reaching tens of millions of viewers, we consider this a sign of how investigations change public's perception about the use of farmed animals for food.

ITALY: Over 170,000 Italians pledged to reduce their consumption of rabbit meat after the launch of our [rabbit campaign](#). Animal Equality collaborated with the Italian organization LAV in the launch of this campaign.

In Spain we organized [animal rights day](#), reaching 40 million people in the media and congregating 500 people in Spain.

(Media Coverage: <https://www.flickr.com/gp/igualdadanimal/59K291>)

Animal Equality was invited to speak about [animal testing](#) at the E.U. Parliament.

Our team in Mexico attended the fourth OIE Global Conference on Animal Welfare in Guadalajara December 6-8, 2016.

MEDIA:

Animal Equality generated 97 media stories in 2016 and reached more than 323 million people. Media impact includes:

- [CNN](#) (Latin America)
- [The Guardian](#) (U.K.)
- [BBC](#) (U.K.)
- [Daily Mail](#) (U.K.)
- [Spiegel](#) (Germany)
- [VICE](#) (USA)
- [El Pais](#) (Spain)
- [El Universal](#) (Mexico)
- [El Universal TV](#) (Mexico)
- [SinEmbargoMX](#) (Mexico)
- [Reforma](#) (Mexico)

- [Sagarpa](#) (Mexico)
- [Aristegui Noticias](#) (Mexico)
- [Huffingtonpost MX](#) (Mexico)
- [Daily Mirror](#) (U.K.)
- [Engadget](#) (U.K.)

Awards:

In 2016 Animal Equality's work received two awards. In Germany, we received the Best 360 Video Award 2016 for iAnimal, and more specifically for the "*iAnimal: Through the Eyes of a Pig*" film narrated by famous vegan German musician Thomas D. The gala for the award ceremony was visited by 5,000 people and the Facebook live stream has been watched more than 391,000 times. The Best 360 Video Award is a crucial part of the YouTube and online TV community and establishing contacts and recognition in that community has helped Animal Equality increase its image inside its target audience of millennials.

Animal Equality was also awarded Best Charity Stand at the Liberal Democrats' conference in September in the U.K. This was out of more than 20 charity stands across a broad spectrum of social issues and chosen by conference delegates.

Studies and surveys for 2016–2017:

Animal Equality is carrying out an extensive study with Faunalytics to measure which of the two video mediums (360 VR or a 2D experience) result in greater change in diet (pork consumption in particular), and if these video mediums result in greater change in diet over the control condition. We will also assess attitudes toward animal products and farmed animals because some interventions may change attitudes in the short term without changing behavior. If we see no change in behavior, but a significant change in attitudes, we may cautiously conclude that the intervention helped lay a foundation for possible future diet change.

With the help from Faunalytics, Animal Equality carried out three pilot studies prior to the official study to evaluate such things as feasibility, adverse events, and effect size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale research project.

With the findings of this study Animal Equality hopes to be able to make informed decisions on their current video outreach as well as to share the information with the wider animal protection movement on whether they should consider adopting the 360 technology for some of their educational outreach.

Animal Equality has shared with ACE the findings and raw data of its two studies on leafleting carried out in the United Kingdom and Spain.

Animal Equality's iAnimal footage has been used to carry out the study "[Effect of Immersive \(360\) Video on Attitude and Behavior Change](#)" carried out by Diana Fonseca in the Aalborg University of Denmark.

CELEBRITIES AND INFLUENCERS 2016–2017:

Animal Equality established contact with the following key influencers and celebrities:

