

# The Humane League's Accomplishments

## The Humane League's Budget

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**Introduction**

Since our last progress report, The Humane League has won groundbreaking progress for animals. Together, by driving landmark institutional progress, growing our movement from the ground up, and empowering individuals to take action, we are making a difference for hundreds of millions of animals. The Humane League’s corporate outreach targeting major retailers, restaurants, and foodservice providers has made great strides for animals. Our cage-free campaigns have expanded globally, and our boldest and most impactful campaign yet—creating sweeping welfare improvements for the nine billion chickens raised for meat in the U.S.—is already making waves in the industry.

In 2017, The Humane League has grown significantly. Our projected 2017 budget is \$4.5 million, up from \$2 million in 2016. We now have 55 staff members in the United States, Mexico, the United Kingdom, and Japan, and have plans to hire 10 more before the end of the year. Among those staff is a second National Volunteer Coordinator to continue building our network of activists in areas outside our 12 cities with grassroots staff. And our leadership development program for college students has expanded to 60 campuses for the 2017–2018 school year.

#### Projected 2017 budget breakdown

Department	Goal	Forecast	% of staff time
Facebook Ads	Digital Engagement	\$400,000.00	1%
National Campaigns	Corporate Policies	\$910,000.00	28%
International Campaigns	Corporate Policies	\$500,000.00	14%
U.K. Branch	Create U.K. Charity	\$665,000.00	9%
Grassroots Advocacy	Movement Building	\$440,000.00	14%
Campus Outreach	Campus/Student Engagement	\$250,000.00	8%
Communications	Communications	\$300,000.00	9%
Humane League Labs	Research and Strategy	\$100,000.00	3%
Development	Sustainable Growth	\$560,000.00	7%
Management and Operations	Organizational Management	\$375,000.00	7%
	<b>Total</b>	<b>\$4,500,000.00</b>	

This expansion means we are reaching more individuals than ever before, inspiring them to take action for animals and create change. By training and engaging these activists, we are developing the next generation of movement leaders, and providing the people power behind our institutional campaigns to end some of the cruelest practices on U.S. factory farms and abolish cages globally.

By honing this advocacy model and aligning our organization from top to bottom, we’ve ensured each of our tactics impacts as many animals as possible.

Specific achievements from our institutional work from 2016—2017 include:

## 2016 UEP Chick-Culling Commitment

In 2016, following exclusive conversations with The Humane League, United Egg Producers, which supplies 95% of eggs sold in the U.S., agreed to eliminate the practice of chick culling—the grinding or suffocating of conscious male chicks just after hatching—by 2020. This victory will spare 700,000 chicks each day—260 million chicks each year—from suffering, and remove nearly one million hens from the production cycle annually. New developments in the technology that makes this possible may even speed implementation.

## 2016 U.S. Cage-Free Commitments

The Humane League significantly expanded its campaign staff in 2016. This allowed us to take on more outreach and campaign work than ever before. The more than 100 companies to make cage-free commitments, such as Walmart, the largest retailer, and Sysco, the largest foodservice distributor, include:

- **Restaurants:** On the Border Mexican Grill & Cantina, Sweet Tomatoes, Focus Brands, Panda Express, Papa John's Pizza, CraftWorks Restaurants & Breweries, Jamba Juice, Brinker International, Darden, BJ's Restaurant & Brewhouse, Chick-fil-A, Ruby Tuesday, Bloomin' Brands, DineEquity (Applebee's/IHOP), Golden Corral, Cracker Barrel, Sonic, White Castle, Bob Evans Restaurants, CKE Restaurants (Hardee's/Carl's Jr.), P.F. Chang's China Bistro, California Pizza Kitchen, Taco John's, Denny's, Quiznos
- **Manufacturers:** Hershey, Snyders-Lance Inc, Kraft-Heinz, Mars Inc, ConAgra Brands, Mondelez International, Campbell's
- **Retailers:** Key Food Stores Cooperative, Sedano's, Cardenas Markets, Mi Pueblo Food Holdings, Pyramid Foods, Harmons, Martin's, Niemann Foods, Foodland Super Market, Reasor's, Superior Grocers, Piggly Wiggly Midwest, Coborn's, Dierbergs Markets, Northgate Gonzalez Market, Marsh Supermarkets, Price Chopper Supermarkets, Heinen's, Dollar General, 7 Eleven, Dollar Tree/Family Dollar, Woodman's Markets, C&S Wholesale Grocers, WinCo Foods, Wakefern Food Corp, Alex Lee Inc, Stew Leonard's, Wegmans, Tops Markets, Cosentino's Food Stores, Balls Food Stores, H-E-B Grocery Company, Southeastern Grocers, Vallarta Supermarkets, Brookshire Grocery Co, Boyer's Food Markets, Giant Eagle, Gelson's Markets, King Kullen, Walmart, Lowes Markets, Fairway Market, Kings Food Markets, Save Mart Supermarkets, Ingles Markets, Smart & Final, Meijer, Walgreen's, Stater Bros Markets, Supervalu, Weis Markets, Nugget Markets, Raley's, Bashas', Sprouts Farmers Market, Schnuck Markets, Aldi, The Fresh Market, Kroger, Ahold-Delhaize, CVS Health, BJ's Wholesale Club, Target
- **Other:** Sysco, US Foods, Performance Food Group, BiRite Foodservice, Disney World/Disney Cruise Lines, Wyndham Worldwide, Caesar's Entertainment

