



*Albert Schweitzer*  
Albert Schweitzer Foundation



Albert Schweitzer Foundation

# Report on Effectiveness **2017**

in accordance with the **Social Reporting Standard**

## Welcome to our sixth SRS Report on Effectiveness!

This year, we were hoping to rest on our laurels – after all, we won the “Social Reporting Champ” title for our last Report on Effectiveness. Since we had performed well and always had more than enough exciting projects to look forward to, we thought that this year’s report would simply be an update of last year’s, with a few improvements here and there. But in Section 3 (Impact), which in my opinion is the heart of the Social Reporting Standards, it quickly became apparent that this would not be the case. Our work has grown considerably over the past few years, and the process of compiling this section became rather chaotic as a result. The central theme that should run through any Report on Effectiveness was constantly interrupted by the other impact areas and not picked up again until a few pages later. While writing this section, I quickly realized that I had lost the thread entirely – and I knew that the readers would not fare much better, either.

We therefore decided to completely restructure Section 3. Each of our four impact areas – companies, consumers, multipliers and law – has now been given its own subsection. These subsections cover the inputs, outputs and outcomes, which helps to maintain the reading flow and will (hopefully!) allow readers to properly immerse themselves in our work and methods.



In 2017, too, we learned a great deal from our experiences and mistakes. This year, we will be describing our findings in greater detail than ever before. And because we are already working on becoming even more open, we have for the first time ever disclosed our salary model in full and provided an even more detailed insight into our finances.

On this note, I hope that this year’s Report on Effectiveness proves to be an insightful and perhaps even exciting read for all those who are interested in what we do as well as for our friends, donors, partners and opponents.

Best wishes

A handwritten signature in blue ink, appearing to read 'M. Klosterhalfen'.

Mahi Klosterhalfen | CEO and President



# Contents

## 1. Introduction 06

- 1.1 Vision and approach 06
- 1.2 Subject of the report 07

## 2. The Problem and Our Solution 10

- 2.1 The problem 10
- 2.2 Current solution strategies 14
- 2.3 Our strategy 15
  - 2.3.1 Activities (output) and direct target groups 15
  - 2.3.2 Intended outcomes/impact on the target groups 18
  - 2.3.3 Diagram of impact logic 20

## 3. Impact 24

- A 3.1 Resources deployed (input): corporate outreach 24
- A 3.2 Activities performed (output): corporate outreach 24
- A 3.3 Impacts achieved (outcome/impact): corporate outreach 28
- B 3.1 Resources deployed (input): consumer information 31
- B 3.2 Activities performed (output): consumer information 31
- B 3.3 Impacts achieved (outcome/impact): consumer information 32
- C 3.1 Resources deployed (input): multipliers 35
- C 3.2 Activities performed (output): multipliers 35
- C 3.3 Impacts achieved (outcome/impact): multipliers 37
- D 3.1 Resources deployed (input): legal 40
- D 3.2 Activities performed (output): law 40
- D 3.3 Impacts achieved (outcome/impact): law 41
- 3.4 Illustration of resources, activities and impact 42
- 3.5 Ongoing evaluation and quality assurance measures 44
- 3.6 Comparison with the previous year: degree of target achievement, learning experiences and successes 46

## 4. Plans and Outlook 52

- 4.1 Plans and goals 52
- 4.2 External opportunities and risks 54

## 5. Organizational Structure and Team 58

- 5.1 Introduction to the main players – our management team 58
- 5.2 Partnerships, collaborations and networks 60

## 6. Organization Profile 64

- 6.1 General information 64
- 6.2 Governance 66
- 6.3 Owner structure, memberships and associated organizations 66
- 6.4 Environmental and social profile 67

## 7. Finances and Accounting 70

- 7.1 Bookkeeping and accounting 70
- 7.2 Balance sheet 70
- 7.3 Income and expenditure 72
- 7.4 Financial situation and planning 74

## 8. Imprint 81

- 8.1 Our team in Germany 81
- 8.2 Our team in Poland 82

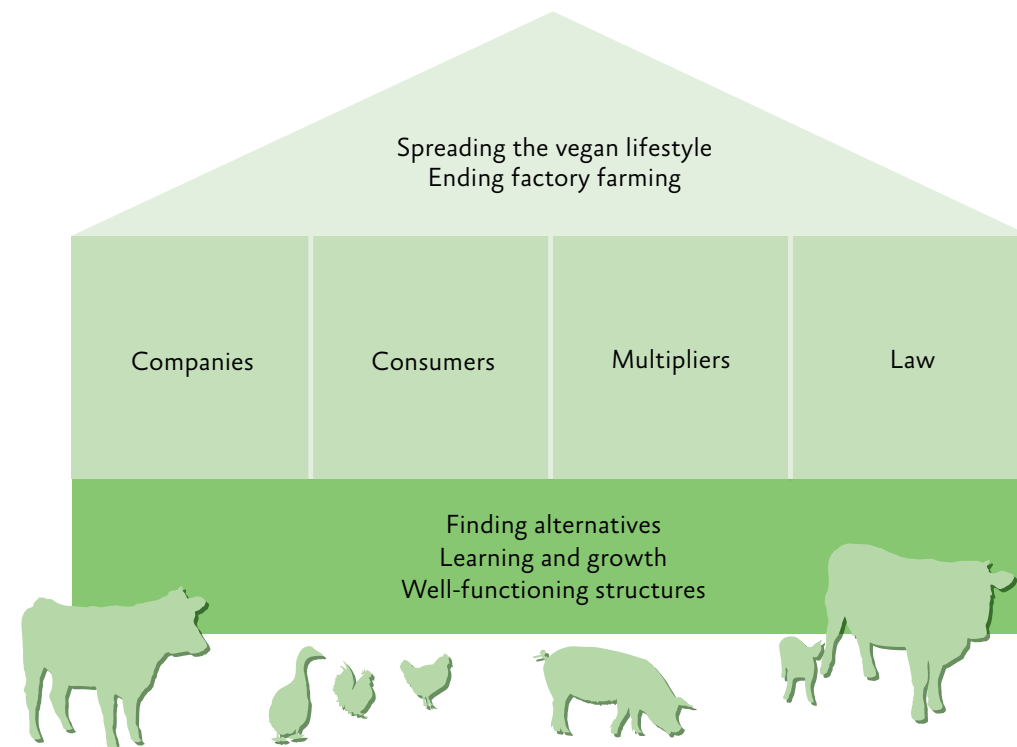


“The ethic of Reverence for Life, therefore, comprehends within itself everything that can be described as love, devotion, and sympathy whether in suffering, joy, or effort.”

Albert Schweitzer

# 1. Introduction

## 1.1 Vision and approach



Our long-term goal is to end factory farming and to promote the spread of the vegan lifestyle. We want to see an end to animal exploitation and strive for a world in which Albert Schweitzer's concept of a "Reverence for Life" becomes the societal norm.

Our medium-term strategy is based on four pillars that help us on our path toward realizing our vision<sup>1</sup>:

- > We convince companies to increase their animal welfare standards and to extend and improve their vegan range of products.
- > We inform consumers about the facts behind animal use and help them to reduce – preferably to zero – their consumption of animal products.
- > We convince multipliers from the worlds of media and politics as well as other influential persons and groups to give greater priority to factory farming and the vegan lifestyle.

- > We use various legal avenues such as class action – especially in cooperation with organizations with the capacity to bring legal proceedings – in order to improve the basic legal conditions for animals.

These four pillars are supported by three basic elements:

- > We do not simply expound the problems of factory farming, but also highlight alternatives.
- > We never stop learning and strive to ensure that the foundation can grow.
- > Well-functioning structures allow our employees to work effectively.

## 1.2 Subject of the report

### Scope of validity

This report covers the majority of the work that we do, but does not cover smaller-scale tasks and projects.

### Reporting period and reporting cycle

This report covers our work in calendar year 2017. Information relating to 2018 is also included where relevant.

### Application of the SRS

This report is strictly aligned with the requirements defined in the current version of the Social Reporting Standard (SRS) (as at 2014). We have been creating annual reports in accordance with the SRS since 2012.

### Contact persons

Primary responsibility for the content of this report lies with our CEO and President, Mahi Klosterhalfen. If you have any questions or inquiries, please contact us via the channels specified in Section 6.1.









## 2. The Problem and Our Solution

### 2.1 The problem

Causing animals to suffer and killing them is an ethical problem and something that cannot be justified, especially since it is wholly unnecessary. The mass “production” of meat, fish, milk and eggs is probably the one field in which humans inflict the most suffering and death on other living beings. There is no real justification for this because humans – especially those living in “developed” countries such as Germany – do not require animal products in order to enjoy a varied and healthy diet.<sup>2</sup>

Nonetheless, the production and consumption of animal products are commonly accepted. It is currently impossible to say whether and when this will be viewed differently by the majority of people. Regardless of this fundamental question, it is vital for altruistic and more self-interested reasons to reverse the growing global demand for animal products.



© Animal Equality

The legal regulations concerning animal agriculture that have been established over time and are still extremely patchy are oriented primarily toward the practices and wishes of animal users. Exceptions such as the ban on battery hens are rare and extremely hard-won. This is clear to see, for example, by the fact that permitted exemptions such as amputations become the rule and that even the associated obligation to stun animals prior to slaughter is frequently bypassed. The competent authorities either take no action or even approve such practices by routinely granting exemptions.<sup>3</sup>

Some of the most serious animal welfare problems in the animal agriculture industry include breeding with a view primarily to accelerating muscle growth and increasing “milk production” and “laying performance”; the amputation of beak tips, horns and tails, which is carried out routinely and without stunning; animals being kept in extremely confined conditions that offer no opportunity for play; and serious abuses during animal transportation and inside slaughterhouses. The fact that this results in tremendous animal suffering not only is obvious but also now the subject of discussion even among a number of players in the animal product industry.<sup>4</sup> With its expert report into strategies for socially acceptable animal agriculture, which was published in 2015, the scientific advisory board for the Federal Ministry of Food and Agriculture (BMEL), too, has denounced the serious shortcomings in animal agricultural and called for their elimination.<sup>5</sup>

Furthermore, animal agriculture causes 14.5% of global greenhouse gas emissions – on a par with all forms of transport worldwide (land, sea and air) combined – and contributes heavily to the clearance of rainforests and contamination of waterways (e.g. nitrates in the groundwater).<sup>6</sup> It also has negative effects on soil: Around 33% of usable arable land worldwide is moderately to severely degraded, which can be attributed



to, among other things, heavily intensified food and fodder production over the past decades.<sup>7</sup>

On top of this is the waste of foodstuffs. Calculations show that around 1.1 billion metric tons of field crops are used in global food production to produce just 240 million metric tons of animal products such as meat, milk and eggs.<sup>8</sup> If all the grain and soy produced worldwide were not mostly fed to billions of farmed animals, the entire production volume would theoretically be sufficient to feed around four billion more people than we do now.<sup>9</sup> Even a 20% reduction in meat consumption in industrialized countries would lead to “a tangible improvement of the food situation in developing countries.”<sup>10</sup>

In addition, an increasing number of studies show that the frequent consumption of animal products increases the risk of some of the most common lifestyle diseases to a much greater extent than vegetarian and vegan diets.<sup>11</sup> In Germany, it is estimated that diet-related diseases (including cardiovascular diseases and diabetes) account for around one third of total health costs. These result in annual costs of almost €100 billion “not taking into account the economic costs through poor performance levels and absences through illness.”<sup>12</sup> The scientific advisory board for the BMEL also states that “food of animal origin poses a fundamental risk to human health, for example through pathogens causing zoonosis (e.g. campylobacter, salmonella), contaminants from animal agricultural and the development of resistance to medicines.”<sup>13</sup>

While we consider all of these factors to be extremely important, we are above all an animal welfare and animal rights organization. Our work is driven by a desire to reduce animal suffering and death as much as we possibly can. This therefore forms the focus of the rest of this report.

#### Causes, trends and extent

In the history of humanity, the consumption of animal products has played – and will continue to play – a greater or lesser role depending on the era, place, culture and social conditions. One thing that we can say for certain, however, is that the extent to which animal products are produced and consumed in today’s world is unprecedented in history. The causes and reasons behind the current situation are many and varied.<sup>14</sup>

Meat in particular has always throughout history been imbued with ever-higher symbolic meaning (a symbol of physical strength, prosperity, power etc.). Even disregarding the nutritional fact that all pre-industrial societies are characterized by chronic shortages of protein and fat, this symbolic meaning meant that animal products such as meat came to be seen as ever more desirable. With the dawning of the industrial age, which represented a “major turning point in our relationship with animals and meat consumption,”<sup>15</sup> “a long-standing dream could finally be realized: ‘meat for all.’ Under this – somewhat overstated – motto for the modern world, the industrialization and mechanization of production saw what was once considered a divine gift become a mass, ready-made product.”<sup>16</sup> At

the start of the 20th century in particular, the fundamental trend apparent in the early industrial age – to produce ever more meat in ever shorter times at ever lower costs – intensified yet further.

More reasons are apparent when one considers the historical developments from a more critical perspective. Although the ethics of eating animals had first been explored even in ancient times, any widespread discussion of this issue leading to a demonstrably greater impact on society's consumption behaviors is a relatively new phenomenon and one that is currently restricted to just a few regions of the world.<sup>17</sup> Other critical and scientifically sound insights such as those presented by the modern environmental movement, with its origins in the 1970s, that made increasing reference in particular to the environmental problems associated with animal production and the consumption of animal products<sup>18</sup> are also relatively new developments. In the world of politics, these insights have always been largely ignored, most likely because, on the one hand, calls to reduce the consumption of animal products are generally unpopular as a whole and, on the other, agro-industrial interests enjoy the

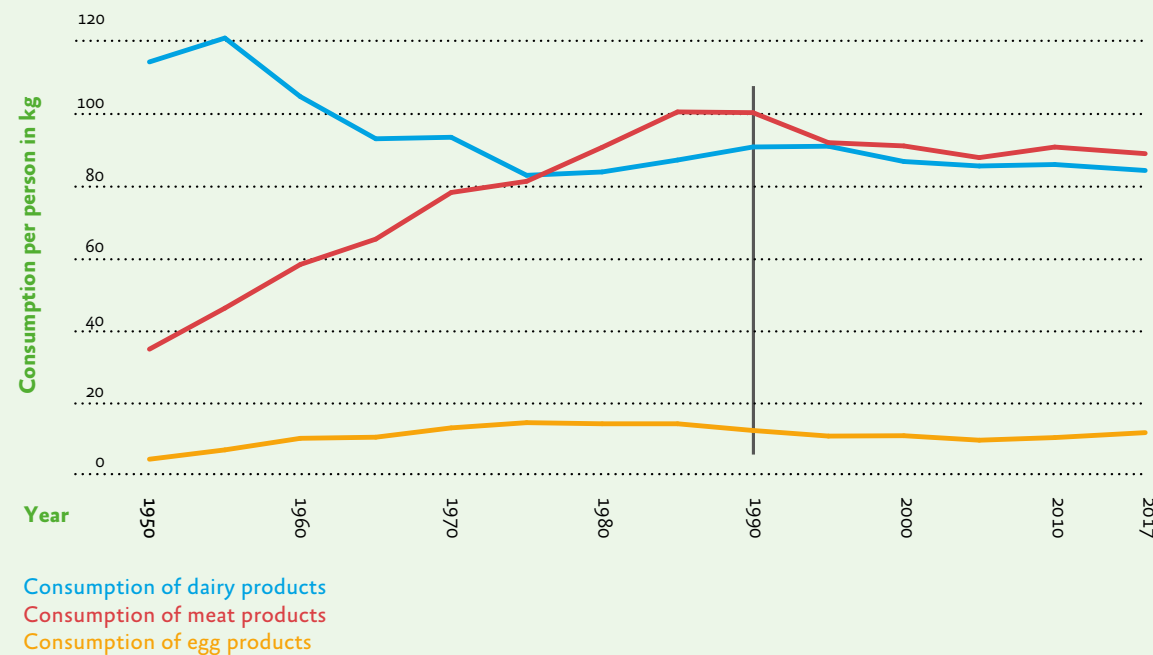
support of strong lobbyists. While there has for a long time been a great deal of activity in the production of alternatives to animal products and in developing alternative animal agricultural methods, only over the past few years have such activities benefited from greater investment.<sup>19</sup>

#### Relationship between meat consumption and income

The global demand for meat and other animal products is currently rising as prices fall and/or incomes rise (although it should be pointed out that, as of a certain income level, demand stagnates or falls).<sup>20</sup> In Germany, the introduction of industrialized factory farming in the post-war era has seen food of animal origin become ever cheaper. In combination with the rise in incomes brought about by the economic miracle, consumption and production increased many times over and, since then, have remained at a high level more or less constantly.<sup>21</sup>

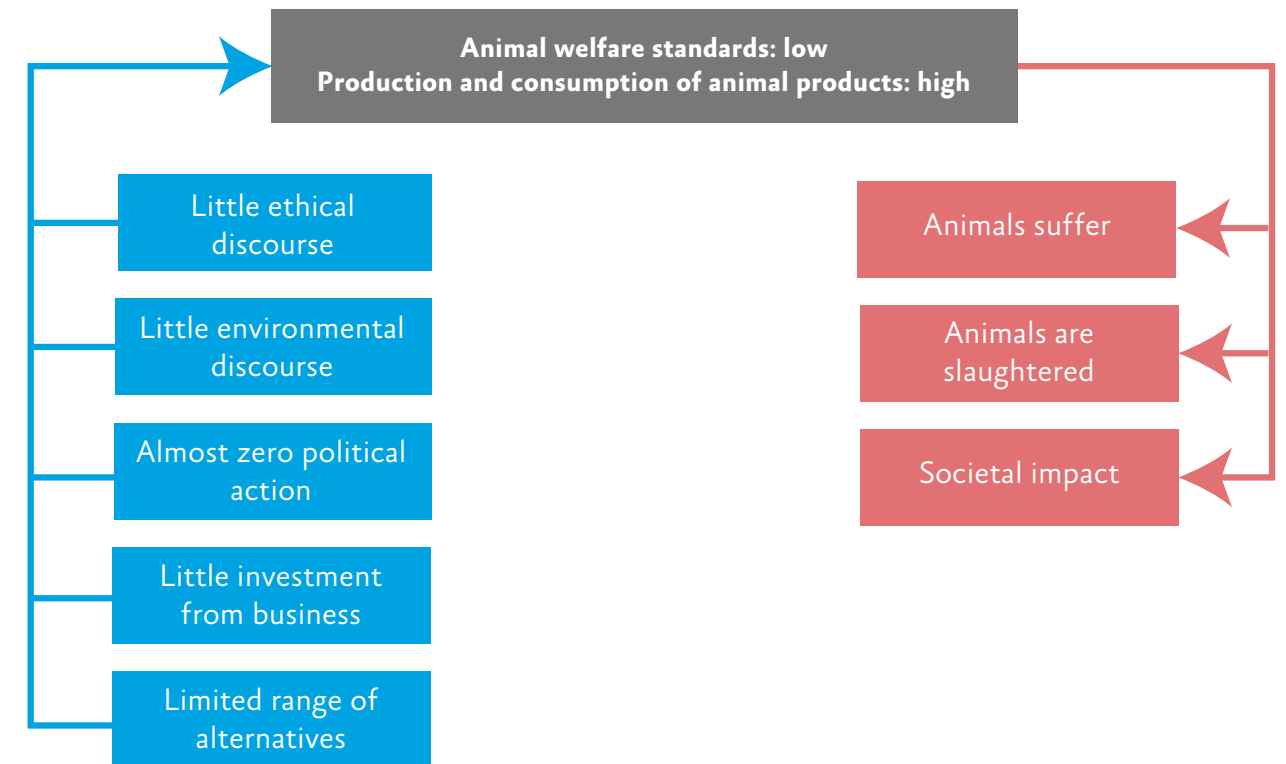
Similar trends can be observed in other industrialized nations.

