2017 - 2018 REPORT
FOR
ANIMAL CHARITY EVALUATORS
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Introduction
Basic Information about ProVeg International

ProVeg is an international food awareness organization, currently represented in six different countries and further activities in over 20 countries.

ProVeg works with governments, private companies, public institutions, medical professionals, and the public to help reduce the global consumption of animal products and transition the world to a more plant-based society and economy that is sustainable for humans, animals, and our planet.

After the foundation of ProVeg International in 2017 by the internationally renowned vegan leaders Dr. Melanie Joy, Tobias Leenaert and Sebastian Joy as the successor organization to the German Vegetarian Union (VEBU), national ProVeg branches have already been established in the Netherlands, Poland, South Africa, Spain and the United Kingdom.

To further extend our global reach and impact, we plan to establish national ProVeg branches in all strategically important countries in the long run. We are currently looking to establish ProVeg US and ProVeg China. Our aspirations include representation and programs worldwide to have the biggest impact needed to transform the global food system.

ProVeg International is not framed exclusively as an animal charity. The rationale behind this approach is to maximize our impact for farmed animals by

- invoking a multiplicity of arguments for reducing animal consumption to reach out to a wider audience
- channeling resources (people, networks, know-how, money) from outside the animal advocacy movement into the farmed animal cause.
The Hearts and Brains Behind ProVeg – The Founders

ProVeg International was founded by internationally renowned vegan leaders Dr. Melanie Joy, Tobias Leenaert and Sebastian Joy as the successor organization to the German Vegetarian Union (VEBU).

Dr. Melanie Joy

- Psychologist, author, international speaker, organizational consultant
- Author of *Strategic Actions for Animals, Beyond Beliefs, Why We Love Dogs, Eat Pigs,...*
- Founder and CEO of *Beyond Carnism*
- Co-founder of *CEVA (Center for Effective Vegan Advocacy)*

Tobias Leenaert

- Author, blogger, international speaker (*How to Create a Vegan World - A Pragmatic Approach*)
- Founder of *veganstrategist.org*
- Co-founder of *CEVA*
- Ashoka fellow since 2010

Sebastian Joy

- CEO of *ProVeg, CEO of VEBU for eight years prior to that*
- Vice President of the *European Vegetarian Union (EVU)*
- Board member of the *International Vegetarian Union (IVU)*
- Lecturer in nonprofit management at the *Berlin School of Economics and Law*
Our Vision, Mission and Approach

VISION

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.

MISSION

Reducing the global consumption of animals by 50% by the year 2040.

APPROACH

(1) Applying an incentivizing “Influencing the Influencers” approach to reach out to key influencers in key areas of society.
(2) Using “5 good reasons” to target various groups of people with different motivations and solve many problems.

PRO 
Health

PRO 
Animals

PRO 
Environment

PRO 
Justice

PRO 
Taste
Our mission
Reducing global animal consumption by 50% by the year 2040

Our vision
A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.

The 5 propulsion engines symbolize our 5 PROs, illustrating how a broad target group of people with different motivations can help further a more specific endeavour like creating a vegan world.
Six Key Target Groups

To effectively bring about institutional change, ProVeg has identified key target groups spanning all relevant social sectors.

**Media**: print and online media; television; social media; (point of reference for) other institutions and journalists

**Food Industry**: food producing companies; franchise & chain restaurants; founders

**Chefs & Caterers**: young professionals in training; established professionals in additional training; catering firms; canteens

**Politics & Public Policies**: German and EU legislature and international political institutions; lawyers who support “vegan rights”

**Medicine & Research**: medical community; health insurance companies; medical practitioners

**Activists & NGOs**: like-minded NGOs; activists and animal advocates
When addressing these key target groups, we apply our core strategy: **Influencing the Influencers**.

To create maximum impact, one needs to **focus on thought leaders and innovators that have a huge influence** on their own sector as well as on society as a whole.

In order to successfully spread plant-based eating worldwide, **ProVeg therefore focuses on those very influencers** in each key sector as they **pull others** within their target group in a more plant-based direction.
Mission Alignment – Impact Logic

- **Media**
  - Raising awareness of general public and civil society

- **Food Industry**
  - Increasing demand for plant-based products
  - Increasing availability of high quality plant-based products

- **Chefs & Caterers**

- **Politics & Public Policies**
  - Creating a better legal framework

- **Activists & NGOs**
  - Strengthening the movement
  - Providing solid medical underpinning

**50 by 40**

- Reduced animal consumption/reduction of animal suffering
- Reduced environmental impacts and social inequalities
- Reduced health concerns and healthcare costs

**Mission Alignment – Impact Logic**

**provehg International**
Scope of the Report

Scope

This report takes into account the major part of our work and projects. Some smaller projects and single actions have been omitted.

In order to evaluate the impact of our projects, we provide an impact logic model (inputs, outputs, outcomes, and impacts) for each of them.

Two slides are dedicated to each project (with a few exceptions): the first slide (project description) defines the outputs of the project. The second slide presents the outcomes and impacts, which might also include expected impacts.

You can find the inputs in the additional information about the financial data and time allocations.

Reporting period

01/2017 - 08/2018
Accomplishments
2017/2018
Corporate Outreach
Our Corporate Outreach activities include:

- Food labeling and certification of products with the V-Label
- Provision of information about current plant-based trends and developments through extensive market research work
- Direct intensive contact with companies around plant-based product development and functional ingredients consulting with our international database for functional ingredients and semi-finished product suppliers
- Cooking trainings for institutional chefs and caterers
- Presence at fairs and events as speaker and partner
- Extensive media work through publication in relevant trade newspapers and magazines
- Collaboration with research institutions and participation in EU projects
- Offering of product testing through Europe’s largest Veggie Test Community
- Company rankings and evaluations with regards to veggie-friendliness
- Startup support through our ProVeg Incubator
Corporate Outreach

Influencing the Food Industry
Food Labeling – The V-Label

We are committed to lowering the threshold for adopting and to normalize a vegan lifestyle. Clear and reliable labeling of products provides customers with instant information as to whether or not a product is vegan. The V-Label is the most successful and trusted vegetarian and vegan label in Europe with the highest standards and most transparent procedures.

- The V-Label is an **international label to certify vegetarian and vegan products**.
- We are spearheading the **professionalization of the label** throughout Europe. To that end, we work together with professional lab partners, along with control authorities, and have continuously updated licensing processes, quality management, and quality assurance. We have also implemented a risk management system for auditing processes. We combine regular inspections with optional laboratory analyses in the case of problematic products.
- Since 2015, we have organized **annual V-Label meetings to unify and standardize** these practices among worldwide licensing partners and to create the conditions for this powerful tool to take off in all participating countries.

In 2018, a study funded by the **ACE Research Fund** will be conducted regarding how labeling of vegan foods affects consumer perceptions, and how this impact could be optimized.
Food Labeling – The V-Label

**Outcome**
- In Germany alone, more than 5,000 products from 450 companies have been licensed thus far
- Worldwide, 15,500 products in 27 countries have been licensed thus far
- The label also serves as a strategic ‘foot-in-the-door-technique’ for further collaborations with companies in order to improve the range and quality of their vegan products
- Millions of consumers are exposed daily to the words ‘vegan’ and ‘vegetarian’
- 96% of the target group (vegans and vegetarians) know the V-Label*
- 67% of the target group trust the V-Label*
- 80% of the target group value the V-Label as guidance for their purchase*
- Studies indicate that the label doesn’t discourage omnivorous people from purchasing the products**

**Impact**
- The label helps vegans to easily identify vegan products
- Normalizing vegan foods and a vegan lifestyle
- Constant presence of vegetarian and vegan options familiarizes consumers, who otherwise would not have been exposed to these products at all
- Significant domino effects lead to positive externalities: in this case, more and more of those companies are motivated to further increase their range of vegan products in order to obtain the label, with their competitors inspired to acquire V-Label licenses as well
- Huge companies such as Nestlé, FRoSTA, and Katjes, as well as supermarket chains such as ALDI, Kaufland, and NORMA, have had their products labeled with the V-Label. We cooperate with those key players regarding target-oriented marketing (action days and information material) in order to increase outreach and impact
- Key players use V-Label licenced products as key performance indicators within their corporate social responsibility and sustainability approaches and reports***

Influencing the Food Industry – Meat

Starting in 2012, ProVeg has been a trusted partner of Rügenwalder Mühle, one of the biggest and best-known meat-processing companies in Germany, and has successfully pushed them towards introducing more vegan options.

The company has opted for a re-orientation of their entire business strategy and has now positioned itself as one of the leading companies in the market for meat alternatives.

Starting with 4 vegetarian products, Rügenwalder now has a range of 19 veggie products, of which 7 are vegan. Their self-declared aim is to veganize all vegetarian products.

The company promotes ProVeg as their online partner and they have supported us in our lobbying activities for liberal regulation of sales denominations by signing the joint position paper.

“In the course of the development of our meat free products, we have consulted ProVeg in many specific questions; especially when it comes to replacing ingredients of animal origin [especially eggs] by vegetable alternatives. Also for the future, we are focusing on constructive exchange to further improve our products.”*

“I can imagine twenty years from now we’ll be working without meat.”**

Christian Rauffus, CEO Rügenwalder Mühle

Sources and further Information: *Rügenwalder Website (2018)   **FAZ (2016)
Influencing the Food Industry – Meat

**Outcome**

- 19 out of their 56 products are now meat free
- In 2017, Rügenwalder put 100% of their marketing budget into promoting their meat-free products via TV, print, and online advertising, generating a reach of more than 2.7 billion per year
- V-Label has experienced significant gains in visibility through these large-scale marketing campaigns
- Meat eaters are exposed to meat-free products from a familiar brand which facilitates the purchase of products that were previously unknown

**Impact**

- The normalization of vegan discourse owing to one of the most eminent representatives of the German meat industry demonstrating their receptiveness to the vegan issue
- Thousands of otherwise unreachable meat eaters have already bought and tried out meat alternatives
- Setting an example for the whole industry in terms of seriously considering moving towards a more vegan product range (‘influencing the influencers’)
- Reduced likelihood of meat-producing companies lobbying against plant-based foods, and increased likelihood of working with them rather than against them (Rügenwalder actually has helped us set up an alliance to improve the legal denomination of vegan products)
In 2018, ProVeg started consulting work for Hochland, Germany's second largest cheese producer. Its daughter company E.V.A. has been producing vegan cheese under their brand Simply V since October 2015.

The company has opted for a re-orientation of their entire business strategy and is planning to have 50% of their annual revenue generated by plant-based options by 2030.

Today, Simply V is producing nine different vegan cheese products. Simply V started successfully with cream cheese and has adapted its range to a variety of sliced cheese and melted pizza cheese. An even greater variety is planned for the next year. Simply V is currently the best selling plant-based, non-organic cheese in Germany.

Hochland has agreed to partner with the ProVeg Incubator starting fall 2018.
Influencing the Food Industry – Cheese

**Impact**

Evaluation impossible at this early stage
Influencing the Food Industry – The Netherlands

ProVeg Netherlands cooperates and consults with key players in the food industry to support the:

- development of new vegan products
- (partial) replacement of animal ingredients in existing products

ProVeg Netherlands focuses on interventions that combine a high positive impact on animals with short-term attainability and profitability for the company involved. As such, most of our current efforts are dedicated to replacing egg ingredients, for which good opportunities are available and which have the potential to spare many animal lives. In the process, we have developed a thorough knowledge of functional replacement ingredients that we share with other groups around the world.

Current projects:

- Egg replacement in a salad dressing, by a company processing 350,000 kgs of egg yolk per year
- Egg replacement in meat alternatives
- Egg replacement in cakes, pies, chocolate cookies, and macaroons
- Development of vegan baking mixes
- Milk powder replacement in the confectionary sector
- Gelatin replacement in dairy desserts
- Development of vegan whipped cream pies
### Influencing the Food Industry – The Netherlands

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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</table>
| • Raising knowledge about alternative plant-based ingredients in the food industry  
• Replacing animal ingredients with plant-based alternatives, thereby decreasing the amount of animal-based ingredients  
• Increasing the availability of plant-based and vegan alternatives | • Normalization of vegan discourse in food industry  
• Setting examples for the whole industry and its branches in terms of seriously considering moving towards a more vegan product range (‘influencing the influencers’) |
Besides food manufacturers, ProVeg also plans on further influencing retailers to offer more vegan products. We intend consulting with retailers on how to use nudging to influence consumer behavior even more effectively in order to raise vegan product sales.

Corporate social responsibility (CSR) strategies are useful points when engaging with retailers. Even though the environmental footprint of vegan products is significantly lower, this is barely represented in retailers’ CSR reports. Aldi is one of the few companies using the amount of vegan products as a key indicator in their reports. **ProVeg consults with retailers as to how to lower their environmental footprint** by introducing more vegan products and replacing animal-based products.

The **V-Label also serves as a strategic ‘foot-in-the-door’**, and, as such, we are in contact with big retailers such as Lidl, Aldi, Norma, Kaufland, Rewe, Edeka, Biedronka, and more. Additionally, we want to reduce the barrier for purchasing vegan products by making them more easily accessible and familiar to consumers.

We also **advise retailers with regard to marketing strategies** when introducing vegan products and special action weeks, as we did in Poland, together with the Polish V-label, for Biedronka, the country’s biggest supermarket chain (2,820 shops) and second largest company.

In April 2018, Biedronka organized a **special action week** - ‘Vegans have taste’ - offering 59 different vegan products, of which 29 were certified by the V-Label. The products were advertised in a Biedronka brochure, reaching 3.5 million Poles. The action week was a huge success and the vegan product range - usually barely available on the Polish market or available only at a much higher price - were **sold out in two days**.
Influencing the Food Industry – Retail

Bringing a successful European brand to China:

Given the comparably high availability of plant-based products in many European markets, along with the urgent need to act in China, we followed a consulting strategy with Veganz, Europe’s first vegan supermarket chain which is now represented in many major retail chains in Europe. ProVeg provided consulting services, introduced, and set-up connections to the Chinese market, and suggested Veganz as a partner in the ICARE platform. The result is the launch of the Veganz products range on a major Chinese e-commerce platform.

Participation of companies in the ICARE platform:

As with the case of Veganz, ProVeg is now identifying more potential companies that seek support in entering the Chinese market in order to provide much-needed plant-based alternatives. For this purpose, ProVeg is a strategic partner in the ICARE platform, a massive consumer platform in China that connects consumers with environmentally responsible business solutions (via e-commerce, catering, and the entertainment industry). The ICARE platform provides free marketing and promotion, which recently achieved 3 million views on Weibo for #ICARE and #MeatlessHappiness in the space of two days.
## Influencing the Food Industry – Retail

### Outcome

<table>
<thead>
<tr>
<th>Influencing the Food Industry – Retail</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Introducing more vegan products in the retail sector</td>
<td>● Normalization of plant-based and vegan products and diets</td>
</tr>
<tr>
<td><strong>Biedronka (Poland)</strong></td>
<td>● Higher availability of plant-based and vegan products on the market</td>
</tr>
<tr>
<td>● Huge response in social media → People were writing about ‘a revolution’, Facebook was overloaded with photos of baskets full of vegan products, and posts were read by over 50,000 people within a few hours</td>
<td>● Setting an example for the global food industry in terms of seriously considering moving towards a more vegan product range (‘influencing the influencers’)</td>
</tr>
</tbody>
</table>

**ICARE Platform and Veganz (China)**

- Veganz is launching its sales of vegan products in China
Influencing the Food Industry – ProVeg Rankings

ProVeg provides rankings on the vegan-friendliness of food providers in different countries and different market segments of the food service industry. The objective is to examine the diversity of vegan options in the participants’ offerings and discover gaps.

The rankings address the increasing demand for plant-based food by raising awareness about the topic, comparing companies’ offerings and creating an additional incentive for them to increase their vegan options. The rankings also serve as a foot-in-the-door for corporate outreach, with great potential for follow-up suggestions as to how companies can improve their ranking, and increase the quantity and quality of their selection.

These ProVeg rankings will be repeated on a regular basis in order to encourage food producers to improve the availability, volume, and quality of plant-based alternatives. The ranking of the German fast food landscape in 2016 will be repeated in 2018 - this time analyzing a higher number of fast food chains and including a European comparison of the top five chains.