- **Kat Von D**—USA. Presented Animal Equality's iAnimal chicken video and attended Animal Equality's ten-year anniversary event.
- **Tony Kanal**—USA. Presented Animal Equality's iAnimal pigs video and attended Animal Equality's ten-year anniversary event.
- **Matther Turndrup**—Germany. Reached over 27 million people by watching iAnimal and sharing it on his social media.
- **Michelle Forbes**—USA. Attended Animal Equality's ten-year anniversary gala in Los Angeles and has actively supported the organization on social media.
- **Evanna Lynch**—U.K. Presented Animal Equality's *iAnimal: The Dairy Industry in 360 Degrees*, supported Animal Equality's rabbit campaign in Europe and attended Animal Equality's 10 year anniversary event.
- **Marco Antonio Regil**—Mexico. [Presented iAnimal: Through the Eyes of a Pig](#) and attended Animal Equality's ten-year anniversary event.
- **Sofía Sisniega**—Mexico. [Presented iAnimal: The Dairy Industry in 360 degrees](#).
- **Tullio Solenghi**—Italy. Launched our Save a Lamb campaign in Italy, resulting in seven out of ten families reducing their consumption of lamb during Easter.
- **Peter Egan**—U.K. Presented iAnimal pigs and supported our campaigns to ban rabbit cages in E.U. and the importation of foie gras into the U.K.
- **Amanda Abbington**—U.K. Presented iAnimal chickens video in the U.K.
- **Joanna Lumley**—U.K. Supported our campaign to ban the importation of foie gras into the U.K.
- **Anastasia Zampounidis**—Germany. Famous actor and moderator. Presented Animal Equality's iAnimal dairy video in Germany and regularly promotes our work through social media.
- **Sofia Hoffmann**—Germany. Well-known vegan chef. Has recorded a cooking video with Animal Equality which will be released shortly.

- [Unge](#)—Germany. One Germany’s most popular YouTubers. Shared, among other Animal Equality content, Animal Equality’s iAnimal chicken video on YouTube, which has garnered over 620,000 views on his channel, and our recent investigation into chicken farms in Germany.
- **Hand of Blood**—Germany. One of the most influential German YouTubers. Has recorded a cooking video with Animal Equality in Germany (will be released shortly) and shares and promotes our work regularly.
- **Hannes Jaenicke**—Germany. Famous actor published about Animal Equality.
- **Thomas D**—Germany. Well-known musician. Supported our fundraising campaign and sent a newsletter in his name to our followers asking them to support our work.
- [Patrik Baboumian](#)—Germany. Influencer and “Germany’s Strongest Man” narrated our short film “Finn” about our chicken investigation in Germany and regularity posts about Animal Equality’s work.
- **Tomatolix**—Germany. Well-known Youtuber. Worked on the production of a video about veganism, including his experience with Love Veg and interviews with Animal Equality staff members.
- **Isabelle Drummond**—Brazil. A vegan actress and currently the protagonist of a soap opera airing on prime time on TV Globo (Brazil’s major TV channel), spoke about our campaign to end cages for hens both on her Instagram and in an interview referenced in Brazil’s major newspaper, *Folha de São Paulo*.

Additionally, the following German YouTubers and influencers have promoted Animal Equality’s work through Twitter, Facebook and YouTube: Kostas Kind, DarkViktOry, dyzzy, Menderes, Elliott Tender (Andre Teilzeit), Rezo, Miss Chessie, WorldWideWohnzimmer, izzi., Sarah Yilmaz, Marspet, rewinside, Pusch Art, and Joyce Ilg.

Celebrities who supported Animal Equality’s work to protect animals in the E.U. Parliament: Jamie Lee, Mark Benecke, Victoria van Violence, Sandy P Peng, Hand of Blood, and Peter Egan.

Internal Development over the Last Year and a Half

Sharing and Learning—promoting professional growth within the organization and staff development:

- Animal Equality has *Sharing and Learning* trainings once a month for the entire staff.
- Some of the topics covered by 2017's Sharing and Learnings have been:
 - Project management
 - Time management
 - Leadership and staff management. This workshop was given by Thomas Palladino, a recognized international human resources expert who has held senior-level human resources leadership positions at numerous Fortune 500 companies including ConocoPhillips, Starbucks Coffee, Wells Fargo, and First Data, gave a leadership training called, Extracting the Essence of Leadership, in July 2017.
 - Corporate outreach: strategy and questions
- Some topics that will be included in 2017 trainings:
 - Bullying and harassment training
 - Animal rights with Oscar Horta seminar
 - Networking and improving social skills
- Animal Equality is focused on improving the knowledge and skills of its staff and volunteers by offering constant trainings and encouraging teams and individuals to attend seminars, trainings and courses. Here are some of the most recent examples:
 - Amnesty International's researcher and previous director of campaigns Ignacio Jovtis trained Animal Equality's entire staff on creating more effective campaigns during Animal Equality's staff retreat in January 2017.
 - Four members of Animal Equality's corporate outreach team attended a three-day training with Amnesty International's researcher, Ignacio Jovtis, in Madrid.
 - Justin Lessner and Maria Jose Lozano, Animal Equality coordinators of communication for the U.S. and Mexico, attended MCON, a millennial marketing social justice conference.
 - Sarah Pickering and Justin Lessner attended a seminar on social media to help with the improvement of Animal Equality's social media platforms and study the launch of new ones. Justin also took a copywriting course to improve writing skills.
 - Animal Equality's staff has done separate project management trainings. [This coursera online training was done by several members of staff.](#)
- Animal Equality consistently surveys its staff looking at measures such as overall motivation, salary satisfaction, growth satisfaction, areas of improvement of the organization and for management on a yearly basis.
- Animal Equality consistently carries out detailed performance appraisals with all of its staff (from manager to staff member) every six months. Performance appraisals focus

