

Animal Equality's Accomplishments (2017–2018)

January 2018–July 2018

Legislation

United States

Prevent Cruelty California

Animal Equality helped the campaign surpass its goal of 600,000 signatures on the petition. The coalition, which Animal Equality is an important part of, will now work to gain support for the measure from California voters.

United Kingdom

Banning on the importation of foie gras

In May 2018 Animal Equality held a reception in Parliament. The event was hosted by Member of Parliament Henry Smith and included a talk by Dr. Toni Shephard.

Almost 100,000 people have already signed the petition calling for a ban on foie gras imports into Great Britain, and 77% of respondents in a YouGov Poll carried out in June 2017 were supportive of a ban. Furthermore, Member of Parliament Michael Gove has indicated that he is willing to halt the import of foie gras, and the Labour party has included this as a pledge in their recently published Animal Welfare Plan. We are therefore in a strong position to make this a reality come March 2019.

The campaign was covered in The Independent this May, with a potential reach of 1.2 million.

Mexico

Animal Equality is working with the State of Jalisco officials to pass a vote that would make animal mistreatment a crime punished with up to 2 years in prison.

This comes after Animal Equality introduced [two historic initiatives in 2017](#) in the State of Jalisco's Congress and federal level to improve welfare for animals in slaughterhouses and farms in the country.

The voting in the state of Jalisco was due to take place on Wednesday, August 15th, with enough votes in favour for it to be passed after months of lobbying, unfortunately but it was pushed down to commissions by a politician, we expect a voting in the next months. This would affect 200 million animals.

Germany

Supporting undercover investigations

In Germany, Animal Equality launched a campaign against the political attempts to criminalise animal right activists who engage in undercover investigations. The campaign, which includes a petition, already over 127,000 signatures.

Animal Equality Germany along with five other animal protection organizations commissioned an agency to conduct an official survey to gauge the public's perception of the importance of gaining investigation footage from farms. The survey asked people if they supported undercover investigations in order to exposed the conditions animals endure in these facilities. 82.2% of people surveyed said they think it's important and necessary to do so.

Corporate Outreach

Caged Hens

Since January 2018 Animal Equality has convinced 36 companies across five countries to eliminate cages from their egg supply chains. The total number of animals affected through Animal Equality's Corporate Outreach in 2018 is at least 7 million birds helped every year.

This is a list of the companies that have agreed to go cage-free after conversations with Animal Equality. The numbers below include the number of hens affected every year

[Mercadona](#) (Spain) - 5 million hens a year

[Eroski](#) (Spain) - 1 million hens a year

[Dulcesol](#) (Spain) - 500,000 hens affected a year

[Lidl](#) (Spain) - 470,000 hens a year

[Grupo Dulcesol](#) (Spain) - 500,000 hens a year

[TelePizza](#) (Spain) - Estimate of animals affected not available

[Grupo Irco](#) (Spain) - 4,000 hens a year

[Ebro Foods](#) (Spain) - 4,851 hens affected a year

Starbucks (Spain) - Estimate of animals affected not available

[Restaurantes Lateral](#) (Spain) - Estimate of animals affected not available

[Pastelerías OK](#) (Mexico) - 15,400 hens affected a year

[Pastelerias Neufeld](#) (Mexico) - 4,160 hens affected a year

[Carrefour](#) (Brazil) - 700,000 hens affected
[Arytza](#) (Brazil) - Third largest baked goods company in the world
[JC Macedo](#) (Brazil) - 500,000 hens affected
 Aurora (Brazil) - 100,000 hens affected
 Ofner (Brazil) - 30,000 hens affected
 Bifum (Brazil) - 200 hens affected
 The Fifties (Brazil) - 5,000 hens affected
 Seletti (Brazil) - 1,000 hens affected
 Patroni (Brazil) - 5,000 hens affected
 Pandurata Group/[Baudocco](#) (Brazil) - 1,800,000 hens affected
[Pavioli](#) (Brazil) - 1000 hens affected
[Cacau Show](#) (Brazil) - 22,000 hens affected
[Grao Espresso](#) (Brazil) - 25.000 hens affected
[Casa Suisa](#) (Brazil) - 100,000 hens affected
[Le Pain Quotidien](#) (Brazil) - 10,000 hens affected
[Casa de Bolos](#) (Brazil) - 460,000 hens affected
 Restaurant America (Brazil) - 5,000 hens affected
 GRUPO CRM (Brazil) - 25,000 hens affected

[DIVELLA](#) (Italy) - Animals affected not available
[De Cecco](#) (Italy) - Animals affected not available
[Garofalo](#) (Italy) - Animals affected not available
[Marr](#) (Italy) - 251,6000 animals affected
 Euroristarazione (Italy) - 1,578,256 animals affected
[Paluani](#) (Italy) - 60,000 hens affected
 Lidl Italia (Italy) - 800,000 hens affected

OWA Policies

Policies won in conjunction with the Open Wing Alliance.

General Mills
Elior (tough negotiation)
Louvre Hotels (negotiation)
Wyndham Worldwide (OWA letters/negotiation)
Nestle (OWA letters/negotiation)
Kraft-Heinz (OWA letters/negotiation)

India Cage Free Work

Corporate Outreach work in India is challenging due to a multiple of challenges. [Here](#) is a summary of corporate outreach work in India and Animal Equality's next steps.

After negotiations with Animal Equality, MPM Egg Traders a poultry farm in India has announced on their social media that they will be 100% cage-free by May 2019. This commitment will affect 20,000 birds in total.

Broiler Chickens

Animal Equality has started doing work to improve broiler chicken welfare in Spain, Germany, Italy, U.S. and will soon be doing similar work in the U.K.

Major outcomes in 2018:

- Hired three new corporate outreach staff
 - These new staff members were hired and onboarded in Germany and the United States to carry out Animal Equality's broiler work
- Broiler chicken strategy retreat
 - A retreat organized by Animal Equality's corporate outreach department in Europe to discuss strategies and next steps for our corporate outreach work
- Attended OWA forum and Eurogroup meeting
- Detailed research into the industry and companies in Germany
- Launched Animal Equality's [Animal Defenders](#) program in Germany

United States

Animal Equality [launched their first-ever corporate campaign in the U.S. against McDonald's](#).

This historic campaign, launched as part of a coalition, has the goal of getting McDonald's to eliminate the cruelest farming practices used by its producers.

The coalition placed a full-page ad in the [New York Times](#) calling on McDonald's to improve its standards for the chickens in its supply chain. The coalition was also covered in the Chicago Tribune, Food Business News, QSR, Plant-Based News, and several meat industry trade publications - in total, more than 40 media clips so far. The media reach for the campaign so far has been more than 210 million.