#### Consumption of milk, meat and egg products in Germany



Changes have been over time to the way in which the data is collected and the periods during which data is collected. In addition, the figures prior to 1990 include only the old West German states. For these reasons, care should be taken when comparing the data over time.

Source: Statistical yearbooks on nutrition, agricultural and forests published by the Federal Ministry of Food and Agriculture (BMEL) and <http://berichte.bmelv-statistik.de/DFT-9000100-0000.pdf>.



On the supply side, the aim of the European Common Agricultural Policy, which was created in 1957, was to strengthen Europe's food production industry. The animal production industry, too, has benefited – and continues to benefit – from correspondingly high direct and indirect subsidies.

#### Consumption of animal products in Germany

In 2017, the per-person consumption of meat in Germany was 88.0 kg.

In addition, each person in Germany consumed 14.2 kg of fish and fishery products (in 2016), 84.0 kg of fresh milk products and 230 eggs.<sup>22</sup>

In Germany in 2017, 8.1 million metric tons of meat were produced, for which 745 million land animals were slaughtered.<sup>23</sup> Exports of meat and meat products amounted to 3.9 metric tons, while imports amounted to 2.5 million metric tons.<sup>24</sup> The total volume of fish and fishery products amounted to around 2.2 million metric tons, with imports accounting for 1.9 million metric tons and exports for 990,000 metric tons (as at 2016).<sup>25</sup> It should be noted that the number of marine animals killed for the German market (including “bycatch”) is many times greater than the

number of land animals killed, although it is ultimately impossible to calculate a precise figure.<sup>26</sup>

In 2017, 32.7 million metric tons of milk were produced in Germany.<sup>27</sup> Around 5.4 million metric tons of milk and dairy products were imported (including butter and cheese) and 6.1 million metric tons were exported.<sup>28</sup> In the same year, 14.4 billion eggs were produced, with 9.0 billion eggs and egg products imported and 3.4 billion exported.<sup>29</sup>

More than 95% of land animals in Germany are kept in extremely poor conditions oriented toward mostly inadequate minimum animal welfare standards, insofar as these are defined in any detail at all.<sup>30</sup> But even the most common alternatives such as organic farming practices were, on closer inspection, mostly found to be worse than their reputation.<sup>31</sup>

All in all, the production and consumption of animal products lead to problems whose elimination would have a variety of positive effects. This is why it is important that these problems are tackled with particular determination – and not just by animal welfare and animal rights organizations. One specific trend at least is slowly becoming apparent: NGOs from other areas



are increasingly addressing the wide-ranging impact of animal agriculture much more than they did even in, say, the previous decade.

Without a significant expansion of the current interventions and the creation of new interventions, we expect the production and consumption of animal products to stagnate at a high level. Production could even continue to grow – after all, it is a political objective to increase agricultural exports.

## 2.2 Current solution strategies

The problems associated with the cruel conditions in which animals destined for human consumption are kept and slaughtered are being addressed by a number of organizations and initiatives. Two fundamental approaches have emerged:

- A.** Appeals are made for conditions to be created under which animals suffer less and/or are kept in more species-appropriate conditions. This approach does not question the fundamental issue surrounding the use and slaughter of animals by humans (reformist animal welfare).
- B.** Appeals are made to recognize the fundamental moral and legal rights of animals and, following from this, to end animal exploitation (animal rights).

For us, the drawback of the former approach is that it does not fundamentally question the status quo, in which animals are bred, fattened and slaughtered unnecessarily. We therefore believe that this approach does not go far enough.

The problem, we believe, with the latter approach is that it imposes demands that the target audience often cannot or does not want to fulfill. Politicians tend to focus on the current state of affairs; companies are often unable or unwilling to go against consumer habits; and the public is usually unable or unwilling to change their consumption habits quickly and/or to any significant extent. This approach, therefore, goes too far.

The other problems mentioned (environmental protection, global food security, health) are being addressed by numerous institutions, and any analysis of these approaches would go well beyond the scope of this report. In general, it can be said that the extremely high figures quoted in relation to the production and consumption of animal products are being increasingly recognized as central factors, perhaps not by everyone but certainly more often. Fundamental questions regarding the use of animals are not usually asked here, although improvements are nonetheless demanded.



Please do not cut off!

## 2.3 Our strategy

To make the biggest possible contribution to solving the problem, we believe that the best solutions involve generating and creating the conditions for change in the food industry, in the consumption behaviors of individuals, in the law and among other multipliers. To accomplish this, we use a number of specific levers (see below). To create further levers as well as to formulate and achieve the best possible targets, we focus on continuously expanding our knowledge base and, in doing so, investigate aspects such as the usefulness and practicability of research findings and the approaches adopted by other organizations both here in Germany and abroad.

### 2.3.1 Activities (output) and direct target groups

#### Food industry

Our target groups in the food industry include decision-makers in the fields of food production, trade, restaurant chains and catering. Primarily by means of information sharing, direct meetings and campaigns, we encourage our target groups to raise animal welfare standards and improve/expand their vegan offering. In doing so, we currently focus on the following aspects:

- > Discontinuing / no longer using cage eggs (Cage-Free Campaign)<sup>32</sup>
- > Stopping the practice of debeaking laying hens as a specific means of reducing animal suffering<sup>33</sup>
- > Raising the standard of conditions in which broiler chickens are kept
- > Raising standards in aquaculture
- > Formulating or expanding company-wide animal welfare guidelines
- > Addressing other animal-welfare-related issues whenever the opportunity arises in meetings
- > Reducing the number of ingredients of animal origin and/or developing and offering vegan products/dishes



Germany goes cage-free

Once we have identified a suitable contact person in the company, we get in touch with them and talk on the telephone, via e-mail and/or in meetings. Depending on the initial situation, we provide our contacts with easily achievable ideas (e.g. no longer using cage eggs) or address more complex issues and processes tailored to the specific company (e.g. improving/expanding the vegan offering or modifying the recipes used in food production).

“To make key information available more widely for our contacts, we have also launched the food business platform “Lebensmittel-Fortschritt” (“Food Progress”); an online information portal accompanied by a monthly newsletter. We also perform rankings to determine the vegan-friendliness of companies in specific sectors and which issues they address through their animal welfare policies.

If we are unable to make progress through constructive discussion, we launch campaigns targeting companies. Our street campaign team and voluntary action groups assist us in this.

#### Private individuals

When it comes to private individuals, we focus our efforts on a broad-based target group in order to reach as many people as possible: non-vegan consumers aged 16 or above; German-speaking or living in Germany; with Internet access and skills; and a general interest in vegan nutrition. As part of special foundation projects, however, and depending on our goal or the findings of evaluations, we might address other or more specific target groups. We gain insights into



the consumer groups through information gathering processes carried out by our foundation, for example through surveys of our sponsors, donors and recipients of our various information offerings as well as through analyses of our website visitors. We reach out to private individuals as follows:

- > Our “Even if you like meat...” brochure, a 16-page information booklet outlining the reasons for changing your diet and ways to achieve this<sup>34</sup>
- > The [www.vegan-taste-week.de](http://www.vegan-taste-week.de) website, the accompanying e-mails and the “Vegan-Tipps für alle” [vegan tips for all] Facebook group, which are designed to help consumers reduce their consumption of animal products or stop eating animal products altogether
- > Germany-wide street campaigns – for example, the Pig Mobile Tour and/or moving boards, whereby we aim above all to garner new participants for the Vegan Taste Week and also distribute our “Even if you like meat...” brochures<sup>35</sup>
- > Our regional coaches and action groups, who also garner new participants for the Vegan Taste Week and distribute brochures, sometimes with the iAnimal VR glasses<sup>36</sup>
- > The Vegan Summer Festival in Berlin<sup>37</sup>
- > Our work on traditional and social media channels



„Even if you like meat...” brochure



### Multipliers

“Multipliers” are people and institutions from media (mainly journalists), politics (e.g. ministers, party spokespersons addressing animal welfare policy and working groups), science (scientists, junior researchers) and NGOs who are influential both within their fields and beyond. Their work focuses on issues such as animal welfare, environmental protection, health, agriculture as well as local and global food security.

We reach out to the multipliers’ target groups by engaging in a range of targeted networking activities that involve maintaining a press distribution list, visiting specialist events, participating in different networks and working groups, proposing scientific degree theses, commissioning studies as well as sharing information and experiences and working in particular with other animal welfare and animal rights organizations. We also serve many different multiplier areas by holding our own presentations and participating in discussions as well as with a range of publications (including in external media) and extensively researched information (e.g. on animal production) on our website. In the political sphere in particular, we also launch petitions as well as publish statements and comments on the latest news and developments relevant to animal welfare.

### Law

In the legal field, our target groups – depending on the approach – include veterinary inspection offices, agricultural ministries and the courts. Here, we work

with organizations entitled to bring legal proceedings, identify promising cases and provide expert, financial and public relations support for lawsuits. We also actively call for the introduction of class action in other federal states and for equipping animal welfare associations with extensive means to bring legal action.

### Size of the target groups

- > Food production: annual sales of €181,0 billion (no. of relevant persons unknown; estimate for 2017)<sup>38</sup>
- > Food trade: annual sales of €237,7 billion (no. of relevant persons unknown)<sup>39</sup>
- > Gastronomy: annual sales of €53,5 billion (no. of relevant persons unknown)<sup>40</sup>

- > People aged 18 or over: 69,0 million<sup>41</sup>, 46% of whom are open to vegan nutrition<sup>42</sup>
- > Journalists in Germany: 72,500 (no. of relevant persons unknown)<sup>43</sup>
- > Federal states where class action applies:
  - No. of states: 8
  - Veterinary inspection offices: approx. 150
  - Courts: number not relevant for decisions



Pig Mobile Tour - „Whom to pet? Whom to love?”



## 2.3.2 Intended outcomes/impact on the target groups

### Food industry

Our information sharing efforts aim to ensure that our target groups are better informed about the problems (see Section 2.1) and possible solutions. We also make a point of informing our target groups about the steps that their competitors have already implemented, the aim being to intensify competition in the implementation of (intermediate) solutions. Our rankings, too, are designed to encourage competition among companies by allowing them to see exactly where they stand in comparison with each other.

By talking directly to our target groups, we want to be able to work with the companies to develop and implement industry-specific solutions. This involves tackling complex issues such as the debeaking of laying hens, the formulation/expansion of animal welfare guidelines and the expansion of the vegan offering.

When we launch campaigns, our aim is for the pressure generated via online petitions, social media, press campaigns, etc. to result in our demands being



© monticello - shutterstock

implemented. While our animal welfare campaigns are primarily about generating (negative) pressure, our campaigns focusing on vegan offering are generally more positive in nature and involve highlighting to companies – for example by gathering a high number of signatures – just how great is the demand for more vegan products.

What sets us apart from many other organizations is that we always strive for constructive cooperation with decision-makers and to bring about mutual advantages. Only if this strategy proves fruitless do we blacklist companies and consider launching campaigns against them. The reason for this cooperative approach is that, in the best-case scenario, it potentially provides an opportunity to enter into long-term, trusting partnerships with companies in which we can together address a range of issues.

### Private individuals

Our goal with respect to our main target group is to elucidate the reasons for reducing or stopping the consumption of animal products and to explain how this can be done.

We aim to provide readers of our “Even if you like meat...” brochure with emotional and informative stimuli for changing their consumption behaviors and using the options and ideas that we provide them with to find out more about the topic as well as to test vegan products.

We also want participants in the Vegan Taste Week to focus for one entire week on the “Why?” and “How?” of vegan nutrition and to eat a wholly or partially vegan diet during that week. We expect to see at least some of the participants to make lasting behavioral changes, which we will support by regularly sending more information and tips after the end of the Vegan Taste Week.

Through our media work, our aim is to raise awareness of animal welfare issues and vegan nutrition among the general public. This is designed to have the indirect impact that calls for reforms (aimed at business and politics) receive greater public support and that any prejudices and stereotypes surrounding vegan nutrition are eliminated. The latter is also designed to ensure that people who are changing the way they eat face less criticism from those around them or even

receive more support than might otherwise have been the case without our media work.

Overall, we also want the increasing demand – supported by us – for plant-based products to sustain the rapidly growing availability of vegan alternatives to meat and dairy products.

What sets us apart in this respect from many other organizations is that we utilize research findings and the findings obtained through our own evaluations (e.g. surveys) to improve our message in terms of both content and how it is communicated and to maximize the impact of our information work. Examples of how we implement this strategy include the fact that we tend to avoid using images containing a lot of blood (risk of people being scared off); we never combine calls to action with appeals for donations (risk of people “buying” a clear conscience instead of taking action); and we never put pressure on those hearing/seeing our message to follow particular behavior patterns (risk of people “shutting out” our message).

### Multipliers

Through our networking activities, we expect to see a demonstrably greater take-up of and intensified focus on animal-welfare-relevant topics by the multipliers that we address. In addition and in particular, long-term knowledge sharing and partnerships aim to ensure a stronger concentration of resources in order to bring about an even more potent societal impact especially for highly complex and challenging issues.

By supplying our multipliers with properly researched and carefully prepared information and appearing in various multiplier fields (e.g. by taking part in discussions ourselves or giving our own presentations), we want to contribute to a noticeably greater understanding of animal welfare issues and make our own mark in societal debates potentially relevant to issues of animal welfare. Overall, these measures are also designed not least to continuously enhance our reputation, which will enable us to reach out to even more important and potentially fruitful circles.

The multipliers that we address are to consider petitions, statements and comments as clear calls to action. Here, we expect at least a considered response and, in the best-case scenario, we would like to see our demands actually implemented.

Our contact and cooperation with multipliers are fundamentally characterized by an approach to work and communication that is based on objectivity, dialog and solutions. More than many other organizations, we also strive to build bridges between positions that initially seem incompatible and assist in the development of concepts for occasional or longer-term partnerships that are acceptable for all parties.

### Law

With the existence and application of class action for animal welfare organizations, it is our expectation that veterinary inspection offices and regulators operate more thoroughly and, in turn, in a more animal-friendly manner. We expect to achieve this because not only animal users but also animal welfare groups will have the opportunity to take legal action and seek the judicial review of decisions. This is why we expect that, in some cases, even just the sound legal exposition of infringements will lead to rulings that are more animal-friendly.

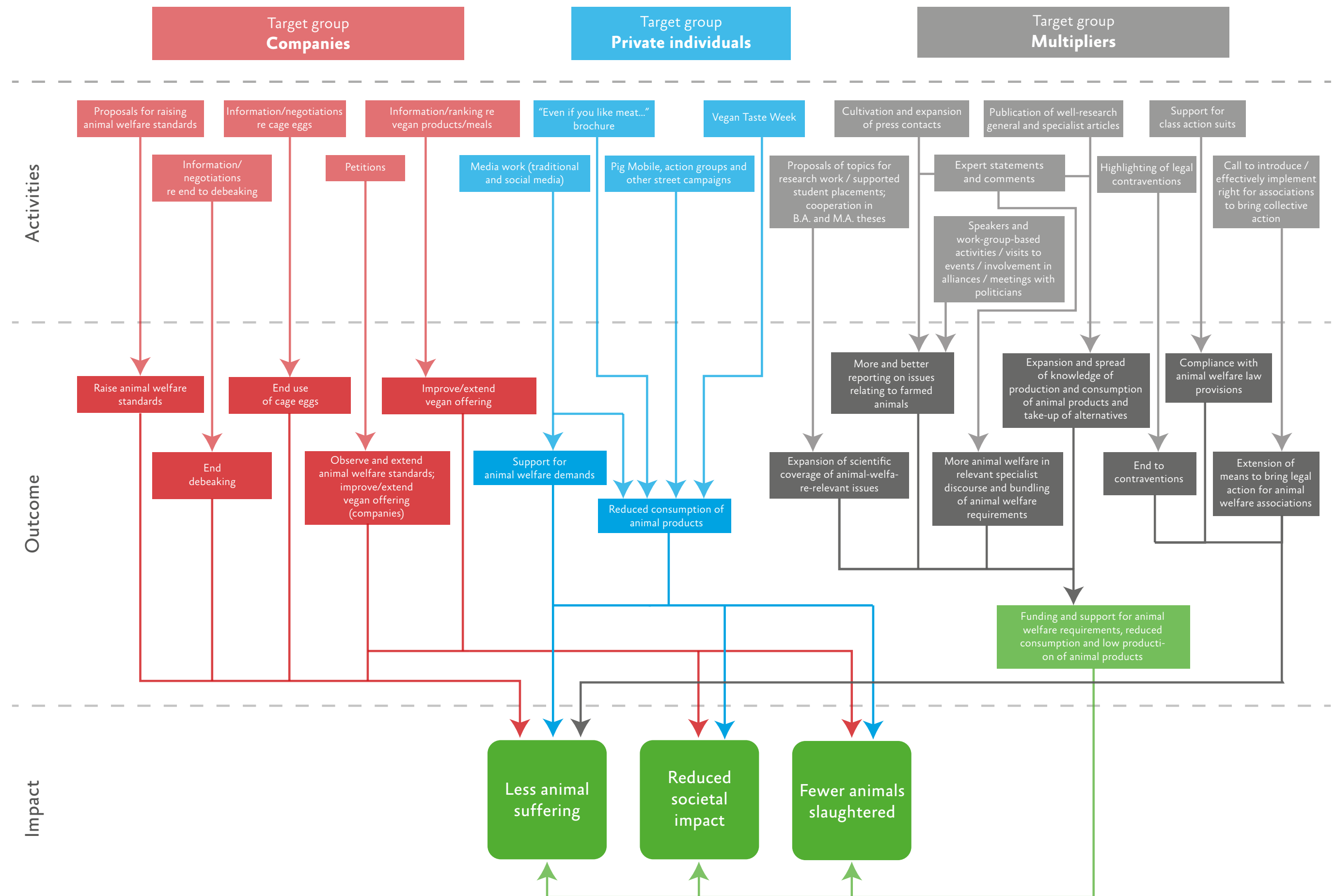
Should we fail to achieve this best-case result, we provide expert and financial support for organizations capable of bringing legal proceedings to help them conduct lawsuits. In this way, we expect to see an increase in the number of lawsuits and their success before the courts.