on results, on the most positive outcomes of the staff member as well as on the areas of growth for the organization and staff.

Measuring Impact and Improving Overall Outcomes and Impact and Strategic Planning

- Animal Equality measures the outcome and impact of their work by tracking up to 55 different metrics on a monthly basis. This allows the organization to have a real-time photography of everything that is being done in the organization internationally on a numeric scale. Allowing us to identify changes in different countries, compare measurements throughout the organization, analyze the impact of some interventions vs others and overall help with strategic planning.
- Animal Equality has carried out a [campaign audit](#) of its online video programs.
- Animal Equality's team of directors reviews goals for each year every six months. Animal Equality's president overviews the goals of the organization with every country and department separately every six months.
- Animal Equality is developing a survey in India to measure society's thoughts on animal welfare and the acceptance of the introduction of plant-based products. This survey is being carried out with an India survey company and with the support of Kathryn Asher from ACE.
- Animal Equality continues to survey all Love Veg subscribers (Animal Equality's newsletter promoting plant based eating) before and after they receive Animal Equality's newsletters in order to informed decisions about further improvements to the newsletters.

Animal Equality's 2017–2020 Strategy Plan can be found [here](#). The plan is reviewed by the organization every six months.

Detailed two-year plans have been developed for these countries:

- [India](#)
- [Europe](#) (including four European countries)
- [Brazil](#)
- [Mexico](#)

Collaboration with Other Groups

Animal Equality actively collaborates with and supports like-minded organizations around the world. Here are some of the most important examples:

- Animal Equality actively sought collaboration and communication with other groups to introduce the Mexican Senate bill. The bill is supported by 103 Mexican animal protection groups.
- Animal Equality participated and presented at a conference in India with several animal protection organizations in the country to discuss strategy in India.
- Animal Equality is part of the Open Wing Alliance to help end cages for hens around the world. Animal Equality has participated in a summit organized by the OWA with workshops on corporate outreach campaigns.

- Animal Equality communicates with activists and groups in Latin America to support in strategy, share and learn about different ways in which we can help farmed animals in Latin America.
- Animal Equality attends regular online meetings with groups in India, Brazil, Italy and Mexico to discuss corporate outreach strategy. These groups include The Humane League, Mercy For Animals, Forum, and others.
- Animal Equality has provided virtual reality equipment, training, and supporting documents to more than 100 activists and organizations around the world. Dane Charbeneau, Animal Equality's campaigns manager for the U.S., has regular meetings with key education staff from other organizations to provide further support.

Animal Equality Taking ACE's Criteria into Account

Criterion 1: The Charity Has Room for More Funding and Concrete Plans for Growth.

Animal Equality is a very solid organization, that is meeting its strategy plan and ambitious goals consistently. Over the last year Animal Equality has grown a department (corporate outreach) into a successful and impactful international department, has expanded successfully to a new country—Brazil—becoming an important actor in the region, has improved its systems and operations, and has maintained a very strong working culture and working atmosphere with very low turnover. This is due to Animal Equality's determination to focus on impact, maintain the organization flexible and strengthen its culture and values through positive reinforcement, professional growth opportunities for staff, and external advice.

Animal Equality is in at an excellent place to continue growing and impacting millions of animals worldwide. Overall with additional funding Animal Equality would continue to strengthen its operations in the countries it is present in—hiring more staff for operations, IT, human resources, video editing, and design. They would also further improve their communication—hiring support staff for their international director of communications, and development—hiring additional development officers and support staff for their director of development.

Animal Equality would also continue to grow its investigations department internationally as well as its corporate outreach department and meet the detailed two year plans it has already developed for some countries.

Animal Equality could benefit from another \$2.4 million in funding internationally to grow sustainably.