Animal Equality has been an important part of this campaigning participating and organizing major protests such as this [250 people protest in Los Angeles](#) on July 2018. Animal Equality in collaboration with the coalition recently placed an advertisement in NY's [Times Square](#). Here is a summary of our work month-by-month:

March 2018

On March 28th, we successfully launched our McDonald's campaign website, mcchickencruelty.com. This followed the successful launch of the coalition website on March 25th, which was designed by Animal Equality. During the launch week, we also participated in protests across Chicago, deploying iAnimal at one demonstration. Also, March saw the roll-out of our U.S. Animal Protectors program, generating close to 1000 volunteer sign-ups.

April 2018

April's biggest campaign actions revolved McDonald's Worldwide Conference in Orlando. We traveled to the conference on April 16, jumping immediately into the protest fray with leafleting and demonstrating in front of the convention center. We spent a week in Orlando, reaching hundreds of people on the ground through our efforts, which including a mobile billboard, iAnimal and entering the conference for some reconnaissance. In Chicago, we also participated in protests of McDonald's store grand openings.

May 2018

On May 24th, we led our biggest protest to date in response to McDonald's shareholders' meeting and headquarters' grand opening, rallying animal advocates from across the country who joined us on protest day. We commissioned aerial and mobile billboards around the event, as well as printed posters and handed out leaflets which depicted the miserable lives of chickens. Nearly 20 protesters were present, including staff and volunteers from The Humane League and Mercy For Animals. Both groups contributed to the spectacle of the event by providing a bloody balloon installation in the shape of McDonald's famous arches (THL) and Abby, the factory farmed chicken (MFA).

June 2018

June was spent recalibrating the campaign, while also focusing on recruiting more Animal Protectors (APs). The focus of our weekly email actions to APs centered around McDonald's business partners, asking them to use their influence to urge McDonald's to adopt basic animal protection policies. In terms of messaging tactics, we spent the month finalizing plans for a July launch of two ad tactics. The first will be a three-month bench ad campaign in Chicago, with 22 benches located in front of McDonald's stores with slogans like "McDonald's: Ban Chicken Abuse." The second, a coalition effort, will be a four-month digital ad run in Times Square. The 10-second ad will be displayed 3 times an hour, 20 hours a day. MFA, THL, COK, WAP, and CIWF, along with Animal Equality, have joined to split the cost of the ad.

July 2018

July was a monumental month for the campaign, with a lot of momentous actions taking place. The month started out with the largest protest most involved had ever taken part in, which took place at a McDonald's restaurant in Los Angeles on July 1st. The event boasted the collaboration

of 4 coalition partners, AE, THL, MFA, and COK, and generated at least 250 protesters. The coalition also joined resources to commission a 10-second digital ad in Times Square that will air from July 16th until October 31. The ad, depicting cruelty on farms that kill chickens for meat for McDonald's menu items, will air at least 60 times a day and will reach the estimated 1 million people who pass through Times Square every day. A third coalition event happened on July 24 in Chicago, as CIWF led a petition drop at McDonald's HQ in Chicago, with AE, MFA, and THL assisting in the drop-off of over 200k change.org petition signatures to McDonald's leadership.

August 2018

Finally, we took over 22 bench ads in Chicago from THL and now we will have 22 benches with AE McDonald's campaign branding in front of McDonald's restaurants until the first week of November. The benches feature images of chickens on distress on farms similar to ones used by McDonald's, and include our McD's campaign logo and slogans like "This is What Happy Meals are Made Of" and "McDonald's: Ban Chicken Abuse."

We have also just hired our first Corporate Outreach Manager in the U.S. to pursue negotiations with companies and complement our campaign work. Our campaign work has been supplemented by the launch of our Animal Defenders volunteer program, which is already nearly 4,000 people-strong.

Food Policy

Animal Equality's strategy plan outlines the organization's goal to "encourage companies to replace or eliminate animal products and/or increase plant-based and clean meat options." Following its strategy plan Animal Equality launched its food policy department in India and Mexico in 2018.

Two food policy managers, Arup Rao in India and Alejandro Puron Cid in Mexico, both with years of experience in the private sector, have been hired in India and Mexico in the last three months and after onboarding are currently working to increase plant-based options in both of these countries.

Mexico

The Food Policy Manager has created a strategic analysis on the possibilities of impacting food policy in Mexico and has attended the Latin American forum of socially responsible companies.

India

The Food Policy Manager in India has also conducted a strategic analysis. Even though this program is still in an early stage we will continue to develop it in 2018. We have several objectives for the department that include creating a specific name for this program that would be more appealing to companies and the public sector.

Investigations

In the first half of 2018, Animal Equality continued to make important strides for farmed animals across the globe. We presented 11 hard-hitting investigations in Italy, Spain, Mexico, Germany, and the United Kingdom.

Spain

[Investigation inside El Pozo with leading TV show](#): The month of February marked the release of one of the most shocking investigations in Animal Equality's history, with far-reaching impact across Europe; [El Pozo](#), one of Spain's biggest meat producers.

Animal Equality, in collaboration with Spanish leading news TV program [Salvados](#) (According to Reuters, it is the most-viewed Spanish television show on Sundays and its viewership matches that of weekday news programs in Spain), investigated farm "Hermanos Carrasco," a pig farm located in the Murcia region of Spain and supplier to the international meat company El Pozo. The investigation uncovered animals in grotesquely cruel conditions, in violation of Spanish law, suffering for days and weeks on end.

[The episode](#) that our investigation was aired on was viewed by more than 3 million people. We also reached an additional 230 million people through media coverage related to our investigation.

Following the release of the investigation, Animal Equality filed animal cruelty charges against both the farm's owner and producer and had a meeting with El Pozo in order to get them to adopt a new animal care policy. This policy prohibits the use of gestation crates, farrowing crates, and mutilations (including tail docking, teeth clipping, and castration without anesthesia), and requires El Pozo to provide enrichment to the pigs on their farms. As part of our requirements, we are also asking El Pozo to commit to annual third-party auditing and to regularly inform Animal Equality and the public through communication about the implementation of this policy.

In Germany, we released the investigation alongside a campaign asking German supermarkets to take El Pozo products off their shelves. The story ran in 33 print publications, and several TV news programs ran reports about the investigation's findings and its connection to the food supply in Germany. Well-known print media outlets Stern and Taz featured the investigation and it was covered on national television by ZDF Wiso and Euronews. Supermarkets in Germany are reacting to the campaign and are taking El Pozo products off their shelves temporarily to investigate the claims.