Business Caterer Ranking in Germany by ProVeg Germany in 2017
Influencing the Food Industry – ProVeg Rankings

Coffee chain ranking in Germany by ProVeg Germany in 2017

Coffee chain ranking in Spain by ProVeg Spain in 2018

Wholesaler ranking in the Netherlands by ProVeg Netherlands in 2018
Influencing the Food Industry – ProVeg Rankings

Outcome

- The rankings serve as a foot-in-the-door for corporate engagement
- The success of recent rankings has been the result of the development of close dialogue with the food service sector in order to increase the volume and quality of vegan options
- The pressure exerted on the big players in the industry has fostered competition as a result
- Public awareness created through media partnerships with renowned trade press (around 1,000,000 reach)
  - *gv-praxis*: exclusive publishing rights, with 4 pages about business caterer ranking
  - *Misset Horeca*: 6 pages about ProVeg wholesalers ranking

Impact

- Identification of gaps in supply of alternatives/ solutions → Reduced use of animal products within the scope of the impact analysis. For example:
  - *Vapiano* started labelling their vegan dishes after they won the ProVeg ranking in 2016
  - *Nordsee* introduced new vegan snacks
- Establishing and normalizing vegan options within mainstream food culture by reaching out to large consumers groups
ProVeg cooperates with important trade publications, offering expertise and magazine articles on relevant topics.

**Food and Food Services magazines**
- *gv-praxis*, the **leading business journal for professional catering in Germany** (four pages on ProVeg ranking and three pages on veggie food in schools)
- *Misset Horeca*, the **leading food service and dining magazine in the Netherlands** (6 pages on ProVeg ranking, vegan trend and tips/tricks for reducing and replacing animal ingredients)

**Food Industry magazines**
- *Lebensmittelzeitung*, weekly newspaper for leaders in the food industry
- Other publications such as *Onboard Hospitality Magazine* and *Aeroflot Inflight Magazine*
### Influencing International Food Industry – Trade Press Publications

<table>
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<th>Outcome</th>
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<tbody>
<tr>
<td>● Food services publication (rankings): around 1,000,000 reach</td>
<td>● Normalizing of vegan discourse among professionals in food industry and food services</td>
</tr>
</tbody>
</table>
ProVeg Incubator

In November 2018, ProVeg will launch an incubator in Berlin to promote disruptive plant-based and clean animal products.

The ProVeg incubator encourages potential entrepreneurs to start their own companies and provides business support to them during their planning, founding and scaling periods.

During the four month program, with nine months of follow-on support, startups benefit from access to ProVeg’s extensive network of industry partners, market researchers, and international investors. The incubator also provides modern co-working spaces and infrastructure such as a commercial kitchen area equipped with specialized machinery as a key element in research, product development, and small-scale production. We also support startups in acquiring lab-space and have plans of renting out a facility in the near future.

In summary, the ProVeg Incubator is an important piece of the puzzle that integrates the knowledge-base of ProVeg’s previous projects and represents a key step forward in expanding our influence in the European market and in establishing new companies and organizations that will help with the goal of creating a vegan world.
ProVeg Incubator – Business Support

Our team provides legal advice and helps to create a supportive legislative environment.

We encourage potential entrepreneurs to start their own companies or to join young startups.

Our mentors meet with startups on a regular basis, providing critical feedback and insights.

We help startups acquire necessary funding by advising them on public funding and by connecting them with mission-aligned investors.

We have monthly workshops on topics such as testing consumer demand, supply-chain management, product placement, and management strategies.

We provide startups with access to numerous international fairs where they can present their products as well as distribution partners to expand their retail offerings.

With more than 24,000 testers, our Test Community is the ideal platform to bring together consumers and new products.

We support startups with furthering their R&D by connecting them with labs and highly qualified scientists.
### ProVeg Incubator

<table>
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<th>Outcome</th>
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<tbody>
<tr>
<td>Support eight startups in our first cohort that consists of product,</td>
<td>Evaluation impossible at this early stage</td>
</tr>
<tr>
<td>functional ingredient and tech companies.</td>
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**Food Industry**
ProVeg Test Community

Optimal taste, texture, and overall quality of vegan food are essential to making plant-based eating more attractive to the general public. Taste may well be the crucial factor when it comes to adopting a vegan diet.

ProVeg International has therefore created Europe’s largest vegan, vegetarian, and flexitarian test community. All testers indicate their dietary habits and demographic information, which allows the producers to choose a testing group that mirrors their target group.

24,000+ registered testers | 6 product tests in 2017

Producers can make use of the direct feedback from the Test Community, both during product development and product optimization. This enables dialogue and interaction between producers and consumers, thereby speeding up the process of product optimization, which will play an important role at the ProVeg Incubator in order to create convincing and successful new products. Testers provide their feedback without monetary compensation.

We furthermore run and moderate a blog for the Test Community where the community can exchange experiences and share information as to where new products are introduced.

ProVeg Test Community

**Outcome**

- Our comprehensive database makes consumer information accessible for producers in order to receive feedback, enabling them to further develop and improve their products
- Producers can select testing groups in accordance with their preferences
- Improved process of product optimization
- Better tasting vegan products on the market

**Impact**

- Increasing likelihood of more convincing vegan products entering the market – appealing to both vegans and non-vegans and thus contributing to increased acceptance of vegan products among consumers
Accomplishments 2017/2018

Corporate Outreach

(Trade-) Fairs and Events
Influencing International Food Industry at Fairs & Conferences

Since 2017, ProVeg has been increasingly represented at international food industry and food services fairs and conferences as an official partner or speaker.

920+ contacts made  
700+ participants at 14 ProVeg talks  
3x official fair partner

Fairs and conferences have the potential to generate high impact on multiple levels. They:

- often kickstart important developments (in society, the economy, and the political sphere)
- are the perfect platform for promoting selected topics
- target a whole group of influencers in one stroke
- bring together people from the relevant target groups
- provide the perfect platform for establishing personal contacts in order to engage in further consultancy

Verena Wiederkehr, Senior Manager for Corporate Outreach
### Influencing International Food Industry at Fairs & Conferences

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>More than 700 participants at ProVeg talks and more than 920 contacts made at fairs and conferences</td>
<td>Normalization of vegan discourse</td>
</tr>
<tr>
<td>Gaining credibility as a professional partner (Biofach Germany, Biofach Shanghai, Internorga)</td>
<td>Businesses become inspired to either start or continue innovating and developing new vegan products</td>
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<tr>
<td>Establishing relationships with organizers to prepare the ground for future fair collaborations</td>
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<tr>
<td>Meeting and connecting with decision-makers in the global food industry</td>
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<tr>
<td>Gathering latest research trends and results to provide to the food industry</td>
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<tr>
<td>Corporate Outreach as interface between research and food manufacturers</td>
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</tbody>
</table>
Internorga is Europe’s biggest trade fair for gastronomy, caterers, and hotels. Opinion leaders find inspiration in international trends and innovations for the upcoming business year.

ProVeg has become an official partner of the fair, collaborating with the Internorga press department on publishing joint press releases and joining Internorga press-conferences as an expert on plant-based nutrition.

In addition, ProVeg developed a visitor guidance system for vegan-vegetarian products within the Internorga app.

During the fair, ProVeg was present with a 32 square meter (344 square feet) stand, informing visitors about plant-based cuisine and offering business consultation, as well as daily workshops for visitors.
ProVeg International as the official partner of INTERNORGA

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>● New press contacts established</td>
<td>● Raising awareness about veganism among a large number</td>
</tr>
<tr>
<td>● 78 press mentions → Reach: 2.7 million caterers/decision-makers in</td>
<td>of influential visitors</td>
</tr>
<tr>
<td>the industry</td>
<td>● Generating general media attention around veganism</td>
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<tr>
<td>● 90,000+ visitors were made aware of plant-based lifestyles in</td>
<td></td>
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<tr>
<td>institutional catering</td>
<td></td>
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<tr>
<td>● Motivation of caterers and restaurant owners to include more plant-</td>
<td></td>
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<tr>
<td>based offers in their menu plan (200 new business contacts)</td>
<td></td>
</tr>
<tr>
<td>● Long-term cooperation with Internorga organizers</td>
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</table>
ProVeg International as the official partner of BIOFACH Germany

BioFach is the world’s leading B2B trade fair for organic products (foods, drinks, non-foods) with 50,200 professionals from the food industry, representing 134 countries.

The fair is known for establishing and strengthening global food trends.

For the fourth time, ProVeg International organized and hosted a 600 square meter (6,450 square foot) special exhibition area, presenting the wide range of cruelty-free products that the market already has on offer and promoting a vegan lifestyle, including cooking shows and panel discussions.

This year ProVeg International was placed in the international halls for the first time which made the ‘vegan wonderland’ one of the most popular special exhibition areas at the fair.

Owing to the success of the 2018 ‘vegan wonderland’, BioFach has invited ProVeg International to organize it once again in 2019.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Presenting vegan trends in all areas (food, knowledge, products) to</td>
<td>Capitalizes on increased health as well as environmental awareness of visitors, who can act as</td>
</tr>
<tr>
<td>internationally relevant multipliers (B2B)</td>
<td>messengers and multipliers</td>
</tr>
<tr>
<td>300 new business contacts</td>
<td>Normalization of vegan discourse among organic producers</td>
</tr>
<tr>
<td>Capitalizing on the event’s innovative alignment in order to present</td>
<td>Businesses become inspired to continue innovating and developing vegan products</td>
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<tr>
<td>an array of innovative vegan products</td>
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<tr>
<td>50,000+ people exposed to the variety of vegan products currently</td>
<td></td>
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<tr>
<td>available</td>
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<tr>
<td>Holistic approach (information, panel discussions, food presentations,</td>
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</tr>
<tr>
<td>cooking shows) enables comprehensive and positive experience for</td>
<td></td>
</tr>
<tr>
<td>visitors</td>
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ProVeg aims to establish itself in China as an NGO which assists the government, industries, and companies to cope with new dietary requirements of consumers.

Our first official presence took place at Biofach Shanghai 2018 where we participated as a partner. We had a standard booth in the 3-day fair and gave a bilingual presentation in the Vegan Forum titled ‘The evolving market potential for plant-based foods’.

BioFach Shanghai is the major food fair in China with a focus on organic food and has a featured area for plant-based food tasting/food vendors, as well as a vegan forum where both local as and foreign speakers are invited to share their insights on vegan lifestyles and business opportunities. The Chinese organizer is exploring the possibility of reinforcing the plant-based theme in the coming years.

Other corporate outreach activities in China include collaboration with a local NGO to introduce foreign plant-based producers and their products to the Chinese market via a massive consumer platform (ICARE) with a high potential reach.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Gaining credibility as a fair partner</td>
<td>- Businesses in China get inspired to start innovating and developing vegan products</td>
</tr>
<tr>
<td>- Presenting vegan trends and market potential</td>
<td></td>
</tr>
<tr>
<td>- Improved likelihood of establishing a branch of ProVeg in China</td>
<td></td>
</tr>
<tr>
<td>- Valuable connections to businesses and other NGOs (250 new contacts)</td>
<td></td>
</tr>
<tr>
<td>- Increasing knowledge about the Chinese market</td>
<td></td>
</tr>
<tr>
<td>- Our networking activities on the Biofach Shanghai resulted in <a href="#">Veganz</a> entering the Chinese market</td>
<td></td>
</tr>
</tbody>
</table>

Food Industry

45
Corporate Outreach is a rapidly growing field in animal protection and vegan advocacy. There is an unprecedented opportunity to inform and guide food producers, caterers, retailers, and restaurants on how to best meet the growing consumer demand for animal-free foods. Yet, it also comes with the additional challenge to our movement to further organize and professionalize our activities.

Therefore, in collaboration with The Humane Society of the United States, ProVeg hosted the first 50by40 Corporate Outreach Summit in April 2018 in order to share best practices in the field of corporate outreach among NGOs focused on the institutional reduction of animal products.

160 participants | 35 different NGOs | 30 different countries

The aim was to increase the overall impact of the movement, by sharing strategies and experiences, as well as bringing greater coherence and strategic alignment to the movement, around the 50by40 goal.

Our surveys leading up to the summit indicated a great need for more networking, knowledge growth, and opportunities for collaboration, which we placed at the core of the summit.
### Outcome

- Brought together 160 professional advocates, from 35 NGOs and more than 30 countries, including many Asian and South American countries, thus breaking down traditional eurocentric barriers
- 33 expert speakers and panelists presented on best practices in Corporate Outreach, along with the most pertinent topics on institutional change
- Ample opportunities for networking and meetings
- Increasing the knowledge of and support for a pragmatic, institutional approach among key advocates

### Impact

- Strengthening the cohesiveness of the movement and providing a platform for increased international knowledge sharing and collaboration
- Disseminating cutting-edge approaches to corporate engagement
Vegan Fairs – VeggieWorld

The VeggieWorld is Europe’s largest exhibition for vegan foods and enterprises. ProVeg is the co-initiator and official partner of the fair. The first VeggieWorld took place in Germany in 2011. Due to its success it quickly expanded to:

<table>
<thead>
<tr>
<th>Year</th>
<th>Fairs</th>
<th>Total Visitors</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>2</td>
<td>29,700</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>2</td>
<td>31,600</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2</td>
<td>32,300</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>3</td>
<td>49,960</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>16</td>
<td>120,000</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The B2C fair is a platform for vegan producers to present their products to their main target groups. Since 2015, B2B elements have been introduced to the fairs as this presents an opportunity for added value for the producers and exhibitors.

Every VeggieWorld has a stage program featuring talks, cooking shows, book presentations, panel discussions, etc. On the one hand, this contributes to the holistic experience of visitors; on the other hand, this provides a stage for vegan messengers in front of a highly interested and receptive audience.

In 2019 the VeggieWorld will expand to two new continents, and will enter into the Asian and African market with locations in China and South Africa.

We are as well official partner of the yearly ‘veggie & frei von’ (106,000 visitors in 2017) and participate regularly with a booth in the ‘Veggienale’ (B2C) and ‘veganfach’ (B2C&B2B) fairs.
Vegan Fairs – VeggieWorld

- VeggieWorld in 2017
- New in 2018
## Vegan Fairs – VeggieWorld

<table>
<thead>
<tr>
<th>Impact</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normalizing vegan discourse</td>
<td>Platform for producers to market and sell their vegan products and to directly reach their target market</td>
</tr>
<tr>
<td>Vegan businesses get inspired to continue to innovate and develop</td>
<td>B2B elements as added value for the producers with spillover effects</td>
</tr>
<tr>
<td>Helps create and foster the profile of vegan messengers (authors, cooks, etc.) who will further act as multipliers</td>
<td>Since 2017 about 120,000 visitors are exposed to the variety of vegan products already available</td>
</tr>
<tr>
<td>The general non-vegan public is exposed to vegan products in a professional and established setting</td>
<td>The vegan community benefits from an additional opportunity to sample new and innovative products</td>
</tr>
<tr>
<td>Thousands of people every year are encouraged, motivated and equipped with practical means to live a plant-based lifestyle</td>
<td>Other animal advocacy groups gain visibility among a highly relevant clientele through their exhibition stands on the fairs</td>
</tr>
<tr>
<td>Appealing to people on multiple levels (rational, emotional, moral, gustatory) creating a holistic positive experience of a vegan lifestyle all in one place</td>
<td>Spreading of vegan-related information to receptive audience</td>
</tr>
<tr>
<td>Community building on both the personal and business level</td>
<td>Giving vegan authors, cooks, etc. an audience and means to disseminate their materials</td>
</tr>
</tbody>
</table>
Accomplishments 2017/2018

Corporate Outreach

Food Services
Chefs and Caterers

For vegans and vegetarians, public catering often constitutes a challenge to say the least. Vegan people are often excluded from public services, which usually results in higher expenses for them.

However, public catering is an area that has huge potential for change and impact. Every day, millions of people eat meals provided in pre-schools, schools, universities, corporations, hospitals, etc. Increasing the share of plant-based meals in institutions will therefore have a large-scale impact.

To tap into that potential, we approach caterers and decision-makers in different institutional settings and offer support – following our policy of influencing the influencers.
ProVeg Food Services

ProVeg Food Services supports small businesses and corporate catering – as well as large-scale food and beverage service providers – with individual communication frameworks, trainings, and consultation to demonstrate how to complement their existing offer with plant-based meals.

To date, we have organized more than 200 in-house trainings and consulting sessions with top-level-management. In addition, we offer ‘Train the Trainer’ courses as multiplier programs.

Besides individual training courses for companies, we focus on targeting large caterers and umbrella organizations with a nationwide reach in several countries to increase the impact of our work.

From 2017 until June 2018

- 30+ trainings & consulting sessions
- 110+ reached canteens
- 260+ trained chefs & participants
## ProVeg Food Services

### Outcome
- **Capacity building:**
  - Enabling chefs to cook vegan food
  - Train the Trainer - training multipliers to train chefs and cooking personnel
- **Raising awareness among:**
  - Chefs and caterers
  - Canteens and public institutions
- **Introduction and expansion of vegan offerings in gastronomic businesses**
- **Positioning ProVeg as competent consultants**

### Impact
- Normalizing plant-based and vegan diets among those who are responsible for its preparation
- Improving availability, quality, and promotion of vegan meals
- Reduced quantity of animal ingredients
- Reducing recidivism
- Increased acceptance/tolerance of plant-based lifestyle among chefs and caterers
- Long-term change of gastronomy and public catering landscape
Food Services in Education – DSW

Deutsches Studentenwerk - DSW (German National Association for Student Affairs) is an umbrella organization for the 58 local state-run NPOs for student affairs in Germany. Among their services for students, they run universities canteens. Everyday more than 400,000 students eat in those canteens.*

Since 2011, ProVeg has been cooperating with DSW, offering individual cooking workshops as well as ‘Train the Trainer’ programs for chefs and kitchen staff. The aim is to reduce the consumption of animal products and to enlarge and improve vegan and vegetarian options. The workshops include basic knowledge of vegan nutrition as well as trainings on how to prepare a healthy plant-based lunch and takeaway snacks. The main focus lies on seasonal wholefood, while keeping costs at a moderate level.