Our overall aim through our strategy is to significantly improve the legal standing of farmed animals in Germany over the medium to long term.

When it comes our legal expertise, we pride ourselves on having three fully qualified lawyers in our Executive Board and Scientific Advisory Council, two of whom have, independently of each other and among other things, published as books statements regarding the animal welfare law.<sup>44</sup> For an animal welfare organization in Germany to possess this calibre of concentrated legal expertise is almost unprecedented.



### 2.3.3 Diagram of impact logic









### 3. Impact

To improve the transparency of the path of effectiveness from input to outcome, the paths for our four spheres of action – **corporate outreach (A)**, **consumer information (B)**, **multipliers (C)** and **law (D)** – are each presented separately.

Regarding the inputs: The personnel and material costs have been calculated with distribution formulas, which means that although they are not exact, they do very closely reflect the actual values.

#### A 3.1 Resources deployed (input): corporate outreach

	2015	2016	2017
Welfare of land animals	n. a.	€151,115	€148,541
Welfare in the aquaculture industry	n. a.	n. a.	€94,451
Animal welfare in Poland <sup>45</sup>	-	-	€100,134
(Expanded) plant-based offering	n. a.	€129,912	€186,190
<b>Total</b>	<b>€162,605</b>	<b>€281,027</b>	<b>€529,316</b>
of which personnel costs	€137,666	€215,461	€293,277

#### A 3.2 Activities performed (output): corporate outreach

##### Quantifiable

Activity	2015	2016	2017
Corporate contacts re animal welfare	211	103	146
Corporate contacts re (expanded) vegan offering	148	112	239 <sup>46</sup>
Vegan Guides distributed, ordered or downloaded (all for “caterers” target group)	183	439	1,029



Our Vegan Guide

##### The Vegan Guide in detail

In 2017, we completely revised and expanded to 180 pages our practical guide for large-scale vegan catering, which was originally published in 2015.<sup>47</sup> The Vegan Guide offers recommendations regarding plant-based alternatives to animal products and more than 80 recipes specially designed for canteen kitchens. The Vegan Guide has received coverage in the trade press, and we have also directly contacted decision-makers in the gastronomic industry in order to distribute it. The Vegan Guide can be ordered from our website as a print version or downloaded. Every time the Vegan Guide is ordered or downloaded, we ask whether the person ordering/downloading the it is employed in the gastronomic industry in order to ascertain the precise level of demand among our core target group. We can therefore say with a high degree of confidence that this was the case for 237 orders for the print version and for 792 downloads.

##### Not quantifiable

##### Working toward a halfway animal-friendly end to debeaking

After businesses and politicians together resolved in 2015 – and largely in response to our efforts – to end the practice of debeaking laying hens in 2017, we documented the current state of research regarding debeaking in a 19-page paper in 2016. In this paper, we described the measures necessary for ensuring

that laying hens do not develop behavioral disorders, thereby helping to prevent feather-pecking and cannibalism. Without these measures, the only option available to keepers of laying hens is to dim the barns as soon as any problems occur. However, a life in darkness entails a whole new set of animal welfare problems. In 2017, we conducted talks with the food retailing industry in particular about how the latest research findings can be put into practice.

##### Launch of the Broiler Chicken Campaign

Since the middle of May 2017, we have been working intensively on raising welfare standards for broiler chickens. We helped to not only formulate the EU Broiler Ask but also find signatories for this campaign.<sup>48</sup> We have also started to talk to companies about the fulfillment of the EU Broiler Ask.

##### Defining welfare standards in the aquaculture industry

Our goal is to raise welfare standards in the aquaculture industry with regard primarily to the following five areas:

1. Water quality
2. Feed
3. Health / use of medicines
4. Transportation and handling
5. Stunning and slaughter



On these aspects, we have created a list of research work that can be used as a basis for deriving potential solutions. In addition, we are supporting not only a student writing her master's thesis on the costs and benefits of specific welfare improvement measures in the aquaculture and fish farming industry, but also a doctoral candidate in her efforts to define practice-oriented animal welfare indicators. We also cooperate with a working group of the Zurich University of Applied Sciences, which involves various activities including an examination of the animal welfare indicators for salmon cultures, defined as part of a project in Norway, in terms of how these indicators can be applied to other fish species.

In Germany, the challenge is to raise the country's already very high standards (in comparison with other countries). In the EU and beyond, we want to help raise standards to German levels. To accomplish this, we are already in discussions with some of Germany's biggest retailers to define uniform minimum criteria. We have also established extensive contacts with researchers as well as producers and official bodies in Germany in order to ensure that all stakeholders work toward a common goal. German producers have a special interest here because the raising of animal welfare standards abroad can help to compensate for cost disadvantages in Germany.

We have already networked and given presentations at a number of specialist conferences and held workshops with producers on the subject of animal welfare in the aquaculture industry. For example, we not only have attended the leading trade fair "Fish International" in Bremen, the 4th Fish Industry Summit in Hamburg, an event organized by the Thünen Institute and visited the Society for Marine Aquaculture in Büsum, but have also been invited directly by producers as a speaker and/or workshop leader.

At the end of 2017, we – working together with Kaufland – commissioned two business psychologists to conduct in three German cities ten intensive interviews and, additionally, three group discussions each with ten participants. Compared with conventional surveys, this format is more effective at revealing information and findings of much greater relevance. The findings reveal which measures are important to consumers and where there is still a lack of knowledge about the needs of fishes.

The discussion-and-response behavior in all three cities was very similar, which is testament to the representativeness of this information gathering exercise.

And last but not least, we also share information and findings with other international NGOs who are also addressing this animal welfare issue, which has only recently become a subject of discussion.

#### Comparison of animal welfare standards in food retailing

In 2017, we conducted the first-ever detailed analysis of animal welfare standards in the German food retailing industry. To do this, we analyzed and compared the animal welfare purchasing guidelines published by



the eleven largest supermarket and discount chain in Germany (with annual sales in excess of €3 billion).<sup>49</sup> When choosing which aspects to compare, we concentrated on improvements for individual animal species and on key problem areas such as amputations carried out without stunning and the use of antibiotics. Overall, we compared the chains in 34 separate categories.

#### Vegan ranking in food retailing

In 2017, and for the second time ever, we rated food retailers according to their vegan-friendliness.<sup>50</sup> The rating included above all the breadth and depth of their vegan product ranges as well as other aspects such as vegan communication and labeling. Rankings are a useful and detailed tool both for us and food retailers. After publishing the results, we inform the companies of how they fare in different categories compared with their competitors and where we see potential for improvement.

#### Website and newsletter:

##### Lebensmittel-Fortschritt (Food Progress)

We run the <https://lebensmittel-fortschritt.de/> website and publish the associated monthly newsletter. Both are aimed at decision-makers inside the food industry. In particular, we name companies that are

taking important steps in the fields of animal welfare and vegan offering. We also present the latest developments and innovations in the highly dynamic area of vegan products and "functional ingredients" (i.e. ingredients that can be used either to develop vegan products or "veganize" existing recipes). We also visit trade fairs (five in 2017). The newsletter is sent to people in nearly all large and in most medium-sized food companies in Germany.

#### Establishment of the foundation in Poland

In 2017, we established a foundation in Poland – the Fundacja Alberta Schweitzera – to help with efforts to internationalize our corporate outreach.<sup>51</sup> We chose Poland for a number of reasons: The animal welfare and animal rights movement is still relatively small in Poland; the population is relatively big; the legal framework is similar to that in Germany; Poland can be reached quickly and easily from Berlin; and the Fundacja Alberta Schweitzera has the potential over time to become a launchpad for further work in Eastern Europe. We have opened an office, set up a team of four, started on introducing the team to their work, networked with some local organizations and contacted some companies about the issue of cage eggs.





A 3.3 Impacts achieved (outcome/impact): corporate outreach

Quantifiable

Impact/indicator	2015	2016	2017
Companies switching to cage-free eggs	31	28	11
Impact points: companies switching to vegan <sup>52</sup>	46	66	74

Companies switching to cage-free eggs

In Germany, our campaign to promote cage-free eggs is largely done: Most relevant companies have resolved not only to stop using cage eggs, but also to switch over to cage-free eggs and egg products. This puts Germany well ahead of most other countries in the world, which can be largely attributed to our cage-free campaign. The table above shows only the companies that have actually stopped using cage eggs, not those that have committed to doing so in the future. Of particular note is that we have successfully convinced all of Germany’s top 10 caterers to stop using cage eggs.<sup>53</sup>

But before we end the cage-free campaign, we are still focusing on three key aspects:

- > Most wholesalers still carry cage-egg products (shell eggs were discontinued many years ago).
- > Some international companies headquartered in Germany have still not implemented an international cage-free policy.
- > We help the Open Wing Alliance to bring about global cage-free commitments (even if most of the relevant companies in Germany stopped using cage eggs years ago).

Our successes not only help to reduce animal suffering, but also raise the price of eggs, which both decreases demand in the food industry and makes plant-based egg alternatives more attractive.

Impact points for companies switching to vegan

We calculate our success in collaborating with companies to promote vegan alternatives in the form of impact points because it is meaningless to simply cite the number of companies. The impact points comprise the company’s sales, the extent to which a company now offers vegan alternatives and the external impact (i.e. how influential is the company?).

Some outcome examples:

- > We organized a cooking course for the caterer Procuratio, which specializes in providing food in hospitals and nursing homes. The company now utilizes the knowledge it has acquired as a basis for expanding its range of vegan options.<sup>54</sup> 3.1 points.
- > After engaging in dialog with us, the pizza chain Hallo Pizza has expanded its range of vegan products and now offers for the first time ever pizzas with meat alternatives.<sup>55</sup> 4.8 points.
- > Together with 37 university caterers (64% of all university caterers in Germany) and the German Association of Student Services Organisations (the umbrella organization), we ran a campaign for World Vegan Day and used this in many cases as an opportunity to deepen our vegan partnership.<sup>56</sup> 15.2 points.



Not quantifiable

Impact of the Vegan Guide

While we cannot give precise impact figures, we have received lots of positive feedback, with one caterer reporting that the Vegan Guide has been used as a basis for expanding the internal pool of recipes and the goods management system (and it is entirely possible that other caterers have done the same). Actual feedback:

- “The Vegan Guide has been such an inspiration for us.”
- “Wow, the new edition of the Vegan Guide is really fantastic!”
- “An extremely well-made reference guide that’s perfect for canteen kitchens.”

We would also like to point out that, since 2016, 50% of the offering in university canteens in Germany is vegetarian or vegan – a development that we are proud to have supported through our Vegan Guide and other measures.<sup>57</sup>

Impact of our efforts to stop debeaking

As a result of our efforts, a number of retailers have conducted talks with suppliers and the umbrella organization KAT. These talks did, however, highlight

some additional problems. We have not yet been able to generate any additional impact. This has resulted in the highly problematic situation that although debeaking has generally no longer taken place since the beginning of 2017, the conditions in barns are still too poor for debeaking not to occur. The fact that we have been unable to generate any additional impact was likely because we have not derived a clear list of demands from research findings and have not generated enough pressure to put improvements into practice. This is something that we want to change in 2018. Our goal will be to reduce animal suffering. The additional costs resulting from implementation will probably not be high enough to significantly affect demand.

Impact of the Broiler Chicken Campaign

We have helped to ensure that 25 organizations have now signed up to the EU Broiler Ask. Our meetings with companies have led many of them to intensively address the issue, the additional costs, the availability of goods and so on. We have yet to see any actual fulfillment of the demands, although this is because the EU Broiler Ask envisages a 2026 deadline. We expect German companies to fulfill the EU Broiler Ask much earlier. Another reason why we have not yet seen any tangible success here is that German companies are generally happy to implement changes before discussing them. In Anglo-Saxon countries, however, it

is quite normal to declare voluntary commitments but not actually implement them until a few years later. When companies fulfill the EU Broiler Ask, this will result in less animal suffering and fewer slaughtered animals (higher prices put the brakes on demand).

**Impact of our work in the aquaculture industry**  
Our work here is still in its early stages, and it will certainly be a long time before we see any tangible outcomes (reduced suffering) for fish. It can also be assumed that fewer animals will be killed because the necessary measures will generate costs, in turn leading to higher prices. We are extremely pleased with our intermediate outcome of acquiring key partners in all stakeholder areas.

**Impact of our comparative analysis of animal welfare standards in food retailing**  
When we announced that we were planning to conduct a comparative analysis, six companies promptly updated and expanded their purchasing guidelines. Two of these companies presented us with their draft versions, giving us an early opportunity to make suggestions, some of which were subsequently adopted. Since the publication of our comparative analysis of purchasing guidelines, we have also been engaged in intensive dialog on the issue with most of the participating companies, and some companies have already announced improvements. One large retailer even announced its intention to at least equal its main competitors in all aspects. Our ultimate goal here is to reduce animal suffering. If companies expand their blacklists (i.e. discontinue certain products), we will also likely be helping to reduce the number of animals slaughtered. Whether or not the additional costs are high enough to reduce demand otherwise largely depends on the individual measure.

**Impact of our vegan ranking in food retailing**  
One direct consequence of our vegan ranking is that we have engaged in talks with supermarket and discounter chains looking to improve or maintain their placement and to work with us on developing and implementing the necessary measures. We conduct these talks with nearly all food retailing companies. We can see how seriously the companies take the ranking by, among other things, how they respond to the announcement of the next benchmark survey: “I guess I’d better not take a vacation!” is a response we’ve heard a few times. It has also become clear from

our meetings that the results and our recommendations are the subject of intensive internal discussions. We have observed how companies have sometimes expanded their product ranges precisely in those areas we recommended. The vegan offering among retailers is growing overall, too, although it is admittedly unclear to what extent this can be attributed to our rankings.

**Impact of Lebensmittel-Fortschritt**  
The impact of our website and newsletter cannot be measured directly, but we have every reason to assume that they are making a huge impact because it is extremely common in the German food industry for companies to strive to match their competitors when they undertake important steps. It is therefore vital to ensure that any progress is publicized, which is the purpose of Lebensmittel-Fortschritt. There is also great interest among recipients: Our newsletters have an average opening rate of 30%.

**Impact of establishing our foundation in Poland**  
In 2017, we had yet to register any tangible success because the preparations and, above all, the process of surmounting all of the bureaucratic hurdles took longer than expected. In January 2018, however, our colleagues in Poland have secured on average one successful outcome per week regarding the issue of cage-free eggs, often in collaboration with the also highly active organization Otwarte Klatki. In contrast to Germany, these successful outcomes have come in the form of voluntary commitments on the part of companies to stop using cage eggs over the coming years.

B 3.1 Resources deployed (input): consumer information

	2015	2016	2017
“Even if you like meat...” brochures	Approx. €19,000	€19,175	€10,798
Content of the Vegan Taste Week (VTW)	n. a.	€67,831	€76,069
Acquiring VTW participants	Approx. €101,00	€81,142	€92,483
Action groups and regional coaches		€63,045	€82,401
Media work	€22,181	€33,148	€38,349
VTW in Poland <sup>58</sup>	-	-	€25,034
Other	n. a.	€59,703	€92,674
<b>Total</b>	n. a.	<b>€324,044</b>	<b>€417,808</b>
of which personnel costs	-	€240,221	€299,893
Voluntary hours worked	9,700 hours	13,400 hours	13,720 hours

B 3.2 Activities performed (output): consumer information

Activity	No. in 2015	No. in 2016	No. in 2017
No. of “Even if you like meat...” brochures printed	500,000	500,000	250,000
New Vegan Taste Week subscriptions	48,403	48,403	79,208
New members of the “Vegan-Tipps für alle” [Vegan Tips for All] Facebook group	-	-	14,004
Pig Mobile tours	95	76	55
Other street campaigns	43	77	119
Action group campaigns	284	424	485
iAnimal participants	-	-	2,144
Articles published online <sup>59</sup>	74	73	67



Activity	No. in 2015	No. in 2016	No. in 2017
Visits to our websites	4.3 million	3.8 million	4.6 million
Reach of media reports	74.4 million <sup>60</sup>	20.7 million	62.7 million
Facebook reach	49.6 million	49.0 million	20.7 million

**“Vegan-Tipps für alle” [Vegan Tips for All]**

**Facebook group**

The “Vegan-Tipps für alle” Facebook group, which we launched in 2017 and moderate ourselves, is an interactive addition to the Vegan Taste Week.<sup>61</sup> The members engage in discussions and share tips and recommendations on a range of vegan-related issues. We make sure that only properly researched and no pseudoscientific information is shared (the Internet and social media are awash with unsupported information, particularly on the subject of health). We also suggest topics for discussion ourselves and, if necessary, provide references to our or other well-researched websites.

**B 3.3 Impacts achieved (outcome/ impact): consumer information**

**Impact of our “Even if you like meat...” brochure**

The most recent information regarding the impact of these brochures originates from 2015, when we conducted a survey among recipients of our newsletter.

Asked whether the “Even if you like meat...” brochure motivated them to explore the issues raised in the brochure more in the future, 20% of non-vegan respondents said “to some extent” and 57% “generally yes” or “yes.” Furthermore, 34% of the non-vegan respondents stated that the “Even if you like meat...” brochure had motivated them to eat fewer animal products than before. Others even stated that they were motivated to follow a completely vegetarian (16%) or completely vegan (25%) diet.

Feedback from 2017 underscores this:

“I found the brochure from the Albert Schweitzer Foundation to be thoroughly compelling [...]. I hope that more people turn their backs on this system.”

“Thank you! The brochure that I received from you some years ago convinced me to transition to a 100% plant-based diet.”

**Impact of the Vegan Taste Week**

First of all, anyone who has not signed up to the Vegan Taste Week might be forgiven for thinking that it’s about nothing more than simply eating vegan food for a week. In fact, that’s only part of the story because participants also receive a series of e-mails (one per day) during the course of the first week. The main reason we chose the name “Vegan Taste Week” was to ensure that the bar was set to a low level. So even once participants they have completed the week, they continue to receive e-mails containing practical tips and that motivate them to change their diet and/or continue along their path.

We assess the outcome of the Vegan Taste Week (VTW) on the basis of the opening and click rate of our newsletters and of two separate surveys. The opening rate of the first e-mail is around 40.3%. The rate decreases slightly up to the final e-mail, but is still at around 27.4%. The average click rate is 6.6% (basis: all recipients). In the future, we plan to further increase click rates in particular (key indicator of the extent to which people engage with our e-mails).