## The 88% Campaign

In September 2016, The Humane League launched the [88% Campaign](#) to alleviate the suffering of chickens raised for meat. Our first target, the first campaign under this movement-wide initiative, was Aramark. Using our tried-and-true grassroots campaign strategy, THL won a groundbreaking commitment from the multi-billion-dollar foodservice company. The campaign resulted in the first meaningful welfare policies for the tens of millions of chickens in Aramark's supply chain, such as additional space to move, access to basic enrichments like sunlight, and switching to a high-welfare breed to prevent the grotesque and immensely painful ailments these chickens currently face. The details of the ask can be found [here](#).

Compass Group, one of Aramark's primary competitors and the largest dining service company in the world, closely followed the campaign's mix of online activism, grassroots mobilization, and creative tactics like a mobile billboard. Compass Group released a policy adopting these standards one hour *before* Aramark, simply to avoid a campaign from The Humane League. The policy, which they have pledged to enact by 2024, will affect the 60 million chickens in their supply chain. Since then we have won many more commitments, including against Subway. A [case study](#) of that major initiative can be found here.

Broiler commitments that THL was involved with include:

## 2016

- Aramark
- Compass Group
- Sodexo
- Delaware North
- Centerplate
- Panera Bread
- Starbucks

## 2017

- AVI Foodsystems
- Chipotle
- Shake Shack
- Guest Services
- TGI Fridays
- Creative Dining Services
- Au Bon Pain
- Unidine
- Red Robin
- Spectra
- BJ's Restaurant & Brewhouse
- Southern Foodservice
- Subway
- Ruby Tuesday
- UNFI
- Whitsons Culinary Group
- Metz Culinary Group
- Epicurean Feast
- Opaa!
- Food Management
- Guckenheimer Enterprises
- Dunkin' Donuts
- Focus Brands
- HHS Culinary & Nutrition Solutions
- Peet's Coffee & Tea

## Corporate Campaigns Growth and Collaboration

In 2017, The Humane League developed a modular website to allow for the quick creation of individualized, professional campaign websites. Instead of a campaigner working extensively with our communications staff over the course of a week to create a new website, campaigns staff are now able to create these websites in under 10 minutes. These sites are also now easily updatable by any staff member with access to the backend. The functionality includes options to:

- Choose a template: battery cage, broiler, enriched cage, and global cage-free. Each template has different infographics to explain the issue, a section that shows progress on the issue (commitments made by other companies), and more.
- Choose to add or remove sections that provide more information to the viewer, i.e. a section specifically about our 88% campaign.
- Upload a custom logo that is placed over a cruelty hero image, and a campaign video (also modular).
- Select which actions are displayed on the website, including actions such as click-to-tweet, post on Facebook, email leadership, call the company, sign our petition, and several others. This feature allows us to update the website with actions that we think will be the most impactful in that moment in the campaign.
- Redirect viewers to another campaign once we've won the current one in case there is post-victory traffic.

We are now exploring ways to make every type of campaign website modularized. Additionally, we are adding a social media feed module; templates for affiliations, investors, and gestation crate campaigns; click-to-call actions; editable color schemes; and more. The more we expand this, the more we can accomplish with minimal time and resources spent.

We strive to be as collaborative as possible. The Humane League's Campaigns Department has worked with our friends at other organizations on the following projects:

- Created materials and shared existing ones to teach and train other groups, including a video about basic Facebook Ads, campaign leaflets, and campaign videos.
- Supported the coalition broiler campaign against Moe's/Focus Brands. Our Atlanta office held a protest and distributed leaflets outside stores, and the national campaigns team carried out online actions.
- Collaborated closely with campaigners at Mercy for Animals and Animal Equality to campaign against Walmart in the U.S., Mexico, and Brazil. We shared our extensive research of executives and their affiliations and supported each team's efforts by attending each group's protests, coordinating signature drop-offs, and more.
- Provided Balanced with copies of our campaign guide, campaigner employee training manual and guides, campaigner job descriptions, copies of emails we send to companies, research spreadsheets, all of our Aramark research on the company and its clients (likely hundreds of hours of research), and template campaign plan.
- Several times a month, we include Hen Heroes actions on our FAN emails or staff action alerts to support Mercy for Animals with actions that benefit from high levels of engagement like tweetstorms.