We also released the investigation in the U.K., as El Pozo products are sold at the supermarket chain Morrisons and online at Amazon U.K.. Animal Equality launched a petition asking both to remove all El Pozo products immediately and replace them with plant-based alternatives. This

petition currently has over 7,000 signatures. Coverage of the investigation and the corresponding petition had a media reach of 1.8 million across 11 news stories in the country, including articles in [The Independent](#), The Grocer, The Ecologist and Plant Based News.

[Drone investigation El Pozo](#): In April, Animal Equality released a drone investigation as part of “The Secret of El Pozo” campaign. The new video depicts a large waste pit inside of the “El Escobar” farm, which also provides meat to El Pozo. The footage shows partially toxic solid waste, cleaning and, veterinary supplies, and other types of waste illegally thrown in the pit on a regular basis. The video was covered on Spanish national media in Publico, El Diario, and Playground. This very farm was previously investigated by Animal Equality in 2012, which resulted in a [nationwide scandal](#). Animal Equality investigators found workers killing pregnant pigs with swords and opening their abdomens and uteri to remove their babies. Our investigation led to the longest prison sentence in the history of Spain for acts of cruelty against farmed animals.

[Investigation inside cage farms in Spain](#): On July 30th, 2018 Animal Equality [released an investigation inside cage farms in Spain](#) alongside photographs of photographer Jo-Anne McArthur. The investigation ran on a full page article on Spain’s El Pais and appeared on Spanish’s news channel Telecinco.

Germany

[Egg farms in Germany](#): In May Animal Equality released a new investigation in collaboration with the prestigious Spiegel Online magazine into one of Germany’s biggest egg farms. This farm supplies to most supermarket chains in the country. As part of the investigation, we asked German supermarket chains to implement higher animal welfare policies for the hens in their supply chains, as this affects 60% of all hens kept in Germany. Apart from Spiegel Online, many other media outlets covered the investigation for several days after its release, including TV programs ProSieben and RBB. In total, the media reach for the investigation was 60 million. The release was supported by famous actress Kerstin Landsmann, who also lent her voice to the video we released along with the investigation. Following the investigation and the huge media coverage, the investigative findings will be discussed next month in the Consumer Committee of the state.

United Kingdom

[Investigation inside British caged farms](#): In March we revealed scenes of severe animal suffering on a Dorset farm supplying “Big & Fresh” eggs stocked by major U.K. retailers. Hidden camera footage revealed that caged hens were only checked on once in four days by farm staff, a clear violation of U.K. animal welfare laws. Animal Equality investigators visited Walston Poultry Farm (East Down site), near Blandford Forum, four times between January and March 2018 and found 80 thousand hens locked in cages stacked seven tiers high in giant sheds. Many of the birds were suffering from severe feather loss and had red, raw skin. We also found dead birds left in cages with the living, and birds with visible wounds from being pecked by their cage mates. The farm was suspended by the body that certifies British egg farms and, just days after the release of

our exposé of their farm, Noble Foods announced a commitment to moving to solely cage-free egg production by 2025. While cage-free doesn't mean cruelty-free, Noble Foods currently has around 4.3 million hens in cages, so this decision will reduce the suffering of millions of birds every year. The farm supplies "Big & Fresh" brand eggs stocked by major U.K. retailers. Big & Fresh is owned by Noble Foods, the U.K.'s biggest egg supplier, which also owns Happy Eggs, the U.K.'s biggest free-range brand. Both the investigation and the cage-free commitment from Noble Foods were covered by national media in The Times, The Independent, BBC Online, BBC TV South Today, and the Irish Independent.

[Fir Tree pig farm in Lincolnshire](#): Also in the U.K., our investigation of Fir Tree pig farm in Lincolnshire—which is owned by Elsham Linc, one of Britain's largest pig producers—revealed shocking scenes of violence and neglect. Investigators captured workers violently abusing animals. Since the release of our investigation, all contracts with the farm have been canceled and its certification has been suspended. We have passed all of the evidence to the RSPCA and they are preparing the case materials to send to their prosecutions department. Several workers have already been dismissed and we expect them to face the full force of the law for this sickening abuse. The investigation received widespread media coverage, including an all-day feature on Sky News, with a TV reach of 107 million and online reach of 10 million. The investigation was also covered by the Mirror, Mail, Guardian, The Times, BBC (TV and online), ITV (TV and online) and all of the local press. Online periodicals in Brazil, Canada, Hong Kong and Finland also picked up the story. The total potential media reach was 228,580,000.

[Pig investigation inside Red Tractor approved farm](#): Rosebury Farm in Dunstable is became the sixth Red Tractor approved pig farm that Animal Equality has exposed animal suffering at in under a year the shocking footage presented in July 2018 got national media coverage in the U.K. appearing on the cover of [The Times](#).

Italy

Pig slaughterhouse in Lombardia

In January, Animal Equality Italia released an investigation into a pig slaughterhouse in the region of Lombardia. Our investigators uncovered that animals were regularly stunned incorrectly and slaughtered while still conscious. This footage was released as part of our campaign to install CCTV cameras in slaughterhouses to help enforce legal regulations and standards for animal slaughter and curb excessive abuse. Animal Equality Italy has also launched a petition to ask the Italian government for better regulations in these facilities, and the petition has more than 100,000 signatures. The investigation was featured in two online news outlets, Notizie and Vegolosi, with a combined potential reach of over 2 million.

Rabbit slaughterhouses in Brescia

In March, we released an investigation into rabbit slaughterhouses in Italy. The footage was filmed in Brescia, Italy, and showed rabbits hanging upside down, bleeding, and often still conscious during slaughter. In this facility up to 400 rabbits are killed every hour.

Lamb transport to Eastern Europe

We also released an investigation into lamb transport from Eastern Europe into Italy in collaboration with Animal Welfare Foundation. Our investigators uncovered overcrowded conditions with more than 850 animals packed into a single truck. In addition, our investigators found that the animals could not lie down to rest during the entire journey, did not have access to clean drinking water (leaving the lambs to drink dirty water from devices with inadequate water pressure), and had no access to food throughout the 14-hour journey.

Investigation inside the Prosciutto di Parma (Italian Parma ham)

In July 2018 Animal Equality released an investigation inside farms that supplied meat to Italian's Parma ham.

Investigation

In August 2018 Animal Equality released [an investigation](#) inside the suffering of fish as a result of intensive trawling. Animal Equality's Executive Director in Italy was interviewed by [several media in Italy](#).