The results of our VTW survey were extremely satisfactory in 2017, too (and almost identical to the results from 2016):

- > 45% of respondents who were not vegan before embarking on the VTW stated that they had followed a “fully vegan” or “mostly vegan” diet over the course of the week.
- > Of those who had already considered going vegan, 61% felt “more motivated” to go vegan and 22% “completely motivated.”
- > Of those who had never considered going vegan, 78% said that they would eat “vegan more often” in the future. 8% stated that they would go “fully vegan.”

We have also received some very positive feedback. Here is a selection:

“We embarked on our ‘vegan experiment’ by taking part in the Vegan Taste Week – and two-and-a-half years on, we’re still doing it. I value the dialog with others and the fantastic recipes.”

“I would like to say thank you and I look forward to a whole new way of cooking. I am 71 years old and will try it out.”

**Impact of the “Vegan-Tipps für alle” [Vegan Tips for All] Facebook group**

While we cannot give precise impact figures, the growth of the group and the lively discussion within it means that we are confident that it has had a positive impact.

Our impression is underlined by feedback like this below:

“What I like best is the sense of collective spirit in the group, the fact that there are so many people here who think differently and that newbies are not made to feel inferior to those who have been vegan for a long time.”

“This group is extremely important to me because I don’t personally know anyone who is vegan. Seeing so many people taking this path in life inspires me to stay strong and committed.”

“Reading ‘Vegan-Tipps für alle’ every morning when I wake up helps me to stay focused on my goals.”

**Impact of our Pig Mobile tours, street campaigns and action group campaigns**

We use our Pig Mobile tours, action group campaigns and other street campaigns as an opportunity not only to encourage people to take part in the Vegan Taste Week, but also to distribute our “Even if you like meat...” brochures, give the public an insight into the lives of farmed animals through the iAnimal VR glasses and talk to people one-on-one. We are confident that these discussions generate some impact, although we cannot measure this. The Pig Mobile and the text written on it are also real eye-catchers. Its permanent presence in pedestrian zones is likely to have a promotional effect for the vegan lifestyle, although we cannot measure this. We also use eye-catching material for most of our other street campaigns. Below, Carsten Halmanseder talks about a campaign in Berlin

“During a signature-gathering event for the ‘Veggie’ public petition, a boy – aged around 12 – approached me with his parents and asked them to put their names down. His parents clearly had some reservations, including about their son’s intention to go vegan. We had a fascinating and moving discussion about not only health-related concerns but also what each and every one of us can do against factory farming. As we talked, the boy’s parents became increasingly convinced by the arguments and by the very specific questions that their son was asking, questions that I was always able to substantiate and respond to. The entire family then signed up for the Vegan Taste Week. Four weeks later, I met the family again at exactly the same spot. The mother said that she herself had become vegetarian and actively supported her son in his vegan diet. The father, too, was impressed and said: ‘As long as I don’t notice it’s vegan, that’s fine by me!’”

Nicolas Thun talks about the time he visited a school:

“On the very first day, a pupil asked me: ‘I’m a vegetarian myself and would like to go vegan, but that would be a real hassle with my siblings and parents. Can you give me any tips on how I could do this?’ We replied: ‘We totally understand where you’re coming from. You need a certain strength of character to assert yourself among your family and friends. But the ability to go through with things can actually give you that strength of character.’ On the final day, we asked the pupils how they felt about the past week. The pupil who asked that question on the first day and with whom we had of course spoken to time and again over the course of the week raised her hand: ‘I’ve been vegan since Monday. It’s actually really easy, and the food’s delicious!’”

We also experience time and again responses like the one described below when people immerse themselves in the lives of farmed animals by donning the iAnimal VR glasses:

One lady started to sob and shake. She reached for the hand of one our staff, but insisted on continuing to watch the film: “I have to see this. I can’t turn a blind eye to this any more.” After watching the video, she stayed on for a long discussion. After some time, she left, seemingly with the feeling that she too has the power to change things.<sup>62</sup>

In 2017, we teamed up once again with the German Vegetarian Association (now ProVeg) and the animal rights group Berlin Vegan to organize the Vegan Summer Festival. Our combined efforts drew a record number of visitors (65,000).<sup>63</sup> We believe that the Vegan Summer Festival helps to further anchor veganism in the mainstream consciousness, educate people – regardless of how they eat – about veganism and provide lots of positive and motivational experiences.

**Impact of our online articles**

While we cannot give precise impact figures, we are noticing that arguments advocating animal welfare and veganism in debates are increasingly based on sound, properly researched information – an important development for the credibility of animal welfare and animal rights organizations. Since we

are frequently cited as a source by private individuals and other organizations, we can be confident of our contribution to this development as well as to the support for our animal welfare demands and the acceptance of the vegan diet. A certain proportion of readers also sign up for the Vegan Taste Week or subscribe to a newsletter.

**Impact of our (social) media reach**

We do not have any information on the impact of our media reach or the reach of our Facebook page, nor, for cost reasons, have we calculated advertising equivalents etc. However, we have every reason to believe that we are making an impressive, highly positive impact similar to that generated by our online articles because, in the traditional media too, our messages are nearly always transmitted in their intended form. We also frequently receive Facebook comments such as the one below in response to an article on down:

“This is a topic that so far has not received the attention it deserves! Thank you for the article.”

C 3.1 Resources deployed (input): multipliers

	2015	2016	2017
Networking	Approx. €20,000	€20,820	€45,242
Knowledge management (including studies)	Approx. €56,800	€79,003	€117,479
Talks with political lobbyists	n. a.	n. a.	€47.492
<b>Total</b>	<b>Approx. €76,800</b>	<b>€99,823</b>	<b>€210,213</b>
of which personnel costs	Approx. €63,300	€69,839	€138,457

C 3.2 Activities performed (output): multipliers

Activity	No. in 2015	No. in 2016	No. in 2017
Proposals for topics for research work / support for student placements, cooperation in B.A. and M.A. theses	10	15	10
Presentation and work group activities / visits to events / involvement in alliances / meetings with politicians	15	27	29
Press releases published	28	23	36
Petitions launched	5	3	8

Information about our work with multipliers

**Cooperation with students**

Over the past few years, we have steadily increased our activities with students – providing support with content, ideas for themes and topics, internships – and now maintain these at a manageable level. In addition to our own suggestions and offers for internships, we have received an increasing number of external inquiries regarding internships, the assignment of dissertation topics and specialist information

for student research projects. We attribute this to, among other factors, the rapidly growing reputation of our Scientific Department in particular as a highly professional, hard-working point of contact primarily for junior researchers.

**Presentations, work groups and involvement in alliances and lobby groups**  
With our own speakers and work group activities (including presentations, involvement in expert and podium discussions, workshops), we have for many years been steadily, and to a small but highly target-



ed extent, nurturing interest among the public and, above all, industry professionals in issues relating to animal welfare and diet. We focus primarily on events attended exclusively or largely by multipliers relevant to our foundation in order to inform them about the relevant topics, encourage them to undertake their own activities within our areas of action or provide additional support for these activities, acquire them as potential collaborative partners and as a way for us to gain additional knowledge from people outside our foundation.

We have also steadily intensified our involvement in animal welfare and animal rights alliances over the years, with whom we act at a political and business level. Examples of our work here in 2017 include multiple animal welfare demands of the “Bündnis für Tierschutzpolitik” directed at politicians, a jointly organized event with party representatives, scientists and researchers in the run-up to the 2017 parliamentary elections and two position papers, aimed at the food retailing industry, on the raising of animal welfare standards.<sup>64</sup>

We also frequently work with key players to promote vegan agricultural approaches. In addition to the initially varied forms of dialog and (event) support that we engaged in over previous years, we became involved in 2016 in the formulation of farming guidelines specifically for biocyclic-vegan farming and, since 2017, have been a member (with voting rights) of the newly founded Verein Biozyklisch-Veganer Anbau e. V. (and the biocyclic-vegan guidelines and certification committee). In 2017, in cooperation with the Fördergemeinschaft Ökologischer Landbau (organic farming support association), we also organized a special evening event for the public on biocyclic-vegan farming. And last but not least, we are always publishing articles and/or press releases informing the public about the latest news and developments in this area.<sup>65</sup>

### Further multiplier outputs

#### Dissemination of our texts

In 2017, we dispensed with copyright and switched over to Creative Commons Attribution License 4.0 (CC BY 4.0) to allow anyone interested to disseminate our texts with as few obstacles as possible.<sup>66</sup> In practice, this means that anyone is permitted to duplicate

and disseminate all of our texts in any format or medium. It also allows people to alter or build on our texts. Our texts are permitted to be used for any – even commercial – purposes. The only condition is that the Albert Schweitzer Foundation is cited as a source and a note is added to indicate if a text has been altered.

#### ‘Veggie’ public petition

In 2016, the organization Sentience Politics launched a public petition aimed at forcing the mandatory provision of vegan food in all canteens under the responsibility of the Berlin borough of Friedrichshain-Kreuzberg. By organizing 54 campaigns/events and with the support of our Berlin action group, we played a key role in collecting the required 6,000 valid signatures from residents with voting rights.<sup>67</sup>

#### Study into meat alternatives

In 2017, we published our first-ever externally commissioned study. The subject of the study – “Meat Alternatives: Nutritional Evaluation of Conventional and Organic Vegetarian and Vegan Meat and Sausage Alternatives” – was chosen because of its current relevance and topicality; the study itself was conducted by the the Institute for Alternative and Sustainable Food (IFANE).

#### Dismissal of “Minister for Factory Farming”

Another of our activities in 2017 focused on advocating for the dismissal of Christina Schulze Föcking, Minister for Environment, Agriculture, Conservation and Consumer Protection of the State of North Rhine-Westphalia, following the publication of horrific images from her family’s pig fattening farm.<sup>68</sup> The purpose here is to send a clear message to politicians: Agricultural ministers with vested interests in factory farming will not be tolerated.

## C 3.3 Impacts achieved (outcome/impact): multipliers

Impact/indicator	2015	2016	2017
Successful petitions	1 partial success	1	2 + 1 partial success
Book authors who use our articles (where known)	5	6	2

#### Outcomes of the petitions

Together with the fair-fish organization, we called on the Aquaculture Stewardship Council (ASC) to incorporate the animal welfare standards in its aquaculture seal. The ASC (currently) does not intend to do this on a large scale, but does plan to develop animal welfare modules.<sup>69</sup> Even though the petition was certainly not the only factor in this decision, we rate this as a partial success. We collected and handed over the signatures in 2017 and received a response from the ASC in January 2018. We have decided to count this as a partial success for 2017.

We also launched a petition as part of a worldwide campaign calling on food giant General Mills to stop using cage eggs anywhere in the world. The campaign was a success, and we are proud to have played a small

role in securing this.<sup>70</sup> We have not listed this success in the “cage-free successes” category because it constitutes only a voluntary commitment to stop using cage eggs in the future.

Together with other organizations such as Compassion in World Farming and Animal Equality, we have been campaigning to convince the majority of European Parliament members to vote for a ban on keeping rabbits for fattening in cages. This campaign was a success.<sup>71</sup> This is an important step on the road toward a Europe-wide ban on cage fattening. However, the EU Commission now also has to get involved. We will be monitoring developments closely.



© Animal Equality



### Impact regarding the dissemination of our texts

Since 2013, our publications of detailed and well-sourced online articles on animal production have led to an increase in the number of questions we have received about animal agriculture, in particular from journalists (print/TV).

And, also since 2013, an increasing number of book authors have been using our articles on factory farming in particular for their own work (we can measure this on the basis of, for example, references to our articles as sources). Ultimately, this interest among the media and authors in the information that we provide is likely to anchor the concept of animal welfare in public debate over the long term, bolstered with factually correct and verifiable content. In 2017, we were cited in “Keller, M./Gätjen, E. 2017: Vegane Ernährung. Schwangerschaft, Stillzeit und Beikost: Mutter und Kind gut versorgt” and in “Adli, M. 2017: Stress and the City: Warum Städte uns krank machen. Und warum sie trotzdem gut für uns sind.”

### Further impact of our work with multipliers

#### Impact of the ‘Veggie’ public petition

Following the successful signature-gathering campaign for the ‘Veggie’ public petition together with Sentience Politics and the German Vegetarian Association (now ProVeg), we have decided against putting the issue to the vote but have decided instead to nego-

tiate a compromise: Vegan dishes will be offered at one or two schools in the borough as part of a model project. The offer is to be initially available on one day of the week and then, if the feedback is positive, on two days. In addition, public funds have been granted for vegan catering classes.<sup>72</sup>

#### Impact of our partnership with students

Overall, we can assume that our work in this area successfully promotes issues relevant to the foundation in students’ bachelor and master studies and will, over the medium to long term, also permanently establish these issues at higher levels of science and research. So far, the precise extent to which we are helping to influence the intended impact across Germany can be established only to a limited extent.

Also of note is the increasing number of external experts in practical and research fields that we have successfully engaged to provide sound, fact-based support for our work (in 2017: five new contacts who will also be useful over the long term). Here, too, it is almost impossible to measure the specific impact, but we fully expect this to lead to a steady improvement in the quality of our work.

#### Impact of presentations, work groups and involvement in alliances and lobby groups

It is, in most cases, difficult to measure the precise impact and outcomes of the work performed by our speakers and work groups. However, we do have indicators that suggest a demand for information, which we cover to a satisfactory degree, for information in various (expert) circles – for example, direct requests for more presentations, articles and partnerships as well as the number of press mentions of our activities. All in all, we are making a successful contribution of our own toward anchoring the issues important to our work among selected multiplier circles.

Regarding our involvement in animal welfare and animal rights alliances, we expect calls for greater animal welfare in animal agriculture to be advanced with greater determination and pressure at a political level, even though it has so far not been possible to verify any direct impact on the current animal welfare policy. In addition, based on our experience, greater leverage can be achieved in the world of business through the demands and recommendations put forward by alliances. For example, our priorities list for improv-

ing conditions for dairy cows motivated a number of food retailers to seek ways of raising animal welfare standards in this area.

Regarding the establishment of vegan agricultural approaches, our regular articles on the issue, our involvement in work groups and our financial support mean that we make a valuable contribution to raising awareness of the possibilities and opportunities of animal-free agriculture (including the use of animal-free fertilizers such as liquid manure) and motivating more farmers (agriculture) and food retailers (listing of vegan products) to take an interest. Over the medium to long term, we also expect to anchor this issue at a political level, an area where this issue has so far been given very little attention. The overall goal of these efforts is to further veganize the food production process starting from the cultivation phase and, ultimately, to make agricultural production at a national and global level increasingly less reliant on farmed animals.

#### Impact of the study into meat alternatives

The published results acquired significant media resonance and caught the attention of further multipliers in the nutrition sector. Overall, we are confident that our study provided a methodically sound basis that, provided it continues to receive media attention and is cited in research projects, will continue to contribute to a nuanced and much more positive impression of meat alternatives in the future.

Some of the headlines generated:

“Meat alternatives ‘more healthy’

“Study: meat-free often the healthier choice”

“Nutrition: soya schnitzel healthier than the real thing”

“Meat-free often healthier than meat”

“Vegan variants usually healthier”

“Meat alternatives healthier than the real thing”

#### Outcome of the campaign against the “Minister for Factory Farming”

To put it briefly, our campaign against Schulze Föcking was a success: In 2018, she announced that she would be stepping down from her position.<sup>73</sup> We believe that we played a very significant role here because we repeatedly brought this issue to the public’s attention and, in 2018, also made it possible for a lawsuit to be filed against the Minister.





D 3.1 Resources deployed (input): legal

	2015	2016	2017
Total	€13,071	€27,266	€29,572

D 3.2 Activities performed (output): law

Activity	No. in 2015	No. in 2016	No. in 2017
Lawsuits supported	2	2	3

Information about the 2017 lawsuits

**Lawsuit against the German chancellery**

We are financing a lawsuit in which we are seeking to obtain information from the German chancellery. This information is expected to indicate the extent to which Angela Merkel is responsible for the lack of progress over the past years regarding animal welfare at a political level in Germany. We consider the information already made available to us upon request to be unlawfully incomplete. We believe that the potential impact of creating transparency is great. Mahi Klosterhalfen has filed this lawsuit as a private citizen; the costs are being carried by the foundation.<sup>74</sup>

**Lawsuit concerning farrowing crates**

Another lawsuit that we have filed aims to stop the use of farrowing crates (crates that confine female pigs in a space no larger than their own bodies). Despite the fact that, from a legal perspective, it is

simply about ensuring that the 1.9 million female pigs in Germany have the space to lie down easily with outstretched limbs, this step would in practice mean that farrowing crates would serve no further purpose and would have to be abolished completely, the more so as conversion measures would be too costly. The plaintiff in this case is Animal Rights Watch (ARIWA). We and the Erna Graff Foundation for Animal Welfare are financing the lawsuit.<sup>75</sup>

**Turkey farming lawsuit**

The third lawsuit aims to put a stop to the horrendous conditions, which we consider contrary to animal welfare laws, on turkey fattening farms. This could benefit around 35 million turkeys every year. The association Menschen für Tierrechte Baden-Württemberg is the plaintiff in this case, and we are financing the lawsuit in full.<sup>76</sup>



D 3.3 Impacts achieved (outcome/impact): law

Impact	2015	2016	2017
Successful lawsuits	1	1	1

**Successful lawsuit against the mega pig fattening facility**

The lawsuit, supported financially by us and filed in 2016, against the approval of a mega pig fattening facility containing 37,000 feeding places in Hassleben (Brandenburg) was successful. The administrative court of Potsdam ruled that the approval was unlawful.<sup>77</sup> The lawsuit had a suspensory effect, meaning that, despite the approval, the facility was not permitted to enter service. In addition to the fact that these feeding places will remain empty, this ruling is the vindication of an ideal and has a motivational effect: Over 14 years of ongoing resistance, the facility in Hassleben became a symbol of the fight against factory farming and of the failure of politicians and authorities to the detriment of animals. As at mid 2018, negotiations regarding possible appeal proceedings are ongoing. It is therefore unclear as to whether another one or two further legal proceedings will have to be won.

In most cases, it takes several years for the lawsuits to result in successful outcomes, which means that the discrepancy between lawsuits that we have supported and lawsuits that are successful cannot be classified as a failure. We have not suffered any failures so far.