In May 2018, ProVeg Netherlands set up a Coalition for Plant-Based Catering in Higher Education to connect and empower people studying, teaching, or otherwise working in higher education institutions, who wish to improve the availability of plant-based catering in their institutions.

From 2017 until June 2018

120+ trained chefs 60+ influenced canteens 16.5m+ total meals/year distributed by DSW

Sources and further Information: * DSW Website (2018)
The evaluation of the recent workshops showed that participants are highly satisfied with the workshops and more than 70% are interested in participating in a follow-up workshop on plant-based meals*

Impact

- Improving availability, quality, and promotion of vegan meals
- Reduced quantity of animal ingredients
- Changing the gastronomy and public catering landscape in the long run

*Workshop evaluation conducted by ProVeg Germany (2017- June 2018), n = 123
Sodexo is one of the world’s largest multinational corporations, with 420,000 employees in 80 countries. ProVeg consulted with Sodexo Germany, the leading school caterer in Germany, in order to develop new vegan recipes and optimize messaging about the new offerings.

In cooperation with ProVeg, Sodexo launched an action week in May 2018, offering vegan and vegetarian menu options. 600 schools participated 140,000+ children reached

The participating schools were provided with flyers, posters, and promotional displays in order to provide comprehensive information on the topic.

Additionally, action days took place at four schools, with cooking workshops and talks presented as part of our Plant Powered Pupils campaign.

As a result, Sodexo has introduced several new vegan recipes and products to their regular menu.
### Food Services in Education – Sodexo Campaign

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Increased youth awareness of the impact of animal food production and consumption on climate change</td>
<td>● Preparing the ground for the much neglected early intervention approach (normalizing veganism to children), with huge long-term potential to normalize veganism in society as a whole</td>
</tr>
<tr>
<td></td>
<td>● Setting an example for the entire school catering industry in terms of seriously considering moving towards a more plant-based/vegan product range (‘influencing the influencers’)</td>
</tr>
<tr>
<td></td>
<td>● Increased availability and promotion of plant-based menus items for children</td>
</tr>
<tr>
<td></td>
<td>● Reducing health concerns about plant-based diets</td>
</tr>
</tbody>
</table>
Food Services in Education – Plant Powered Pupils

Started in 2016, the program aims to improve availability and quality of veggie options in schools and pre-schools. It is co-initiated and financed by BKK ProVita for 4 years, with a possible further extension.

Plant Powered Pupils provides (legal) support for parents and children in order to advocate for vegan options in schools and has the potential to establish successful food sponsoring and testimonial cooperations.

Furthermore, ProVeg regularly invites Germany’s largest caterers for networking sessions and the exchange of best practices with representatives of the DGE (German Dietetics Association).

The campaign takes place Germany-wide and is supported by ProVeg’s local groups.

Due to its success in Germany, similar campaigns will soon be rolled out in other ProVeg countries, including the UK (School Plates Campaign) and Poland.

40 action days at schools and institutions since 2017
1,400+ children participated in workshops
23,000+ children were exposed to a vegan message
10,000+ information material distributed

"The world’s strongest animals are herbivores"
Food Services in Education – Plant Powered Pupils

- Increased awareness of the benefits of a plant-based lifestyle among children and educational staff
- Providing positive experience to children (fun, interaction, hands-on activities, tastings)
- Raising awareness through Germany-wide activities and media outreach (three radio and 1 video features, more than 100 mentions in print and online media, with a reach of more than 1 million)
- Appealing to children on multiple levels (rational, emotional, moral, gustatory), creating a holistic positive experience

Impact

- Preparing the ground for the much neglected early intervention approach (normalizing veganism to children), with huge long-term potential for normalizing veganism in society as a whole
- Addressing the cause (period of socialization) rather than only the effects (acting on what has been acquired and learnt) of people’s problematic attitudes and behaviors towards animals and plant-based eating will contribute significantly to long-term social and systemic change
- Addressing young people has several long-lasting benefits: (i) early socialization is the perfect period to establish deep-rooted and long-lasting behaviors; (ii) young people are less set in their ways and generally more open; (iii) children have a long lifespan ahead of them to exercise their attitudes and behaviors; (iv) children become not only future consumers, but also future decision makers and influencers
ProVeg UK’s primary campaigning focus is public institutions, particularly schools – an area that has been largely neglected in the UK by other pro-vegan and meat reduction organizations. In June 2018, ProVeg UK launched School Plates, its campaign to bring about menu change in primary schools. After producing a 27-page campaign report, ProVeg UK started approaching schools and local authorities to ask them to make any or all of five suggested changes to their menu – to save the school/ local authority money and also improve children’s health. ProVeg UK also offers chef training and the services of both a nutritionist and a scientist who can measure climate emissions savings.

In its first month of campaigning, ProVeg UK persuaded two schools to adopt menu changes. One school committed to introducing a meat-free day, which will replace over 8,000 meat-based meals over a 12-month period. The team is also in menu change discussions with four local authorities, which control 708 schools.

ProVeg UK is prioritizing its School Plates campaign over the next 12 months, with plans to expand into secondary schools in 2019. It is also working on a certification award scheme whereby schools and local authorities are awarded for achieving certain standards. This will be ready for rollout before the end of 2018. The intention is to then launch a similar campaign in hospitals – Hospital Plates – towards the end of 2019/ start of 2020.
The campaign has already attracted significant media interest, with stories in leading industry publications including Educatering Magazine and QA Education (Headteacher magazine) as well as in key trade associations such as LACA (Lead Association for Catering in Education) and NCA (Nationwide Caterers Association).

Preparing the ground for and supporting the much neglected early intervention approach (normalizing veganism for children), with huge long-term potential to normalize veganism in society as a whole.

Addressing the cause (period of socialization) rather than only the effects (acting on what has been acquired and learnt) of people’s problematic attitudes and behaviors towards animals and plant-based eating will contribute significantly to long-term social and systemic change.

Addressing young people has several long-lasting benefits: (i) early socialization is the perfect period to establish deep-rooted and long-lasting behaviors; (ii) young people are less set in their ways and generally more open; (iii) children have a long lifespan ahead of them to exercise their attitudes and behaviors; (iv) children become not only future consumers, but also future decision makers and influencers.
Climate and Energy Efficient Canteen Kitchens in Schools

In June 2016, we embarked on a three-year project on climate protection in public nutrition funded by the German Federal Ministry for the Environment.

Together with five project partners (scientific research institutes with a focus on climate and sustainability), the potentials and challenges of canteen kitchens with regard to more energy and resource-efficient catering has been assessed by analyzing data from 22 school kitchens.

The objective was to produce climate and energy-efficient menus for schools and to subsequently produce information materials and make them available to all catering canteens and their staff. We also provide trainings for the new generation of chefs in vocational schools. ProVeg’s role in this endeavor is to be the vegan voice that emphasizes the feasibility of plant-based dishes while supporting the development of alternative recipes.

At the same time, young people can experience first-hand how tasty and satisfying plant-based eating can be.
## Climate and Energy Efficient Canteen Kitchens in Schools

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Increased awareness of the benefits of a plant-based lifestyle among project partners</td>
<td>● Promotion of plant-based menus for children</td>
</tr>
<tr>
<td>● Raising Germany-wide awareness through lectures (in progress)</td>
<td>● Reducing health concerns about plant-based menus</td>
</tr>
<tr>
<td>○ Chefs, caterers, and canteens (in total 50 lectures by project partners, including 21 by ProVeg)</td>
<td>● Trainings of the project launched only recently → evaluation impossible at this point</td>
</tr>
<tr>
<td>○ Vocational gastronomy schools (in total 50 lectures by project partners, including 15 by ProVeg)</td>
<td>● Preparing the ground for the much neglected early intervention approach (normalizing veganism for children), with huge long-term potential to normalize veganism in society as a whole</td>
</tr>
<tr>
<td>○ Educational staff (10)</td>
<td></td>
</tr>
<tr>
<td>○ Public institutions (in total 11 lectures by project partners, including 2 by ProVeg)</td>
<td></td>
</tr>
<tr>
<td>● Long-lasting impact through educational videos (10), web apps, and e-cookbooks promoting plant-based eating (in progress)</td>
<td></td>
</tr>
<tr>
<td>● Public attention about unhealthy, overly meaty menus in schools</td>
<td></td>
</tr>
<tr>
<td>● Increased youth awareness of the impact of animal food production and consumption on climate change</td>
<td></td>
</tr>
</tbody>
</table>
Educational Outreach – The Netherlands

ProVeg Netherlands works with educational institutions to bring plant-based and meat reduction messages to young people – the consumers, decision makers and food professionals of the future.

We present guest lectures on environment, animal ethics, and nutrition to college and university students, focusing on relevant courses such as food development and nutrition. We also work with the educational sector to improve curriculum content and educational materials.

Successes/ projects:

- 15 classes given to 270+ students
  3 workshops given to 131 teachers
- Official partner of Aeres MBO Food & Lifestyle study. Transition to plant-based diets was made a mandatory part of the curriculum as a result of this collaboration. For a full month, students learn about plant-based nutrition and take practical assignments, e.g. developing vegan baking mix for an industrial baker.
- Cooperation with Educatieve Uitgeversgroep B.V., a publisher of educational textbooks. We provided expertise in order to rewrite multiple chapters of a textbook for food students.
**Educational Outreach – The Netherlands**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Increased awareness of the impact of animal-based food production and consumption on climate change</td>
<td>● Normalizing vegan food among those who are responsible for its preparation</td>
</tr>
<tr>
<td>● Providing positive experience to students (interaction, hands-on activities)</td>
<td>● Change of gastronomy and public catering landscape in the long run</td>
</tr>
<tr>
<td>● Increased reach to students through incorporated ProVeg schoolbook material</td>
<td></td>
</tr>
</tbody>
</table>
Restaurant Chain Outreach

New York Pizza

The Dutch company New York Pizza (150+ locations) worked with ProVeg Netherlands to develop vegan pizzas, becoming the first large pizza chain in Europe to offer a vegan delivery pizza. Soon after, Domino’s Netherlands followed their example.

Vapiano

After finishing first in the ProVeg fast food chain ranking in Germany in 2016, Vapiano began labeling plant-based dishes as such and held several vegan promotions.
## Restaurant Chain Outreach

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New York Pizza</strong></td>
<td>• Vegan pizzas in more than 150 locations</td>
</tr>
<tr>
<td><strong>Vapiano</strong></td>
<td>• Labeling of plant-based dishes, and held several vegan promotions</td>
</tr>
<tr>
<td></td>
<td>• Normalizing of plant-based and vegan food and diets</td>
</tr>
<tr>
<td></td>
<td>• Higher availability of plant-based and vegan food in restaurants</td>
</tr>
<tr>
<td></td>
<td>• Reducing recidivism</td>
</tr>
</tbody>
</table>
Accomplishments 2017/2018

Political and Legal Outreach
ProVeg International acts as a representative of vegan interests and is a founding member of the European Vegetarian Union (EVU). In these capacities, ProVeg International advocates for vegan interests in Berlin and Brussels (EU).

Activities include:

- Highlighting the connection between food choices and climate change in order to put the issue on the political agenda
- Names for meat alternatives that are appealing to mainstream consumers
- Legally binding definitions of the terms ‘vegetarian’ and ‘vegan’ (the EU is currently lacking such definitions)
- Law Symposium on the right to vegan meals in public institutions
- Strategic collaboration with other organizations
Engaging International Institutions

ProVeg regularly advocates at international forums and conferences hosted by the UN on topics such as health, agriculture, nutrition, the environment, and the Sustainable Development Goals (SDGs).

ProVeg has joined networks and hubs (such as G2H2, the Geneva Global Health Hub) with other civil society organizations in order to gain more access and influence inside the United Nations system.

Before intensively advocating and communicating on plant-based food at COP24 in Poland, ProVeg will also attend the High Level Political Forum in New York City this July, as SDG12 - Sustainable Consumption and Production – will be on the agenda.
Engaging International Institutions

**Outcome**
- Participation in 10 conferences in 2018
- Engaging with other institutions, NGOs, and NGO-alliances such as Greenpeace, Four Paws, CAN, WHO, UNECE, Geneva Global Health Hub, UNICEF, and the World Food Programme
- Bringing the benefits of plant-based and vegan diets to international platforms
- Networking with key stakeholders and decision-makers
- Raising awareness on the impacts of our diets on social justice, health, and the environment among key stakeholders and decision-makers

**Impact**
- Normalization of plant-based and vegan diets
- Establishing a better legal/institutional framework for plant-based and vegan nutrition
ProVeg at COP23

ProVeg participated in **COP23 in Bonn in 2017**, the annual world climate change conference to advance the discussion, focussing on the impact of animal agriculture and meat consumption on climate. ProVeg was one of the few groups focussed on plant-based diets at this level.

ProVeg was present at the conference, along with a booth, for two weeks and met various important stakeholders (including the federal ministers for the environment of Germany, India, and Costa Rica) and received great feedback regarding our [50by40 mission](#).

ProVeg, together with Green Course organized an **official side event at COP**, bringing **top level researchers on diet and climate change** to speak in front of a full house which included members of the Israeli delegation and other policy makers. Jimmy Pierson, Director of ProVeg UK, was one of the panel speakers in the side event and was also invited to speak on another panel.

Leading up to COP23, ProVeg ran a petition to bring the issue of livestock on the climate change agenda. We handed over **66,000 signatures** to Jochen Flasbarth, State Secretary at the German Federal Ministry for the Environment.
ProVeg at COP23

**Outcome**

- Petition: Handover of 66,000 signatures to the German State Secretary at the Federal Ministry for the Environment
- Full-house official side-event (approx. 130 visitors), with four expert researchers and many policy-influencers present
- Joined three influential alliances working on climate change and diet
- ProVeg hosted a popular exhibit during COP and promoted plant-based diets as part of the climate solution to hundreds of influencers
- Interviewed by the UN Department of Public Information
- Increased awareness among non-animal NGOs about the connection between meat consumption and climate change (‘influencing the influencers’)

**Impact**

- Mobilizing the general public and participating in the communication systems of politics, societies and markets
- The general public is encouraged to take action in order to increase the pressure on decision makers
- Visibility of problems of animal agriculture in order to sensitize the target groups to the topic and motivate them to change their attitudes, consumption patterns, and lifestyles
- Changing the political discourse and putting meat consumption on the political agenda (via climate impact) with potentially positive long-term effects
  - e.g. the Minister of Environment for Costa Rica wants to pioneer the Peak Meat targets in Costa Rica

Politics & Public Policies
Road to COP24

Having begun in August 2017, this campaign aims to bring the climate impact of animal agriculture and meat production onto the global climate agenda and is committed to ensuring that the impact of livestock is taken into account in national climate protection plans. An essential part of the campaign is a presence at the most internationally relevant events leading up to the world climate conference COP24 in Poland in December 2018. As part of the campaign, ProVeg is an active member in NGO alliances and brings civil society groups together to positively influence public opinion. The close exchange of national and international cooperations contributes to increasing the perceived importance of diet in climate protection across national borders.

We have already hosted a Leadership Summit, bringing together leading NGOs and resulting in increased collaboration for the climate summit.

We aim to put livestock on the policy agenda in 2018 through the following:

1. Bring the topic to the media in 40 high impact countries, through collaboration with a global network of climate journalists
2. Providing the decision-makers with a policy-roadmap of concrete, science-based reduction targets
3. A petition addressing the United Nations, showing the public support for a more plant-based food system
4. An official event, connecting leading researchers and inspiring policymakers to action
5. Influencing the COP catering and showcasing the Impossible Burger to the summit attendees
6. Participation at the two highly influential climate change events, the Global Action Summit in San Francisco and New York Climate Week
Road to COP24

**Outcome**
- Bringing civil society groups together to positively influence public opinion
- The close exchange in national and international cooperations contributes to increasing the importance of nutrition for climate protection across national borders

**Impact**
- Mobilizing the general public and contributing to the communication systems of politics, societies, and markets
- The general public is encouraged to take action in order to increase the pressure on decision makers
- Increased visibility of the problematic nature of animal agriculture in order to sensitize the target groups to the topic and motivate them to change their attitudes consumption patterns, and lifestyles
ProVeg is part of the Klima-Allianz (German climate alliance), an NGO alliance representing more than 100 organizations and their views on climate protection. ProVeg has managed to include the demand for a 50% reduction in animal product consumption and production in the alliance’s position paper with regards to Germany’s climate targets for the year 2030. Additionally, ProVeg has written a lobbying strategy paper which is used by the alliance. After continuous efforts to raise awareness of the climate impact of the livestock sector within the alliance, a working group on agriculture was established, of which ProVeg is a key member.