Mexico

Investigation inside the Mexican chicken industry

In May, Animal Equality Mexico, along with photojournalist Jo-Anne McArthur, released [an extensive investigation](#) into the country's chicken meat industry. The investigation and accompanying campaign, entitled "Pollo Hecho en Mexico" covers six farms and one incubation facility located in Mexico's Jalisco region. The footage shows birds living in filthy conditions, unable to reach food or water because of mobility issues due to their accelerated growth, and suffering from breathing difficulties and ammonia burns from being made to stand and sit in their own waste. The investigation also revealed a severe breach of the Official Mexican Rules for Humanitarian Treatment in the Mobilization of Animals. The investigation was covered in Periódico AM, Aristegui Noticias, Sin Embargo and Notimex for a combined potential media reach of more than 10 million.

Education

Animal Equality continued with its iAnimal tour, which brings our virtual reality films to colleges and large events across university campuses. Our iAnimal film was watched by 13,175 students as a direct result of Animal Equality's work and by 14,514 people thanks to the work of organizations Animal Equality has leased headsets to. The U.K. version of our latest virtual reality film iAnimal: The Dairy Industry in 360 Degrees has been shortlisted for a VR Award 2018 in the Best Social Impact category. Animal Equality has handed out 80,000 leaflets in the first semester of 2018.

Online Education

The newest edition of our [Love Veg sites launched in India this May](#). Love Veg is an educational website including comprehensive content on how to transition to a plant-based diet and use meat and dairy alternatives, along with recipes and tips. Bollywood actress Ayesha Takia, best known for her hit films like Wanted and Dor is the face of Love Veg in India. She has been a vegan and strong advocate of the animal protection movement for the past 8 years. Love Veg has previously been launched in the U.S., the U.K., and Germany.

Our Love Veg site in Germany started the year with the launch of a cooking video series that features Eva Gerhards, the face of [Love Veg in Germany trying out plant-based recipes with prominent chefs and influencers](#). Two videos have been released so far with and the second in the series, filmed with YouTube star Hand of Blood, already has over 100,000 views and was trending on YouTube Germany for several days

Animal Equality is expanding our reach on social media with 4.3 million followers on Facebook and a reach of 253 million since January, 261 thousand Instagram followers and over 163 thousand followers on Twitter. Our general newsletter reached 831 thousand subscribers and almost 329 thousand people are subscribed to our Love Veg newsletters receiving weekly information on how to make the transition to plant based.

Our Love Veg pages in the U.K., U.S. and India received a total of 95,000 visitors.

We also launched our brand new [Love Veg Meal Planner](#) that works in conjunction with our Love Veg website and newsletters to provide individuals with thousands of recipes, tips, cooking videos and support on how to transition to a plant-based diet.

Setting Objectives

Animal Equality's [strategy plan](#) covers the goals the organization aims to achieve until 2020. This strategy plan is shared in international all-staff meetings as well as overseen and discussed with staff as part of the onboarding process.

The strategy plan is reviewed yearly by the International and Executive Directors.

Aligned with Animal Equality's strategy plan are Animal Equality's yearly or bi yearly objectives which are set by the Executive Directors and International Directors in collaboration with their team and approved by the President and Vice President.

Internal Studies and Research and KPIs

[Animal Equality and Faunalytics](#) report on the impact of virtual reality vs traditional media.

[Animal Equality survey and report on India's attitudes towards animal welfare and mock meats.](#)

Animal Equality has developed a communications plan to implement in India as a result of this survey.

Animal Equality's analysis of its internal [Love Veg Survey](#).

Animal Equality collects monthly data on its overall impact through a series of KPIs that the organizations reviews yearly.

Supporting the Movement

International investigations workshop to encourage and support groups doing investigations - May 2018

[Translation to Spanish to Tobias Leenaert's "A Vegan World"](#) to provide support to activists around spanish speaking countries. The book will be sold in Spain and Mexico.

Animal Equality has shared it's [iAnimal](#) project with over 100 activists and organizations around the world. These organizations are also sharing the number of

Traveling and providing workshops and information to activists and organizations in other countries. Animal Equality's founders and President and Vice President travelled to Brazil, Argentina and Chile to support activists in the countries and provided talks and trainings on animal rights, effectiveness, development etc.

Animal Equality shares all of its footage and investigations with any animal advocate who wants to use them. Animal Equality's footage has appeared in the recent documentaries Dominion as well as documentaries such as Cowspiracy and others.

Animal Equality is part of OWA, regularly attends strategic meetings with organizations in all the countries fostering a movement of communication and collaboration within groups.

Internal Development and Culture

In January 2018 Animal Equality was joined by [Antonia Vitale](#), who is Animal Equality's Operations and Project International Manager. Antonia also oversees in collaboration with a team of operations and human resources managers in the countries Animal Equality's human resources as well as operations.

New processes and procedures in 2018

Antonia has also worked in conjunction with Animal Equality's General Counsel, Cailen LaBarge as well as with Animal Equality's Executive Directors in each country to develop over 30 new policies and procedures these include.

[Policy Prohibiting Harassment and discrimination](#). Animal Equality has also provided all-staff training on harassment and discrimination during its 2018 staff retreats.

Animal Equality has encouraged all of its staff and roll played during staff retreats on what to do in case of a staff member wanting to put forward a harassment or discrimination complaint.

- Work From Home
- Compensation Time
- Dating + Fraternization
- Child Care Leave
- Volunteer Time

Improvements in processes

The need for process improvement is key in an international organization like Animal Equality. As well as creating a number of new important processes for the organization to run more effectively the processes have been socialized internationally.

- International Per Diem rates
- Document Naming
- Video + Design Processes
- 60 Day Check-in Form
- Exit interview Form (for employees and interns)
- Performance Improvement Plan
- Disciplinary Action Report
- Interviewing and Hiring Protocol doc, along with a streamlined interview and offer process (ex. Interview Feedback form, Reference Check form)

Improvements in Management

Management meetings: with a commitment to effective management Animal Equality has started a management call every three months internationally for all Animal Equality managers and directors. The topics have included “The Culture of Feedback” and “Interviewing and Hiring.”

All staff meetings: In September 2018 Animal Equality will start having all staff meetings to increase communication and awareness about Animal Equality’s strategy and goals.

Improvements in performance appraisal evaluations: In 2018 Animal Equality has reviewed its current performance appraisal process cutting it down to once a year due to the amount of work for each manager within the organization. Animal Equality has also started carrying out upwards evaluations where employees are able to evaluate the work of their managers.

Improvements in culture

- Support for people in high-risk positions. Animal Equality has created an international policy that provides support for staff members in high-risk positions such as investigators or video editors. The policy includes 8 therapy sessions paid by the organization if required by the employee.
- Compensation: Animal Equality has created a salary-rank chart that takes into account compensation rates throughout the industry in order to provide competent and fair compensation to its staff.