## Corporate Relations

Many of the corporate policies that we win come from our corporate relations team rather than extended campaigns. Here are the last year's statistics on the number of dialogues that we are in with companies around the world:

- 419 companies contacted (U.S.)
- 186 companies actively engaged with THL (U.S.)
- 71 companies contacted (U.K.)
- 58 companies actively engaged with THL (U.K.)
- 44 companies contacted (MX)
- 15 companies actively engaged with THL (MX)

Notable companies that produced animal welfare policies through corporate relations:

- Walmart (U.S. cage-free)
- Lidl (Global cage-free)
- Tesco (Europe cage-free)
- Panera Bread (U.S. broilers)
- Grupo Bimbo (Global cage-free)
- Compass Group (Global cage-free)
- Sodexo (Global cage-free/U.S. broilers)
- Intercontinental Hotels Group, IHG (Global cage-free)
- Carnival Corporation (Global cage-free)

In keeping with our commitment to collaboration, our Corporate Relations team also shared their database of U.S. food companies with Mercy For Animals.

## United Kingdom

Hoping to recreate the success of the U.S. cage-free campaigns, we added our first dedicated staff member in the United Kingdom, who has now won commitments from every major retailer in the country. These U.K. victories provide a crucial base as we begin to look toward future campaigns like basic welfare for broilers in the country and throughout Europe. In 2017, we have grown our full-time U.K. staff to six, with plans for further expansion in the coming months.

Until recently, all of The Humane League's work in the U.K. was focused on winning cage-free commitments. The victories from this program are listed below. (Note—the victories below include 25 other unlisted British brands owned by those companies).

### 2016

- Tesco
- Iceland
- Morrisons
- Aldi
- Lidl
- Heron Foods

- SPAR U.K.
- Casual Dining Group
- Booker
- Pizza Express
- The Restaurant Group
- Costcutter
- Farmfoods
- Brake Bros
- Patisserie Valerie
- Nisa

## 2017

- Prezzo Restaurant Group
- Azzurri Group
- SSP
- Pizza Hut U.K.
- Coffee Republic
- Carluccio's
- Papa John's U.K.
- QHotels
- Strada
- Bidfood
- Simply Fresh
- McColls
- Parkdean Resorts
- Travelodge
- Thistle Hotels

In addition to these secured victories, The Humane League currently has an open dialogue with 13 companies proactively working towards new or updated commitments.

A shared, multi-group European ask for broilers (like what has been done in the U.S.) has been discussed and is near finalizing. We will be launching our first international broiler campaigns by the end of the year.

In addition to our institutional welfare work, the U.K. team is partnering with Veganuary to start outreach to independent restaurants by our volunteers. The concept has been successfully rolled out by other European organizations, such as L214. Our volunteers will reach out to restaurants in their area to persuade them to place two plant-based options for each course (or one if they have a limited menu). The restaurant will then get a window sticker with THL's and Veganuary's logo that will advertise participation in the program to passersby. This project aims to encourage non-vegans to choose plant-based options by making it easily accessible. Additionally, this is a strategic project for The Humane League because it will help build and engage our Fast Action Network (FAN) and base of support as we ramp up U.K. operations, while requiring minimal staff engagement.

## Mexico

Two major, ongoing campaigns against Walmart and Soriana have been the focus of the last year in Mexico. We have recently hired a Corporate Outreach Specialist for Latin America who will be focusing on building momentum with smaller commitments as these larger initiatives move forward. The campaigns against Soriana and Walmart have involved hundreds of volunteers, dozens of protests, and lots of creative tactics including: signature dropoffs, hiring a Mariachi

band to perform outside of their HQ, employing a mobile billboard, and the production of several unique campaign videos.

Our five-person team in Mexico currently consists of two Campaign Coordinators, a Communications Coordinator, a Corporate Outreach Specialist, and our Managing Director.

### **Cage-free commitments**

#### **2016**

- August, 2016: Grupo Alsea, a multi-brand operator with a portfolio comprised of Domino's Pizza, Starbucks, Burger King, Chili's, California Pizza Kitchen, P.F. Chang's, Italianni's, The Cheesecake Factory, Vips, El Portón, Foster's Hollywood, La Vaca Argentina, Cañas y Tapas, Il Tempietto, and Archie's, with more than 3000 restaurants in Mexico, Argentina, Chile, Colombia, Brazil, and Spain committed to going cage-free by 2025.
- December, 2016: Liverpool, an upscale department store chain with 118 restaurant locations throughout Mexico, committed to going 100% cage-free by 2026.