**Stronger focus in our legal work**

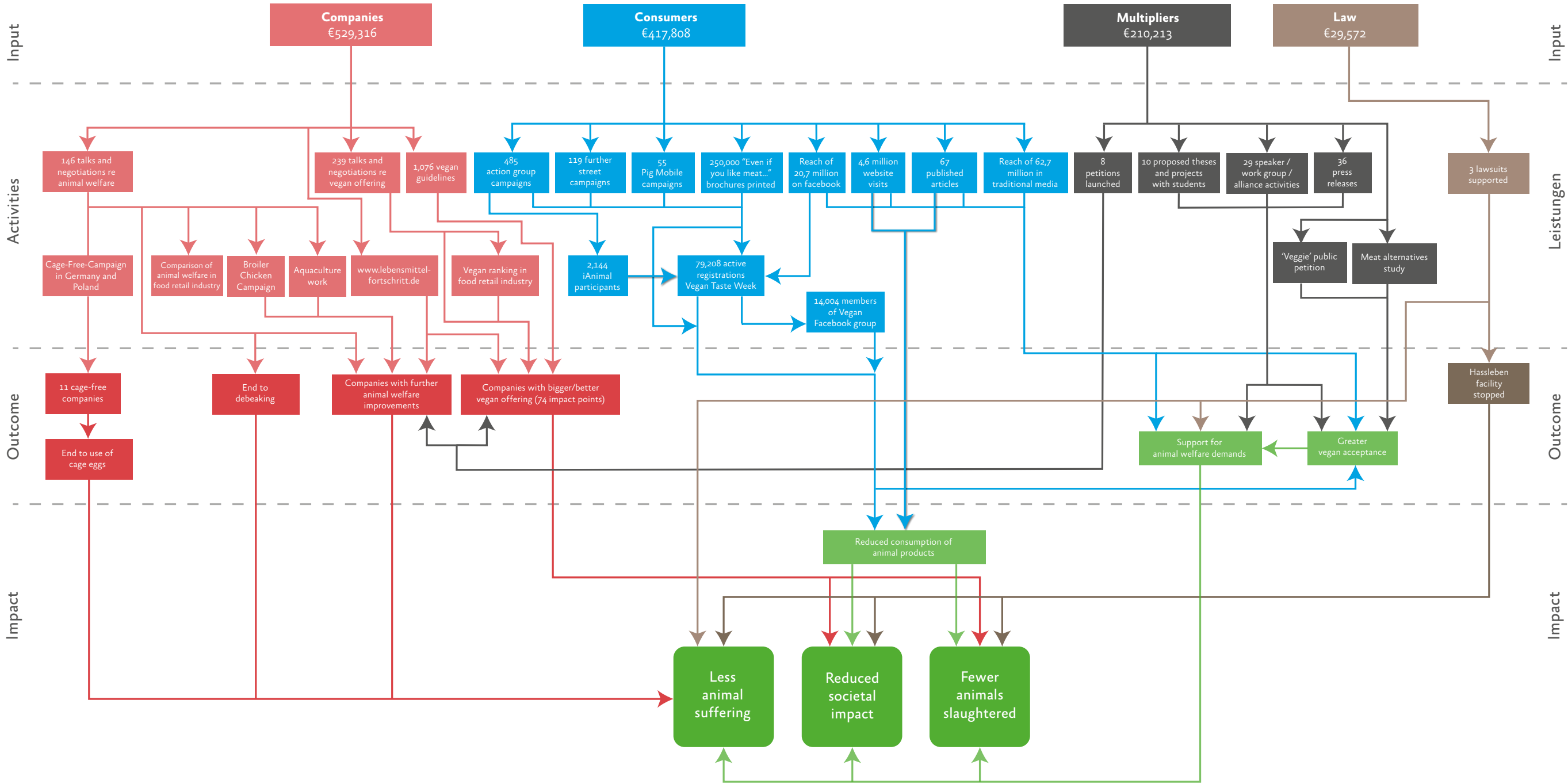
Since 2017, we have been focusing above all on lawsuits that could potentially impact all farmed animals of a particular species. This means that our focus is less on stopping the construction of farm buildings, and more on enabling lawsuits that help us to influence the formulation of animal law. We also want to ensure that regulations concerning animal agriculture are extended and improved.

**Changes in the consumption of animal products and in the slaughter figures**

Looking at the overall context, meat consumption in Germany in 2017 fell by 0.92 kg per person per year to 87.84 kg compared with 2016.<sup>78</sup> The per-head consumption of fresh milk products fell by 0.7 kg to 84.2 kg.<sup>79</sup> The consumption of eggs, however, increased by 3 to 235 per person per year.<sup>80</sup> In Germany, 27 million fewer animals were slaughtered in Germany in 2016 than in 2015.<sup>81</sup> We cannot say to what extent this trend can be attributed to our efforts.



3.4 Illustration of resources, activities and impact





3.5 Ongoing evaluation and quality assurance measures

	2015	2016	2017
Total	Approx. €34,600	€36,279	€38,089

We regularly conduct “split tests” of our websites. These involve creating usually two or three different versions of a site. One of these versions is then randomly displayed whenever a person visits. These tests help us to ascertain which website design results in the most registrations and which site layout results in the most signatures for petitions. We then adopt the tested changes that resulted in the most statistically significant improvements.

We have now completed the multi-stage evaluation, started in 2014, of the “Even if you like meat...” brochures. The study, which was conducted among other things to measure the impact and analyze the target group, offered further useful information in addition to the actual results of the evaluation. For example, we formulated various recommendations aimed at optimizing the design of the “Even if you like meat...” brochures; devised some interesting questions for internal evaluations or for the assignment of scientific studies to external parties; and obtained fundamental, important experience (“lessons learned”) for conducting future evaluations and for the benefit of the foundation’s project management team.



To optimize project processes, we have started work on a project management manual, which we will implement in 2018 in all areas of the foundation. In parallel with this, we are also already working on improving not only our project planning and documentation processes but also communication among project members. We have, for example, continued the meetings – started back in 2016 – involving the Vegan Taste Week decision-makers and the evaluation team. For various corporate outreach projects, we have also improved our documentation of the project goals and responsibilities; the evaluation team has been increasingly consulted for advice. We have also taken initial steps to document our work, ongoing since 2011, on the “Even if you like meat...” brochures in a more concentrated form and to create greater transparency regarding responsibilities.

Since the beginning of 2017, we have been holding foundation meetings at the beginning and in the middle of the year to improve the communication of information within the foundation; the meetings are an opportunity to present the current work priorities of all the different areas of the foundation and raise any queries and questions. The meetings are accompanied by in-house employee surveys as a means of continuously improving the range of information available to us.

Based on the observations of our target groups, we have started work on revamping the Vegan Taste Week newsletter and are simultaneously conducting newsletter split tests. We expect to see differing information requirements among those who sign up for the VTW themselves online and those whom we acquire via campaigns organized by our street campaign team and the VTW action groups. We plan to meet these differing needs by adapting the newsletter to the specific requirements of these two groups.

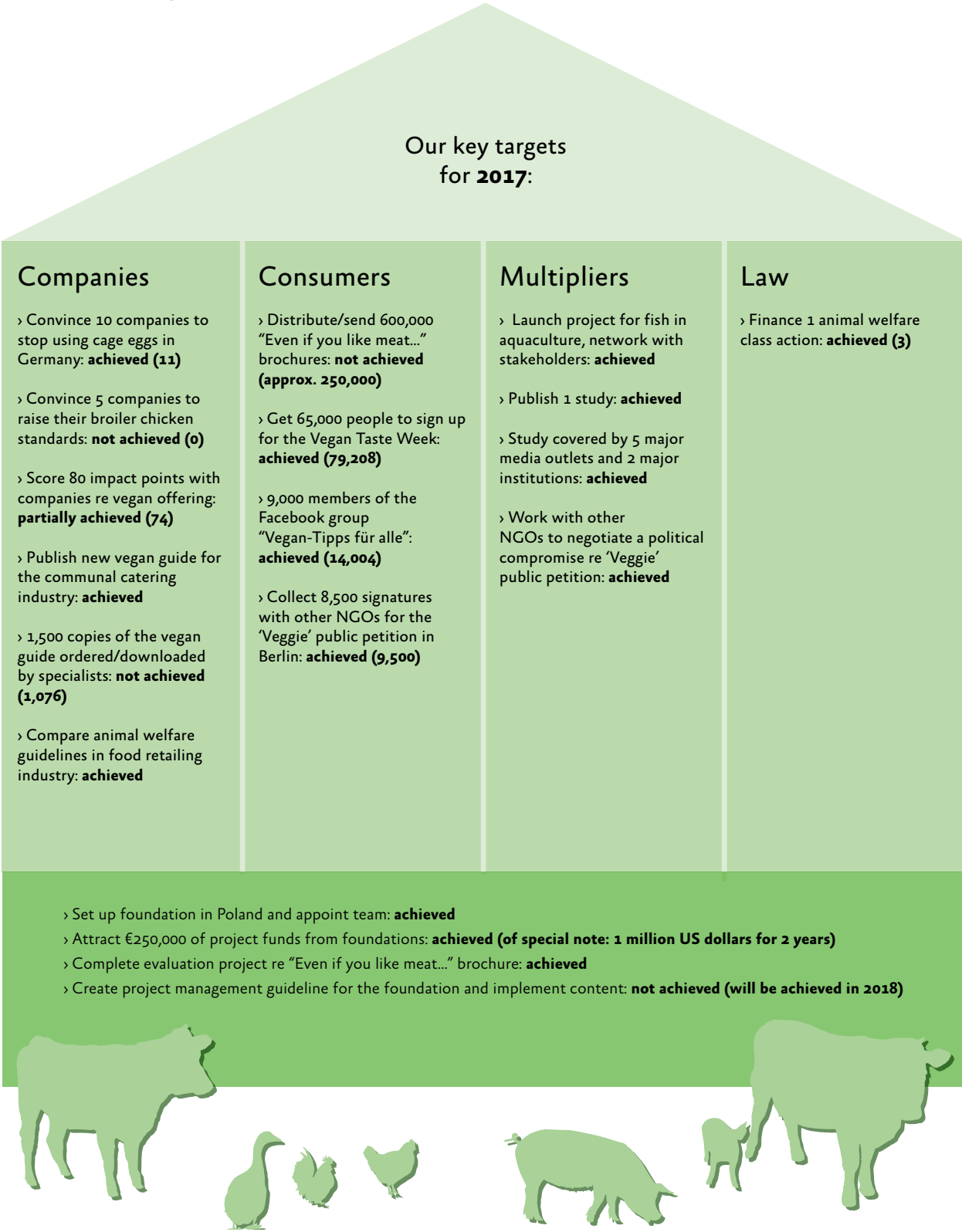
We are also overhauling the Vegan Taste Week surveys so that they are in line with the new project developments (targets and target groups) and to further optimize them methodically. To help us with this task, we also conducted a preliminary test in consultation with a survey design expert. Work on incorporating the new surveys in the ongoing VTW newsletter mailings will be completed in 2018.

To further professionalize the work of our evaluation team (Scientific Department) and to anchor its role as an advisor to the foundation in matters relating to evaluations, we introduced evaluation guidelines in 2017; these will be implemented throughout the foundation in 2018. This will ensure that our future evaluation work is based on the standards of the DeGEval (Evaluation Society).



### 3.6 Comparison with the previous year: degree of target achievement, learning experiences and successes

#### Review of our goals



The most significant discrepancy with respect to the goals we had set for ourselves in 2017 was our failure to convince any companies to raise their standards for broiler chickens. Reasons for this include the fact that it took longer than expected to formulate the EU Broiler Ask and that we did not begin intensive talks with companies until toward the end of the year.

We overestimated demand for the print version of the Vegan Guide.

Regarding the "Even if you like meat..." brochures, we made a conscious decision over the course of the year to abandon our goal. Following lengthy deliberations, we came to the conclusion that our chances of successfully bringing about attitudinal and behavioral changes are greater if we pursue other methods: The Vegan Taste Week and the accompanying e-mails (which we send until readers unsubscribe) and Facebook group allow us to reach out to participants multiple times over the course of months and years and also give people the opportunity to discuss and share information directly among themselves. The opportunities offered by a brochure are very limited in comparison. Although we do make reference to the Vegan Taste Week in the "Even if you like meat..." brochures, we have realized that hardly anyone has signed up after seeing it mentioned in the brochure. In retrospect, this is hardly surprising given the media discontinuity (readers have to switch from a print brochure to a website) – media discontinuities nearly always result in low participation rates, and not just for NGOs. This is something that we came to realize more strongly over time. The assessment of the Animal Charity Evaluators that leafleting is probably not among the most effective methods vindicated our decision to assign a lower – not higher, as originally planned – priority to the "Even if you like meat..." brochures.<sup>82</sup>

A high workload in other areas resulted in delays in preparing our project management guide. The guide is now available on our (frequently used) intranet and is being implemented.

One goal that we have exceeded by quite some margin is to receive sponsoring from other foundations/organizations. This is due in particular to the fact that the Open Philanthropy Project has granted us one million US dollars over two years.

Overall, we are extremely satisfied with our target achievement in 2017.

#### Further reviews

##### Companies

We have significantly expanded our work with companies as an impact area. This has been driven by a range of factors including the launch of our activities focusing on the aquaculture industry – an effective and important step when you consider how many animals are affected and how little attention is still paid to this issue in terms of animal welfare. We quickly established links with many of the key stakeholders, which was extremely gratifying.

Regarding our two food retailer analyses (animal welfare standards and vegan offering), we have decided to conduct each of these two large-scale projects every two years on an alternating basis. This will help us to conserve our resources. In addition, the changes that take place in these areas over the course of 12 months are never so significant that the projects need to be conducted annually.

We are also pleased with our decision to drive forward the internationalization of our corporate work. This enables us to pull some of our most effective levers in other countries, too. We underestimated the level of bureaucracy involved in establishing our foundation in Poland. We have learned from this experience and, in the future, will check very carefully whether and at what specific time we want to establish another organization. For example, in the future, this could mean that we team up with people abroad who have already made the necessary preparations or indeed have already launched their activities before an officially registered organization is established. This is how our sister organization in Poland will likely proceed when coordinating animal welfare activities in other Eastern European countries. In addition to our expansion, our intensive collaboration with other organizations has become increasingly important. This is set to continue. We want to help organizations deploy our most successful tools in their respective countries, one of these tools being the vegan benchmark survey in the food retailing industry.

We have dialled down our activities in the area of vegan offering over the past year in order to free up





greater capacity for the launch of our Broiler Chicken Campaign. As we increase our capacities (by expanding our team), in addition to encouraging a bigger and better vegan offering, we will also address ways of reducing the consumption of meat and animal products. We consider this to be an extremely important pillar of our future work. It will enable us to conduct talks with companies that are even more wide-ranging than simply focusing on vegan offering. If a company wants to reduce its meat waste, for example, then it must ensure that it buys in less meat overall. They will also have to reduce the proportion of animal products in meals, even if this does not (yet) necessarily mean that all dishes become vegan.

Overall, we were sometimes a little too patient with companies. Even though we would love to enter into constructive and long-term partnerships with companies, we have come to the conclusion that it does not hurt in certain, justified cases to launch campaigns. Indeed, demonstrating our ability and willingness to launch campaigns can also help us to be taken even more seriously as a partner in dialog. This is why we will strive to create more pressure, more frequently, in the future. Our street campaign team and action groups will support us here.

### Consumers

In our work with consumers, we have once again increased the number of new participants in the Vegan Taste Week, which is now accompanied by an interactive element in the form of a Facebook group. Since we cannot offer one-to-one support for our participants (nor would we want to given the sheer level of resources this would involve), we consider a Facebook group to be a highly effective middle way.

The new iAnimal VR experience brings a whole new element to the work of our voluntary action groups and boosts motivation, not least due to the sometimes extremely intense images experienced by participants. After taking part in the iAnimal VR experience, most people then sign up to the Vegan Taste Week. That said, iAnimal is not a suitable lever for encouraging a large number of people to sign up to the Vegan Taste Week because the experience requires much more time than a brief yet compelling discussion with passers-by, which, in addition to our Facebook activities, is our primary lever for encouraging people to sign up to the VTW.

School-based activities will not form a focal point of our work, either. We visit schools only if the sessions

require minimal organizational work for us (i.e. the teachers organize things so that we can hold educational sessions with all classes over the course of just a few days). In all other cases, school-based activities would involve complex and time-consuming work that we feel would not ultimately be worth it. Animal Charity Evaluators have come to a similar conclusion in the USA.<sup>83</sup>

Our Facebook reach has decreased significantly because Facebook makes it more difficult to achieve a higher generic reach. As a result, we have decided to invest fewer resources in the running of our Facebook page.

### Multipliers

In 2017, in order to increase the effectiveness of both the extensive work with multipliers conducted in particular by our Scientific Department and especially the networking that this entails, we once again defined and refined the associated fundamental tasks and goals:

- A.** Get multipliers on board: This includes finding and getting on board expert contacts for knowledge management, potential partners for (external) studies, surveys and position papers as well as potential individual players and partner organizations for knowledge sharing and joint projects.
- B.** Get involved in professional discourse and debates: Helping to shape animal welfare and animal rights in agricultural policy and society and advance dialog and knowledge sharing surrounding issues of animal welfare/rights.
- C.** Act as internal and external contacts: Establish our Scientific Department as a professional and knowledgeable point of contact for external parties and further anchor it as a research and advisory body for information requests from different areas and employees of the foundation.

This has become necessary above all as a way of enabling us to be more selective in our networking opportunities, which have grown significantly over the past few years (as has the number of contacts), and to evaluate our networking activities more effectively overall than before. To assist with our role as an internal and external point of contact, we also

decided in 2018 to introduce an electronic inquiry system in the Scientific Department (initially for internal inquiries, but possibly soon also for external inquiries). This system is designed to help us track inquiries more effectively (a task that has always been very inexact) and reduce the amount of time and effort involved in placing and responding to inquiries.

### Law

The start of our legal work took place in 2017 only behind the scenes and generated minimal costs. We have done a lot of preparation and, since 2018, have enabled the filing of several major lawsuits. These will result in annual costs well into the six-figure range. We expect the cost-benefit ratio here to be outstanding.

### Overall view

Although it has always been our intention, we have been unable to successfully reduce our sometimes excessive workload in 2017 due above all to the fact that we were running too many projects in parallel for much of the year. The problem is that employees are forced to constantly jump between different projects and refocus accordingly. It also becomes harder for employees to keep track of their work. One important lesson from this is to launch fewer projects in parallel and instead to prioritize them and concentrate on completing them before we launch new ones. If our schedule means that we are forced to launch new projects, we will check whether and which other projects can be put on hold in order to minimize overload and friction.

Our project management work was also sometimes not as professional as we needed it to be. Our project management guidelines, which we introduced in 2018, are designed to improve the situation here.

And last but not least, it has become evident to us that we have for too long neglected the organizational culture of our foundation, so we have set ourselves the task in 2018 of analyzing the overall culture and the cultures in the different areas of our foundation and to ensure that they lead to less friction, greater understanding and even more effective collaboration.

We are especially proud of the fact that we always constructively seek and nearly always find solutions to any problems that we encounter.