Animal Equality also provides health insurance for all of its staff members

- Americas staff retreat. Animal Equality has started carrying out staff retreats for all its staff.
- Animal Equality is currently creating a work-life balance document to provide staff with more support with achieving this while working at Animal Equality.
- Creation of an all staff newsletter: Animal Equality will start sending an all staff monthly newsletter in September 2018.
- Creation of International Conversations on Animal Equality’s wiki: Where staff is encouraged to share successes and anything relevant to their role at Animal Equality.
- Improvement of weekly and monthly staff meetings
- Year of Mindfulness Program for all staff: Animal Equality has provided a mindfulness program to all staff to increase and support work-life balance.

New International and Operations Hires

[Cailen LaBarge](#) (U.S.) Animal Equality’s General Counsel ensures legal compliance throughout the eight countries where Animal Equality is present.

[Antonia Vitale](#) (U.S.) Animal Equality’s International Operations and Project Manager works internationally overseeing operations and human resources.

[Alice Trombetta](#) (Italy) Animal Equality's General Manager in Italy supports the Executive Director in the organization meeting its goals in the country.

[Abigail Penny](#) (U.K.) Animal Equality's Operations Manager in the U.K. ensures compliance throughout the United Kingdom overseeing policies procedures and operations.

2017 Accomplishments

Legislation

India

In May 2017, the Government of India introduced the Prevention of Cruelty to Animals (Regulation of Livestock Markets) Rules 2017, which will reduce the suffering of more than 300 million cows and buffaloes in India. This achievement is, in part, a result of our investigation into the shocking cruelties inflicted on cows and buffaloes at cattle markets.

In July, the Law Commission of India drafted and recommended to the government the “Prevention of Cruelty to Animals (Egg Laying Hens) Rules, 2017” and the “Prevention of Cruelty to Animals (Broiler Chicken) Rules 2017,” which included recommendations from Animal Equality and information on our investigations into egg and chicken farms. These rules will reduce the cruelty experienced by more than 530 million chickens every year.

Mexico

In March, Animal Equality and Mexican Senator Diva Gastélum introduced a historic initiative, the very first of its kind, calling on the Mexican Senate to modify current federal legislation to make the abuse of farmed animals a crime. The initiative, based on the 31 Mexican slaughterhouses investigated by Animal Equality, proposes making cruelty to animals a felony crime punishable by up to four years in prison. In parallel with the initiative, Animal Equality hosted a groundbreaking event to present our virtual reality series, iAnimal, to the nation’s leading policymakers. Animal Equality’s initiative has advanced through the Senate committee, and we are taking proactive measures to ensure that it is soon voted upon by the full chamber. When passed, this initiative will reduce the suffering of 1.8 billion animals killed annually in Mexican slaughterhouses.

In July, Animal Equality in Mexico introduced an initiative in the Mexican State of Jalisco to make cruelty to farmed animals a felony crime punishable by up to three years in prison. Importantly, this law includes chickens and other animals which are usually not offered such protections. The text of the initiative acknowledges that it was introduced as a result of Animal Equality’s investigation into multiple slaughterhouses in Jalisco.

In November, Animal Equality presented the second portion of our historic investigation into Mexican slaughterhouses at an unprecedented presentation at the state congress in Jalisco. Jalisco is Mexico’s leader in meat production and this initiative will affect more than 3.4 million pigs, 836,000 cows, 182,000 sheep and lambs, 76,000 goats, and 183 million birds every year.

Europe

Animal Equality's investigations inside European rabbit farms contributed to the European Parliament voting on major animal welfare improvements for rabbits in March that will pave the way to end cages for rabbits in Europe. As the prominent political media journal Politico noted, "The change in position is a direct result of a lobbying campaign organized by Animal Equality."

Animal Equality's December 2016 dairy investigation in the United Kingdom led to the 2017 conviction of a farm worker on two counts of cruelty under the Animal Welfare Act. In addition, he was given a 12-week suspended prison sentence, 150 hours of community service, and a two-year ban on working with farmed animals.

Investigations

In 2017, Animal Equality released 21 hard-hitting investigations into the violent factory farming industry in Brazil, India, Italy, Spain, the United Kingdom, Germany, and Mexico.

As part of our campaign against the egg industry, we released three major investigations inside hen farms in Spain, Italy, and India. Animal Equality released the first-ever investigation of Brazil's egg industry, revealing disturbing animal abuse inside the country's egg factory farms that cage hens. Animal Equality also released the first-ever investigation into hen farms in India.

Mexico

First ever investigation into the dairy industry in Mexico. Animal Equality presented its third investigation in Mexico in 2017. [This investigation had a reach of 70 million](#) and obtained international media coverage in addition to coverage in some of the most influential Mexican media outlets.

Germany

[Investigation into a chicken farm in Germany](#). In May 2017 Animal Equality released an investigation into a chicken farm in Northern Germany, documenting workers stepping on animals, hitting them with a shovel and discarding them partly alive. The story hit some of the major German media and was covered with a 15-minute report and live interview on the national television program Stern TV.

[Second investigation into German chicken farms](#). In June 2017 Animal Equality released a second investigation into chicken farms in Germany, producing a total of 275 media stories and a staggering reach of 68 million in Germany alone. The investigation exposed Germany's two leading chicken meat producers, Wiesenhof and Rothkötter. Animal Equality documented horrific cruelty, including baby chicks being smashed, kicked and thrown away alive as if they were garbage. We filed charges against all of the documented farms and have an ongoing petition to

the Ministry of Agriculture which has resulted in 66,000 signatures. Animal Equality held an event in front of the German state's Ministry of Agriculture to bring them the 66,000 signatures. Several television, radio and print media outlets, including major media outlets ZDF and NDR, covered the petition drop. The representative of the ministry, Michaela Dämmrich, accepted the signatures and was impressed by the amount of people who supported our petition. She also promised a review on how to improve animal welfare in farms. Shortly after the investigation, Ria Rehberg, Animal Equality Germany co-Executive Director, met with several representatives of the ministry to discuss further courses of action.

India

[First ever investigation inside hen farms in India](#). This investigation had a total reach of 37,044,500. Following the release of the investigation, the Animal Welfare Board of India stated that it will be sending "Show Cause" notice to the egg farms and the Ministry of Environment and Forests stated that it will be issuing egg laying rules throughout India. We also presented the findings of this investigation to the Law Commission of India with a list of recommendations. Most of these recommendations, such as introducing a committee to monitor the welfare of birds, ensuring veterinary care, and stopping the slaughter of birds at markets, have been included in the new rule called, Prevention of Cruelty to Animals (Egg Laying Hens) Rules, 2017. These rules will reduce the suffering of more than [230 million hens](#) every year.