In April 2018 ProVeg became a member of the Climate Action Network (CAN) Europe in order to boost its international climate policy outreach. CAN Europe is Europe’s largest coalition working on climate issues, with over 120 member organizations. ProVeg will work on promoting animal agriculture as one of the key topics that CAN should focus on.

The Food and Climate Alliance is a new group of civil society organizations who research, communicate, and advocate for a transition away from dietary patterns high in animal-based foods and toward more plant-centric diets as a critical climate change solution. The Alliance provides a platform for communication and collaboration between more than 40 non-governmental organizations to enhance civil society efforts to inform and influence agricultural climate policy at local, national, and global levels.
Lobbying for Climate Protection – German Activities

The German Climate Action Plan 2050

ProVeg International is a major advocate of putting the environmentally harmful effects of animal agriculture onto the climate protection agenda.

In Germany, the government is currently planning the implementation of the Paris climate agreement. ProVeg International was, and will be, part of the official processes, thus succeeding in communicating the potentials of a plant-based lifestyle.

After the German government agreed on a rough long-term strategy (Climate Action Plan 2050), measures to implement the concrete emission reduction targets for the year 2030 are currently negotiated. ProVeg is an active part of the discussion.

Panel Discussion

In January 2017, together with the German Climate Alliance, ProVeg hosted a panel discussion in Berlin on the topic of the climate impact of the livestock industry. Participants included other NGO experts, the Head of the Scientific Advisory Board of the Federal Ministry of Agriculture, a Member of the German Bundestag, and the State Secretary of the Federal Ministry for the Environment.

In the intense discussion, ProVeg made it clear that the current level of livestock production and animal product consumption is not sustainable.
Lobbying for Climate Protection

**Outcome**

- Increased awareness among non-animal NGOs about the connection between meat consumption and climate change through being part of climate alliances (‘influencing the influencers’)
- Because ProVeg sets the discourse around climate change and animal agriculture not as a climate charity but as a broader “multi-problem solver”, we are able to recommend the reduction of animal products across all species, rather than just replacing beef with chicken or fish, which would create an increase in animal sufferings.

**Impact**

- Visibility of the problems of animal agriculture in order to sensitize the target groups to the topic and motivate them to change their attitude, consumption patterns, or lifestyles
- Changing the political discourse and putting meat consumption (via climate impact) on the political agenda, with potentially positive long-term effects
Sales Denominations of Meat and Milk Alternatives

The naming of vegan and vegetarian products is unregulated and heavily contested. Representatives of the meat industry are currently attempting to preserve terms that have traditionally been used for meat products (e.g. Schnitzel) exclusively for such products, arguing that customers might purchase vegetarian or vegan products unintentionally. This reasoning has in fact been used in France to legally prohibit the use of ‘meaty’ names for products with a significant proportion of vegetable content.

Fortunately, the European Commission does not currently see the need to regulate vegetarian sales denominations, which means that action can only be taken on a national level. Close monitoring of the developments in member states is therefore important.

As these existing terms communicate a lot of information and make vegan alternatives more attractive for consumers, ProVeg International is lobbying for liberal regulation of sales denominations. We are in regular and constructive contact with all major stakeholders and have managed to gain support of major players in the meat industry, illustrated by a joint position paper signed by ProVeg and 18 food manufactures (including Nestlé brands).

However, certain terms, such as ‘milk’, are currently prohibited with regard to product labelings of vegan/vegetarian alternatives under European law. ProVeg is actively discussing this issue on a Europe-wide level. We have achieved extensive news coverage on this issue with our critique of this outdated piece of legislature and our lobbying for reforms to sales denominations which are in line with consumer perceptions and market developments. For example, ProVeg gave a speech at the European Food and Feed Law Conference in Brussels, debating with European Commission officials and other key decision makers. Additionally, ProVeg contributed the main article of the 2/2018 issue of the main European food law journal, commenting on food labeling issues from a plant-based perspective.
Sales Denominations of Meat Alternatives

Outcome

- A lobbying project which creates a counterbalance to the dominant meat industry and its lobbying power
- If successful, vegan products will be allowed to be marketed with the same names as animal products, as long as they resemble the ‘original’ and clearly communicate their vegan nature on the packaging
- Transition to a more plant-based lifestyle is made easier and more accessible if alternative products have attractive sales denominations that instantly tell consumers what they can expect from the product and how they can use it

Impact

- Normalization of plant-based and vegan diets
- If successful, using the same names for vegan products as for animal products will further increase the mainstream’s openness to, and acceptance of, vegan products
- Establishing a better legal/ institutional framework for plant-based and vegan diets
Legally Defining the Terms ‘Vegan’ and ‘Vegetarian’

The absence of legally binding definitions of the terms ‘vegan’ and ‘vegetarian’ in food labeling is a problem from a consumer protection perspective, and has even been identified as such by the European Commission which is obliged to issue an implementing act defining the terms. Unfortunately, the Commission has failed to act upon this responsibility in the past seven years.

In a joint effort with the European umbrella organization European Vegetarian Union (EVU), ProVeg has managed to get the support of the REFIT platform (an advisory forum within the Commission), putting the topic on the Commission’s work agenda for 2018, where it is now stated that preparatory work will start in 2019.

To ensure that this promise is kept, ProVeg and EVU will continue to put pressure on the Commission with the help of EVU member organizations and Member States’ governments. EVU has also reached a joint position on a possible wording for the implementing act with the European food industry’s umbrella organization FoodDrinkEurope, based on criteria developed by ProVeg.
## Legally Defining the Terms ‘Vegan’ and ‘Vegetarian’

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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</table>
| - Agreement with European food industry  
- Definitions were accepted in Germany by all stakeholders, making it the current de facto standard  
- Helps consumers to identify vegan/vegetarian products and protects their interests  
- Helps producers, wholesalers, and retailers to identify vegan/vegetarian niches and cater for any such market demand | - Better framework for plant-based and vegan nutrition  
- Normalization of plant-based and vegan diets  
- Will potentially eliminate animal ingredients in products that are now close to being vegetarian and vegan  
- The establishment of a clearly regulated vegan/vegetarian market with increased levels of credibility and trust will, in the long run, potentially lead to an increase in supply and demand |
International Law Symposium on Vegan Rights

In cooperation with the International Vegan Rights Alliance (IVRA), ProVeg International once again successfully organized the International Law Symposium on Vegan Rights in July 2017.

The discussions at the symposium have shown that there are major differences around the world regarding the legal consideration of vegan-vegetarian topics.

Among others, an important topic was specifically the naming of meat and milk alternatives. The experts demanded that manufacturers should be given the right to use product names such as ‘tofu butter’, ‘veggie sausage’, and ‘vegan schnitzel’ for plant-based alternatives. They also developed new approaches as to how legal barriers concerning the introduction, marketing, and sales of vegan products can be overcome in order to give all people access to a plant-based lifestyle.
## International Law Symposium on Vegan Rights

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>● International exchange of legal expertise</td>
<td></td>
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<tr>
<td>● New findings on the current legal situation of vegan-vegetarian topics in different countries</td>
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<tr>
<td>● Important approaches have emerged to advance the interests of those who follow vegan and vegetarian lifestyles</td>
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<td></td>
<td>● International legal community-building and sensitization around vegan issues</td>
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<td></td>
<td>● The establishment of vegans’ legal right to be provided with vegan food in public institutions</td>
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<tr>
<td></td>
<td>● Reducing recidivism due to official legal status of ‘rights’</td>
</tr>
<tr>
<td></td>
<td>● Normalizing vegan discourse in the mainstream</td>
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<td></td>
<td>● Paving the way for legislation that protects vegans from discrimination</td>
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</tbody>
</table>
Accomplishments 2017/2018

Vegan Community Building
Vegan Summer Festival Berlin

In cooperation with Berlin Vegan and the Albert Schweitzer Foundation, ProVeg International is the main host and co-organizer of the annual Vegan Summerfest Berlin, Europe’s biggest vegan summer festival. The three-day event takes place in Berlin’s centrally located Alexanderplatz and once again demonstrates that Berlin deserves its title as vegan capital of the world.

Many people get inspired by the festival to experiment with vegan living. Media attention on veganism increases during the period as the summer festival is covered by a broad range of local media.

65,000 visitors in 2017 (new visitor record) 108 exhibitors (information, fashion, food stalls as well as other NGOs)

Many people get inspired by the festival to experiment with vegan living. Media attention on veganism increases during the period as the summer festival is covered by a broad range of local media.
Vegan Summer Festival Berlin

Outcome

- Positive presentation of vegan lifestyle
- Attracts people (pull-factor) rather than actively approaching them, thus providing increased receptiveness
- Provides a platform for other vegan/animal rights organizations, as well as initiatives to gain visibility
- Vegan/animal rights networking
- Opportunity for new companies to reach their target market
- Achieved a reach of 12.7 million through various channels, including radio stations, social media, and print

Impact

- Outreach to thousands of people otherwise unexposed to vegan messaging thanks to the central location, including many tourists who can then act as vegan ambassadors, spreading the word to other parts of the world
- Normalizing plant-based diets and veganism
- Community building
- Other animal advocacy groups benefit from being able to present their organizations
In order to increase the effectiveness and visibility of these activities, both internally and externally, and to foster increased exchange for a better overview of the interventions, ProVeg actively supports local groups in the following ways:

- Monthly newsletter to local groups and activists in Germany (1,000+ subscribers)
- Ministering to local groups and activists in all matters, along with constant email and phone contact
- Yearly activist trainings, providing support, input, and guidance to professionalize the activities of local groups
- Tools and platform for knowledge management and exchange

Furthermore, with ProVeg South Africa, a students group at the University of Cape Town has now joined the ProVeg network to promote plant-based living.

Our local groups make excellent use of a variety of interventions on a regional level to spread our message. Such interventions include creative street activism and bake sales, distributing our communication materials and collecting signatures for our petitions, organizing lectures, festivals, and film screenings and supporting interventions like Plant Powered Pupils and others.
Local Groups

### Outcome
- Widespread network of activist members enables large-scale distribution of information materials
- ProVeg being present at key vegan/animal rights events all over Germany and increasingly in ProVeg's country branches
- High number of independently organized events on a local and regional level (e.g., educational formats for certain target groups)

### Impact
- Retention of members and activists
- Professionalization of the movement (regular trainings by ProVeg and advice on various aspects of activism)
- Community building
- Preventing recidivism through permanent outreach and support
- Multiplication of our efforts
International Strategic Vegan Activism Trainings

Since the beginning of 2017, the Center for Effective Vegan Advocacy (CEVA), our joint program with Beyond Carnism, has organized worldwide Strategic Vegan Activism Trainings bringing together activists from various organizations and countries.

19 trainings since 2017
1,800+ participating activists
14 countries

The two-day trainings aim to help vegan activists increase their effectiveness. Some of the most common and pressing challenges faced by vegan activists are examined and discussed in order to find ways to prevent and overcome them.

The trainings were co-hosted by Beyond Carnism and led by our co-founders Dr. Melanie Joy (president of Beyond Carnism) and Tobias Leenaert (veganstrategist.org).

Topics covered include:

- Effective vegan advocacy and effective communication
- Principles of strategic movement-building and organizing
- Strategic activism: strategic thinking, outreach, and actions
- Sustainable activism, as well as preventing and treating burnout
CEVA Trainings in 2017/ 2018

CEVA Trainings in 2016

ESTONIA TALLINN
FRANCE PARIS
DENMARK COPENHAGEN
FINLAND HELSINKI
SLOVAKIA BRATISLAVA
SOUTH AFRICA JOHANNESBURG
SOUTH AFRICA CAPE TOWN
ARGENTINA BUENOS AIRES
CHILE SANTIAGO
PERU LIMA
LITHUANIA VILNIUS
### International Strategic Vegan Activism Trainings

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>● 19 trainings have been organized around the globe (30 in total since 2015)</td>
<td>● Retention of members and activists</td>
</tr>
<tr>
<td>● More than 1,800 experienced and dedicated activists trained</td>
<td>● Professionalization of the movement (regular trainings by ProVeg and advice on various aspects of activism)</td>
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<td></td>
<td>● Community building</td>
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<td></td>
<td>● Preventing recidivism through permanent outreach and support</td>
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<td>● Multiplication of our efforts</td>
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Leadership Summits

Our Leadership Summits aim to bring together leading animal rights/welfare organizations and vegan charities to enable them to better support each other, avoid duplication of effort, and start working closer together by finding opportunities to collaborate. The overall aim is to strengthen and unify the movement.

- In April 2017, ProVeg UK brought together eight organizations for the first time in 25 years. The gathering was a great success and resulted in the creation of a collaborative project – the first ever World Plant Milk Day.
- In December 2017, ProVeg Poland brought together all the main pro-vegan organizations in Poland.
- In March 2018, ProVeg Poland had a second leadership summit to coordinate the campaign around the next Climate Conference, COP24, in Katowice, Poland. Participants included Greenpeace, the Albert Schweitzer Foundation, Open Cages, CIWF, and Viva!.

Plans are now underway for these summits to take place on a regular basis.
Leadership Summits

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>● Avoiding duplication of effort</td>
<td>● Making the movement more effective and efficient</td>
</tr>
<tr>
<td>● Preventing infighting with the movement by making sure leaders of various organizations know and talk to each other</td>
<td>● Strengthening the cohesiveness of the movement and providing a platform for more knowledge sharing and collaboration</td>
</tr>
<tr>
<td>● Exchange of best-practices among groups</td>
<td>● Facilitating collective impact</td>
</tr>
<tr>
<td>● Creating new collaborative projects such as <em>World Plant Milk Day</em></td>
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Activists & NGOs
Accomplishments 2017/2018

Outreach to Health Sector
VegMed was launched in 2012 to educate medical professionals on the benefits of a vegan diet, with the target group including physicians, nutritionists, dietary advisers, and medical students. By establishing a platform for medical professionals where they can network and exchange experiences and the latest research findings, we created a counter discourse to the mainstream medical opinion. We want to change the European medical belief system by influencing the medical community.

The 5th VegMed in 2018 took the event to an international level:

- **50** experts from 7 countries and 4 continents
- **1,300** visitors (increase of over 300% since the first VegMed in 2012)

Among this year’s speakers were leading scientists and renowned physicians, including Neal Barnard, Brenda Davis, Claus Leitzmann, Hans Diehl, and Ulrike Arens-Avedo. The program also included workshops, peer-review sessions, poster presentations, talks, networking opportunities, 15 exhibitors etc. In 2018, for the first time, VegMed provided for participation via online-live-streaming. A huge archive of videos (mainly talks and interviews) is now freely available on Youtube and the VegMed website.

The congress is co-organized by Charité, one of Europe’s leading medical teaching and research institutions, Immanuel Diakonie and Stiftung Reformhaus Fachakademie, and it is efficiently organized by 1 employee, in cooperation with the professional event partner Medical Event Solutions.
Medical Congress – VegMed

**Outcome**

- Reaching 700+ medical professionals directly, along with thousands more through media coverage and resulting networks, studies, and ongoing research (Youtube Channel provides relevant information accessible to everyone)
- Serves as a platform to build networks of experts in different fields
- Additional credibility owing to Charité’s high-profile reputation (It is Germany’s leading hospital and medical training institution)
- Significant increase in outreach and visibility as a result of the newly introduced visitors’ day
- Addresses highly relevant multipliers (researchers, doctors, medical students, medical practitioners), creating substantial long-term impact by establishing and normalizing vegan discourse in research and practice
- Knowledge transfer with high relevance to daily life of participants

**Impact**

- As a result of VegMed the Physicians Association for Nutrition (PAN) was founded to raise awareness among health professionals, the general public, and policymakers about the role of nutrition in promoting good health and preventing and treating disease, while also providing tools for making positive dietary changes
- Normalizing the vegan discourse in medical research and practice – with various short-term and long-term benefits:
  - Doctors who are open to the vegan message can impact thousands of individuals over the course of their professional lifetime, supporting them in their choice of a vegan diet
  - Mitigates fear of plant-based nutrition by providing solid medical underpinning. Also, the sheer existence of such a congress conveys a feeling of security, thus making a significant contribution to the normalization of vegan diets
  - Counteracts recidivism on health grounds
  - Expected increase in number of medical publications relevant to vegan diets
As a complementary activity to organizing VegMed, ProVeg aims to influence the health care system from within by cooperating with BKK ProVita, the Charité Teaching Hospital, and the German Hospital Institute (DKI).