#### **2017**

- Grupo Costeño, a Mexican corporation with nine restaurant brands and 49 locations across the country, has just announced its commitment to source 100% cage-free eggs by 2025.

### **Grassroots Organizing**

While we do not have a dedicated grassroots organizer in Mexico currently, our team there still makes extensive use of a network of volunteers (including over 900 FAN members) to carry out demonstrations, take online actions, and more. Many of these volunteers have been through our activism trainings and received a higher level of responsibility in our campaigns (i.e. managing aspects of the social media campaigning). Our team has also held a number of community events, including a vegan drinks event in Mexico city with over 200 attendees.

In addition to supporting our institutional campaigns, volunteers have also been promoting vegan options to restaurants in La Paz. They have already reached 20 restaurants who have added new options and added our window decals. Once 40 restaurants are participating we will work with local government to promote the city as vegan friendly. The Facebook group created to promote this, Opciones Veganas en La Paz BCS, has 2,000 followers.

### **Collaboration with other organizations**

- Collaborated with MFA on the Walmart campaign
- Collaborated with Animal Equality on the Soriana campaign
- Supported MFA and AE campaigns with volunteers in signature drop offs, demonstrations, social media actions, and training in corporate outreach
- Collaborated with many Mexican grassroots organizations by sharing social media, attending demonstrations, signing on to letters to legislators, etc.



- The Humane League was part of a coalition that successfully advocated for the inclusion of animals being recognized as sentient beings in Mexico's capital. [We were honored to be on hand when the wording was approved on Jan. 11.](#)

### **Mexico Media Coverage:**

- [Crece apoyo a campaña contra confinamiento de gallinas](#) by [El Universal](#)
- [Grupo Costeño apoya campaña contra gallinas enjauladas para consumo](#) by Pulso Diario de San Luis
- [ONGs internacionales exigen a la cadena Soriana frenar venta de huevo de gallinas torturadas](#) by Sin Embargo
- [Activistas protestan frente a corporativo Soriana para exigirle deje de contribuir al maltrato animal](#) by IzquierdaMX
- [Protesta de activistas contra el abuso animal](#) by Milenio (print version)
- [ONGs protestan contra abuso animal frente a corporativo Soriana](#) by Prensa Animal
- [Lanzan campaña para terminar con confinamiento de gallinas](#) by El Universal
- [Walmart ignora a cientos de miles de mexicanos que le piden terminar con el maltrato animal en su cadena de suministro](#) by IzquierdaMX
- [Entregan miles de firmas a Walmart para que deje de discriminar mexicanos y se sume a "libre de jaulas"](#) by IzquierdaMX
- [Propone Fernando Rubio iniciativa para proteger a mamíferos marinos de maltrato en acuarios y delfinarios](#) by DiputadosPRD
- [Walmart produce de manera cruel huevo de gallina, según The Humane League](#) by InformaBTL
- [The Humane League exige a Soriana adopte la política cage-free](#) by Imagen Poblana
- [Exigen a Soriana frenar maltrato hacia aves de crianza](#) by El Popular

### **Japan**

In 2017, The Humane League hired two full-time staff members to begin work in Japan. As the world's third largest GDP and 11th largest population, Japan is of strategic importance in its own right and as a hub for change throughout Asia. According to the FAO, Japan is the fourth largest egg producer in the world, with 99% of hens kept in battery cages. Additionally, Japan is home to the majority of Asia's largest food companies. Since January our staff in Japan have:

- Built a comprehensive database of all food companies operating in Japan
- Sent U.S. campaigns staff to Tokyo to train new hires
- Built connections with respected animal welfare experts, as well as several long-standing animal rights organizations
- Built connections with media and engaged with several major companies about producing cage-free policies

We are currently working with a law firm to understand the full scope of legal restrictions on corporate campaigning in Japan. However, we plan to begin widescale corporate outreach in September.

## **Open Wing Alliance, General**

Recognizing that we can have even greater impact through collaboration, The Humane League founded the [Open Wing Alliance](#) (OWA) in 2016. Since its inception, the OWA has grown to represent 40 of the most effective animal protection groups across six continents. OWA member groups receive training in THL's tactics and support in launching campaigns in their home countries. Since the founding of the OWA last year, there has been transformative progress for egg-laying hens in many key areas around the world. With a focus on movement building and collaboration, we have made rapid progress towards our goal of eliminating cages from the planet.

**Resources:** We developed and shared two comprehensive resource documents for OWA groups:

- A Corporate Relations Starter Guide consisting of five steps for engaging in research and dialogue with companies, including email templates and answers to FAQs from executives.
- A 50-page Campaigns Manual that outlines all The Humane League's strategies and tactics, including launching a corporate pressure campaign from start to finish and examples of campaign leaflets, websites, online ads, email templates, and more.