[Investigation inside cow and buffalo markets in India](#). This investigation reached more than 57 million people. As a part of our dairy investigation, we found cow markets where "unproductive" animals used for dairy were sold for slaughter. These markets are not meant for sale of cows for slaughter. We presented the findings with recommendations to the government which was included in the new Prevention of Cruelty to Animals (Regulation of Livestock Markets) Rules, 2017. [This article](#) from DNA covers Animal Equality's successful lobbying efforts which brought about a ban on the sale of cows for meat and bans on branding, abuse, and the transport and entry of pregnant animals into the market. The ban on sale of cows for meat was however overturned later due to pressures from public outrage and meat lobby.

[Dairy investigation](#). In November 2017, Animal Equality released an investigation inside dairy farms in India. As part of this investigation that covered small, medium and large dairy farms across the country the organization visited 107 dairy farms, 11 cattle markets, 8 slaughterhouses, 7 meat markets, and 5 tanneries.

The presentation of the investigation included the release of a 17-minute documentary which has been viewed by over 32,000 people on youtube, as well as [a report on the industries practices](#). The findings of this recent dairy investigation in India resulted in the government introducing some of our asks like the implementation of a oxytocin ban and introducing ante and post-mortem standards.

The investigation had a reach of 322,364,929 people through the media and appeared on India's most important news outlets including [Times Now](#) and [The Times of India](#).

Spain

[Investigation inside hen farms in Spain](#). In February 2017, Animal Equality released an investigation inside hen farms in Spain. The footage obtained during this investigation has been used to support the corporate outreach campaigns in Spain. This investigation had a total reach of 9,573,000 people through Spanish media. Media coverage screenshots are linked [here](#).

[Drone investigation on pig farms in Spain](#). In July 2017, Animal Equality released its first drone investigation in Spain, exposing the environmental impact of pig farms that contaminate waterways and reserves in Catalonia. Forty-one percent of the water reserves in Catalonia are contaminated with nitrates and other substances originated in pig farms. This investigation reached 9,868,000 people through the Spanish media. Media coverage screenshots are linked [here](#).

Italy

[Investigation in rabbit farms in Italy and Spain](#) released to support the initiative at the European Parliament to ban the use of cages for rabbits, reaching 8 million people through media coverage.

[Investigation of seven hen farms in Italy](#). This investigation resulted in more than 30 million media impressions through TV, radio, online articles and newspapers. Before releasing to the media, our Italian office reported what we witnessed to the authorities, which then opened a case on the farm investigated for several animal welfare breaches. The Public Health Minister has been also alerted for public health concerns due to poor hygienic conditions, such as eggs infested by larvae and insects and rats left decomposing inside the cages for months. According to Fiera di Forlì, the Italian National Association of Farmers, Animal Equality's investigation and its major coverage in the media has caused a [sharp decrease in the consumption of eggs](#).

[Lamb slaughterhouse investigation in Italy](#). In December 2017, Animal Equality released shocking footage inside a lamb slaughterhouse in Italy. The footage, that was captured by the organization with hidden cameras, showed how farm workers systematically violated most of Italy's hygienic and sanitary rules. At the same time animals were being killed while fully conscious, and a farm worker using an air compressor to separate animals skin from their muscles while some animals were fully conscious. The footage received such outrage that over 100,000 Italian citizens signed our petition asking the government to eliminate all restrictions to killing animals without stunning as well as the obligation of installing cameras in slaughterhouses to deter infractions. Three Italian political parties responded to the significant media coverage and signatures by directly pressuring the government to take action against the atrocities exposed, using our petition and investigative footage as examples. In addition, more than 20 Members of Parliament shared our

video on social media. To this date, Animal Equality continues to pressure the government by collecting signatures and releasing new investigations.

[Investigation inside Italy's chicken industry](#): In September 2017 Animal Equality released the first of a series of investigations inside the Italian chicken industry, this first investigation showed footage inside the biggest Italian chicken meat producer. The release also included [drone footage](#).

United Kingdom

[Dairy investigation in the U.K.](#) On March 2017 Animal Equality released an investigation inside the dairy industry in the U.K. reaching more than 224 million people through the media around the world, including a lead editorial in The Times. Animal Equality exposed a dairy farm in Dorset that is a supplier to Marks & Spencer—widely thought of as a leader in animal welfare standards. Our investigators witnessed calves confined all alone in tiny hutches far past the eight-week legal limit. M&S sent inspectors to the farm and moved calves to group housing immediately, in addition to asking the RSPCA to inspect the rest of its dairy farms.

[Chicken investigation in the U.K.](#) In July 2017, Animal Equality released a new investigation inside the U.K. chicken industry. The release had a reach of over 80 million in the U.K. alone. Animal Equality released scenes of extreme suffering and cruelty to chickens on a West Country chicken farm that supplies Faccenda - the U.K.'s second largest chicken processor. More than 150,000 birds at a time are housed in four giant sheds on the farm in crowded, barren conditions, only to end up on the shelves and menus of retailers such as Nando's, Lidl and Asda.

[Pig investigation U.K.](#) In November 2017 Animal Equality released new shocking scenes of cruelty inside U.K. pig farms. The footage included pigs caged in tiny “sow stalls” that have been banned in the U.K. since 1999. After releasing another investigation into the pig industry in the U.K., four Members of Parliament from different parties are writing letters to the Environment Secretary about our findings.

Corporate Outreach

In 2017, Animal Equality won 49 corporate policies in Italy, Brazil, Mexico, and Spain, affecting approximately 20 million hens. Animal Equality's corporate outreach campaigns not only worked towards convincing companies to totally eliminate cages from their egg supply chains, but they also reached millions of people through the media by educating the public about the plight of farmed animals.

Some of our most important wins are mentioned below:

Animal Equality Spain won policies from Huevos Guillen, the largest egg supplier in the country and the exclusive supplier to Mercadona, the largest supermarket in the country; El Corte Ingles,

one of the largest retailers in the country; and Carrefour, one of the largest grocery chains not only in Spain, but in the world. We also negotiated a policy with Aldi, which has stores in Belgium, the Netherlands, Luxembourg, France, Poland, Spain, Denmark, and Portugal, and also operates the Trader Joe's markets in the United States.

Animal Equality Mexico won policies with Pacific Star, a major foodservice company and a key competitor to Sysco; Pagasa, a major consumer packaged goods company; Grupo Anderson's, a major restaurant group including several brands, the most famous of which is Senor Frog's; and Manyar, a food service company operating in two of Mexico's biggest cities and serving more than 10,000 meals per day.

Animal Equality Italy won policies with major retailer Gruppo Pam—our first win from a campaign to ban cages in the country and the first time a discount retailer in Italy has committed to a policy, which sets an enormous precedent for other retailers in the country. We also won policies with Esselunga, the third largest retailer in Italy; Auchan, the fifth largest retailer in Italy; and Italian cake company Balocco, which is the first company of its kind in Italy to make this commitment.