German health insurances spend about 70 billion Euros* (77 billion USD) each year on treating diet-related diseases. While the healthcare system deals with the outcome of unhealthy dietary habits, it has so far insufficiently addressed the underlying causes. A paradigm shift is currently taking place in which health insurance companies are actively supporting health-promoting and preventive activities. Our aim is to channel some of this support into promoting an increased focus on plant-based eating.

- Together with our partner BKK ProVita, one of the first pro-vegan and pro-vegetarian public health insurers in Germany (with 120,000 insured persons), we successfully advocated for better addressing vegetarians’ and vegans’ needs in the public health system.
- ProVeg International-CEO Sebastian Joy joined the Supervisory Board of BKK ProVita, further strengthening the influence of ProVeg on the German health care landscape.
- A co-organized workshop for healthcare professionals entitled ‘Vegan Catering in Healthcare Institutions’ will be hosted by the DKI in November 2018.

Having successfully completed the necessary preliminary steps, we will further advocate for changes and adaptations at the institutional level.

Sources and further Information: *Leitzmann, Keller (2010)
## Changing the Institutional Set-Up: The German Healthcare System

<table>
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<th>Outcome</th>
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<tr>
<td>● Preventive training and counseling for vegetarians and vegans can now be fully funded by health insurance companies</td>
<td>● Normalizing plant-based and vegan diets in the medical and public discourse by way of fundamental institutional and structural changes (‘influencing the influencers’)</td>
</tr>
<tr>
<td>● By cooperating with us, health insurance companies can gain access to their main target groups while we can place the topic more prominently in health debates</td>
<td>● Plant-based diets are recognized as an important preventive measure of lifestyle diseases*:</td>
</tr>
<tr>
<td></td>
<td>○ The National Association of Statutory Health Insurance Funds (GKV Spitzenverband) recognized the benefits of a plant-based diet</td>
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<tr>
<td></td>
<td>○ The German Association for Dietetics made a vegetarian menu plan public in 2018, including recommendations for school catering**</td>
</tr>
<tr>
<td></td>
<td>○ Other insurance companies tend to increasingly recognize the health benefits of plant-based living</td>
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Innovative Solutions – B12 Toothpaste

In most European countries, fortification of foods with vitamin B12 is much less common than in the US. Organic products are not permitted to be fortified with vitamin B12, while supplements (pills, etc.) are frowned upon as being unnatural. For these reasons, the risk of a vitamin B12-deficiency is perceived as a reason not to follow a vegan diet.

- ProVeg has invented a toothpaste fortified with vitamin B12. Since 2013, it has been produced and marketed internationally by our partner Santé/ Logocos, an established natural cosmetics company.

- In 2016, Stiftung Warentest (the leading German consumer safety organization) published a comprehensive comparison of toothpastes, grading the Santé B12 paste with a ‘B’ (indicating ‘good’).

- Also in 2016, the results of a long-term study on the effectiveness of the toothpaste have been published. According to the study, the daily toothpaste improves the vitamin B12 levels of vegans.*

- Recently, the US company Cali White successfully launched a very similar vitamin B12 toothpaste based on the same study conducted by our scientific board member Dr. Markus Keller which was inspired by our toothpaste idea.

Sources and further Information: * IFANE (2016), Siebert et al (2017)
## Innovative Solutions – B12 Toothpaste

<table>
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<th>Outcome</th>
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<tr>
<td>Toothpaste as an easy remedy that avoids the charge of being unnatural (not a food supplement)</td>
<td>Effectively supporting people in transitioning to a more vegan lifestyle</td>
</tr>
<tr>
<td>To counter the public warnings against a vegan diet due to risk of vitamin B12 deficiency, we can now refer to our toothpaste as an easy remedy ensuring sufficient vitamin B12 intake</td>
<td>Prevention of recidivism</td>
</tr>
<tr>
<td>The toothpaste can be purchased in several German stores and is also available internationally via Amazon</td>
<td>Communication changer: helps to avoid deficiency discourse in favor of solution-oriented measures when discussing potential for malnourishment</td>
</tr>
<tr>
<td></td>
<td>The results of the 2016 long-term study on the effectiveness of the toothpaste inspired other producers to introduce similar products</td>
</tr>
</tbody>
</table>
Accomplishments 2017/2018

Media Outreach and Communication
Communication Infrastructure and Strategy

After the re-branding of VEBU to ProVeg International and the expansion into five more countries (covering four additional languages), we are about to rebuild our brand and web-presence and increase awareness on an international level. In order to facilitate sustainable growth and increase future reach in the actual expansion phase, our focus currently lies on internal communications processes and the corresponding infrastructure.

As a basis, we have implemented new software solutions and dedicated workflows in order to make use of international synergies and ensure timeous responses. Such synergies arise during content creation, knowledge exchange, and the flexible allocation of resources. In order to standardize and coordinate efficient workflows, we have invested in a comprehensive project management software that is used throughout the organization at various levels of detail in order to facilitate close collaboration. The integrated software landscape includes website backends, newsletter tools, and tracking software.

With the standardization of workflow and software, our internal network of experts can provide support throughout the organization. Internal training courses can be used to create specific learning effects in the countries which encourages independent actions at a highly professional level.

In order to offset peaks in demand and bottlenecks, we are about to establish a reliable international freelance network comprising writers, translators, web developers, web designers, and graphic designers.

All of these measures will collectively enable us to scale our media activities, reach larger audiences, speed up our work, react promptly to ad hoc topics, and create high quality content that is consistent across borders. As such, we will optimize international synergies by ensuring close collaboration between all country communication managers and will be able to measure our media achievements comprehensively.
Media Outreach

Our international Media and Communications team raises awareness among our target audiences and the general public of the relevance of meat consumption to important societal issues. This team educates individuals and institutions on the ‘why’ and ‘how’ of plant-based eating, raising the profile of this important issue.

ProVeg has a strong track record of working with the mainstream media to encourage more coverage of plant-based topics. To this end, we send out press releases, publish articles, and take part in newspaper, magazine, TV, and radio interviews.

In addition, we are the point of contact for and collaborate with industry publications to provide a sense of the demand for plant-based products in relevant industries, as well as how they can be promoted.

We succeed in communicating in a positive and constructive way, while earning us expert status within the industry. Owing to our positioning and our reputation as a reliable source of information and creator of networks, we are the go-to institution for journalists regarding all vegetarian and vegan matters. Our press releases are even referenced in academic publications.

| 120+ press releases per year | 2,800+ mentions in print, online, TV, radio since 2017 | 320m+ total estimated reach since 2017 |
Spain
OCT 2017

United Kingdom
NOV 2017

The Netherlands
MAR 2018

New Zealand
APR 2018

Poland
MAY 2018

Peru
MAY 2018

International Online Publications
International TV Coverage

Germany
Jan 2017
560,000 viewers

Poland
Aug 2017
900,000 viewers

China
May 2018
600,000 viewers

The Netherlands
May 2018
152,000 viewers

Germany
June 2017
900,000 viewers
Media Outreach

- **Outcome**
  - ProVeg has been mentioned various times in the international media (print, online, TV, radio)
    - 2017: 2,100+ mentions
    - 2018 (so far): 700+ mentions
    - with an estimated total reach of
    - 2017: 238,000,000+
    - 2018 (so far): 84,000,000+
  - Reinforcing ProVeg International’s standing as the go-to institution in vegan matters
  - Creating a feeling among the media and the general public that more and more people are going vegan
  - Counterbalancing misinformation presented to the general public (including false claims about veganism)

- **Impact**
  - Being the go-to institution grants us interpretative power in the future
  - Producers sense the potential of the market segment and invest as a result
  - Establishment of veganism as a trend in public perception perpetuates and reinforces the trend
  - Normalizing veganism in society decreases the threshold for attitudinal and behavioral changes in the long run
Regular Columns and Articles

Since 2014, ProVeg International’s CEO Sebastian Joy has had a full-page *monthly column* in the magazine *Reformhaus Kurier*, explicitly promoting vegan and animal-friendly messages.

Every month around **600,000 copies** are distributed through about 1,200 health-food stores in Germany which reach approx. **2 million readers**.

ProVeg Spain’s communications manager Cristina Rodrigo provides *regular articles* for the Spanish health magazine *Cuerpomente* (with a distribution of around **60,000 copies** and approx. **200,000 readers**), as well as for the leading women’s media brand *www.enfemenino.com* (with an average of **16.7 million monthly website visitors**).
### Regular Columns and Articles

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>● More than 2.2 million readers of non-vegan magazines/websites are regularly exposed to plant-based messaging</td>
<td>● Normalizing veganism</td>
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<tr>
<td>● Reaching health-conscious readers with increased receptiveness to the vegan message</td>
<td>● Facilitating the shift from vegetarian and health-conscious eating to vegan diets</td>
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<td></td>
<td>● Sponsoring for ProVeg International events by <em>Reformhaus</em>, resulting in money inflow into the animal advocacy movement</td>
</tr>
</tbody>
</table>
In addition to strengthening our internal structure, external communication activities are being further expanded. To reach a wider audience, our Media and Communications team publishes regular online content, including our international websites, social media pages, blogs, and newsletters as well as creating relevant leaflets and brochures for our offline communication.

Centrally created high quality content can be cost-efficiently translated and adapted into the languages of the ProVeg countries as well as specially designed online interventions that enable us to easily penetrate areas where information about plant-based living is not yet widespread.

Additionally, we have established a Campaigning Department, which executes interactive campaigns and links our educational work with specific service offers from the ProVeg departments and communicates them accordingly to the target groups.

Our external communications create an empowering and supportive environment for people eating plant-based diets and helps to reduce recidivism. Moreover, our relationships with companies and institutions help to create an environment that facilitates plant-based eating.

| 6 international websites in 5 languages | 226,000+ average monthly unique website users in 2017 | 7 regular newsletters | 130,000 total newsletter subscribers | 3,600+ posts on all Facebook pages since 2017 | 36m+ total Facebook lifetime post reach since 2017 |
International Websites

Target audiences
- Vegans
- Vegetarians
- Reducetarians
- Critics
- Press
- Corporates

Content
- Vegan food, health, and fitness
- Animals and the environment
- Lifestyle (fashion, cosmetics, traveling)
- Expert interviews
- Calls-to-action
- ProVeg International activities (projects, campaigns, lobbying)
- Databases

Main functions
- Motivation platform (tips, guidance, engagement)
- High-quality Information platform (facts, news, lifestyle)
- Networking platform
- Lead-generation for direct communication
- Membership services and online-fundraising

6 new international websites in 5 languages are in the process of being launched. The sites will be optimized and enriched with new content over the coming months.
Newsletters

ProVeg Newsletter Germany
Frequency: biweekly
Target groups: vegans, vegetarians, flexitarians
Key content: ProVeg news, articles about different topics (health, nutrition, animals), recipes

ProVeg Newsletter Netherlands
Frequency: monthly
Target groups: vegans, vegetarians, flexitarians
Key content: ProVeg news, campaign updates, and calls to action

Activists Newsletter Germany
Frequency: monthly
Target groups: activists
Key content: action ideas and information about current ProVeg campaigns, new informational material, and upcoming activist seminars

ProVeg Job News
Frequency: as needed
Target groups: everybody who is interested in working for ProVeg
Key content: open positions at ProVeg, general information about working for NGOs
Newsletters

Food Services News
Frequency: every 6 weeks
Target groups: catering companies, restaurant owners, and other decision-makers in the sector
Key content: trends, market data, and news about our projects and events

V-Label News
Frequency: every 2-3 months
Target groups: V-Label partners and interested customers
Key content: V-Label news, trends, market data

Startup News
Frequency: every 3 months
Target groups: startup companies, founders, other supporting organizations
Key content: the announcement of upcoming startup workshops
By fostering interaction and content sharing via Facebook and other social media channels, we encourage and stimulate exchange among users and attract the attention of multipliers and a mainstream audience, with the aim of redirecting them to our website. To further increase our social media reach, we plan to create top-quality videos, graphics, and infographics by translating relevant content cost-effectively into the languages of the ProVeg countries.

We place importance on quality with regard to links, images, and sources. Sharing of scientific statements and articles contributes to ProVeg International’s credibility as a trustworthy source of information. At the same time, we are aware of the attention emotional viral content can create, and we make effective use of such content.
Online and Social Media

Outcome

- On average 226,000 unique website users in 2017 and 251,000 in 2018 (January - July)
- Increasing outreach owing to constant increase in number of newsletter subscribers, Facebook followers, and website visitors
- Solidifying our expert status among subscribers, followers, and visitors
- Mainstreaming the conversation about plant-based eating
- Reach of 29,000,000 from 3,000 posts on international Facebook pages since the beginning of 2017
- Simplifying the transition to vegan nutrition and lifestyle
- Simplifying the everyday life of vegans

Impact

- Facilitating the reduction of animal products
- Facilitating the shift from vegetarian to vegan diets
- Normalizing plant-based and vegan diets as well as animal rights in general
- Preventing recidivism among vegans as a result of constant presence and support
Viral Campaign - ‘La Table Suisse’

In 2016, together with our partner organization Beyond Carnism, we created a video with the intention to provoke people into reflecting on their view of meat. A well-known PR agency in Berlin was inspired by the idea and agreed to work with us pro bono. The result was a polarizing hoax video about a restaurant that serves cat meat. Alongside the video, we created a facebook page and a website for the restaurant where people could place reservations for dinner.

Until VEBU (now ProVeg International) revealed that they were one of the producers of the video (a few weeks after publication), it caused a heated debate in both mainstream and social media.

10m+ people reached
25 countries
4 continents

Even though it was a one time campaign, the story is still picked up by different media on a regular basis after two years.

In 2017, ProVeg and Beyond Carnism received two awards for the campaign from the International German PR-Award. The categories awarded were ‘Nonprofit Organizations’ and ‘Food and Nutrition’.
## Viral Campaign - ‘La Table Suisse’

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Impact</th>
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<tbody>
<tr>
<td>- The story received global attention, and was covered by mainstream media on four continents in 25 countries, resulting in about 200 stories published about the campaign</td>
<td>- Dramatic attitudinal change in many viewers (e.g. documented in their facebook postings)</td>
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<td>- Media coverage in 2017 and 2018 included at least three influential TV spots, with estimated viewers numbering more than 1,000,000</td>
<td>- Normalization of veganism/animal rights</td>
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<td>- The campaign engaged many people in social media, with several people posting their own videos in response</td>
<td>- Prevention of recidivism in vegans and reinforcement of vegan attitudes and behaviors</td>
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<tr>
<td>- The campaign engendered critical reflection on the issues and triggered a controversial global debate about eating animals</td>
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ProVeg Magazine

ProVeg publishes a quarterly lifestyle magazine in German for members and subscribers. Through the magazine, we promote innovative and impactful topics among vegetarian and vegan readers.

20,000 copies per issue | 50k - 70k readers approx. per issue

The ProVeg Magazine contains

- Up-to date information about vegan food, fitness and health, animals and environment, clean meat and cultures animal products, effective altruism, our China outreach, and much more
- Expert interviews
- Vegan recipes
- Consumer advice and new products
ProVeg Magazine

Outcome

- Spreading awareness about veganism among members and their social networks
- Presenting veganism as an appealing lifestyle

Impact

- Community building
- Preventing recidivism among vegans
- Normalizing veganism among vegetarian members and wider social networks
- Promoting strategically effective line of thinking to vegetarians and vegans
- Formerly available at newspaper stalls as the first of its kind, the ProVeg Magazine paved the way for a growing vegan/vegetarian magazine market segment in Germany
Our ProVeg Times leaflet, resembling a free sample of a regular newspaper (8 pages) in terms of design and format, appeals to a wide audience. It provides a holistic overview of the reasons to become vegan, as well as ideas and guidance for making the transition.

The format is a very cost-efficient way to distribute this quality and quantity of information on a large scale. The information contained is easy to digest while avoiding oversimplification.

The ProVeg Times is distributed all over Germany by our staff, members, and regional groups at events, fairs, information stands etc.

Furthermore ProVeg produces various other types of leaflets and brochures in various languages and for different purposes such as special campaigns or for corporate target groups.

50,000+ ProVeg Times distributed since 2017 (est.)
400,000+ total leaflets printed since 2017 (est.)
## Leaflets

<table>
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<tr>
<th>Outcome</th>
<th>Impact</th>
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<tr>
<td>The <em>ProVeg Times</em> leaflet complements ProVeg International’s leafleting efforts by appealing to a wider audience as it sparks interest even in those otherwise unresponsive to leafleting (owing to its well-established and respected newspaper format, its free-sample appearance, and being comprehensive without being overtaxing)</td>
<td>Facilitating the transition from omnivore to reducetarian, reducetarian to vegetarian, vegetarian to vegan</td>
</tr>
<tr>
<td></td>
<td>Raising awareness among non vegans</td>
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<td></td>
<td>Preventing recidivism within the vegan movement</td>
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<td></td>
<td>Normalizing veganism through professional outreach material facilitates attracting non-vegans to the vegan message</td>
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</tbody>
</table>
Outreach to Publishers

According to available evidence, books are a common motivator for individuals to transition to a plant-based diet. For that reason, we have already supported the publication of several books on vegan living as well as vegan and animal rights activism by reaching out to publishers and encouraging them to cover more plant-based topics, as well as motivating influential vegan advocates to write books, connecting potential authors to publishers, and promoting the books through our media channels and events, etc.