## 4. Plans and Outlook

### 4.1 Plans and goals

We align our goals toward the concrete changes that we strive to achieve (impact goals). When doing so, we place our goals as far up the “staircase of effects” as is realistic.

count the number of companies that we talk to about their vegan offering and can record with relative ease how many companies make changes in response), this becomes much harder on the higher steps.

While outcomes on the first few steps are easy to quantify and measure (for example, it is easy for us to



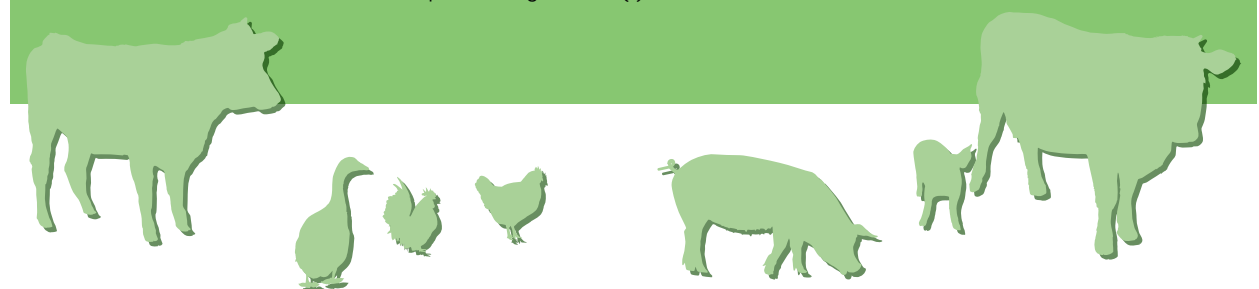
(Source: Phineo, Social Impact Navigator)

### Our key targets for 2018 (impact levels in parentheses)

Companies	Consumers	Multipliers	Law
<ul style="list-style-type: none"> <li>› Achieve 10 broiler chicken successes (5)</li> <li>› 10 companies discontinuing cage eggs (5)</li> <li>› Raise standards of conditions in which laying hens – barn, free range and organic – are kept (6)</li> <li>› Publish 2 vegan rankings (1)</li> <li>› Distribute 500 copies (print/online) of our vegan guidelines for the gastronomic industry to stakeholders (3)</li> </ul>	<ul style="list-style-type: none"> <li>› Acquire 100,000 new e-mail recipients through online campaigns (3)</li> <li>› Acquire 50,000 new VTW participants through street campaigns (3)</li> <li>› Increase click rate (basis: all recipients) of our bi-weekly newsletter to 20% (3)</li> </ul>	<ul style="list-style-type: none"> <li>› Launch tierschutz-wissen.de (1)</li> <li>› Hold vegan theme days with the Albert Schweitzer children's villages and family workshops (5)</li> </ul>	<ul style="list-style-type: none"> <li>› Initiate and finance 2 further class action suits (1)</li> </ul>

<p><b>Growth:</b> Increase the sum of regular support contributions to €100,000 per month (5)</p> <p><b>Well-functioning structures:</b></p> <ul style="list-style-type: none"> <li>› Complete (1) and implement (3) the internal project management manual</li> <li>› Apply the project management manual to ensure more effective work (6)</li> <li>› Introduce an inquiry system for the Scientific Department (1)</li> <li>› Inquiry system leads to improved monitoring and reduced outlay (5)</li> <li>› Make better decisions regarding the software used (1)</li> <li>› Ensure more effective work through better software (6)</li> <li>› Establish the fundamental principles of our foundation culture and define areas for improvement (1)</li> <li>› Formulate our data protection guidelines (1)</li> </ul>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



## 4.2 External opportunities and risks

Like the recommendations contained in the SRS, we highlight external influencing factors in tables. The probability of occurrence and intensity of the influence are ranked on a scale of 1 (negligible) to 5 (high). The sum of both values yields the rating.

### Opportunities

Opportunity	Consequences	Probability	Influence	Rating	Measures
Legislative improvement (at federal level)	Implementation of the state objective Animal welfare	2	4	6	Impose demands, wait for opportunities
Legislative improvement (at state level)	Improvements for certain animal species	4	3	7	If achieved, push for implementation in other states
Growing interest in veganism (private individuals)	Increased willingness to try a vegan diet	4	4	8	Further improve offering, increase reach
Growing interest in veganism (companies)	Increased willingness to expand and change product ranges	4	4	8	Further improve information offerings, rankings
Growing interest in veganism (research and development)	Even greater social acceptance and support	3	4	7	Networking
(Even) greater take-up of "(more) plant-based nutrition" among NGOs	Even greater social acceptance and support	3	4	7	Networking
Animal welfare/rights become (more) established as a social issue	Recognition of the need to reduce animal products and encouragement to do this	2	5	7	Lobby work
(Further) establishment of animal welfare/rights as a social issue	Further social change at all levels	3	5	8	Strengthen our communication
Positive court decisions	The legal standing of animal welfare / of animals is improving	4	4	8	Expert and financial support for lawsuits

### Risks

Risk	Consequences	Probability	Influence	Rating	Measures
Inadequate EU regulations	Strengthening of the status quo	4	4	8	Warnings, but positive outcomes almost impossible
Dwindling media interest	Harder to spread message	2	4	6	Strengthen our own ability to spread information, approach media in a more targeted manner
Dwindling interest among the population	Harder to achieve an impact	2	5	7	Create more attractive offers etc.
Dwindling interest among companies	Harder to achieve an impact	2	5	7	Improved exposition of the benefits
Spread of meaningless animal welfare seals <sup>84</sup>	Complacency among consumers, meat consumption becomes more established	2	3	5	Monitor the situation, alert the public where necessary
Advertising campaigns conducted by the agricultural industry	Complacency among consumers	3	4	7	Monitor the situation, launch information campaigns
Ongoing overbreeding of animals	More suffering among farmed animals	3	5	8	Raise awareness of the issue among consumers and retailers
Long term: Breeding of animals allegedly free from suffering	Complacency among consumers, possibly suffering that cannot be measured	3	4	7	Monitor the situation, prepare campaigns if necessary
Trade agreements with low standards	Undermining of existing standards	3	3	6	Monitor, warn
Ongoing orientation toward agricultural exports	Increased production (in Germany)	5	2	7	Highlight alternatives
Economic crises	Animal welfare is neglected	3	4	7	Almost impossible
Political crises	Animal welfare is neglected	2	4	6	Almost impossible
Legislators take action against animal welfare investigations	Investigations become rarer, public pressure diminishes	3	4	7	Warn, lobby







# 5. Organizational Structure and Team

## 5.1 Introduction to the main players – our management team

Silja Kallsen-MacKenzie  
**Director of Corporate Outreach**

“As a child, I used to spend most of my vacations on my uncle’s dairy farm in the north of Germany. What I enjoyed most was taming the calves and bringing the cows in from the pasture. I can still remember the day when, as a 12-year-old, I decided to become a vegetarian, going against the tradition of my extended family. My uncle had told me that it was time to say goodbye to Patchwork, the bull calf that I had named and tamed, because he was going to be picked up by the slaughterer. I immediately resolved never to touch meat again. It wasn’t until much later, during my stays in California when I first came into contact with veganism, that I made the connection between milk production and the meat from the male calves of dairy cows. After completing my studies in multilingual communication, I sensed a growing need to take action and devote myself to the protection of farmed animals. The opportunity to commit myself full-time to animal advocacy arose much earlier than I could ever have imagined when I joined the foundation in 2010 as its first intern. It was also thanks to a partnership with Compassion in World Farming that I was made a salaried employee after completing my internship. Since then, I have been contributing to improve animal welfare standards in company supply chains and expand the range of vegan products available. I am especially grateful for the fact that I have not only been able to pursue these goals with my team here in Germany, but also had the opportunity to set up a team in Poland.”



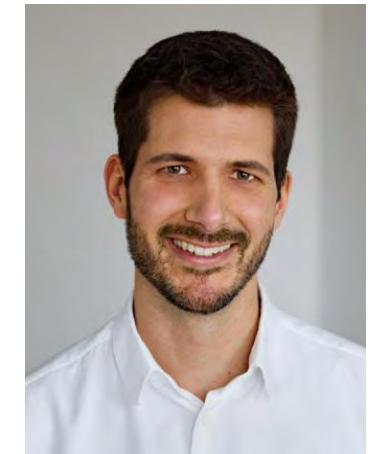
Konstantinos Tsilimekis  
**Director of the Scientific Department**

“It was as I was reaching the end of my degree in history and cultural studies that I first encountered the writings of Albert Schweitzer. I was instantly attracted to his concept of a “Reverence for Life,” which first inspired me to explore issues relating to animal welfare and animal rights more deeply – first at a theoretical level but also, soon after, at a practical level too. The first thing I did was to put on ice my original plan to stay on at university after completing my studies in order to write a dissertation. Instead, I searched avidly for a job in my new area of interest. It was via a federal office for volunteer work that I became aware of our foundation, whereupon I was given the unique and worthy opportunity to establish a scientific department to further support the work of the foundation. This means that I can combine my passion for science with my desire, inspired by Albert Schweitzer, to be actively involved in animal and, ultimately, human rights work.”



Mahi Klosterhalfen  
**CEO and President**

“After graduating from high school, I originally wanted to become a successful businessman and so decided to embark on a course of business management studies. I became aware of animal welfare and animal rights almost by accident. I was reading, purely out of personal interest, the autobiography of Mahatma Gandhi and was deeply moved by a section in which an ailing Gandhi explained to his British doctor that he would rather die than be responsible for the death of a chicken (the chicken meat was supposed to heal him). Inspired by this stance, I decided there and then to try vegetarianism for one month – one month that then turned into twelve years of veganism. I also started to become active in animal advocacy and got to know Wolfgang Schindler, who established our foundation and offered me a position on the Executive Board. After completing my studies in 2007, I began to devote myself – first voluntarily, then on a partly paid basis – to expanding the foundation. Thanks to a series of good decisions, including regarding the people we employ, I helped to transform what was once a largely inactive foundation into one of the driving forces in the animal welfare and animal rights movement.”



Carsten Halmanseder  
**Director of Street and Information Campaigns**

“The conditions in which laying hens are kept in industrial cages shaped my perception of factory farming even when I was a child, but it wasn’t until I was 36 years old that I finally resolved to change what I put on my plate, after which I also started to become active in animal advocacy. The foundation’s campaigns to end the cage-rearing of hens and the successful outcomes the foundation had achieved really impressed me back then in 2007 and motivated me to join the foundation on a voluntary basis. I became an employee in 2011 after spending the years before utilizing my professional project management experience to intensively plan and organize animal welfare campaigns at various organizations. Street and information campaigns are a great opportunity to talk to people personally and get them interested in an animal-friendly, healthy and eco-friendly diet and to explain the connection between the huge potential of their personal consumption behavior and the associated responsibility. The pragmatic approach to our work is especially important to me.”





## Andreas Grabolle Director of Communication

"During my biology degree, I was extremely interested in ethical issues, including the rights of animals. This motivated me to stop eating meat, although I admit that I wasn't always very consistent here. During the many years I spent working in media and public relations in the field of climate protection, the issue of nutrition once again appeared on my radar, this time in terms of its environmental impact. This ultimately led me to scrutinize my own dietary habits and write a book – "Kein Fleisch macht glücklich" ("No meat makes you happy") – which addressed from various perspectives the issue of meat-eating and our relationship with animals. So it wasn't long before I transitioned to a vegan diet, which I found to be the most compelling for a range of ethical reasons. Even after I'd finished the book, I devoted myself as an independent author and science journalist to the issues of animal welfare, animal rights and vegan nutrition. In doing so, I established a number of contacts with various organizations and players in these areas. Talking to experts helped to expand my knowledge, and I started to regularly appear in front of audiences and in the media as an authority on veganism and sustainability. I joined the foundation, whose work I've always admired, in the fall of 2016. I particularly appreciate its pragmatic and strategic approach."



## 5.2 Partnerships, collaborations and networks

We are responsible for running the cage-free campaign alliance: <https://albert-schweitzer-stiftung.de/kaefigfrei>

The campaign is supported by another 14 organizations. We are responsible for undertaking most of the work involved, while the other organizations put their names to the campaign, issue calls to protest against individual companies as and where necessary and have also contributed a proportion of the launch costs.

We are actively involved in the following partnerships and networks:

- > Biocyclic-vegan and organic-vegan network for agriculture and horticulture (<https://www.biocyclic-network.net/> and <http://biovegan.org/>)
- > Bündnis für Tierschutzpolitik [alliance for animal welfare policy] (<https://www.buendnis-fuer-tierschutzpolitik.de/>)

- > Kritischer Agrarbericht [critical farming report] ([www.kritischer-agrarbericht.de/index.php?id=86](http://www.kritischer-agrarbericht.de/index.php?id=86))

- > Vegan Summer Festival ([www.veganes-sommerfest-berlin.de](http://www.veganes-sommerfest-berlin.de))

- > Open Wing Alliance (<https://openwingalliance.org>)

We are a member (with voting rights) in the following associations/commissions:

- > Verein Biozyklisch-Veganer Anbau e. V. (<http://www.biozyklisch-vegan.de/>)
- > Biocyclic-vegan guidelines and certification committee

We are also a (largely passive) partner to the following projects/campaigns:

- > Great Ape Project ([www.greatapeproject.de](http://www.greatapeproject.de))

- > Initiative LivingLand (<http://living-land.de/>)
- > Patenteinsprüche von Testbiotech e. V. ([www.testbiotech.org](http://www.testbiotech.org))

The aforementioned Cage-Free Campaign is of particular strategic importance to us. Below is a brief explanation of some of the other projects:

As a member of Biocyclic-vegan and organic-vegan network and the biocyclic-vegan guidelines and certification committee, we help to promote the spread and further development in particular of biocyclic-vegan agriculture and to make the products more readily available in stores over time. At a higher level, we have for many years supported vegan agriculture in general as part of (event) partnerships with the organic-vegan network for agriculture and horticulture and the (higher-level) biocyclic-vegan network.

With the alliance for animal welfare policy, we prepare statements, plan events and conduct lobbying activities. This partnership lends us greater political weight and ensures that we speak with one voice (politicians complained that this was not always the case in the past).

The Critical Farming Report is published annually and covers developments in the agricultural industry and highlights alternatives.<sup>85</sup>

We organize the annual Vegan Summer Festival in Berlin together with our partners Berlin Vegan and the German Vegetarian Association. This event is an opportunity for us to showcase the diversity of vegan alternatives for the benefit of the public and media. Featuring around 90 stands and one show stage, the festival offers a wide range of food, information, apparel and entertainment. The 2017 festival was attended by around 65,000 people.

The Open Wing Alliance campaigns to free egg-laying hens from cages all over the world. Its activities include global campaigns against international companies that have not signaled any intention to introduce a cage-free policy. The alliance also seeks to raise standards in the broiler chicken industry.

We also share – on a more irregular basis – information and expertise with a variety of other animal welfare and animal rights organizations at both a national and an international level. We also organize – likewise on an irregular basis – joint projects with organizations both here in Germany and abroad. Organizations of note include Animal Equality, Animal Rights Watch, Compassion in World Farming (international), Erna-Graff-Stiftung für Tierschutz, Humane Society of the United States (USA), Otwarte Klatki (Poland) and ProVeg (international).







# 6. Organization Profile

## 6.1 General Information

<b>Name</b>	Albert Schweitzer Stiftung für unsere Mitwelt / Albert Schweitzer Foundation
<b>Headquarters</b>	Dircksenstrasse 47, 10178 Berlin
<b>Founding</b>	Founding year: 2000; founder: Wolfgang Schindler
<b>Legal status</b>	Incorporated foundation under civil law
<b>Contact details</b>	Albert Schweitzer Stiftung für unsere Mitwelt / Albert Schweitzer Foundation  Dircksenstraße 47  10178 Berlin  Tel.: 030 – 400 54 68 0  Fax: 030 – 400 54 68 69  E-Mail: kontakt@albert-schweitzer-stiftung.de  Website: <a href="https://albertschweitzerfoundation.org">https://albertschweitzerfoundation.org</a>
<b>Link to our mission statement</b>	<a href="https://albertschweitzerfoundation.org/about-us/mission">https://albertschweitzerfoundation.org/about-us/mission</a>
<b>Link to our statute</b>	<a href="https://albertschweitzerfoundation.org/about-us/statute">https://albertschweitzerfoundation.org/about-us/statute</a>
<b>Link to our entry on Transparency International</b>	<a href="http://www.transparency.de/Die-Unterzeichner.2050.0.html">http://www.transparency.de/Die-Unterzeichner.2050.0.html</a>
<b>Non-profit status</b>	Since its founding, the foundation has always been recognized as a non-profit-making organization by the tax offices in Munich and, currently, Berlin within the meaning of Sections 51 et seq. of the Fiscal Code. Non-profit causes: To promote education, general and vocational training including assistance to students and to promote animal protection. The last notice of assessment is dated December 8, 2017.

### Personnel profile

Individual persons (in parentheses: converted to full-time positions)

	2015	2016	2017
No. of employees	24 (21.5)	30 (26.7)	36 (31.1)
of which full-time	18 (15.5)	21 (18.2)	28 (23.1)
of which honorary	0	0	0
of which federal volunteers	6 (6)	9 (8.5)	8 (8)
Voluntary hours worked	9,700 (6.9)	13,400 (9.6)	13,700 (9.8)

### Salary model

Our salary model is largely based on the salary groups of the civil service (federal), although the salary increases are less than those received by civil servants.

Position	Oriented toward	Starting salary	After 3 years	After 6 years
Senior CEO		-	-	€4,800
CEO	Group 13	€3,657	€4,023	€4,425
Senior department manager	Average	€3,412	€3,754	€4,129
Department manager	Group 11	€3,168	€3,485	€3,833
Senior employee	Average	€2,940	€3,233	€3,557
Employee	Group 9	€2,711	€2,982	€3,281
Trainee		€1,424	-	-
Minor employment		€11.11 per hour		

We do not offer allowances or benefits in kind. If employees use the company pension scheme, we support this to the level that our savings allow. Our salaries are significantly lower than those offered by most large NGOs.<sup>86</sup> Within the animal welfare and animal rights movement, informal discussions have revealed that our salaries are in the middle range (such information is still rarely disclosed).

## 6.2 Governance

### Executive and management body

Our executive body is the Board of Directors, which comprises:

- > Mahi Klosterhalfen (President)
- > Rolf Hohensee (Board Member)
- > Hans-Georg Kluge (Board Member)

Our Board Members act in an honorary capacity and receive neither allowances nor benefits in kind. All decisions made by the Board of Directors shall be taken by a majority vote. To ensure smooth processes in external relationships, Mahi Klosterhalfen holds sole power of representation with the authority to make decisions. At the request of our founder, his term of office is unlimited. The term of office of all other Board Members (including the future President) is three years; re-election is permitted. For more information, refer to Section 6 of the statute.