Animal Equality Brazil won policies with JBS, the world's largest meat producer, which also owns an extensive portfolio of consumer packaged goods companies that use eggs in their products; BRF, one of the largest meat producers and packaged goods companies in the world and a key competitor to JBS; Bunge, a top three mayo producer in Brazil; Casa do Pão de Queijo, a leading coffee shop and baked goods chain in the country with over 900 locations; Wickbold, a Brazilian bakery; and Mania de Churrasco, a steakhouse chain.

In 2017 Animal Equality also launched the Animal Defenders programs in Spain, Italy and India, and the Animal Protectors programs in Mexico and Brazil. These are volunteer programs enabling people to take quick action on Animal Equality's corporate outreach campaigns.

International Expansion

In 2017 the organization launched Animal Equality Brazil and have already achieved many successes. We reached more than 15 million people through the media and gained over 200,000 followers on Facebook. In addition, we won 17 corporate policies to eliminate cages that confine hens and recruited approximately 3,000 corporate-outreach specific volunteers. Animal Equality in Brazil has established relationships and ongoing dialogue with the Ministry of Agriculture and its Animal Welfare Committee. We have also established connections with key politicians, public attorneys and judges sensitive to animal issues, as well as major media and social media influencers.

Animal Equality has expanded its outreach to China, where we have established key contacts with activists and volunteers in the country. Our outreach continues to grow as volunteers have started hosting iAnimal virtual reality events, including at the top technical university in Beijing.

Campaigns

In Italy, Animal Equality launched for the fifth consecutive year the “Save a Lamb” campaign. This campaign, supported by our groundbreaking investigations into lamb and goat farms and slaughterhouses, contributed to 300,000 fewer animals being consumed in Italy during Easter. In addition, one in every four Italian restaurants no longer sells lamb meat during Easter.

Animal Equality launched a campaign to ban the importation of foie gras in the U.K. and collected more than 50,000 signatures on our petition. The petition has been supported by several Members of Parliament and a motion has been tabled in Parliament in support. Animal Equality attended the U.K. Labour Party Conference, where they focused on gaining support for the campaign. Several Members of Parliament stopped by the booth, including British Labour Party MP Kerry McCarthy.

Animal Equality is part of a coalition of farmed animal protection groups leading a movement to establish more rigorous animal welfare laws in California. The coalition has filed a ballot initiative with the state’s Attorney General so that a statewide campaign can begin to get the measure on the ballot. Once approved, the initiative, called the Prevention of Cruelty to Farm Animals Act, will help free millions of animals from cages and would give California some of the strictest farmed animal welfare regulations in the country.

Education

In July 2017, Animal Equality released its latest film, which opens people's eyes to the dark reality of dairy farming and features brand new footage filmed by eight investigators in three countries over six months. The film “iAnimal: The Dairy Industry in 360 degrees,” narrated by Harry Potter actress and animal advocate Evanna Lynch, was presented in the United Kingdom, United States, Mexico, Germany, and Spain. The release was covered by some of the most important media outlets around the world, including the New York Times.

Animal Equality has held iAnimal events around the world, including several tours by enthusiastic teams of activists who have taken iAnimal to colleges and universities across the United States. We also shared our iAnimal headsets and films with activists and over 80 organizations worldwide. Thanks in part to our collaboration with other groups, iAnimal has been viewed by over 60,000 people and a further 10,000 people via 2D at nearly 500 events around the globe.

The U.K.'s prestigious and largest independent film festival, Raindance, shortlisted our virtual reality film “iAnimal: 42 days in the life of a chicken,” for the Best Social Impact Experience Award. Our iAnimal chickens film was also nominated in the category of Virtual Reality films at the Chelsea Film Festival in New York City. In Italy, we were selected as finalist for the best video storytelling of 2017 by “TELETOPI,” an award promoted by the financial journal “SOLE 24 ORE” along with the University of Bologna.

Our Love Veg website, which launched in August 2017 as well as our Love Veg newsletter reached over 200,000 subscribers. We're excited for its upcoming launch in India, Mexico, and Brazil, enabling us to foster more compassionate choices all around the world.

LiberÁnima Collection, Animal Equality's Spanish and Latin-American publishing house, [launched award-winning photographer Jo-Anne McArthur's acclaimed book "We Animals" in Spanish](#), documenting animal use and abuse around the globe through photography. The book, which includes multiple images from Animal Equality investigations, is sold in Mexico and Spain.

Over 935,000 people subscribed to Animal Equality's newsletters in 2017. Animal Equality reached 4.2 million followers on Facebook and a total reach of 725 million on Facebook across seven countries. Animal Equality has expanded its social media presence across several countries throughout 2017, gaining 150,000 Twitter followers and almost 190,000 Instagram followers.

Public Outreach, Lectures and Presentations

Animal Equality's European offices organized a one-week exhibition in the European Parliament, with the help of German Member of Parliament Stefan Eck, titled "Factory Farming: Greatest Crime of Our Time?" The exhibition, the first of its kind installed at the European Parliament, highlighted images and research from our numerous investigations across farms in Spain, the U.K., and Germany. Over 200 politicians watched iAnimal during the exhibition.

In Berlin, we held an event in front of the Brandenburg Gate raising awareness for animals that are raised and killed for food. Close to 300 people stood in a silent protest holding posters and the bodies of animals who died on factory farms. Several Members of Parliament supported the event.

Animal Equality's other speaking and networking engagements include talks and conferences in noteworthy locations such as Open Wing Alliance, Capitol Hill in Rome, Five Star Movement Party Event, Effective Altruism Global London, Effective Altruism Boston, re:publica - one of the largest conferences about digital culture in the world, Investigative Reporters and Editors Conference, 4th OIE Global Conference on Animal Welfare, Poultry Production Conference in Spain, Eurogroup for Animals meeting on broiler chickens, and Change.org headquarters, as well as universities and festivals all over the world.

Ways We Take ACE's Criteria Into Account

Criteria #1: Does the Charity Have Room for More Funding and Concrete Plans for Growth?

Animal Equality is a very solid organization, that is meeting its strategy plan and ambitious goals consistently. Over the last year Animal Equality has continued to internationally meeting and surpassing in many cases its corporate, educational, and development objectives. This is due to Animal Equality's determination to focus on impact, maintain the organization flexible and strengthen its culture and values through positive reinforcement, professional growth opportunities for staff and external advice.