**Summit:** In February 2017, The Humane League hosted the inaugural Global Summit to End Cages for OWA members. Representatives from 17 member organizations and 22 countries came together to receive training and to share strategies and tactics. During the Summit, the coalition launched its first-ever global campaign, targeting General Mills, one of the largest food manufacturing companies on earth. General Mills committed to going cage-free throughout its global supply chain just two weeks later. When confronted with an impending OWA campaign, Kellogg's and Mondelez International both released their own global cage-free policies.

## **Open Wing Alliance Global Campaign Victories**

By leading an international coalition of organizations, the Open Wing Alliance pressured major international companies to produce cage-free policies affecting their entire global operations.

Victories include:

- Sodexo, which serves 75 million meals in 80 countries
- Compass Group, the world's largest foodservice company, which serves more than 5 billion meals in all 50 countries where they operate
- Lidl, the 4th largest retailer on earth with 10,000 locations across 27 countries
- Aldi Nord, one of the largest discount supermarket chains in the world

- Intercontinental Hotels Group, which has a presence in more than 100 countries, owns Holiday Inn and is the largest hotel group in the world by sales
- General Mills, which sells and markets products in over 100 countries
- Kellogg's, which sells and markets products in over 180 countries
- Mondelez International, the 6th largest food manufacturer in the world with products in over 165 countries

Additional 2016 global commitments:

- |                 |                                 |
|-----------------|---------------------------------|
| ● PepsiCo       | ● InterContinental Hotels Group |
| ● Grupo Bimbo   | ● Carnival Corp,                |
| ● Barilla Group | ● Royal Caribbean               |
| ● Starwood      | ● Norwegian Cruise Lines        |

Additional 2017 global commitments:

- |              |                |
|--------------|----------------|
| ● Campbell's | ● Accor Hotels |
| ● Elior      |                |

## Open Wing Alliance Regional Impact

The Open Wing Alliance has also driven tremendous change at the regional level. In the Spring of 2017, OWA awarded \$84,000 in grants to four organizations to support regional institutional campaign work. Our staff have also worked closely with our member organizations to create and carry out regional campaign strategies to win cage-free commitments. These organizations, of course, deserve the central credit for these commitments, but the OWA is proud to have played an important role in instigating much of this work. Below are some examples of how the OWA helped create progress for laying hens:

### Progress in Europe

- **Denmark:** Anima, a key OWA member and grantee organization, has been successful in essentially eradicating cages from the entire country by securing commitments from every major supermarket and retailer. After completing extensive research, engaging in dialogue with Danish companies, and launching aggressive campaigns, Anima has successfully secured cage-free commitments from every supermarket and several major manufacturers in Denmark. The timelines for these commitments are among the most competitive we have ever seen, the latest being 2020 and many as early as 2018. Upon receiving a \$10,000 grant the OWA in March of 2017, Anima was able to hire a full time campaigner in Norway to focus on replicating their effective model of corporate outreach and campaigning. Their victories include:
 

● Coop	● Lidl
● Dagrofa	● Nemlig
● Dansk Supermarked	● Reitan Gruppen Rema
● iSS	● Santa Maria

- Stryhns
  - Bisca
  - DanCake
  - Norgesgruppen (Norwegian retailer)
  - Bunnpris (Norwegian retailer)
  - Santa Maria (Norwegian manufacturer)
- **Poland:** Otwarte Klatki secured cage-free commitments from an incredible nine out of the 18 major retailers in the country. This growing organization was awarded two separate OWA grants: \$16,000 to support their work in Poland and \$20,000 to support their work in Ukraine. Through OWA funding, Otwarte Klatki was able to hire an additional corporate outreach and campaigns coordinator to replicate their success in Ukraine and an IT staff member to support their work. Their victories in Poland include:
    - Lidl
    - Biedronka (Jeronimo Martins), the country's largest retailer
    - Piotr i Paweł
    - Auchan
    - Carrefour
    - Netto
    - Stokrotka
    - MAKRO
    - Grycan
  - **Latvia:** Dzīvnieku Brīvība has been working on a multitude of animal issues for years, and has recently decided to add cage-free campaigns to their repertoire. They received \$20,000 in funding from the OWA in May of 2017 to hire a full-time corporate outreach & campaigns coordinator. Since then, they quickly completed the industry research and are now in dialogue with the two largest food companies in Latvia, Rimi, and Maxima.
  - **France:** We have also seen groundbreaking improvements for layer hens in France after The Humane League's corporate outreach team joined OWA member group, L214, to meet with every major retailer in the country. Between December of 2016 and April of 2017, every retailer in France committed to going cage free and dozens of additional companies have since made commitments.