Criterion 2: The Charity Engages in Programs That Seem Likely to be Highly Impactful.

Animal Equality's strategic lines complement each other and are highly impactful, according to external criteria (such as ACE's evaluations and studies, [Open Phil's](#) analysis of corporate campaigns, and recent studies and surveys from the movement) some of the most important strategies to develop when achieving change that affects the most impact for animals. Animal

Equality works on developing programs that are trackable and high impact but at the same time understands that it is also very important to not focus on one strategic line but on several that complement each other, to maximize the potential of impact, prioritizing corporate outreach, investigations and legislation.

As part of animal Equality monthly metrics, the organization is using ACE's own metrics to evaluate impact and outcomes.

Criterion 3: The Charity Operates Cost-Effectively, According to our Best Estimates.

Animal Equality carries out a monthly internal cost-effectiveness calculation that includes the years of nonhuman animal suffering per dollar the organization reduces with ACE's metrics.

Animal Equality also engages in effective management, the organization is well-run and managed and all managers work and seek to improve their management skills, this is systematically enforced internally by leadership and there is a very low turn-over.

Animal Equality also has a very high potential of impact, aside from the impact the organization is already achieving. The guiding principle of the organization is to reduce as much suffering as possible. Animal Equality remains flexible and open to strategic discussion and doesn't rule out programs such as reducing suffering in the wild in the future, this is reflected on the choice of the external vision that says "Animal Equality believes in a world where all animals are respected and protected."

Animal Equality's influence and [reputation](#) worldwide continues to grow which is one of the best ways to estimate future impact in the organization's opinion. Big organizations such as Greenpeace or Amnesty International have more possibility of influencing companies and governments due to their reputation and influential scope. Animal Equality wants to head in the same direction and is already the leading animal protection organization in Spain and Mexico, one of the key animal protection organizations in all other European countries and India, as well as one of the most respected farmed-animal organizations and is continuing to grow its influence in other countries.

Animal Equality's executive directors and international directors have contact with very influential politicians, journalists and other influencers worldwide and will continue to do so in the future. As an example of this, Animal Equality's initiative in the Mexican Senate was introduced by Diva Gastelum, one of Mexico's leading and most respected politicians. Animal Equality had direct contact with European Parliamentarian Stefan Eck, during the passing of the initiative that will give protection to farmed animals in Europe and has contact with some of the most influential journalists in Spain, Mexico, and other countries such as Carmen Aristegui in Mexico, Jordi Evole in Spain, and others.

Criterion 4: The Charity Possesses a Strong Record of Success.

Animal Equality has influenced corporations, laws, and citizens worldwide as can be seen further up in this report.

In recent years, Animal Equality has also achieved great impact through the media and social media and achieved some of the following outcomes:

- Over 700 animal exploitation facilities visited and over 70 investigations presented since its foundation
- Expansion to eight countries where Animal Equality is strong and influencing citizens, governments and companies
- [Reduction of animals killed in Gadhimai festival by 70%](#)
- [Reduction of lamb consumption in Italy](#)
- [Longest prison sentence for animal abuse in the U.K.](#)
- [Ban importation of foie gras in India](#)
- [Closing 33 markets and a slaughterhouse in China actively working with activists in China](#)
- Appeared in some of the most important media in the world such as The Guardian, BBC, CNN, El Pais, Der Spiegel, Indian Times, and others
- Used new technology such as drones and 360 cameras to maximize impact

Criterion 5: The Charity Identifies Areas of Success and Failure and Responds Appropriately.

In the past year, Animal Equality has directly approached ACE's comments by improving its overall communication with donors, Improving its international communication and project management and increasing the amount of external advisors to the organization. The organization seeks to continue growing in all of these areas maintaining and increasing quality standards and hiring specialized staff.

Animal Equality has also prioritized corporate outreach and legislation over education internationally do to the impact of these programs compared to one another and has significantly focused on iAnimal being a program that gets a substantial amount of celebrity engagement and media impact rather than prioritize one to one interactions.

Animal Equality also closed its group in Venezuela in 2016 due to the political climate in the country and has a strategic approach to growing in new countries.

Animal Equality's objectives are SMART, focused on outcomes that would easily identify success and failure, and Animal Equality regularly assesses its goals, as well as its strategic plan to identify changes.

Criterion 6: The Charity Has Strong Leadership and a Well-Developed Strategic Vision.