The internal regulations govern details on the frequency of Executive Board meetings, votes and minutes and on whether it is fundamentally possible in urgent cases to bring about resolutions by written circulation.

The management team (in particular those responsible for the operational implementation of strategic decisions) is appointed by the President. This post is held by Mahi Klosterhalfen.

The Executive Board decides above all our strategic alignment, which includes addressing suggestions from employees. The Executive Board meets as and when necessary, usually once per quarter (five meetings were held in 2017).

### Supervisory body

We are under the supervision of the foundation supervisory authority of the Government of Upper Bavaria. We are also audited by the auditing company Hamann & Partner (see Section 7.1).

### Conflicts of interest

No personnel overlaps or relations of dependence exist between the management and supervisory boards. To ensure transparency here, we have published our salary model in this report.

Conflicts of interest could potentially arise in Mahi Klosterhalfen's dual role as CEO and President, especially in relation to the definition of CEO remuneration. The law firm Röttgen, Kluge & Hund is among the few suitable firms for the filing of class action suits thanks to its expertise in the field of animal protection law. Conflicts of interest could potentially have arisen with respect to commissioning and the agreement on fees, which is why we sought to clarify this issue as well as the hourly rates quoted for us with the foundation supervisory authority of the Government of Upper Bavaria; there are now no concerns in this respect. The law firm also offers us special conditions. In addition, we do not engage in business with persons closely linked to us.

### Internal controlling system

We perform controlling on the basis of economic assessments and every month on the basis of our in-house-formulated controlling program. In doing so, we focus on aspects such as the level and distribution of income and expenditure as well as liquidity. We also perform projections to determine the extent, rate and focuses of further growth. Every month, and in addition to financial data, we also assess the extent to which we have achieved our qualitative and quantitative goals. In case of shortcomings, we analyze the causes and develop the necessary countermeasures. Controlling is performed by Dirk Reuter and Mahi Klosterhalfen, with the involvement as and when necessary of our department managers. They also provide progress reports at the Executive Board meetings.

We ensure that invoices undergo double-checks. Andrea Broszio and Dirk Reuter are responsible for this. Amounts exceeding €1,500 are passed for payment to Mahi Klosterhalfen.

## 6.3 Owner structure, memberships and associated organizations

### Owner structure

No natural or legal persons hold shares in our foundation, nor is this possible.

### Memberships in other organizations

We are a member of the Federal Association of Ger-

man Foundations, Verein Biozyklisch-Veganer Anbau e.V., the biocyclic-vegan guidelines and certification committee and the Interessensgemeinschaft für gesunde Lebensmittel (Association for Healthy Food).

### Associated organizations

We are not legally associated with any organizations, nor do we hold any shares in other organizations. Three of our employees (Silja Kallsen-MacKenzie, Mahi Klosterhalfen and Dirk Reuter), however, sit on the Supervisory Board of our Polish sister organization Fundacja Alberta Schweitzera.

Our President is also a volunteer board member at Fincke-Stiftung "Auch Tiere haben Rechte" (Fincke Foundation "Animals Have Rights As Well") and Compassion in World Farming as well as a member of the voluntary committee at the Center for Effective Vegan Advocacy. Our Board Member Hans-Georg Kluge is also a voluntary board member of the Erna-Graff-Stiftung für Tierschutz (Erna Graff Foundation for Animal Welfare).

## 6.4 Environmental and social profile

We try to reduce our environmental footprint in the following ways:

- > We purchase much of our office furniture and some of our IT equipment second-hand;
- > We use recycled paper exclusively (both for everyday office use and for print orders);
- > We order most of our office stationery from an eco-friendly provider;
- > All trips (except those undertaken as part of the Pig Mobile Tour, which requires a car) are generally undertaken using public transport (2nd class);<sup>87</sup>
- > We book domestic flights only in exceptional circumstances; trips abroad are rare;
- > We do not have a company car;
- > We use green electricity;

- > Our servers are also powered with green electricity;
- > All cleaning agents, soaps and so on are eco-friendly and vegan (as are the cleaning agents used by the cleaning service).

Our social profile encompasses the following points:

- > Flexible working hours;
- > Employees are largely free to choose when they work from home;
- > Animals are allowed in the workplace;
- > Further training measures during working hours are supported and, in some cases, financed;
- > The workstations are ergonomically designed (including height-adjustable tables, if desired);
- > We offer a company pension scheme, which we support to a small extent;
- > Employee performance reviews take place on a regular basis;
- > The entire team is informed every two weeks via the intranet of the most important news and developments from all areas of the foundation to ensure that they are always up to date with the big picture;
- > Twice a year, all employees take part in half-day events that give them the opportunity to find out from each other about the plans for the new year ("kick-off meetings") and the current progress ("status meetings");
- > The CEO operates an "open-door policy" for all employees;
- > If employees experience any problems, they have the opportunity to confide in someone.







# 7. Finances and Accounting

## 7.1 Bookkeeping and accounting

Tax accountant Jens-Martin Müller (Berlin, external) is responsible for our bookkeeping.

He is also responsible for preparing our annual financial statement – including our balance sheet – in accordance with the German Commercial Code.

Our annual financial statement is audited by both the foundation supervisory authority of the Government of Upper Bavaria and the auditing company Hamann & Partner (Berlin, external). The figures given in sections 7.2 and 7.3 have been taken from the audit report prepared by Hamann & Partner.



## 7.2 Balance sheet

All figures are given in euros.

Assets	2015	2016	2017
I. Intangible assets (e.g. software)	0	3	3
II. Tangible assets	14,660	14,475	31,521
III. Financial assets	35,444	45,266	23,014
IV. Accounts receivables, other assets	20,510	28,453	37,899
V. Cash, bank	640,109	637,572	1,099,491
VI. Accruals and deferrals	6,537	4,566	13,140
<b>Total assets</b>	<b>717,260</b>	<b>730,335</b>	<b>1,194,546</b>

Liabilities	2015	2016	2017
I. Foundation capital	125,000	150,000	175,000
II. Revenue reserves	158,822	255,913	433,783
III. Revenue carried forward	258,467	258,467	258,468
IV. Special items: donated funds still to be used <sup>88</sup>	153,236	9,170	217,983
V. Accrued liabilities	9,900	17,751	25,561
VI. Accounts payable	11,835	39,034	83,751
<b>Total liabilities</b>	<b>717,260</b>	<b>730,335</b>	<b>1,194,546</b>

The foundation does not own any property and has not taken out any loans.



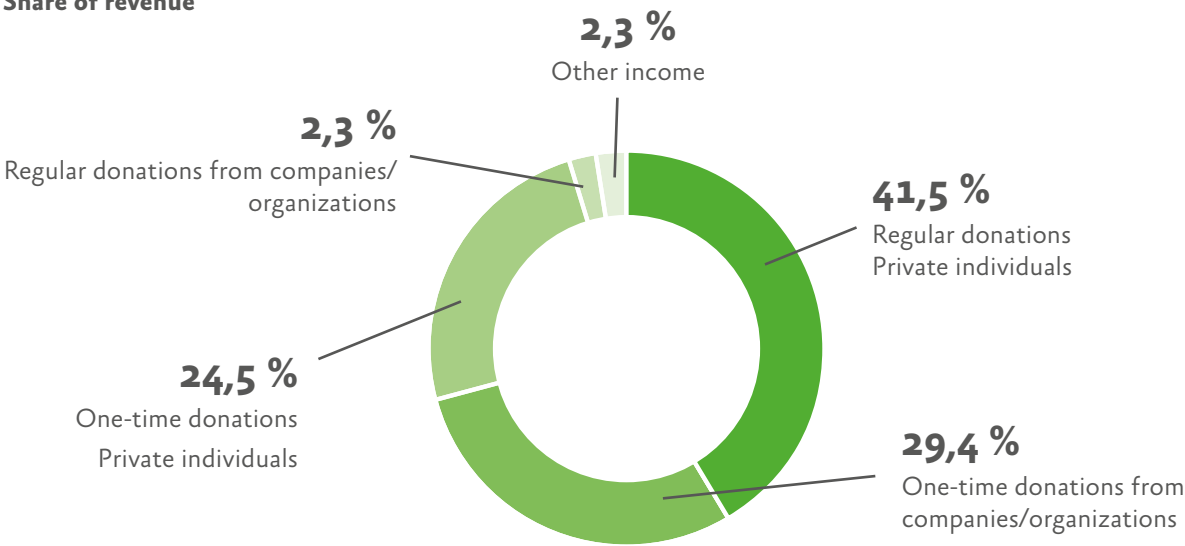
### 7.3 Income and expenditure

Income (All figures are given in euros.)

Einnahmen	2015	2016	2017	Change between 2017 and previous year
Donations and sponsorships	725,665	949,336	1,751,056	+ 84.5 %
Inheritances	0	0	0	
Other income	35,763	37,137	40,827	+ 9.9 %
Reduction (or increase) in special items: donated funds still to be used <sup>89</sup>	42,647	144,067	/ 208,814	
<b>Total income</b>	<b>804,075</b>	<b>1,130,540</b>	<b>1,583,069</b>	<b>+ 40.0 %</b>

We have also received donations amounting to €25,000 (2016: €25,000; 2015: €22,000). Legally, however, these do not constitute income but instead increase the balanced foundation capital (see Section 7.2).

#### Share of revenue



#### Notes on income

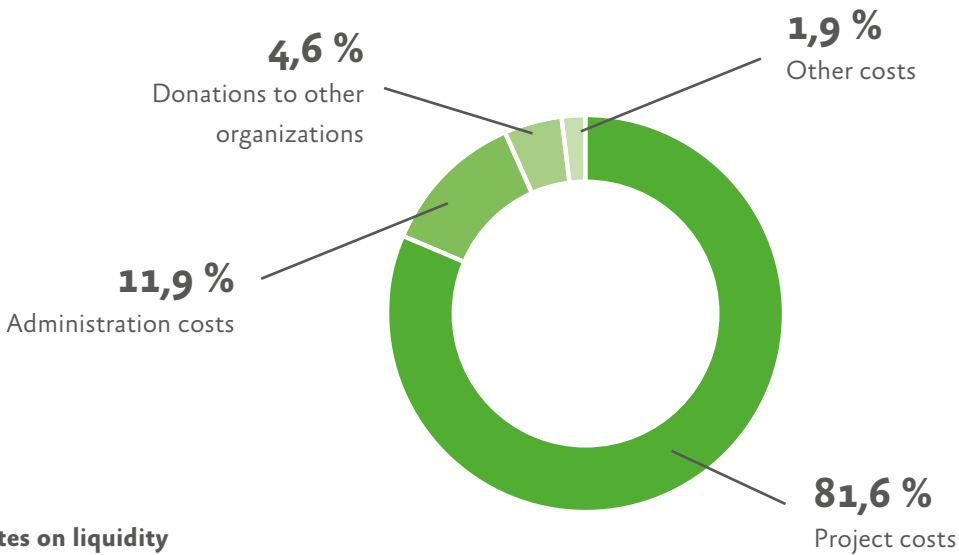
Our income from donations and sponsorships has been received from 8,744 private individuals and 266 companies/organizations. Private individuals donated a total of €1,181,884 (€135 each on average). The companies/organizations donated a total of €569,173 (€2,140 each on average). The largest share for the latter item is €435,420 from the Open Philanthropy (OP), which means that the OP's share constitutes 25% of our donations and sponsorships.

We accept donations from companies only if we can exclude any possibility of launching campaigns against them, so we are happy to accept donations from software companies and tire dealers but not from supermarket chains or catering companies.

Expenditure (All figures are given in euros.)

Expenditure	2015	2016	2017	Change between 2017 and previous year
Project costs	580,098	845,641	1,147,375	+ 35.7 %
of which personnel costs	419,235	610,883	775,505	+ 26.9 %
Administration costs <sup>90</sup>	115,386	157,265	166,847	+ 6.1 %
of which personnel costs	58,528	92,307	109,160	+ 18.3 %
Donations to other organizations	4,650	2,050	64,080 <sup>91</sup>	+ 3,025.9 %
Other expenditure	27,738	28,493	26,897	- 5.6 %
<b>Total expenditure</b>	<b>727,872</b>	<b>1,033,449</b>	<b>1,405,199</b>	<b>+ 36.0 %</b>
<b>Year-end result</b>	<b>76,202</b>	<b>97,091</b>	<b>177,870</b>	<b>+ 83.2 %</b>

#### Share of expenditure



#### Notes on liquidity

Our liquid funds amount to €978,968. The ratio to expenditure is 0.7 (previous year: 0.53). In other words, we have sufficient liquid funds to finance the work of our foundation for a good six months. This is slightly better than our target value, which is to have liquid reserves sufficient for around five months.



## 7.4 Financial situation and planning

We are pleased to say that our income has increased significantly, a fact that can be largely attributed to the increased support of the Open Philanthropy Project (OPP).<sup>92</sup> That said, our basis – i.e. donations from private individuals and their regular sponsorships – has also increased significantly.

Our expenditure has increased at a slightly lower rate because we have experienced unavoidable delays in two key areas: On the one hand, the expansion of our team takes time, and the personnel costs impact on the year only proportionately depending on when a person was employed; on the other hand, it takes time to push lawsuits: The areas and defendants have to be chosen and the lawsuits have to be prepared. In addition, the processes required before a lawsuit can be filed also take time. In most cases, our first step is to demand that the relevant authorities take action to rectify problems or abuses. Only if they refuse to do so or fail to respond do we consider legal proceedings.

In retrospect, however, we could also have driven forward with greater intensity a sustainable increase in our expenditure.

For 2018, we expect income of €2.0 million and expenditure of €2.3 million. Our financial buffer is sufficient to cover this excess spending. No events that could have a significant impact on the figures for 2018 occurred between the balance sheet date and the completion of this report.

We continue to see opportunities for further growth in, on the one hand, the expansion of our basis (newsletter recipients, donors, sponsors) and, on the other hand, the generation of large donations, including from the USA. The problem with the latter point, however, is that it is unclear for how long we can expect them – financial support from the OPP is generally planned for two years.

Risks for the planned increase in income lie in the stagnation or reduction of large donations and sponsorships. As things currently stand, however, we have no reason to expect this.

We have defined the impact areas “companies” and “law” as the key growth areas for the next three years. Both areas are neglected compared to other ways of generating impact, which means that the opportunities for us here are significant. We are also looking to significantly expand our corporate work at an international level.