With policies like these in Central and Eastern Europe, OWA member organizations are proving that it is possible to create rapid institutional change in areas where there was previously little major progress for layer hens.

### **Progress in New Zealand**

- Our corporate outreach experts also joined OWA member organization SAFE in meetings with major New Zealand supermarket chains, Countdown and Woolworths, who produced policies shortly after. SAFE has also met with the 2nd largest retailer in the country, Foodstuffs, and is actively working with them to produce a policy.

### **Progress in Latin America**

- We have also made crucial steps for laying hens in developing areas of the world and are working to build coalitions with organizations like the Asociacion Para el Rescate y

Bienestar de los Animales (ARBA) in Peru, Proyecto ALA in Columbia, and Anima Naturalis throughout Latin America.

### **Progress in Africa**

- **South Africa:** While SAFCEI works on a number of environmental issues and campaigns, they are dedicated to prioritizing corporate outreach and launching their first cage-free campaigns in South Africa. After receiving \$18,000 in OWA funding, they hired a part-time corporate relations coordinator to complete the industry research and have already had meetings and are in dialogue with the largest retailers in the country including Spar, Pick n Pay, and Massmart. SAFCEI has proven that it is possible to start from scratch and make extensive progress in a matter of months.

### **Grassroots Organizing**

Without a strong base of support, our campaigns cannot succeed. The Humane League's staff works tirelessly to recruit, train, and mobilize our network of volunteers, interns, and campus organizers to create meaningful change for animals.

In 2016, The Humane League activists reached more than a million individuals with our message of compassion. Humane League dedicated grassroots activists:

- Organized over 1,500 volunteer events
- Distributed 1.14 million booklets on veg eating and factory farming and more than 130,000 Veg Starter Guides
- Reached more than 10,000 students in their classrooms with Humane Education presentations
- Trained 132 interns in effective grassroots organizing and campaign tactics

As The Humane League continues to hone our organizational model in order to have the greatest impact for animals, our Grassroots Department has shifted its focus. Given the difficult and groundbreaking nature of the 88% Campaign, we moved our grassroots staff to spend roughly half of their time working on institutional campaigns. Our Grassroots organizers are now not only build veg communities to and distributing information to support dietary change, but they are also mobilizing their networks to provide the boots on the ground for our campaigns. To date in 2017, our organizers:

- Presented Humane Education lectures to 6,478 students
- Trained 771 individuals through an Effective Activism presentation
- Handed out 318,285 leaflets with pro-veg messages, including 161,591 booklets handed out at [Warped Tour](#) by THL staff and volunteers
- Distributed 40,816 Veg Starter Guides
- Collected petition signatures in person to demand change from our campaign targets
- Collected photos of on-the-ground actions and photos of consumers with boycott posters to share with our campaign targets and their investors

- Distributed 6,315 leaflets with campaign-specific messaging outside of target locations
- Collected 1,375 hand-written letters to executives
- Trained and provided mentorship to 56 interns
- Hosted 58 work parties where 595 volunteers joined in our campaign actions
- Organized 503 activists at 38 protests at campaign target headquarters and other high-visibility locations
- In addition to the campaign and outreach actions that the Grassroots team carry out, each office also holds 1–2 social events, like Vegan Drinks, each month
  - They are also encouraged to host creative fundraising events like our vegan mac n’ cheese competition in Atlanta with 250 attendees and our vegan ice cream social in Boston with 350 attendees
  - The goal of these events is to build community and spread awareness about veg eating while raising money for THL

In addition to our on-the-ground activists, we also utilize our dedicated group of online volunteers, the Fast Action Network. This team is essential for flooding company inboxes, phone lines, and social media pages. Our Fast Action Network members take action 2–3 times a week.

Our current number of volunteers in each program:

- FAN U.S.: 4,395 (2,166 joined so far in 2017)
- FAN Mexico: 916
- FAN U.K.: 982

Addendum: as of November 2017, THL has about 7,000 members of FAN in total, about 4,000 of whom joined this year.

Our Grassroots organizers make movement building and cooperation a priority, and in the last year our staff have partnered with with a host of animal and environmental advocacy groups on demonstrations, rallies, work parties, and more, including: PETA, Vegan Outreach, Mercy for Animals, Animal Equality, HSUS, Animal Place, Food and Water Watch, Compassion in World Farming, the Sierra Club, Factory Farming Awareness Coalition, Direct Action Everywhere, Happy Hen Chicken Rescue, In Defense of Animals, Berkeley Organization for Animal Advocacy, Bay Area Animal Save, Women Against Speciesism, Jewish Veg, United Poultry Concerns, Center for Animal Protection and Education, Compassionate Living, Jameson Animal Rescue Ranch, Harvest Home Animal Sanctuary, Palomacy Pigeon and Dove Rescue, Goatlandia Farm Animal Sanctuary, Wilde Dreams, The Animal Hope and Wellness Foundation, and Raddish: Radical Dishes Co-Operative.