Animal Equality's [leadership](#) is composed of qualified, diverse, leaders from ten different countries and with diverse backgrounds and with diverse characteristics and knowledge. Animal Equality's leadership meets in person twice a year where the organization not only discusses its strategies and goals but also holds workshops developed by each director about the overall political and movement changes in their countries. This gives Animal Equality a unique global perspective that everyone in the organization learns from and

enables the analysis of new strategies in the organization. Animal Equality's leadership also meets every two weeks to oversee projects goals and overall progress of programs.

Sharon Nunez, Co-Founder and President

Sharon Nuñez is the co-founder and President of Animal Equality.

An animal protection advocate for 15 years, Sharon worked for animal organizations in Spain and the U.K. before founding Animal Equality alongside Javier Moreno, and Jose Valle in 2006. Sharon oversees and provides leadership to the organization internationally, representing Animal Equality at a number of events and in the media. Sharon has spoken at universities and conferences around the world including the Effective Altruism Conference at MIT in Boston, United States, The Animal Rights Conference in Washington DC, Effective Altruism Global in San Francisco, Veg Festival in Mexico DF and others.

Sharon is also the Co-Director of "LiberAnima," a book editorial that has published some key animal rights books in Spanish.

To continue to grow as the president of the organization, Sharon has received extensive training in Development, Project Management, Leadership, Public Speaking and other aspects of leadership.

Jose Valle, Co-Founder and Vice-President

Jose Valle is co-founder and Director of Investigations at [Animal Equality](#). With over 50 investigations in 8 countries, the organization has exposed millions of people to the realities of factory farms and slaughterhouses. This work has been featured by CNN, BBC, the Sunday Times, The Guardian and other media outlets. More recently, Jose has introduced the use of virtual reality technology as an innovative outreach tool under Animal Equality's latest campaign, [¡Animal!](#) Animal Equality has been recognized as a top charity two years in a row by Animal Charity Evaluators. Jose has a background in design and art.

Javier Moreno, Co-Founder and Executive Director in Spain

Javier Moreno is Animal Equality's co-founder and Executive Director in Spain. Javier has been interviewed for media outlets in Spain and Latin America including CNN, El País, El Mundo and others. Javi's unique relationship with key media and influencers in Spanish speaking countries has enabled the organization to achieve a great amount of media success and stories over the past 10 years.

Ria Rehberg, Co-Executive Director, Germany

Ria Rehberg serves as Co-Executive Director in Germany, overseeing the organization's growth, campaigns and investigations. Ria is a respected speaker at major industry conferences and festivals, having presented talks at re:publica, one of the largest digital conferences in the world, Veggie World, Sentience Conference and several others. In 2016, Edition F, a business magazine, named Ria as one of "25 Women Who Make the World a Better Place." For fun she enjoys yoga, long walks with her dog Lemon, and the amazing vegan food Berlin has to offer.

Rias has a background on international studies.

Thomas Hecquet, Co-Executive Director, Germany

Thomas Hecquet, our Co-Executive Director in Germany, oversees the organization's research projects and internal operations. As a teenager he was a fervent opponent of hunting and bullfighting, and growing up on a family farm provided him experience in agriculture and animal husbandry. After studying biology he developed a deep interest for vegetarianism and animal ethics. He graduated with a degree in engineering in 2004. In 2007, he became vegan and became a dedicated animal rights activist.

Matteo Cupi, Executive Director, Italy

Matteo Cupi, our Executive Director in Italy, is a seasoned activist with over 15 years experience in the animal protection movement. He's a former undercover investigator and oversees all of Animal Equality Italy's departments: education, legal advocacy, corporate outreach, and investigations. Matteo is also a leading spokesperson for the organization and has been featured in dozens of interviews on radio, TV, and in newspapers. He's passionate about technological innovations, effective marketing and communication methods, and is happy to use those skills to help farmed animals.

Toni Shephard, Executive Director, United Kingdom

Toni Shephard, our Executive Director in the U.K., has been an active animal campaigner for more than three decades and has travelled the world speaking out against animal abuse. Vegan since 1990, she combines her passion for advocacy with a PhD in animal behaviour to help ensure our work is science-based and evidence-led. Her breadth of experience is ideally suited to the diverse nature of the ED role - overseeing all of our public outreach and internal operations in the U.K.

