

Follow-Up Questions for The Humane League, Part Two (2018)

How many hours of humane education/effective activist training does each recipient get through the National Volunteer Program and Campus Outreach Program?

Campus Outreach Program

50 HOURS of training per Campus Organizer including:

3 Day Campus Outreach Conference:

6 hours of training per day x 3 days = 18 hours

+ 2 hours of training on arrival night = 20 HOURS

Bi-Weekly 1-on-1 Check In with their Director:

* 2 one-hour calls for 10 months (~ mid-Aug–mid-June)

= 20 HOURS of direct 1-on-1 mentorship during academic year

Monthly Leadership Training group call:

* 1-hour call per month x 10 months = 10 HOURS

Other training time that's harder to quantify:

* Students are able to set up additional calls with staff for support on an as-needed basis

* Students collaborate with each other actively on a large Slack team, where they also receive additional support from staff

National Volunteer Program

All NVP participants receive 1 hour of one-on-one coaching/training plus access to monthly webinars (each 1 hour in length). Every volunteer who starts a new action, whether that be online actions such as letter writing, or planning an in person event like a protest, we have a separate training call that lasts about 1 hour. So on average, we estimate that over the course of a year each activist receives 3-6 hours of training.

Also, perhaps of interest, we are further developing our official volunteer training to include a generalized training, lasting about 2-3 hours (very approximate) + separate specialty courses they can take.

Can you provide estimated expenses and your fundraising goal for 2019 if you have it?

	2019
INCOME (Estimate)	\$8,900,000
EXPENSES (Estimate)	
Campaign or Program Expenses	\$1,049,000
Event	\$37,500
Fringe Benefits (Payroll taxes + Govt Fees)	\$685,041
Fundraising Fees	\$37,500
Grants to other organizations	\$505,000
Health Insurance	\$639,372
Hiring and Staff Development	\$15,000
IT Services	\$124,338
Marketing and Advertising	\$13,000
Office Expenditures	\$31,000
Postage	\$11,000
Professional Services	\$631,000
Salary	\$4,566,943
Travel	\$546,420
Grand Total	\$8,892,115

A sizable portion of your budget goes to grassroots outreach. What specific activities or programs are involved in THL's grassroots outreach?

Our grassroots organizers train and empower individuals to take action, mobilizing broad networks of volunteers, interns, and students to make meaningful change for animals. With nine grassroots offices in major metropolitan areas in the U.S., we:

- Empower hundreds of local activists and build up their skills at effective animal advocacy through:
 - In-person trainings
 - Webinars
 - Activist Toolkits
 - Online resources

- Build community through regular outreach and social events, including:
 - Tabling with VR headsets at VegFests, community events, parades, and festivals
 - Organizing local events with guest speakers or films or campaign actions
 - Coordinating meet-ups at local vegan-friendly businesses
 - Organizing athletic-focused events like hikes, runs, bowling, rock climbing
- Expand media coverage of farm animal issues
 - Coordinating high visibility campaign actions
 - Submitting Letters-to-the Editor
- Educate the public about factory farming and our campaign initiatives by:
 - Distributing campaign literature at strategic locations (ex. Local McDonald's)
 - Speaking at local colleges
- Train volunteers to run campaign actions like:
 - Gathering petition signatures
 - Attending (and organizing) protests
 - Letter writing

Our national volunteer program has expanded that network beyond our traditional model and allowed us to train individuals 100% remotely. With regular monthly online webinars, we create bonds between activists regardless of geographical location and train them to effectively run grassroots operations in their cities. These volunteers are encouraged and given the tools needed to carry out the actions listed above in their own communities.

In your recent work developing a formal strategic document, was that done by the leadership staff, the board, or both?

That work was led by Andrea Gunn and David Coman-Hidy with a lot of help from volunteer consultant Neysa Colizzi from Bain (now a THL board member), who facilitated a retreat for our leadership to take on this process for the first time. We married the strategic planning to our budgeting process, so it involved many hours of interviews and extensive surveying of the staff. Once we put together our initial strategy, we brought it for approval with the budget at our next board meeting.

Of your corporate commitments secured in 2018, are there any individual commitments that you expect affected more than 5 million hens or broiler chickens?

As you know, we're working with some staff at MFA and ACE to come up with a better system for estimating animals impacted by various commitments. There is very little hard info here, but these are our best estimates based on the largest victories of this year:

U.K./E.U.

Company name	Type of commitment	Industry	Revenue (US\$m)	Notes
Noble Foods	Cage-free	Egg Producer	\$440.11	4.3 million laying hens
Tesco	Cage-free	Retail	\$81,019 (2015)	
Pret A Manger	Cage-free	QSR	\$1,010.81 (2016)	

U.S.

Company name	Type of commitment	Industry	Revenue (US\$m)
Blue Apron	Broiler	E-retail	\$881.2 (2017)
Accor Hotels	Broiler	Hospitality	\$2248.83 (2017)
Royal Caribbean	Broiler	Hospitality	\$1,630 (2017)
PCC Markets	Broiler	Retail	\$277.6 (2016)
Papa John's	Broiler	QSR	\$1,780 (2017)

Global

Company name	Type of commitment	Industry	Revenue (US\$m)	Notes
Aldi Sud	Cage-free	Retail	\$82,164 (2015)	Global
Lidl	Cage-free	Retail	\$94,448 (2015)	Policy updated to include ingredient eggs
Ahold Delhaize	Cage-free	Retail	\$72,870 (2017)	Europe
Unilever	Cage-free	CPG	\$62,620 (2017)	Global
Nestle	Broilers	CPG	\$92,010 (2017)	Europe
Four Seasons	Cage-free	Hospitality	\$4,000 (2013)	Global

Lagardère Travel Retail	Cage-free	Retail	\$8,216.76 (2017)	Global
Carrefour	Cage-free	Retail	\$102,565.85 (2017)	In Taiwan by 2025

You mentioned THL playing a major role in the passage of Question 3 in Massachusetts. Can you clarify what your role was in that campaign?