## **National Volunteer Program**

The Humane League created a National Volunteer position earlier this year. In just six months, the program has added hundreds of activists from Oklahoma City to Dubai. This not only ensures that The Humane League gets its high-impact tactics into the hands of as many activists as possible, but that our campaign targets feel the pressure from around the country, and even the

world. These volunteers receive online trainings from experts and mentorship from our National Volunteer Coordinator. This program has been so successful that we recently hired a National Volunteer Coordinator in the U.K. and are currently hiring another in the U.S. In 2017, our U.S. National Volunteer Coordinator:

- Reaches 3,000 members outside of our cities with Grassroots Directors
- Trained 150 individuals on 10 video calls with experts in topics like effective activism, social media advocacy, and compassion fatigue
- Organized volunteer networks in 15 cities and individuals in 40 cities, 23 states, and seven countries
- Coordinated 10 work parties and five protests via remote volunteers

## **Campus Leadership Program**

Each semester, The Humane League partners with students on college and university campuses around the country. From spring 2016 to fall 2017, this program doubled from 30 students to 60 students in 23 states and two Canadian provinces. In order to provide even more in-depth training and capacity building for these students, the program has shifted to a year-long model, and included an intensive leadership retreat. These students receive mentorship from Humane League staff, and focus on the following four areas:

- Movement building through starting or growing a veg club on campus
- Leadership development through monthly leadership resources (like TED Talks and readings) and group discussion calls
- High-impact veg outreach like leafleting, virtual reality and pay per view events, food sampling, and film screenings
- Assisting with THL's Corporate Campaigns through on campus demos, signature gathering, campaigns leafleting, and participation in the Fast Action Network

From 2016–2017 these students:

- Placed more than 75 op-eds in their campus newspapers
- Collected more than 10,000 Meatless Monday pledges
- Formed 41 new student groups
- Distributed 47,477 pro-veg leaflets
- Distributed 2,470 Vegetarian Starter Guides
- Engaged 1,156 people with Pay Per View events
- Reached 245 students with a Humane Education presentation
- Reached 159 students with an Effective Activism presentation

As this program grows, our Campus Outreach Department has formalized their curriculum and impact measurement to ensure our students are both growing into the most effective and empowered advocates, and making the greatest difference for animals. In addition, this program has implemented strategic outreach and recruitment tactics to ensure applicants from diverse backgrounds have the opportunity to participate, building and strengthening our movement in

the long run. The Campus program is working to build its alumni network, keeping graduates engaged in work for animals. Finally, the program collaborated with other groups in the following ways:

- Discussed what has and hasn't worked with our program to support Animals Australia in developing a campus outreach program in Australia
- Discussed our program and shared our curriculum with Four Paws (Vier Pfoten) to support them in developing a campus outreach program in Europe
- Shared best practices and recent improvements to our program with Mercy for Animals
- Regularly encouraged our Campus Organizers to volunteer with other organizations, and connected them to other groups to do so, such as Animal Equality's iAnimal tour, FARM's 10 Billion Lives Tour, and Animal Place's Brave the Cage
- Connected Mercy for Animals' campaigns team to some of our Campus Organizers to assist with MFA's corporate campaigns (for example one of our Organizers leafleted at a commencement ceremony where Wendy's CEO was speaking, at MFA's request)

## **Yes on 3**

The Humane League pursues strategic opportunities to make legislative change. In 2016, Humane League organizers played a crucial role in mobilizing the victorious "Yes on 3" campaign in Massachusetts. The ballot measure, which passed in a landslide, will end the cruel confinement of veal calves, egg-laying hens, and pigs. Our Boston Grassroots Director worked full-time for a period on this campaign, and The Humane League also provided financial support to the effort:

- In-kind Staff Salary: \$9,869.34
- Cash Donations: \$21,200
- Signature Gatherer: \$3,600
- Total THL Contribution: \$35,869.34

## **Online Outreach**

Full details of our social media reach have been shared with ACE.

The Humane League also uses Facebook ads as a tool to empower individuals to make compassionate dietary choices. For just pennies per person, THL is able to reach millions in 44 countries with inspiring messages about veg eating. Thanks to these ads, in 2016 more than 17 million people viewed a video about the cruelties of factory farming, and more than 627,000 people downloaded a Veg Starter Guide. In 2017, we have already reached nearly 19 million individuals with factory farm footage and inspired more than 590,000 Veg Starter Guide downloads. These ads are constantly tested and fine-tuned to maximize their impact.