In 2017, our co-founders Dr. Melanie Joy and Tobias Leenaert published two new books, Beyond Beliefs and How to Create a Vegan World, both of which serve as important guides for relationships and communication for vegans, vegetarians, and meat eaters as well as for the overall strategic vegan movement. Furthermore, since 2017, Joy’s book Why We Love Dogs, Eat Pigs, and Wear Cows has been translated into five more languages, making it now available in 13 languages. Leenaert’s book is also about to be translated into several languages. ProVeg is involved in the translation and distribution of both books.

“Exposure to documentaries and books are two of the biggest catalysts inspiring people to reduce or eliminate animal product consumption. Vegan advocacy organizations should do more to promote and possibly help produce these materials.”

Sources and further information: *The Humane League (2016) ** ProVeg International (2017)
Outreach to Publishers

## Outcome
- More vegan books have been published
- More media attention around new books
- Gaining access to, and positioning ProVeg International as a brand in the book market and increased credibility opening up new opportunities
- ProVeg is mentioned in several books
- Increasing visibility and outreach of vegan authors

## Impact
- Cooperating with respectable mainstream publishers (and ensuring high quality publications) lends credibility to, and further normalizes the vegan message
- Books such as *How to create a vegan world* can serve as multipliers for strategies on vegan advocacy and activism
Outreach to Publishers - Frankfurt Book Fair

In October 2017, ProVeg took part in the Frankfurt Book Fair for the first time. The fair is the world’s leading international book fair, with 286,425 visitors from over 150 countries, along with 7,300 international exhibitors and 10,000 accredited journalists and bloggers. Our activities at the fair included:

- A 20 square meters (215 square feet) stand, centrally located in the culinary section of the fair
- Presentation of about 120 books in six different languages on various topics (veganism, cookbooks, plant-based lifestyle, animal rights, ethics, etc.)
- Poster gallery (vegan food, cosmetics, and clothes)
- Cooking shows (vegan sweets and vegan breakfast)

Due to the success in 2017, participation in the 2018 event is already confirmed.
Outreach to Publishers - Frankfurt Book Fair

<table>
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<tbody>
<tr>
<td>● Providing information about vegan food and lifestyle to a huge number of visitors from various backgrounds</td>
<td>● The normalization of veganism among the intellectual elite (writers, journalists, bloggers, publishers, media people, public intellectuals, etc.) has great potential to generate huge impact as they act as multipliers and influencers and can help spread the word to the general public</td>
</tr>
<tr>
<td>● Presenting top-quality publications (books, e-books, etc.) to an exceptionally large media audience, with all major news outlets around the world covering the fair</td>
<td>● Further dissemination of top-quality information about vegan food and lifestyle to the general public</td>
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<tr>
<td>● Capitalizing on the event’s progressive alignment and open-minded audience (intellectual elite, influencers, multipliers)</td>
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<td>● Capitalizing on celebrity speakers’ availability to present and support vegan publications and give talks on veganism</td>
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<tr>
<td>● Attracting new publishers to include the vegan topic in their portfolio</td>
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<tr>
<td>● Connecting vegan authors to publishers in order to have more vegan books published in more countries, thus reaching a wider audience</td>
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Accomplishments 2017/2018

Media Outreach and Communication

Campaigning
World Plant Milk Day

Together with Plant Based News, ProVeg co-founded World Plant Milk Day, the first international awareness day for plant-based alternatives to dairy milk.

The campaign was launched in August 2017 and included a week of action that took place across the world, including all ProVeg International countries as well China. The campaign consisted of:

- Communication via website, media, and social media
- Partnerships with cafes, restaurants, and brands
- Creation of a seven-day dairy-free challenge (in Spain)
- Strong engagement of online influencers (e.g. in Poland)
- Coordination of campaign with other UK NGOs (Animal Aid, Veganuary, and Viva!) on a week of action, each making unique and valuable contributions (in UK)

The next World Plant Milk Day will be in August 2018. Given the global uptake of the day on social media, it has the potential to grow into something truly significant in the coming years as we engage with more groups, individuals, brands, and restaurants, and can therefore serve as a good example and test ground for other global campaigns.
World Plant Milk Day

Outcome

- Raise awareness of the realities of dairy production and plant-based milk alternatives
- Collaboration with other vegan groups in order to maximize impact
- 35 pieces of written media coverage (both online and in print media), with over 5,600 combined social media shares, and a potential reach of millions
- 1 national morning-TV mention (Poland) – 900,000 viewers
- 1 BBC radio interview (UK) – 74,000 listeners
- 28,000 views of ProVeg videos on social media
- Huge response and use of the hashtag #WorldPlantMilkDay
- Over 1,000 participants in the seven-day dairy-free challenge (Spain)

Impact

- Normalization of plant-based milk alternatives and vegan diets
- Increased awareness of plant-based milk alternatives might also lead to a general shift in dietary behaviors towards more plant-based diets
- World Plant Milk Day has now been established as an awareness day for years to come
In 2017, ProVeg took over the organization and coordination of the annual Worldwide Vegan Bake Sale from the previous organizers, A Well-Fed World. Started in 2009 in the US, the Worldwide Vegan Bake Sale is now active in 27 countries across six continents. It’s our first point of contact to grassroots veg groups around the world, allowing us to connect with dozens of countries simultaneously and thereby helping to build a global community.

The total of over $120,000 raised by various groups in 2017 and 2018 have mainly been donated to animal charities and vegan organizations. While it is up to the participating groups to decide to what charity they want to donate the money raised, we encourage them to focus on farmed animal charities.

In 2018 more than 25,000 vegan baked goods were distributed this way.
## Worldwide Vegan Bake Sale

### Outcome
- Raising awareness on the broad variety of vegan food
- Positive media attention for vegans and veganism
- $120,000 raised in funds for charity (mainly donated to animal charities and vegan organizations)
- More than 25,000 vegan baked goods were sold in 2018
- Strengthening of ProVeg’s international network of vegan activists around the world

### Impact
- Normalizing of plant-based and vegan diets
- Increased awareness of plant-based baked goods and desserts/pastries might also lead to a general shift in dietary behaviors towards more plant-based diets
- Global community building
The I am ProVeg campaign focuses on individuals. The idea is to **make our organization and message as inclusive as possible**, and to include flexitarians, reductarians, and allies. We want to help people to discover the 5 Good Reasons in a way they can relate to, while also giving them the tools to change their habits based on the information provided.

There will be an **online quiz with personalized results mapped across how important each of the 5 Pros is to the individual person**, along with a personality type. The results can be compared with those of celebrities/ influencers and shared on social media. The website will include a collage of people who already have done the quiz (influencers, partners, participants), along with a text about why they consider themselves to ‘be ProVeg’.

The campaign has **already started in Poland** and will be launched in all ProVeg countries and enable them to design their own #IamProVeg community-building and influencer-acquisition strategy.

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*Polish influencers supporting the I am ProVeg campaign on Facebook*
Since June 2018, six published videos with Polish influencers have already generated more than 100,000 views. Evaluation impossible at this early stage.
VeggieChallenge

VeggieChallenge is an online tool, originally developed by Viva Las Vega’s (now ProVeg Netherlands), that encourages individuals to reduce their consumption of animal products for 30 days. Participants receive support in the form of 30 newsletters, containing vegan recipes, tips, videos, and motivational content, along with a dedicated Facebook group where they can get personalized answers to their questions.

Participants can challenge themselves to attain a meat reduction goal of their own choosing rather than a preset goal of complete (but temporary) veganism. Likely as a result, the VeggieChallenge attracts a larger share of non-vegetarian participants than similar campaigns with vegan calls to action. In the Netherlands, the campaign has been very successful, with over 30,000 people having participated thus far, and a high rate of lasting dietary change.

6,000 participants since 2018 (in the name of ProVeg)

89.9% of omnivore participants continued eating a more plant-based diet after the end of the Veggie Challenge*

The campaign is about to be rolled out in other ProVeg countries. Plans are also in place for a mobile app to be developed, introducing interaction and gamification.

*Survey conducted by ProVeg Netherlands (2018): Impact evaluation of 30-day VeggieChallenge
### Outcome
- The challenge can lead to lasting dietary changes for the participants

### Impact
- Normalizing plant-based diets
- Reduce barriers/obstacles to behavioral change → transition from carnist to reducetarian, reducetarian to vegetarian, vegetarian to vegan
- Community building
- Preventing recidivism through permanent outreach and support
Vegxperience

Vegxperience is a travelling pop-up expo on the why’s and how’s of plant-based eating. It was launched in 2016 by Viva Las Vega’s (now ProVeg Netherlands) after surveys had indicated a large desire among non-vegetarian VeggieWorld visitors to find more practical information about vegan living at the fair. The Vegxperience aims to present this information in a highly salient and accessible way through interactive tools and infographics, including:

- A virtual reality look inside the life of farm animals (developed by Animal Equality)
- Interactive visualisations of the environmental impact of animal products
- Floormats indicating the living space given to animals in intensive farms
- A lifesize ‘vegan fridge’ showcasing plant-based options that are available in regular supermarkets
- Free plant-based products to try and taste
- Interactive screens displaying plant-based/ vegan options for eating out and enabling to calculate the own dietary impact
- Health information provided by a professional dietitian

Vegxperience is presented at all Dutch editions of VeggieWorld and has also travelled to numerous other health, food, and sustainability events and fairs throughout the Netherlands.

10 exhibitions since 2018
1,100+ exhibition visitors since 2018
Vegxperience

**Outcome**
- More than 1,100 visitors have discovered practical information about plant-based eating
- Raising awareness about animal welfare issues and plant-based/vegan diets among various target groups at sustainability, health, and food events

**Impact**
- Normalizing plant-based diets
- Appealing to people on multiple levels (rational, emotional, moral, gustatory) creating a holistic positive experience of a vegan lifestyle all in one place
- Visitors are encouraged, motivated and equipped with practical means to live a plant-based lifestyle
International Growth
International Strategy

Our internationalization strategy involves identifying the most high-impact areas in which to expand, as well as the best ways for us to support existing groups and individuals doing great work around the world. Factors that impact our decision on which countries to expand to include:

- The per-capita and total meat consumption of the country
- The cultural and economic influence of the country in its region
- The importance of the language(s) spoken
- The ease with which our current programs can be adapted to fit the country’s context
- The existence of a strong, like-minded organization or advocates already doing work that potentially contributes to 50by40 or can be easily adapted

For this reason, our growth in 2017 within Europe was to countries with high meat consumption, who are influential on the global stage, with sufficiently similar cultures to enable streamlined implementation of our existing programs, and where we found existing advocates with both local knowledge and valuable expertise that increased the impact of all of our country branches.
International Strategy

We are currently making plans to expand our work to **China** and the **United States**, the two biggest meat-producing countries which are together responsible for about a third of global land animal consumption and about half of the world’s farmed fish.

While the different cultural contexts will require the adaptation of some of our programs, these countries both have large meat consumptions and are heavily influential in their geographic regions. We have identified strong local core teams and will support their growth and strategic development.

In countries that we decide not to expand to in the near term, we nonetheless seek to share our resources with existing local groups and advocates as well as involve them in our international campaigns. In 2018, we are launching a **grant program** for existing organizations in countries of strategic importance that we may wish to work closely with in the future. This enables us to create as large an impact as possible with our existing resources without spreading ourselves too thinly.
Gaining Impact

The size of each country depicts the total amount of meat consumed by its population per year. Sources and further information: FAO (2018)
How ProVeg Grows Into a Worldwide Organization

There are generally two ways in which ProVeg expands internationally.

1. **By creating** a new national branch of ProVeg itself
   i.e. by hiring dedicated individuals to set up the national branch, with support from the Berlin office
   (e.g. we have several Chinese staffers in Berlin who are currently working mainly on setting up ProVeg China)

2. **By merging** with an existing organization in the country (this is the preferred option where possible)
   i.e. an already existing organization changes its national brand in order to become the national ProVeg branch and
   brand representative in that country (e.g. in Germany VEBU changed to and now operates as ProVeg Deutschland, in
   the Netherlands Viva Las Vega’s is now ProVeg Nederland)
   For this second option to work, the following criteria need to be met
   a. The mindset, strategy, and culture of the national organization are in alignment with ProVeg
   b. The key people in the national organization are motivated and excited to become ProVeg
   c. The national organization and ProVeg have been working together for a while
International Growth

ProVeg Countries
ProVeg Poland was founded at the end of 2017 and now consists of five professionals, supported by a PR agency and three volunteers.

Why Poland?

- Lack of organizations focused on positive promotion of plant-based lifestyle and professional outreach
- Rapid growth in the number of plant-based restaurants/cafes (Warsaw in top 10 vegan-friendly cities according to Happy Cow 2018)
- Corporations are very open to introducing plant-based products to the market (Lidl, IKEA, Ben&Jerry’s, Biedronka – who we have already helped to introduce over 50 vegan products in their shops)
- Successful schools outreach campaigns already in existence, but which needed support and development
- Close proximity (both spatially and culturally) to Eastern European countries where vegan outreach is greatly neglected
ProVeg Poland – Strengths & Expertise

ProVeg Poland has already had experiences in the following fields:

**Media Outreach:** ProVeg Poland keeps delivering outstanding performance in media coverage, being present in most popular TV/radio programs (Dzień Dobry TVN: 900k reach, Co Za Tydzień: 800k, TVN 24: 240k, Polskie Radio Czwórka: 200k) and newspapers (Wysokie Obcasy, Co Jest Grane 24: both paper/online, ELLE Polska: 74k, Zwierciadło: 125k)

**Reaching Influencers:** ProVeg Poland engaged various digital influencers, ensuring extensive reach for its campaigns and events:
- World Plant Milk Day campaign (August 2017): 4 influencers (in total 115k+ followers)
- Save Our Antibiotics campaign (November 2017): 7 influencers (in total 97k+ followers)
- Worldwide Vegan Bake Sale (April 2018): 1 top vegan influencer (in total 58k followers) + very trendy place in Warsaw: Hala Gwardii (thousands of visitors every weekend)
- VeggieWorld Warsaw (May 2018): 16 influencers (in total 500k+ followers) + Reebok Run Crew supporting the event with a training + major sponsors such as Oceanic, Belvita, Tel Aviv Urban Food + patrons like ELLE Polska Magazine, Zwierciadło, Sens, Kukbuk, Kuchnia among others (in total 1,264k+ followers)

**Community Building/Collective Impact:** ProVeg Poland initiated a Leadership Summit in December 2017, bringing together leaders of the main pro-vegan organizations in Poland to increase the impact of the Polish movement by finding opportunities to collaborate wherever possible, and in March 2018 to reach out for potential partners for an alliance regarding COP24 conference in Katowice.
ProVeg Poland – Activities and Strategic Outlook

Campaigns & Events:
- ✓ Worldwide Vegan Bake Sale campaign in June 2017
- ✓ World Plant Milk Day campaign in August 2017
- ✓ Save Our Antibiotics campaign (in cooperation with CIWF) in November 2017
- ✓ CEVA Training in Warsaw in December 2017
- ✓ Leadership Summit in December 2017
- ✓ Leadership Summit for COP24 in March 2018
- ✓ Worldwide Vegan Bake Sale campaign in April 2018
- ✓ VeggieWorld Warsaw in May 2018
- ✓ I am ProVeg campaign, June-August 2018
- ✓ Ask The Dietitian campaign, July-December 2018
- ✓ World Plant Milk Day campaign in August 2018
- ✓ Week Without Meat campaign (in cooperation with Viva!) in October 2018
- ✓ Save our Antibiotics campaign (in cooperation with CIWF) in November 2018
- ✓ COP24 in December 2018

What’s next?
- ● School Outreach Program: healthy, plant-based meals in schools, 2019
- ● Corporate Outreach: starting with IKEA in August 2018, strong focal point in 2019

ProVeg Poland team together with the vegan blogger Weganon at the Worldwide Vegan Bake Sale in 2018
ProVeg Spain

ProVeg Spain was founded at the end of 2016 and now consists of a team of three full-time professionals, supported by a PR agency, two volunteers, and a freelancer.

Why Spain?