## Endnotes

1. Our vision and strategy is explained in greater detail on <https://albert-schweitzer-stiftung.de/ueber-uns/vision-strategie>.
2. See e.g. <https://albert-schweitzer-stiftung.de/themen/vegan-gesund>.
3. <https://albert-schweitzer-stiftung.de/massentierhaltung> along with explanations and information in "Animal Welfare Law: Comment," 3rd edition, by A. Hirt, Dr. C. Maisack, Dr. med. vet J. Moritz.
4. The recently founded Initiative Tierwohl (Animal Welfare Initiative), for example, which is very much a work in progress but nonetheless represents an at least partly action-oriented response to such discussions, can be cited here (<https://initiative-tierwohl.de>).
5. <http://www.bmel.de/SharedDocs/Downloads/Ministerium/Beiraete/Agrarpolitik/GutachtenNutztierhaltung.html>.
6. Greenhouse gas emissions [http://www.fao.org/ag/againfo/resources/en/publications/tackling\\_climate\\_change/index.htm](http://www.fao.org/ag/againfo/resources/en/publications/tackling_climate_change/index.htm); clearance of rainforests <http://vegan-taste-week.de/hintergruende/umwelt> (no. 4) and <https://www.chathamhouse.org/sites/files/chathamhouse/publications/research/2016-01-28-agricultural-commodities-brack-glover-wellesley.pdf>; water pollution <https://www.umweltbundesamt.de/daten/land-forstwirtschaft/landwirtschaft/naehrstoffeintraege-aus-der-landwirtschaft#textpart-1>.
7. <http://www.fao.org/3/a-i1688e.pdf> and [http://www.proplanta.de/Agrar-Nachrichten/Agrarwirtschaft/Weltweite-Verschlechterung-der-Boeden-kostet-300-Milliarden-Euro\\_article1455194176.html](http://www.proplanta.de/Agrar-Nachrichten/Agrarwirtschaft/Weltweite-Verschlechterung-der-Boeden-kostet-300-Milliarden-Euro_article1455194176.html).
8. <http://www.sciencedirect.com/science/article/pii/S0308521X16302384>.
9. <http://iopscience.iop.org/article/10.1088/1748-9326/8/3/034015/meta;jsessionid=CB5A3D1F66C65E7FCE5D24787C2FA242.ip-10-40-2-115>.
10. [https://biooekonomie.uni-hohenheim.de/uploads/tx\\_newspmf/pm\\_Fleischverzicht\\_2013-05-24\\_status\\_10.pdf](https://biooekonomie.uni-hohenheim.de/uploads/tx_newspmf/pm_Fleischverzicht_2013-05-24_status_10.pdf).
11. See endnote 2.
12. [https://www.proplanta.de/Agrar-Nachrichten/Verbraucher/Ernaehrungsmitbedingte-Krankheiten\\_article1359480242.html](https://www.proplanta.de/Agrar-Nachrichten/Verbraucher/Ernaehrungsmitbedingte-Krankheiten_article1359480242.html).
13. <http://www.bmel.de/SharedDocs/Downloads/Ministerium/Beiraete/Agrarpolitik/GutachtenNutztierhaltung.html>, S. 155.
14. For following descriptions, see e.g. N. Fiddes: *Fleisch. Symbol der Macht*, 3rd edition, Frankfurt am Main (2001), G. Hirschfelder/K. Lahoda: "Wenn Menschen Tiere essen. Bemerkungen zu Geschichte, Struktur und Kultur der Mensch-Tier-Beziehungen und des Fleischkonsums," in: J. Buchner-Fuhs/L. Rose (editor): *Tierische Sozialarbeit. Ein Lesebuch für die Profession zum Leben und Arbeiten mit Tieren*, Wiesbaden (2012), pp. 147–166, N. Mellinger: *Fleisch. Ursprung und Wandel einer Lust*, Frankfurt am Main (2000), L. Nieradzik: "Geschichte der Nutztiere," in: R. Borgards: *Tiere. Kulturwissenschaftliches Handbuch*, Stuttgart (2016), pp. 121–129.
15. G. Hirschfelder/K. Lahoda (see footnote 14), p. 160. On the increasingly mechanized and degrading treatment of animals, see e.g. the very originator of agricultural sciences, Albrecht Daniel Thaer: "Vermischte landwirtschaftliche Schriften: aus den Annalen der niedersächsischen Landwirtschaft drey ersten Jahrgängen," Volume 1, Hannover 1805, p. 63: "Kühe sind als Maschinen zu betrachten, die Futter in Milch verarbeiten."
16. N. Mellinger (see footnote 14), p. 98.
17. For introductory information on the history and current strategies of the animal ethics/welfare/rights movements, see e.g. the various relevant articles in A. Ferrari/K. Petrus: *Lexikon der Mensch-Tier-Beziehungen*, Bielefeld (2015), and in R. Borgards: *Tiere. Kulturwissenschaftliches Handbuch*, Stuttgart (2016). For information specifically on the history of vegetarianism and veganism, see also e.g. M. Linnemann/C. Schorcht: *Vegetarismus. Zur Geschichte und Zukunft einer Lebensweise*, Erlangen (2001), C. Spencer: *The Heretic's Feast. A History of Vegetarianism*, London (1993), T. Stuart: *The Bloodless Revolution. A Cultural History of Vegetarianism from 1600 to Modern Times*, New York/London (2006), K. S. Walters/L. Portmess, L. (editor): *Ethical Vegetarianism. From Pythagoras to Peter Singer*, New York (1999).
18. For recent information relating to Germany, see e.g. M. Schlatter: *Tierproduktion und Klimawandel. Ein wissenschaftlicher Diskurs zum Einfluss der Ernährung auf Umwelt und Klima*, 2nd revised edition, Münster 2011, and T. Meier: *Umweltschutz mit Messer und Gabel. Der ökologische Rucksack der Ernährung in Deutschland*, Munich 2013.
19. Some examples: <https://lebensmittel-fortschritt.de/tyson-investiert-vegan>.
20. [http://www.who.int/nutrition/topics/3\\_foodconsumption/en/index4.html](http://www.who.int/nutrition/topics/3_foodconsumption/en/index4.html).
21. <http://berichte.bmelv-statistik.de/DFT-9000100-0000.pdf>.
22. Preliminary figures. For meat [http://www.ble.de/DE/BZL/Daten-Berichte/Fleisch/fleisch\\_node.html](http://www.ble.de/DE/BZL/Daten-Berichte/Fleisch/fleisch_node.html), for fresh milk products and cheese [https://www.ble.de/SharedDocs/Downloads/DE/BZL/Daten-Berichte/MilchUndMilcherzeugnisse/JaehrlicheErgebnisse/Deutschland/Dt\\_VersorgungVerbrauch/406003001\\_53.xlsx?\\_\\_blob=publicationFile&v=4](https://www.ble.de/SharedDocs/Downloads/DE/BZL/Daten-Berichte/MilchUndMilcherzeugnisse/JaehrlicheErgebnisse/Deutschland/Dt_VersorgungVerbrauch/406003001_53.xlsx?__blob=publicationFile&v=4), for eggs [http://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier\\_node.html](http://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier_node.html) and for fish [http://www.fischinfo.de/images/broschueren/pdf/FIZ\\_DF\\_2017.pdf](http://www.fischinfo.de/images/broschueren/pdf/FIZ_DF_2017.pdf).
23. <https://albert-schweitzer-stiftung.de/aktuell/schlachtzahlen-2017>.
24. [https://www.destatis.de/DE/Publikationen/Thematisch/Aussenhandel/Gesamtentwicklung/ZusammenfassendeUebersichtenJvorlaeufigPDF\\_2070100.pdf?\\_\\_blob=publicationFile](https://www.destatis.de/DE/Publikationen/Thematisch/Aussenhandel/Gesamtentwicklung/ZusammenfassendeUebersichtenJvorlaeufigPDF_2070100.pdf?__blob=publicationFile), pp. 72 and 75.
25. [http://www.fischinfo.de/images/broschueren/pdf/FIZ\\_DF\\_2017.pdf](http://www.fischinfo.de/images/broschueren/pdf/FIZ_DF_2017.pdf), p. 7.
26. According to <http://fishcount.org.uk/> at least one trillion marine animals are killed globally every year.
27. [http://www.ble.de/SharedDocs/Downloads/DE/BZL/Daten-Berichte/MilchUndMilcherzeugnisse/JaehrlicheErgebnisse/Deutschland/Dt\\_Grundlagen/406003001\\_11.xlsx?\\_\\_blob=publicationFile&v=3](http://www.ble.de/SharedDocs/Downloads/DE/BZL/Daten-Berichte/MilchUndMilcherzeugnisse/JaehrlicheErgebnisse/Deutschland/Dt_Grundlagen/406003001_11.xlsx?__blob=publicationFile&v=3).
28. [https://www.destatis.de/DE/Publikationen/Thematisch/Aussenhandel/Gesamtentwicklung/ZusammenfassendeUebersichtenJvorlaeufigPDF\\_2070100.pdf?\\_\\_blob=publicationFile](https://www.destatis.de/DE/Publikationen/Thematisch/Aussenhandel/Gesamtentwicklung/ZusammenfassendeUebersichtenJvorlaeufigPDF_2070100.pdf?__blob=publicationFile), pp. 72 and 75.
29. [https://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier\\_node.html](https://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier_node.html).
30. The current systems are described here: <https://albert-schweitzer-stiftung.de/massentierhaltung>. The organic share in most categories lies in the single-digit percentage range: <https://www.boelw.de/themen/zahlendatenfakten/zdf-2018/produktionsstruktur-im-deutschen-oekolandbau-2016/>. Andere Produktionssysteme, die nennenswert über gesetzliche Mindeststandards hinausgehen, haben Marktanteile im Promillebereich.
31. For general information about organic poultry farming, see e.g.: G. Trei/B. Hörning/C. Simantke: "Status Quo der ökologischen Geflügelhaltung in Deutschland," in: J. Hess/G. Rahmann (editor): *Ende der Nische*, articles for the 8th Scientific Conference on Organic Agriculture, Kassel 2005, p. 315 f. For turkeys: O. Ermakow: *Ergebnisse der Fleischuntersuchung bei Puten aus ökologischer und konventioneller Haltung* (Diss.), Leipzig 2012. For pigs: R. Löser/F. Deerberg: *Organic pig production: Struktur, Entwicklung, Probleme, politischer Handlungsbedarf* (final report for the research project of the Federal Organic Farming Programme), Bonn 2004. For piglets: R. Bussemas et. al.: *Entwicklung, Erprobung, Umsetzung und Evaluation von Strategien in den Bereichen Tiergesundheit, Haltung, Fütterung, Management in der ökologischen Ferkelerzeugung* (final report), interdisciplinary project as part of the Federal Organic Farming Programme, April 2011. For cows: B. Hörning/E. Aibel/C. Simantke: *Ökologische Milch- und Rindfleischproduktion; Struktur, Entwicklung, Probleme, politischer Handlungsbedarf*, Witzhausen 2004. See also for land animals: <http://www.biowahrheit.de> and for wild fish: <https://albert-schweitzer-stiftung.de/massentierhaltung/fische-wild>.
32. <https://albert-schweitzer-stiftung.de/kampagnen/kaefigfrei>.
33. <https://albert-schweitzer-stiftung.de/kampagnen/schnabelkuerzen-beenden>.
34. <https://albert-schweitzer-stiftung.de/aktuell/selbst-wenn-broschuren-bestellen>.
35. <https://albert-schweitzer-stiftung.de/kampagnen/grunzmobil-tour>.
36. <https://albert-schweitzer-stiftung.de/kampagnen/ianimal-tour>.



37. <http://www.veganes-sommerfest-berlin.de/>.
38. <https://www.bve-online.de/themen/branche-und-markt/ernaehrungsindustrie-in-zahlen>.
39. <http://www.nielsen.com/de/de/press-room/2017/food-trade-in-germany.html>.
40. <https://de.statista.com/statistik/daten/studie/275512/umfrage/umsatz-der-gastronomie-in-deutschland>.
41. <https://de.statista.com/statistik/daten/studie/1365/umfrage/bevoelkerung-deutschlands-nach-altersgruppen/>.
42. <http://www.food-monitor.de/2015/06/deutschland-isst-vegan-vegan-trend-erreicht-die-breite-bevoelkerung/>.
43. [http://www.djv.de/fileadmin/user\\_upload/Der\\_DJV/DJV\\_Infobrosch%C3%BCren/DJV\\_Imagebroschuere\\_2015.pdf](http://www.djv.de/fileadmin/user_upload/Der_DJV/DJV_Infobrosch%C3%BCren/DJV_Imagebroschuere_2015.pdf).
44. "Tierschutzgesetz: Kommentar mit den wichtigsten auf der Grundlage des Tierschutzgesetzes ergangenen Rechtsverordnungen und einschlägigen europarechtlichen Texten" by H.-G. Kluge and "Tierschutzgesetz: Comment," 3rd edition, by A. Hirt, Dr. C. Maisack, Dr. med. vet J. Moritz.
45. Mainly comprises donations to the Fundacja Alberta Schweitzera.
46. The figure is this high because we have written to many companies about our vegan gastronomy guide.
47. <https://albert-schweitzer-stiftung.de/aktuell/praxisleitfaden-vegane-grossverpflegung>.
48. <http://welfarecommitments.com/europeletter/>.
49. <https://albert-schweitzer-stiftung.de/aktuelles/veroeffentlichungen/tierschutz-supermarktketten>.
50. <https://albert-schweitzer-stiftung.de/aktuell/veganfreundlichste-supermaerkte-2017>.
51. <https://albert-schweitzer-stiftung.de/aktuell/willkommen-fundacja-alberta-schweitzera>.
52. In the past, we used to cite the number of companies that had expanded or improved their vegan offering. Since this figure is practically meaningless, however, we developed an impact points system. The calculation takes into account the size of the company (sales), the extent to which they have expanded/improved their vegan offering and their estimated influence on rivals.
53. <https://albert-schweitzer-stiftung.de/aktuell/erfolg-top-10-caterer-ohne-kaefigeier>.
54. <https://albert-schweitzer-stiftung.de/aktuell/veganes-essen-kliniken-heime>.
55. <https://albert-schweitzer-stiftung.de/aktuell/hallo-pizza-mit-veganer-sommer-aktion>.
56. <https://albert-schweitzer-stiftung.de/aktuell/weltvegantag-2017>.
57. <https://albert-schweitzer-stiftung.de/aktuell/50-prozent-mensa-angebot-vegetarisch-vegan>.
58. Mainly comprises donations to the Fundacja Alberta Schweitzera.
59. not including press releases.
60. There was extensive coverage in 2015 of our Pig Mobile campaigns as well as some very high-reach TV reports.
61. <https://www.facebook.com/groups/1142188022546915>.
62. <https://albert-schweitzer-stiftung.de/aktuell/virtual-reality-eindruecke-von-unserer-ianimal-tour>.
63. <http://www.veganes-sommerfest-berlin.de/rueckblick/>.
64. See <https://albert-schweitzer-stiftung.de/aktuell/tierschutzorganisationen-kritisieren-gruenbuch>, <https://albert-schweitzer-stiftung.de/aktuell/tierschutzbuendnis-lehnt-staatliches-tierwohllabel-ab>, <https://albert-schweitzer-stiftung.de/aktuell/sechs-forderungen-an-eine-neue-regierung>, <https://albert-schweitzer-stiftung.de/aktuell/forderung-ende-lebendtierexporte>, <https://albert-schweitzer-stiftung.de/aktuell/diskussion-parteien-zur-tierschutzpolitik>, <https://albert-schweitzer-stiftung.de/wp-content/uploads/Prioritaeten-Milchkuhhaltung-Tierschutzverbaende-2017-09.pdf> and <https://albert-schweitzer-stiftung.de/aktuell/keine-murksalternativen-ferkelkastration>.
65. <http://www.biozyklisch-vegan.de/ueber-uns/mitglieder/>, <https://albert-schweitzer-stiftung.de/aktuell/themenabend-biozyklisch-vegane-landwirtschaft>.
66. <https://albert-schweitzer-stiftung.de/aktuell/wechsel-copyright-creative-commons>.
67. <https://albert-schweitzer-stiftung.de/aktuell/erfolg-veggie-buergerbegehren>.
68. <https://albert-schweitzer-stiftung.de/aktuell/aktion-50-842-stimmen-gegen-agrarministerin>.
69. <https://albert-schweitzer-stiftung.de/helfen/petitionen/tierquaelerei-unter-wasser-stoppen>.
70. <https://albert-schweitzer-stiftung.de/aktuell/erfolgreiche-kaefigfrei-kampagne-general-mills>.
71. <https://albert-schweitzer-stiftung.de/aktuell/das-ende-der-kaninchenkaefige-ist-in-sicht>.
72. <https://albert-schweitzer-stiftung.de/aktuell/veganes-pilotprojekt-berliner-schulkantinen>.
73. <https://albert-schweitzer-stiftung.de/aktuell/ruecktritt-schulze-foecking-war-ueberfaellig>.
74. <https://albert-schweitzer-stiftung.de/aktuell/klage-gegen-das-kanzleramt>.
75. <https://albert-schweitzer-stiftung.de/aktuell/klage-illegale-kastenstaende>.
76. <https://albert-schweitzer-stiftung.de/aktuell/verbandsklage-gegen-puten-massentierhaltung>.
77. <https://albert-schweitzer-stiftung.de/aktuell/erfolgreiche-klage-gegen-mega-stall-hassleben>.
78. [http://www.ble.de/DE/BZL/Daten-Berichte/Fleisch/fleisch\\_node.html](http://www.ble.de/DE/BZL/Daten-Berichte/Fleisch/fleisch_node.html) (vorläufige Zahlen für 2017).
79. <http://www.ble.de/DE/BZL/Daten-Berichte/Milch-Milcherzeugnisse/TabellenMilchDeutschland.html>.
80. [http://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier\\_node.html](http://www.ble.de/DE/BZL/Daten-Berichte/Eier/eier_node.html).
81. <https://albert-schweitzer-stiftung.de/aktuell/schlachtzahlen-2016>.
82. <https://animalcharityevaluators.org/advocacy-interventions/interventions/leafleting/>.
83. <https://animalcharityevaluators.org/advocacy-interventions/interventions/humane-education/>.
84. For more information: <https://albert-schweitzer-stiftung.de/aktuell/tierschutzsiegel-mehr-schein-als-sein>.
85. See "Eine Frage der Kultur – Alternativen zum agrarindustriellen Missbrauch der Tiere" by Konstantinos Tsilimekis: [http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2014/KAB2014\\_275\\_280\\_Tsilimekis.pdf](http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2014/KAB2014_275_280_Tsilimekis.pdf) and "Immer mehr Fisch auf den Tisch? Plädoyer für ein Umdenken und die Förderung von Ernährungsalternativen" by Konstantinos Tsilimekis and Anne Bohl: [http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2015/KAB2015\\_289\\_292\\_Tsilimekis\\_Bohl.pdf](http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2015/KAB2015_289_292_Tsilimekis_Bohl.pdf). See also "Bio-veganer Landbau - wie geht das? Interview with Lisa Brünjes, Silke Lamla and Konstantinos Tsilimekis": [http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2015/KAB2015\\_293\\_298\\_Mertz.pdf](http://www.kritischer-agrarbericht.de/fileadmin/Daten-KAB/KAB-2015/KAB2015_293_298_Mertz.pdf) (interview from p. 294).
86. For a comparison, see e.g. the summary in the Campact report 2016, p. 47: <https://blog.campact.de/wp-content/uploads/2016/09/CampactTransparenzbericht2015.pdf> and the salary model of Greenpeace: [https://www.greenpeace.de/sites/www.greenpeace.de/files/publications/kurzfassung\\_gehaltsmodell\\_2017.pdf](https://www.greenpeace.de/sites/www.greenpeace.de/files/publications/kurzfassung_gehaltsmodell_2017.pdf).
87. Exception: When Deutsche Bahn runs special offers in which trips in 1st class are only slightly more expensive than in 2nd class, we do occasionally book 1st-class tickets.
88. Balance sheet prepared in accordance with the IDW RS HFA 21 guidelines. These special items will be used in subsequent years.
89. According to the IDW guidelines, the special item from the previous year is to be added to the donations and the special item for year-end deducted. To represent the actual income through donations, we instead indicate the actual donations received (in row 1) and the difference with respect to the special item (in row 4) separately from each other. The absolute amount of special items can be found in Section 7.2 under "Liabilities."
90. Even though our administration costs are relatively low, we consider it wrong to judge NGOs largely on the basis of their administration costs. Three points on this: 1) No hard-and-fast rules have been defined for calculating administrative outlay, which means that the figures cited by some NGOs are not comparable; 2) The administration costs help to create the infrastructure without which an NGO cannot work. Depending on the work, this can involve very different needs; 3) What's really important is the impact of an organization. To some extent at least, this is unrelated to the administration costs.
91. Mainly comprises donations to the Fundacja Alberta Schweitzera.
92. [http://www.openphilanthropy.org/giving/grants?field\\_focus\\_area\\_target\\_id\\_selective=531](http://www.openphilanthropy.org/giving/grants?field_focus_area_target_id_selective=531).





# 8. Imprint

Albert Schweitzer Stiftung für unsere Mitwelt / Albert Schweitzer Foundation  
Dircksenstraße 47  
10178 Berlin  
Tel.: 030 - 400 54 68 0  
Fax: 030 - 400 54 68 69  
E-Mail: kontakt@albert-schweitzer-stiftung.de  
Website: <https://albertschweitzerfoundation.org>  
Person responsible in accordance with German media law.: Mahi Klosterhalfen

Cover photo: © Jan Meeus - unsplash.com

## 8.1. Our team in Germany (as at 2017)

					
<b>Aaron</b> Bangert	<b>Andrea</b> Broszio	<b>Andreas</b> Grabolle	<b>Anna</b> Stief	<b>Anne</b> Schäfer	<b>Carsten</b> Halmanseder
					
<b>Charlotte</b> Zodel	<b>Dirk</b> Reuter	<b>Doreen</b> Rothe	<b>Florian</b> Witkowski	<b>Henner</b> Brünjes	<b>Inken</b> Jakob
					
<b>Janika</b> Kleine	<b>Jennifer</b> Wilke	<b>Joanna</b> Parszutowicz	<b>Julia</b> Diedrich	<b>Konstantinos</b> Tsilimekis	<b>Lou</b> Reiter
					
<b>Luisa</b> Böhle	<b>Mahi</b> Klosterhalfen	<b>Marietheres</b> Reinke	<b>Michelle</b> Pliquett	<b>Nicolas</b> Thun	<b>Robin</b> Rader





**Rieke**  
Petter

**Sabrina**  
Grela

**Sabrina**  
Klein

**Silja**  
Kallsen-MacKenzie

**Tanja**  
Gerber



**Lanai**

**Lotti**

**Nanna**

**Nanni**

## 8.2. Our team in Poland (as at 2017)



**Beata**  
Cymerman

**Ewa**  
Prokopiak

**Karolina**  
Skowron

**Zuzanna**  
Genderka