In the years leading up to the Question 3, The Humane League successfully campaigned at virtually every major university in the Boston area to go 100% cage-free. The Humane League's financial contributions consist of direct donations to the campaign, the salaries of hourly signature gatherers, and the staff time dedicated to the campaign.

\$17,600	Contribution to Citizens for Farm Animal
\$3,600	Signature gatherer compensation
\$12,575	Staff time
\$33,775	Total

We don't have quantitative information on the numbers of calls and signatures that THL was directly responsible for as there was so much overlap with volunteers, interns, etc. I'd recommend speaking with somebody from the HSUS organizing side to get their sense of our overall contribution. Chris Hendrickson, our Boston organizer at the time, was involved with his volunteers and interns in the following:

- Gathered signatures for the campaign to qualify for the ballot
- Delivered completed petition sheets to county offices for processing
- Phone banking and coordinating phone banking parties to ask voters to vote yes on 3
- Text messaging supporters to vote yes on 3 and to organize for door knocking/ canvassing events
- Informed THL supporters about Yes On 3 at events including work parties, potlucks, and social events
- We coordinated events to ask businesses to put Yes on 3 signs in windows
- Assisted in the distribution of lawn signs for our supporters
- Conducted and coordinated trainings of volunteers to signature gather and door knock
- Trained and educated people about Yes on 3 with kick off parties throughout MA
- Sought out endorsements from Boston organizations and businesses
- Promoted the campaign and recruited volunteers on our social media including Facebook and Instagram
- Trained Yes on 3 volunteers on apps like Hustle and Minivan to track voter outreach efforts and coordinate GOTV efforts

- Assisted with the filing and processing of petition sheets at the Yes on 3 HQ

Questions We've Asked Previously

Given that the corporate pledges THL campaigns for are non-binding, how can we be sure that they meaningfully support improvements in farmed animal welfare?

When advocacy groups secure policy pledges from corporations, those pledges are not legally binding. As a result, it's possible that corporations could choose not to honor their pledges. It will likely be the case that animal advocates will need to take some steps to create enforcement mechanisms for these pledges, such as ongoing monitoring with the threat of negative public campaigns if companies don't comply with their agreements, and ultimately new laws.

We see these pledges as valuable for a few reasons, even though they are not legally binding. The first is that they do appear to drive real change in the standards on farms, as demonstrated by the major shift towards cage-free production following the slew of commitments over the last few years, both in the U.S. and the U.K. (17% and 56% respectively, as of October 2018). This seems to show that egg producers are taking these commitments seriously. We believe that industry publications indicate this too, as they now often discuss how to handle the transition to cage-free. Additionally, we find that these corporate commitments pave the way for the eventual laws that fully ban the production and sale of cage eggs, like the law passed in Massachusetts, the proposition now underway in California, and the forthcoming European Union ballot initiative. Lastly, the media conversation and discussion that these campaigns generate are another benefit beyond the improvements that they encourage. We believe that increasing public awareness about the conditions on factory farms while providing an opportunity to speak out is useful in building a movement of advocates and concerned citizens around the world.

In addition to changes in housing for laying hens, the 2016 UEP chick-sexing pledge came after a series of high-profile cage-free victories. The pledge has resulted in a large number of interested parties investing in this research and working to put the new in-ovo sexing technologies in place. We believe that this pledge has greatly accelerated the timeline for adopting this technology and has created favorable coverage for the movement.

There are some who think that the scale of suffering in the wild is much greater than the scale of farmed animal suffering. What is THL doing to address wild animal suffering?

The number of animals in the wild means that the scale of potential suffering there is extremely high. For now, however, we believe that the greatest opportunity for animal advocates is to work on factory farming because it is a much more tractable issue. As a result, we focus exclusively on

ending the abuse of animals raised for food. We hope that changing views on the treatment of farmed animals will lead to greater compassion for all animals, including wild animals.

Does THL worry that focusing on some of the most extreme confinement practices could lead to complacency with other forms of suffering farmed animals endure or with meat consumption?

The Humane League's argument on behalf of welfare campaigns can be found [here](#). We feel strongly that incremental victories on behalf of animals build the strength, status, and momentum of our movement, while also resulting in harm reduction for the animals suffering on factory farms. It is very clear to us that a world free from animal suffering starts with a world with less animal suffering.

There are many more farmed fish than other species of farmed animals. Has THL considered allocating more of their resources towards farmed fish advocacy?

Each year, an estimated 37 billion–120 billion finned fish are slaughtered in the animal agriculture system, compared to roughly 60 billion–80 billion land animals. For this reason, we agree that helping fish is a valuable area that could use much more work.

We have considered this issue and hope to begin working on fish welfare issues in the future, after winning the broiler reform campaign and doing some work to ensure that cage-free commitments are honored. Seeing these campaigns through to completion is our current priority, and we worry that having a third parallel ask of companies would make all of our projects more difficult to complete.

There are also a number of factors making advocacy on behalf of fish difficult, including limited information about what causes the greatest suffering, the many species of farmed fish, and the potentially lower resonance of the issue with the public.

However, we do see fish slaughter reform as a potential target for corporate outreach to improve fish welfare. Mandating less cruel methods of slaughter has been tractable for other species in the past, and should be possible to apply across the fish farming industry. We are considering this as a potential next step for our corporate outreach.