- With 442 million native speakers, Spanish is the world’s second most spoken mother tongue, only behind Mandarin
- Spain has the second highest meat consumption in Europe (98kg according to the FAO)
- Growing awareness among the Spanish population in the areas of health, nutrition and environmental protection
- More than 50% increase in number of veggie restaurants in only 5 years (from 353 in 2011 to 703 in 2016)
- Lack of organizations focusing specifically on positive promotion of plant-based lifestyle and professional outreach
- One of the top three most-visited tourist countries in the world (75.6 million visitors in 2016)
ProVeg Spain – Strengths & Expertise

ProVeg Spain has already gained impressive experience in the field of Media Outreach & Communication:

Notable appearances:

Presence in the two most-read newspapers in Spain (*El País* and *20minutos*) as well as other important national papers (*La Razón*, *El Periódico*, *El Diario*, etc.), the biggest lifestyle magazines (*YoDona*, *Women’s Health*, *GQ*, *AR*, *Quo*, *SModa*, *Elle*, *Telva*, *Men’s Health*, *BuenaVida* etc.) and culinary magazines (*Tapas*, *Love Cocina*). Appearance on important local TV stations (TeleMadrid, TV3, Tele5, etc.) and radio stations (RNE, Radioset).

Week Without Meat Campaign:

- Clara Lago (very famous actress in Spain) as face of the campaign
- 6,456 participants in the Week Without Meat challenge
- 5,000 new followers on instagram and 1,500 new followers on facebook as a result of the campaign
- Influencer event with 45 participants
- The campaign video was our most viral post so far
  - 200,000+ people reached (more than ¾ organically)
  - 92,000+ views; 1,100+ reactions; shared 2,400+ times
ProVeg Spain – Activities and Strategic Outlook

Campaigns & Events:
- VeggieWorld in Barcelona in April 2017
- World Plant Milk Day campaign, including a 7-day dairy-free challenge in August 2017
- COP23 campaign in October 2017
- CEVA Training in Madrid in December 2017
- Week Without Meat campaign in March 2018
- Coffee Chain Ranking in April 2018
- Worldwide Vegan Bake Sale campaign in collaboration with four vegan restaurants in April 2018
- CEVA Training in Barcelona in May 2018
- World Plant Milk Day Campaign in August 2018
- VeggieWorld Barcelona in October 2018
- COP24 Campaign in December 2018

What’s next?
- First VeggieWorld in Madrid in April 2019
- Looking into the possibility of an Institutional/ Corporate Outreach Program
ProVeg UK

ProVeg United Kingdom was founded early 2017 and now consists of a team of four full-time staff members, supported by up to six volunteers and one freelancer.

Why UK?

- English is the most common international language, meaning that our work here is widely understood and often applicable in multiple ProVeg country branches. This can increase our efficiency internationally.
- The UK is a highly influential economic and political centre. Policy decisions taken here can have a ripple effect across Europe and the rest of the world.
- The UK is also the headquarters of many large, high-profile international companies (including major retailers, manufacturers, and producers), and is therefore a strategic centre for our corporate outreach activities.
ProVeg UK – Strengths & Expertise

ProVeg UK already has extensive experience in the following fields:

Media Outreach: ProVeg UK has written opinion pieces in leading mainstream publications including the *Independent*, *Huffington Post*, and the *International Business Times*, and has been quoted several times in other national publications including the *Sun* and *Daily Star* as well as London’s leading newspaper the *Evening Standard*.

Bringing unity to the UK movement: In 2017 ProVeg UK organized a leadership summit, bringing together eight of the leading UK pro-vegan organizations – for the first time in 25 years. This leadership summit now takes place annually, enabling the organizations to share their plans so they can better support each other and work together on collaborations to ensure a bigger collective impact. In 2018, ProVeg UK successfully organized a second leadership summit, expanding to 10 organizations.

Events and Talks: We joined forces with Vevolution Festival (an influencer event in London) as the main festival partner. Held in a 400-seater theater, we hosted our own stage, curating a line-up of talks and panel discussions that reflected what ProVeg stands for as an organization. We hosted panel discussions on climate change, plant-based health and fitness, food as activism, and effective vegan advocacy, as well as talks touching on the importance of investors, business, and technology in creating a more vegan world. Furthermore, ProVeg UK’s Director Jimmy Pierson held a series of talks for public consumers at vegan festivals, as well as at the COP23 side event hosted by ProVeg and Green Course, with around 130 expert researchers and many policy-influencers present. Jimmy was also a guest speaker at a separate official COP23 side event.
ProVeg UK – Activities and Strategic Outlook

Campaigns & Events:
- **VeggieWorld** London in April 2017
- **Leadership Summit** in April 2017
- **CEVA Training** in Manchester in May 2017
- **World Plant Milk Day** campaign in August 2017
- **COP23** – participation as panel speaker at two official side events in November 2017
- Festival Partner at Vevolution Festival London in November 2017
- **Worldwide Vegan Bake Sale** campaign in April 2018
- **Leadership Summit** in July 2018
- **School Plates** campaign from June 2018
- World Plant Milk Day Campaign in August 2018
- CEVA Training in London in September 2018

What’s next?
- Expanding School Plates campaign. Introducing new Hospital Plates campaign in late 2019/ early 2020
- Corporate Outreach, focusing on large companies, retailers, manufacturers, and producers
- First VegMed London to be held in 2019
ProVeg Netherlands (formerly ‘Viva Las Vega's’)

The Dutch organization Viva Las Vega's joined ProVeg at the end of 2017. Viva Las Vega's was founded in 2011 as a group organizing vegan festivals in Amsterdam and has since branched out into different areas and adapted itself under the influence of the philosophies of effective altruism and pragmatism. The team now consists of six full-time professionals, supported by seven regular volunteers and a network of a few hundred volunteers, providing occasional support.

Why the Netherlands?

- Viva Las Vega’s is very much aligned with effective altruism and shares the strategic vision and methods of ProVeg. The organization also has a long history of international cooperation.
- Though a relatively small country, the Netherlands punches above its weight in terms of its global share of meat consumption.
- The country is strategically important for its large and innovative food industry. Companies such as Unilever, Friesland Campina, and Ahold, along with institutions such as Wageningen University, are globally known and influential players.
- It is at the forefront of research and development when it comes to plant-based and clean meat alternatives.
ProVeg Netherlands – Strengths & Expertise

With more than seven years of activity as Viva Las Vega’s, ProVeg has now a strong base in the Netherlands. Among other things, ProVeg Netherlands can build on the following fields of experience:

Cost effectiveness: Viva Las Vega’s has years of experience working on highly limited budgets. Combined with a deep commitment to effective altruism, this has led the Viva Las Vega’s team to learn how to handle large projects creatively, making the most of the resources at hand.

Volunteer management: Viva Las Vega’s/ProVeg Netherlands is to a large extent run on a volunteer basis. Unpaid or semi-paid staff take up key positions in the organization, bringing together talents and professional networks from a diverse array of backgrounds. Interns also exercise a large degree of responsibility.

Impact measurement: Viva Las Vega’s/ProVeg Netherlands has long been dedicated to measuring the impact of projects and optimizing campaigns based on KPIs. They were one of the first organizations in the world to launch and study a 30-day challenge. They also extensively studied fairs and festivals, and did a randomized controlled trial of college leafleting, the results of which partially grounded their decision to discontinue leafleting.

Food Industry Outreach: Viva Las Vega’s, together with ProVeg and a number of other organizations, has pioneered efforts and knowledge-building to push the food industry to replace animal ingredients.
ProVeg The Netherlands – Activities and Strategic Outlook

Campaigns & Events:

- VeggieWorld in Haarlemmermeer in December 2017
- VeggieWorld in Utrecht in March 2018
- Worldwide Vegan Bake Sale campaign in April 2018
- CEVA Training in Amsterdam in May 2018
- Wholesalers Ranking in May 2018
- VegXperience pop-up exhibition, ongoing
- 30-day VeggieChallenge, ongoing
- World Plant Milk Day campaign in August 2018

What’s next?

- Plant Power Days in schools
- Egg-replacements in dressings and vegetarian meat alternatives
- Political Outreach in the Netherlands
- Online platform for food services

The ProVeg Netherlands team at the VeggieWorld in December 2017
ProVeg South Africa (formerly ‘Vegilicious - The Good Food Society’)

Vegilicious joined ProVeg in March 2018, and began the rebranding process to become ProVeg South Africa in April 2018. Vegilicious was a registered NPO that had been working to mainstream veganism in Cape Town since 2012 by doing grassroots advocacy and hosting events to inspire people to try a vegan diet, foster connections, and build communities. The team now consists of one full-time professional, supported by three part time volunteers, six regular event volunteers, and a student group at the University of Cape Town with four core volunteers. The volunteer team is growing rapidly.

Why South Africa?

- South Africa has the highest per capita meat consumption in Africa.
- The trend towards plant-based eating is growing rapidly in the South African restaurant scene and food industry.
- To date, vegan advocacy has been almost entirely a grass-roots affair, with some animal rights groups attempting to influence legislation around animal sentience, testing on animals, and wildlife issues.
- Need for an organization like ProVeg.
- Vegilicious was the only local NGO that had values and ideologies that were well aligned with those of ProVeg.
ProVeg South Africa – Strengths & Expertise

Based on Vegilicious’s previous work, ProVeg South Africa can build on extensive experiences in the following areas, which will be shared with other national ProVeg branches:

**Campaigning:** The Cape Town Vegan Challenge is a month-long vegan pledge for Cape Town locals to try going vegan. The challenge is unique in that it is events-based, featuring over 20 events (cooking classes, film screenings, talks, etc.) that facilitate in-person connections and exchanges for participants. 1,200 participants signed up for the challenge in 2017.

**Event planning:** Vegelicious has several years’ experience organizing frequent small and medium-scale events for a vegan-curious audience.

**Effective communication and advocacy:** There has been a strong focus on equipping members and volunteers with effective communication skills in line with those taught by CEVA.

**Partnerships with vegan food brands:** Vegilicious has already developed exciting partnerships with manufacturers of vegan food products, such as Fry’s (South Africa’s leading meat alternative company, with a presence in 27 countries), including sponsorships to subsidize vegan events. Over 24,000 of Fry’s vegan chicken-style nuggets have already been served out by Vegilicious, with more to follow.
ProVeg South Africa – Activities and Strategic Outlook

Campaigns & Events

- Greenpop Reforest Fest in March 2018
- Fry’s Annual Green Meeting in Cape Town in April 2018
- **Worldwide Vegan Bake Sale** campaign in April 2018
- Meatless May Campaign in May 2018
- Vegan Nugget Sampling outreach starting in July 2018
- Fry’s Annual Green Meeting in Durban in July 2018
- Workshops and cooking demos at Greenpop Eden Festival of Action in July 2018
- World Plant Milk Day in August 2018
- Braai Day (national barbeque campaign) in September 2018
- Cape Town/South African Vegan Challenge in October 2018
- Fry’s Annual Green Meeting in Johannesburg in November 2018

What’s next?

- Growing the team
- Increasing PR and (Social) Media Outreach
- Intensify Corporate Engagement and commence with Political Outreach
- Implement/localize ProVeg International campaigns

Info stand at Fry’s Annual Green Meeting in April 2018, the biggest vegan event in Cape Town. Advertised rebranding of Vegilicious to ProVeg South Africa.

ProVeg South Africa participating in the Worldwide Vegan Bake Sale in April 2018
Because of the urgent need for China to reduce its consumption of animal products and the suitability of ProVeg to work in the region, we are planning to expand our activities to the Greater China Region in the coming years. As such, we have set up a dedicated team of three full-time professionals, supported by three interns.

**Why China?**

- China has the largest meat consumption in the world due to its population, with per capita meat consumption rising sharply.
- Awareness of the negative consequences of high levels of animal product consumption among the public, the government, and NGOs is low in China.
- ProVeg is uniquely well-suited to working in China due to our focus on cooperation with governments and companies and our pragmatic messaging.
China Team – Strategy

Over the past year, our team has conducted extensive research on avenues for meat reduction advocacy in the Greater China Region. This has entailed several trips to the region as well as many conversations with experts on the topic. We have met with or spoken to all of the major advocacy groups, public institutions working in the region who touch on meat consumption reduction topics, plant-based food companies, and many individual advocates.

In line with our overall approach, our international strategy has been to ‘influence the influencers’. This strategy is particularly well-suited to advocacy in China where policy and public opinion are formed in a more top-down pattern compared to other cultures. Individualism is less valued in China compared to other countries, making individual outreach less impactful than influencing public opinion leaders and institutions such as:

- Public institutions and government
- Charities and NGOs
- Medical and research community
- Food producers
- Restaurants, canteens, chefs, and caterers
- Media

We plan to fill the need for an international, comprehensive, and secular organization to promote reduced consumption of animal products in the Greater China Region. We are working to promote cross-cultural exchange on topics related to plant-based foods such as climate change, environmental pollution, public health issues, food safety, and food security. Our expertise, resources, and existing networks make us well positioned to fill this role. This has been confirmed by local experts.
Activities and Strategic Outlook

Activities & Events:

- Chinese Media coverage of VegMed and ProVeg in April 2018
- East Asia Corporate Outreach Networking Evening in April 2018
- Biofach Shanghai in May 2018
- Onboard ICARE Platform in August 2018

What’s next?

- Hire corporate outreach staff to facilitate the many coming corporate outreach activities
- Increase exposure of ProVeg in China through talks and participation in food industry fairs
- Participate in food industry fairs in November 2018, including the China International Import Expo initiated by the Chinese Government and other B2B food-related fairs in Shanghai
- Facilitate cooperation between European and Chinese plant-based food companies through bilateral reconnaissance trips
- Move forward with the legal registration process of ProVeg China
- Invite Chinese public health officials to participate in VegMed London in 2019
- Develop a government-recognized vegan and vegetarian food label for the Chinese market
- Collaboration with party-owned media giant CCTV to promote the why and how of plant-based diets
Appendix
Appendix A: Strategic Approach
Overall Strategy

Over the last few years, we have been networking and researching to better define our strategic positioning in the global animal protection movement. We have refined our strategic approach to one which we think adds the most value to the movement: that of an international food awareness organization working to make the global food system more humane, just, and sustainable in order to solve many of the world’s most pressing problems through reduced consumption of animal products. We have found that we can create the biggest impact by using a professional, scientifically credible, collaborative approach, which allows us to partner with high-level influencers ranging from multinational companies to international political institutions.

In addition, one of our major focus areas is movement-building, inspired by the Collective Impact model. Stimulating the growth of the international movement for reducing animal product consumption is a key priority. To this end, we support local organizations around the world with our Grants Program, host an annual summit on corporate outreach meat reduction programs, and openly share databases – including our functional ingredients database, our research library, and our conference and event database – with other organizations. We plan to further develop our movement-building endeavours with our inclusive 50by40 alliance.

Our broad positioning allows us to leverage donations from well-funded areas such as climate protection and public health.
Institutional Change: A Macroeconomic Perspective

While the vegan movement has traditionally been funded by animal-motivated donors, available funding for other relevant causes has been **relatively underutilized**. This is particularly problematic because the funds allocated to non-animal causes are significantly larger. ProVeg seeks to **shift funds from relevant stakeholders** to the vegan cause.

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**Annual budgets in Germany**

(Includes public and donor funding, proportions are similar in other countries)

- **$300m**
  Animal Charities (Mainly Shelters)*

- **$17,800m**
  Developmental Aid and World Hunger Relief**

- **$39,500m**
  Environmental and Climate Protection***

- **$77,000m**
  Diet-related Health Issues (Prevention and Treatment)****

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ProVeg as a Multi-problem Solver: the Swiss Army Knife of NGOs

- PRO Animals
- PRO Environment
- PRO Justice
- PRO Health
- PRO Taste
Why this particular order of the five reasons?

Using the concept of the expanding moral circles (inspired by Peter Singer), we start with the present self.

Taste is the most important factor when people decide what to eat. It is the most immediate feedback people get as soon as they take a bite.

By stating from the start that we, too, want food to be delicious, we make sure people know we care about their taste preferences. This reduces their defenses for all other arguments.

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.
Food safety and nutrition are the second and third most important criteria on which people base their food choices. The impact of what we eat on our health is not immediate, but it affects our future self.

The first two motivators (taste and health) are based on self-interest, while the other three are altruistic.

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.
Most people care about other humans and want to be fair and just to them.

Our food choice have a tremendous impact on our fellow humans all around the world, whether it’s exploited workers in slaughterhouses, or hungry people in developing countries.

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.
Many people care about animals and don’t want to see them harmed.

Our food choices have a huge impact on animals, especially farmed animals who also deserve our care and respect.

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.
People care about the environment for its own sake as well as in order to preserve our planet for future generations.

Our food choices can have a huge impact on our environment.

A world where everyone chooses delicious and healthy food that is good for all humans, animals, and our planet.
ProVeg as a Strategic Extension of the Animal Advocacy Movement

1) ProVeg International’s positioning allows us to target and attract individuals and stakeholders that do not currently have animal welfare as part of their agenda, but are open to changing their behavior for other reasons.

2) ProVeg International has a proven track record of channeling resources (people, networks, know-how, governmental grants, and donations), many of which come from outside the animal advocacy movement, to benefit farmed animals.