Dulce Ramirez, Executive Director, Mexico

Dulce Ramírez is the Executive Director in Mexico. She has collaborated with Mexican organizations dedicated to protecting animals through groundbreaking education programs and by promoting a plant-based diet. She has actively participated in legislative proposals for the abolition of circuses and bullfighting, and the inclusion of farmed animals within the animal protection laws of her country. She has also infiltrated farms and slaughterhouses as an undercover investigator and has coordinated the placement of other investigators into the Mexican meat industry.

Amruta Ubale, Executive Director, India

Amruta Ubale, our Executive Director in India, has over 10 years of hands on experience in investigations, education and lobbying. This, along with her education and experience in human resource management, makes her an efficient ED. Her impressive lobbying skills and groundbreaking investigations has resulted in the government and courts introducing a nationwide ban on import of foie gras, bull performances and introduction of legislation promoting the welfare of hens, chickens, cows and buffaloes.

Vivian Mocellin, Executive Director, Brazil

Vivian, our Executive Director in Brazil, has a background in journalism, cultural anthropology and the arts. She started her career in public relations for the Brazilian government and went on to become a writer and editor, serving as editor in chief of Harper's Bazaar and

Arte!Brasileiros. She has a deep enthusiasm for fostering social change through education, political outreach, and cultural influence and is starting an independent publishing house focused on multispecies ethnography, intersectionality, and critical animal studies. She is also an activist and advocate for other causes such as feminism, environmental and indigenous rights, and social justice at large.

William Rivas-Rivas, International Director of Philanthropy

William Rivas-Rivas, Animal Equality's Director of Philanthropy, works with our generous donors to raise the necessary philanthropic support that makes our lifesaving programs possible. He started speaking out on behalf of animals while serving as an officer in the US Navy. He's an active volunteer for an array of progressive organizations helping build political power and influence for people of color and low-income workers. He loves to run long-distance races and has completed 10 marathons and two ultra-marathons. William has been vegan for over 20 years and lives in Houston with his spouse Rachel and their three super-sweet feline rescues.

Sarah Pickering, International Director of Communications

Sarah Pickering, Animal Equality's Director of Communications, is a mission-driven leader and communications specialist with more than 15 years experience. She began her career as a national newspaper reporter in the U.K. and her work has resulted in international coverage in The Washington Post, Al Jazeera, CNN, BBC, Times of India and more. Prior to joining Animal Equality, she consulted for several other animal protection and environmental groups in the US, U.K. and internationally. She also served as Communications Director for Copenhagen Climate Council for the UN Climate Change Conference (COP15). She currently lives in Boston with her partner and their cat Hunter.

Jaya Bhumitra, International Director of Corporate Outreach

Jaya serves as International Director of Corporate Outreach for Animal Equality, overseeing the organization's efforts to effect policy changes that reduce the suffering of animals raised and killed for food. Jaya's affinity for animals developed from reading childhood classics, such as Charlotte's Web and Mrs. Frisby and the Rats of NIMH, and growing up with an array of animal companions. Jaya became the first vegetarian in her family at age nine and later went vegan. Jaya loves running, dancing, cooking, and traveling, but her most cherished moments are spent at home with pups Tin Tin, Midge, Cedar, and Rascal, and mischievous cat, Cupcake.

Animal Equality's board:

- Sharon Núñez
- Thomas Hecquet
- Matteo Cupi
- Javier Moreno
- José Valle
- Jorge de Diego: *Jorge is an undercover investigator and activist who has been involved in the animal rights movement for over ten years*

Criterion 7: The Charity Has a Healthy and Sustainable Culture.

Animal Equality has a strong leadership team of 13 directors that oversee the work in their countries and departments and contribute to the overall sustainability and strategy of the organization. Animal Equality's leadership is aligned with the mission, vision, values, and strategic plan of the organization, having developed the strategic plan in conjunction with eight of the current directors in 2014 and 2015, and going through a detailed process of reevaluating the strategic plan with all current directors. As part of Animal Equality's onboarding process the organization reviews the mission, vision, values and strategic plan of the organization with all new staff giving time for questions, doubts and answers. Even though Animal Equality was not considered a top charity in 2016, the organization has continued to grow, it has also invested in sustainability hiring several people for the development department, including William Rivas-Rivas with more than ten years experience in development. Animal Equality has diverse forms and sources of income that make it sustainable.

Animal Equality continues to not only invest in the growth and motivation of its staff, but also of its volunteers, training volunteers in several countries and giving them the required support so they can help the organization carry its mission.