Animal Equality is in an excellent place to continue growing and impacting millions of animals worldwide. Overall with additional funding Animal Equality would continue to expand its food policy program—launched in 2018—investigations, operations and support staff. Animal Equality could benefit from another \$3 to 5 million dollars in funding internationally to grow sustainably.

Criteria #2: Does the Charity Engage in Programs That Seem Likely to be Highly Impactful?

Animal Equality's strategic lines complement each other and are, according to external criteria (such as ACE's evaluations and studies, [OPP's](#) analysis of corporate campaigns, and recent studies and surveys from the movement) some of the most important strategies to develop when achieving change that affects the most impact for animals. Animal Equality works on developing programs that are trackable and high impact but at the same time understands that it is also very important to no focus on one strategic line but on several that complement each other, to maximize the potential of impact—prioritizing corporate outreach, investigations and legislation. As part of animal Equality monthly metrics, the organization is using ACE's own metrics to evaluate impact and outcome.

Criteria #3: Does the Charity Operate Cost-Effectively, According to ACE's Best Estimates?

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

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

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

Animal Equality's influence worldwide continues to grow which is one of the best ways to estimate future impact in the organization's opinion. Big organizations such as Greenpeace or Amnesty International have more possibility of influencing companies and governments due to their reputation and influence scope. Animal Equality wants to head in the same direction and is already the leading animal protection organization in Spain and Mexico, one of the key animal protection organizations in all other European countries and India, as well as one of the most respected farmed-animal organizations and is continuing to grow its influence in other countries. Animal Equality's Executive Directors and International Directors have contact with very influential politicians, journalists and other influencers worldwide and will continue to do so in the future. As an example of this Animal Equality's initiative in the Mexican Senate was introduced by Diva Gastelum, one of Mexico's leading and most respected politicians. Animal Equality had direct contact with European Parliamentarian Stefan Eck during the passing of the initiative that will give protection to farmed animals in Europe and has contact with some of the most influential journalists in Spain, Mexico and other countries such as Carmen Aristegui in Mexico, Jordi Evole in Spain and others.

Criteria #4: Does the Charity Possess a Strong Track Record of Success?

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

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

- Over 750 animal exploitation facilities visited and over 75 investigations presented since its foundation
- Expansion to eight countries where Animal Equality is strong and influencing citizens, governments and companies
- [Reduction of animals killed in Gadhimai festival by 70%](#)
- [Reduction of lamb consumption in Italy](#)
- [Longest prison sentence for animal abuse in the U.K.](#)
- [Ban importation of foie gras in India](#)
- [Closing 33 markets and a slaughterhouse in China actively working with activists in China](#)
- Appeared in some of the most important media in the world such as The Guardian, BBC, CNN, El Pais, Der Spiegel, Indian Times and others
- Used new technology such as drones and 360 cameras to maximize impact

Criteria #5: Does the Charity Identify Areas of Success and Failure and Respond Appropriately?

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

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

Animal Equality also closed its group in Venezuela in 2016 due to the political climate in the country and has a strategic approach to growing in new countries. Animal Equality has also reduced and strategize its iAnimal project after its report in collaboration with [Faunalytics](#).

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

Criteria #6: Does the Charity Have Strong Leadership and a Well-Developed Strategic Vision?

[Animal Equality's leadership](#) is composed by qualified, diverse, leaders from 11 different countries and with diverse backgrounds and with diverse characteristics and knowledge. Animal Equality's leadership meets in person once a year where the organization not only discusses its strategies and goals but also holds workshops developed by each director about the overall political and movement changes in their countries. This gives Animal Equality a unique global perspective that everyone in the organization learns from and enables the analysis of new strategies in the organization.

Animal Equality has also a [strategic plan](#) it reviews every six months. Detailed two year plans have been developed for countries.

[India](#)

[Europe \(Including four European countries\)](#)

[Brazil](#)

[Mexico](#)

Sharon Nunez, Co-Founder and President

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

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

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

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

Jose Valle, Co-Founder and Vice-President

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

Javier Moreno, Co-Founder and Executive Director in Spain

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

Ria Rehberg, Co-Executive Director, Germany

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

Thomas Hecquet, Director of Operations, Germany

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

Matteo Cupi, Executive Director, Italy

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

Toni Shephard, Executive Director, United Kingdom

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

Dulce Ramirez, Executive Director, Mexico

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

Amruta Ubale, Executive Director, India

Amruta Ubale, our Executive Director in India, has over 10 years of hands on experience in investigations, education and lobbying. This, along with her education and experience in human resource management, makes her an efficient ED. Her impressive lobbying skills and groundbreaking investigations has resulted in the government and courts introducing a

nationwide ban on import of foie gras, bull performances and introduction of legislation promoting the welfare of hens, chickens, cows and buffaloes.

Vivian Mocellin, Executive Director, Brazil

Vivian, our Executive Director in Brazil, has a background in journalism, cultural anthropology and the arts. She started her career in public relations for the Brazilian government and went on to become a writer and editor, serving as editor in chief of Harper's Bazaar and Arte!Brasileiros. She has a deep enthusiasm for fostering social change through education, political outreach, and cultural influence and is starting an independent publishing house focused on multispecies ethnography, intersectionality, and critical animal studies. She is also an activist and advocate for other causes such as feminism, environmental and indigenous rights, and social justice at large.

William Rivas-Rivas, International Director of Philanthropy

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

Sarah Pickering, International Director of Communications

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

Jaya Bhumitra, International Director of Corporate Outreach

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

Cailen LaBarge, General Counsel

Cailen LaBarge serves as Animal Equality's General Counsel, overseeing the organization's international legal compliance and initiatives. Since going vegan in law school, she has assisted numerous animal protection organizations through litigation, public policy, and corporate governance. Cailen earned her J.D. in 2011 from Suffolk University Law School and her B.A. in 2006 from The University at Albany in upstate New York. She is admitted to the bars of Massachusetts, New York, California, and the U.S. District Court for the Northern District of New York.

Criteria #7: Does the Charity Have a Healthy Culture and a Sustainable Structure?

Animal Equality has a strong leadership team of 14 directors that oversee the work in their countries and departments and contribute to the overall sustainability and strategy of the organization. Animal Equality's leadership is aligned with the mission, vision, values and strategic plan of the organization, having developed the strategic plan in conjunction with eight of the current directors in 2014 and 2015 and going through a detailed process of reevaluating the strategic plan with all current directors. As part of Animal Equality's onboarding process the organization reviews the mission, vision, values and strategic plan of the organization with all new staff giving time for questions, doubts and answers.

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

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

Animal Equality also works to strengthen the camaraderie amongst its staff by organizing yearly staff retreats where teams can meet, learn about the organization internationally and share ideas. It is a space for teams to bond and feel connected with the organization and its mission.

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