## **Communications**



- From January 1 to August 1, 2017, The Humane League generated 72 media mentions in outlets in the U.S., Mexico, France and Japan, including Fortune, the San Francisco Chronicle, Philly Voice, and WTNH News Philly.
- Our Communications Department helped create a Slack team called “Animal Activism and Technology” in an effort to collaborate with and provide a space for information and idea sharing between people in technology-related roles at other animal charities. The team has grown to almost 40 members from over seven organizations in only three months.
- THL has played an integral role in concepting, developing, and testing a collaborative, action-oriented app to amplify the campaigns of individual organizations beyond their individual reach and capacity. This is significant for the movement, as historically there have been few attempts at collaboration in tech, a field in which developers and their talents can become easily siloed within their respective organizations. Collaborative efforts such as this are pointing toward further work to pool inter-organizational tech resources to develop software that can easily be exported to groups that might not have the resources to develop such applications on their own.
- From January 1 to August 1, 2017, the Communications Department has engaged 14 interns in various parts of our work, which offers individuals the opportunity to learn about communications and be active in the animal advocacy movement.
- We launched social media presence on Pinterest and Tumblr, further extending our social media reach.
- The Humane League implemented a cloud-based project management tool (Asana) across all Departments to enable us to track multiple projects concurrently, more effectively leveraging internal resources.

## Operations & Development

The Humane League’s Operations and Development teams work to ensure the sustainable growth of our organization by raising funds and improving infrastructure. In 2017:

- The Humane League’s Operations and Development teams have provided consultation and shared information and resources with peers at Balanced, FARM, Nutrition Facts, Good Food Institute and ACE. We readily make our resources like policy language, draft agreements, and technology recommendations available to other organizations in order to make the entire animal movement more efficient and effective.
- Our Development staff have raised \$4.1 million (including pledges) from 1/1/17 to 8/1/17.
- Our two largest funders make up more than half of that total, so we have been focusing our development efforts on broadening our base of supporters. Specifically, we have made the following enhancements:
  - **Staffing/Donor Relations:** We doubled our Development staff by adding two new Donor Relations Managers.
  - **Technology:** Earlier this year, we made the decision to transition from Salesforce, our existing database platform, to EveryAction (EA). EA incorporates many different activism features and functions, in addition to the standard constituent

and donation tracking, in a streamlined way that will allow us to more efficiently track and utilize data. It will allow us to move away from several other platforms and centralize all data, forms, and emails into one place.

- **Direct Marketing:** We have begun efforts to expand our direct marketing program, focusing on a more integrated approach between our online and offline appeals and incorporating new acquisition strategies.

## Internal Practices & Culture

The Humane League continues to prioritize our internal culture and work to ensure staff—some of our greatest resources for the animals—are supported and avoid burnout.

- In 2017, The Humane League introduced a new staff committee structure to close the gaps that widen with organization growth, encourage employees from different teams to collaborate, and allow employees to have a stronger voice within the organization. Each committee is made up of 5–10 employees of different departments and/or countries, with one member of senior leadership holding an advisory position. Current committees include:
  - **Diversity & Inclusion Committee:** provides leadership and direction to create a welcoming, inclusive, and respectful climate for diverse cultures, backgrounds, and interests at THL and the broader animal rights movement.
  - **Innovation Committee:** considers tactics being used by other organizations and by other movements to see what works and what's worth trying. This committee will also think outside of the box to brainstorm new tactics that haven't been explored by THL or elsewhere.
  - **Merchandise and Message Committee:** serves as a clearinghouse for ideas about THL-branded items. We will focus on creating an enhanced public identity through message-wear and other related items. The group may also collaborate on ideas for THL communication tools such as videos and print materials.
  - **Sustainable Growth Committee:** works to implement practices to sustain our culture and productivity as we grow. Maintains and updates systems (like staff orientation, team meetings, etc.), spots areas of internal strength and weakness, and works to develop (and likely implement) new practices for the organization to increase/maintain morale.
- To allow for better cohesion between departments, we made several adjustments to internal meeting structure including:
  - Monthly All Staff calls to increase bonding/face time and keep staff informed on important org-wide updates.
  - Smaller weekly team meetings (e.g., U.S. Campaigns, Corporate Relations, Grassroots, etc.) to discuss team-specific topics and issues and also learn and brainstorm new strategies.
  - A weekly “THL News” that is sent to all staff, where we share important weekly updates on campaigns, expansion, hiring, etc.

- Standardized employee titles and moved senior leadership to a President/Vice President title structure to allow for more upward mobility for employees.
- The Humane League uses lots of survey data from our staff to constantly improve morale and standard practices. This includes an annual satisfaction survey, an upward feedback survey (for managers to receive feedback), and even surveys after every all-staff call, retreat, and major event.