Animal Equality is committed to create a safe environment for all our workers free of harassment and any discrimination. It has a zero tolerance harassment policy and a detailed staff handbook that outlines a course of action to be followed when addressing any harassment or discrimination incidents, the staff handbook also details what conducts include harassment. Animal Equality takes affirmative action to employ and advancement the employment of people of color, women etc. As part of its commitment Animal Equality is providing trainings for all staff and management on bullying and harassment.

Animal Equality also works to strengthen the camaraderie amongst its staff by organizing yearly staff retreats where all teams can meet, learn about the organization internationally and share ideas. It is a space for teams to bond and feel connected with the organization and its mission. Department directors meet with their different departments at least once a week which also helps establish contact, communication and camaraderie throughout the different countries.

Animal Equality is also committed to sharing information with the movement and does so on a regular basis.

Lastly over the last year, Animal Equality has created some key documents and platforms for staff to systematize and enable that everyone in the organization is receiving the same information, treatment, and knowledge such as onboarding processes, sharing and learning groups where staff share accomplishments, knowledge and information. Animal Equality's staff consistently have histories of taking on additional responsibilities, such as Animal Equality's corporate outreach manager in Brazil who recently became Animal Equality's executive director for the country, and several staff members have left Animal Equality in excellent terms going on to fulfill positions in other organizations after having worked with Animal Equality.

ACE's Critiques of Animal Equality and How Animal Equality has Addressed Them:

Efficiency and Growth of Staff:

Animal Equality has worked throughout 2016 and in 2017 to facilitate communication among staff as well as strengthen and improve the structures of the organization. Here are some improvements made by the organization addressing ACE's concerns.

- Animal Equality has hired key staff in areas it was lacking. These hires include Philanthropy Director William Rivas-Rivas and International Director of Communications Sarah Pickering.
- Animal Equality has continued to grow its processes by creating new ones, improved project management by creating a detailed [project management process](#), and hired external contractors to support with IT and design.

Development Operations:

ACE pointed out during its past evaluation that Animal Equality needed to improve its communication with donors.

In mid-October 2016, Animal Equality hired longtime development professional, William Rivas-Rivas, to build our first development program. The main focus has been a smooth CRM implementation, effective data management, smooth gift processing, strong development procedures and processes, and strategic donor communications to reflect the genuine needs of donors, inspire commitment, and help build organizational capacity.

Some major accomplishments in the past six months include:

- Pro-bono legal program: the development of a strong pro-bono legal program with representation by Orrick, Herrington & Sutcliffe LLP, a renowned international law firm. Orrick has provided Animal Equality with legal counsel on several issues including the [E.U. Data Protection Law](#), to ensure our planned implementation meets all of the data protection law requirements, data storage compliance, and assorted human resources issues. This legal counsel is valued at more than \$8,500 to-date.
- Taproot Foundation Salesforce Service Grant: we secured a service grant award from the Taproot Foundation to assist us with the implementation of Salesforce. This implementation has been a major priority for Animal Equality as it will empower us to more effectively collect, analyze, and act on data in addition to improving so many of daily actions including gift processing, donor relationship management, and managing our networks and connections. This service grant is valued at approximately \$85,000.
- Animal Equality U.K. completed their transition to the Salesforce CRM.
- Donor Stewardship Program: we implemented key stewardship activities to preserve and strengthen our donor relationships, including setting some internal stewardship guidelines that set expectations of how and when to promptly respond to donors. In

addition, we created tailored donor communications that not only informs donors of the impact of their investment, but also makes them feel valued for their loyalty and support. Some of these donor-centric communications include quarterly and monthly reports, timely acknowledgments, and in-person visits. Animal Equality U.K. implemented a new “Welcome Journey” email series for new supporters.

- Animal Equality U.K. acquired charity status which allows us to claim Gift Aid (25% extra on donations) back from government.

Animal Equality is honored to be evaluated by ACE, and considers that it has not only overcome all of the challenges ACE pointed out in 2016, but that it fully meets its criteria. Animal Equality has achieved an important amount of legislative, corporate outreach success over the last year, has continued to grow sustainably and had an enormous media reach. Animal Equality continues to build its reputation internationally being a respected and well-know organization across the countries it's working in. Animal Equality has strong leadership, motivated staff, and a healthy culture as well as diverse income sources that make it sustainable.