Sources and further Information: Scott et al. (2012), Judge et al. (2015), Packwood Freeman (2010)
A two-pronged approach is required: motivating individuals using various arguments (environment, health, food justice, animals)...
Two-pronged approach: individual motivation & institutional change

...and crucially: working to create institutional change in all sectors of society (availability and appeal of vegan foods, increase of social acceptance, incentives, etc.)...
Two-pronged approach: individual motivation & institutional change

...to facilitate and accelerate individual change...

omnivorous  vegan
Two-pronged approach: individual motivation & institutional change

...and finally bring about the decisive tipping point towards large-scale and sustainable change of the entire food system.

omnivorous  vegan
How Vegan is ProVeg?

At ProVeg International, we see veganism as a goal rather than a dogma. Therefore, we appreciate the reduction of meat, eggs and dairy as well as every move towards a more vegan lifestyle. We strive to reach out to individuals, organizations, and institutions regardless of where they currently are on the omnivore-to-vegan spectrum and motivate them to move in the vegan direction.

We therefore consider ourselves a ‘pro-vegan’ organization, meaning that we

1. see veganism as the ultimate goal,
2. encourage movement toward veganism,
3. focus on positive motivation and incentives,
4. and only poke (i.e. shock, scare or disgust) when absolutely necessary.
Influencing the Key Factors that Determine Change

Three key factors determine how much, or whether at all, an individual will change. We work to influence each of these factors. In the past our focus was very much on motivating individuals (‘why’), in recent years we shifted more towards supporting individuals with the ‘how’ to change and towards generating institutional change to make individual change easier and more sustainable.

**Providing Tools - ‘How’**
Recipes, restaurant guides, online courses, etc.

**Decreasing the Slope - Institutional change**
Availability of vegan foods, social acceptance, etc.

**Increasing Motivation - ‘Why’**
Rational, emotional, moral, gustatory

Appendix B: The Social Problem
The problem we address: rising global animal consumption.

Many of the world’s most urgent problems share a common cause: our food choices.

Because these problems are global in nature and often institutionally reinforced, we recognized the need for an international NGO to promote plant-based eating.

ProVeg is dedicated to raising awareness of and presenting solutions to how we can tackle these problems through diet by cooperating with public institutions, the industry and other NGOs.

Our food choices can be a multi-problem solution.
Animal agriculture subjects billions of animals to immense physical and emotional suffering. These sentient and intelligent beings are denied even their most basic needs, enduring extreme confinement, squalid conditions, poor health, mutilations, and slaughter.

**ANIMAL AGRICULTURE CAUSES**

- **74 billion** land animals killed per year*
- **2.7 trillion** marine animals killed per year**

Sources and further information:  
*FAO (2018)b, **Mood & Brooke (2010)
Environmental Devastation

Animal agriculture is a major cause of some of the world’s most urgent environmental problems. It is one of the leading drivers of climate change, land degradation, pollution, water depletion, rainforest destruction, and species extinction.

ANIMAL AGRICULTURE IS RESPONSIBLE FOR

- 15% of greenhouse gas emissions*
- 80% of rainforest destruction**
- 80% of the agricultural land***

Sources and further Information: *Gerber et al. (2013), **Nepstad et al. (2008), ***UNEP (2014)
Feeding plants to farmed animals contributes to world hunger and food injustice, driving up the price of basic foods in poor countries. With a growing world population, it is unsustainable to eat so many animal products, which are a highly inefficient way to produce food.

**ANIMAL AGRICULTURE USES**

Waste of valuable food resources through inefficiency and use as animal fodder

- 35% of crop harvest*
- 75% of soy harvest**
- 30% of fresh water***

Sources and further information:
Diet-Related Disease

High animal consumption increases the risk of heart disease, strokes, diabetes, obesity, and cancer. It is also responsible for most cases of food poisoning, epidemics such as swine flu, and driving up levels of antibiotic resistance.

ANIMAL AGRICULTURE CAUSES

30% of healthcare costs (Germany)*

75% of antibiotics use**

Sources and further Information: *Leitzmann, Keller (2010); **OECD (2016)
As a key factor aggravating all other problems, ‘veg prejudice’ prevents people from translating their beliefs into action. It is the result of living in an environment which considers eating animals normal, natural, and necessary, and nice. To overcome this bias, people need more information about the great taste, wide range, and general availability of animal-free foods.
Appendix C: Management Effectiveness
Measuring Our Success

**Mission:**
Reducing the global consumption of animals by 50% by the year 2040.
Measuring Our Success

An adaptive management requires regular monitoring and internal reflection, as well as periodic evaluation of interventions, in order to ensure and enhance efficiency, progress, and impact. When evaluating interventions, we look into several of the following:

- Enhancing effectiveness of ongoing projects or programs by developing recommendations for improving design or implementation
- Enhancing ProVeg’s accountability, credibility, and transparency
- Improving ProVeg’s overall impact by drawing key lessons to facilitate broader organizational learning.

To be most useful to ProVeg, evaluations must fundamentally go beyond the general question, if an project is being done well, to ask:

- Is the project designed and managed in a manner that aligns with ProVeg’s mission and best practices?
- How can the project be better managed and implemented to improve outcomes, impact, and efficiency, as well as more credibly demonstrate evidence of results?
- What can we learn from this project that can benefit us as an organization?
- What are the project’s main achievements?
Project Development

Mission and vision of ProVeg

Alignment

Project idea

Needs assessment and context analysis

Intended outcomes and impact-oriented project objectives

Development of KPIs and impact indicators

Development phase

Learning organization

Final report

Post-evaluation

Monitoring/evaluation

Project progression

Pre-evaluation

Project phase
In order to identify the key determining factors of a specific project, as well as the various interdependencies between projects, our research department is currently developing various impact logic models that will be applied to all interventions.
To measure the progress we are making in moving towards our 50by40 goal, we are currently working on a metric that shows us how effective our interventions are in terms of several different indicators.

For example, being on a completely plant-based diet for one day implies that a certain amount of animal suffering and greenhouse gas emissions are avoided, or that there is a specific effect on disability-adjusted life years (DALY) as well as a reduction of medical expenses.

In this way, we are able to communicate and adapt our results to different occasions and different target groups such as the animal-rights movement, environmental organizations, or health organizations.
Discontinuing Projects to Remain Strategic

ProVeg International actively tries out new and innovative interventions and has a strong track record of other organizations copying these interventions. However, **improving one’s impact sometimes requires terminating projects** that have proven not to be effective (anymore). Here are a few examples:

1. We discontinued VeggieWorld in London and Warsaw as those markets have become saturated with similar events so that our marginal impact decreased. We now put more focus on the greater China region and South Africa as those areas are more neglected and have higher potentials for impact.

2. We discontinued selling our ProVeg magazine in regular stores as there are now many other commercial veg magazines out there so that our marginal impact is rather low. Our magazine (in Germany) is now tailored for our members and supporters and has more advanced articles (less recipes and lifestyle, more about global campaigns, effective vegan advocacy, vegan startups, effective altruism, etc.)

3. We continued to reduce our offline material (specific leaflets, restaurant guide, etc.) as other projects became more cost-effective and new studies showed a low impact of leafleting.

4. We discontinued or outsourced internal-focused member events to volunteers (instead of paid staff).

5. We discontinued (or decreased our visibility in) several co-operations with a strong Animal Rights focus in order not to jeopardize our efforts in China - which promise to have tremendous impact on a global level (e.g. Melanie Joy and Sebastian Joy decided not to speak at this year’s Animal Rights march in Berlin)

6. We discontinued “Karnismus erkennen” - a German project with Beyond Carnism in order to put more focus on international CEVA activities.
Adapting Our Strategies to Increase Our Impact

ProVeg International is driven to maximize its impact. Instead of doing what we’ve always done, we strive to continuously improve ourselves on a strategic and operational level. Here are a few examples of how we have adapted our strategies in recent years:

1. ProVeg International used to be called VEBU/ ‘Vegetarierbund’ (vegetarian union) and was exclusively focused on promoting vegetarianism. Now we are a pro-vegan organization, working to promote veganism and supporting an incremental approach.

2. ProVeg International used to primarily target individual consumers directly. Now we focus more on an institutional approach by influencing key strategic target groups (“influencing the influencers”) such as the food industry, caterers, etc. We still reach individuals consumers but now do so more effectively via strategic partners (media, activists, etc.).

3. While ProVeg International has networked with other vegan organizations within and outside of Germany for many years, we have created ProVeg International which allows us to increase our global impact tremendously. Especially our activities in China focus on a huge and highly neglected area.

4. ProVeg International’s funding used to come solely from individual donors and members. In recent years, we have launched a number of projects which are revenue-generating or (co-)funded by public institutions. This allows us to leverage donations and to further increase our impact.
McKinsey Organizational Assessment Results

In 2016, an external US-based consultant assessed ProVeg International free of charge, using an Organizational Capacity Assessment Tool (OCAT) developed for nonprofit organizations by McKinsey & Company. In 2017 we did a reassessment using the same tool. Compared to 2016, we attained higher scores in several areas.

Based on the OCAT results and recommendations, ProVeg International’s management is focused on further improving the capacity of the organization and its managerial effectiveness in the coming months. We are currently in the process of evaluating the OCAT for 2018.

OCAT results 2016
Appendix D: Organizational Structure, Leadership and Culture
Organizational Growth: Infrastructure

Our approach to growth seeks to balance resilience and stability with efficiency and scalability. In working towards our mission of reducing worldwide animal consumption, ProVeg is building an organizational model that is robust and stable. Governance structures, including a board, member society, federally-recognized workers’ council, and internal bodies comprised of senior department leaders and country directors, balance decision-making power and ensure that input from all stakeholders is incorporated in building self-improving organizational structures. We are also working to further develop and improve all management-related processes so that they remain in alignment with ProVeg's goals and strategies as the organization grows.

After our period of rapid growth during the last two years, both in terms of size and geographical spread, we are now placing a high emphasis on the further development of resilient, scalable internal processes, as well as sustainable structures. We have successfully implemented a new project management tool (Wrike) to streamline project-based communication across our international team. We are also in the process of migrating all of our internal communication to Slack and setting up a CiviCRM database to better manage our external contacts. We've transferred our research library to Zotero, so that we can better manage and make available to all staff the scientific research relevant to our mission. We have introduced Personio as an HR software and are in process of implementing HireSelect to make our hiring processes even more objective and evidence-based.

We are also working to further develop and improve all management-related processes so as to make them grow with the overall development of the organization.
Organizational Growth: Expertise

Our success in reaching bigger and more influential stakeholders such as the United Nations, the World Health Organization, and multinational companies has brought with it the need for ProVeg to improve the professionalism and caliber of our work. We are seeking to further professionalize our staff by investing in professional development, raising salaries, and hiring new staff members with more experience and in-depth expertise. We are particularly looking to develop our expertise in high-impact areas such as clean meat in the Chinese context.

With the appointment of our new International Director, Jasmijn de Boo, we have been reworking our meeting structures, decision-making processes, and personnel policies to better accommodate our increased team size. We have also appointed external consultants, including 180 Degrees Consulting, On Purpose, and McKinsey, in order to help us further improve our internal processes. We are also working on establishing tools such as the RAPID model for distributed and transparent decision-making.

We are also investing more resources into our research team so that we can better evaluate our programs, support our work with the best available research, and begin conducting experimental research with external partners.
Organizational Growth: Staff

Over the past years, ProVeg International has seen a **constant and substantial increase in qualified and specialized staff** owing to our successful fundraising efforts and diversification of funding sources. In addition, we are able to recruit volunteers through a German government scheme (Bundesfreiwilligendienst) and attract a number of interns. Presently, there are **129 employees and volunteers** working for ProVeg, which corresponds to **110 full-time equivalents (FTEs*)**.

*1 FTE = 40 hours per week (average 25 vacation days per year) **as of December 2017 ***as of June 2018
Organizational Culture: Staff Appreciation and Participation

We place a high importance on appreciating our employees and empowering them to participate. We appreciate diversity and value inclusivity. Our team consists of people from over 20 countries from 4 continents, speaking over 20 different languages, bringing a wealth of cultural values and ideas to ProVeg. We strive to ensure that every employee at ProVeg finds conditions to thrive and grow and become their best and most impactful selves. We live inclusivity by supporting racial, national, and gender equality as well as accommodating staffers with disabilities. We also welcome non-human companion animals in our office.

We greatly value the contributions our employees make and encourage them to play an active part. To provide opportunities for employees to get heard and to empower them to participate, we have established:

- Employee satisfaction surveys to actively seek feedback on all aspects of work
- A gender-balanced trust council (democratically selected by all staffers) through which employees can report issues in a confidential manner
- Open office hours and skip-level-meetings with our leadership team
- Reviews of senior leadership, collecting input from all staff using 180° and 360° feedbacks
- An Inclusivity Working Group which has been allocated 12 hours of paid staff time per week to further improve our efforts around inclusivity
- In Germany, we are currently supporting the establishment of a legally recognized works council (the strongest possible body for the representation of employees’ interests in Germany).
- Letters of appreciation across all levels of the organization
- Gender neutral restrooms in our Berlin office and building of a new wheelchair-accessible restroom
Organizational Culture: Staff Satisfaction

We place great importance on employee satisfaction as it is one of the most important drivers of the successful implementation of our interventions. Therefore, we offer:

- 20-35 days of paid vacation (our default is 25, employees can choose to increase or decrease their days of paid vacation, their salary is then adjusted accordingly)
- Generally six weeks of paid sick leave
- Generally 12 month of paid maternity leave
- Flexible and trust-based working hours and generous home office options
- Increased salaries since June 2018
- A generous company pension scheme for employees (ProVeg doubles the amount that an employee sets aside)
- A shared apartment for ProVeg volunteers and employees in close proximity to the Berlin office
- Occupational health programs (free fruit baskets, daily fresh-made lunches, weekly yoga courses, weekly meditation sessions and mindfulness trainings, etc.)
- Regular team-building events (e.g. movie and game nights, end-of-year party, summer party, running groups, etc.)
- Job-shadowing and participation in workshops of other organizations
- Regular feedback sessions that build mutual trust and improve learning behavior
- ProVeg International has developed a code of conduct to further strengthen its commitment to a healthy work culture
Organizational Culture: Learning Culture

We place great importance on employee’s personal and professional growth. Therefore, we offer:

- Early allowance of € 1,000 per employee to spend on individual trainings and workshops (this allowance can be increased individually, e.g. by turning one’s € 300 end-of-year bonus into an extra € 500 training budget)
- Five days of paid educational leave per year (in addition to our default 25 days of paid vacation for recreation and in addition to our regular training and workshops)
- 25 days of mandatory seminars and trainings per year for our full-time volunteers in our Berlin office
- Subsidized language courses for staffers (e.g. German, English, and English writing)
- Regular workshops on
  - intercultural competency (e.g. Hofstede’s cultural dimension theory)
  - personal development and personality types
  - leadership skills (this year we also hosted a leadership training explicitly for 30 female employees)
  - rationality and decision making (planned for later this year, together with the EA community)
  - Female Future Force (external online training for female leadership)
- Employee-organized peer-learning workshops and talks (aka ‘Tuesday talks’)
- Job-shadowing and participation in workshops of other organizations
- Dr. Melanie Joy as team psychologist can be consulted for free for professional or personal matters alike
- Sharing of ‘personal learnings’ during our bi-weekly all-staff meetings
- Besides performance, personal and professional growth is considered as part of the yearly evaluation that determines raises
Organizational Culture: Staff Protection and Inclusivity

We place utmost importance on protecting our employees and creating a safe working environment. We are currently preparing guidelines for:

- Code of Conduct
- Disciplinary Policy
- Grievance Policy
- Equality Policy
- Whistleblowing

Each employee is also welcome to confidentially approach any member of our democratically elected trust council or inclusivity group, as well as the HR department or our team psychologist.
Our Team in 2017
Organizational Structure

Strategic Board (Founders & Advisors)*

International Director

CEO

COO

Executive Support Team

National Country Directors

ProVeg NL
ProVeg UK
ProVeg PL
ProVeg ES
ProVeg SA
ProVeg GER

Department Heads

Internationalization:
- Grants Programme
- China
- USA
- Expansion strategy

International Event Coordination
International V-Label Coordination

Food Industry & Retail

HR

Political Outreach

Research

Communicating

Fundraising

* Founders: Melanie Joy
Sebastian Joy
Tobias Leenaert

* Strategic Advisors: Jasmijn de Boo
Matthias Rohra

Board of ProVeg Germany
The Hearts and Brains Behind ProVeg – The Founders

ProVeg International was founded by internationally renowned vegan leaders Dr. Melanie Joy, Tobias Leenaert and Sebastian Joy as the successor organization to the German Vegetarian Union (VEBU).

Dr. Melanie Joy
- Psychologist, author, international speaker, organizational consultant
- Author of *Strategic Actions for Animals, Beyond Beliefs, Why we love dogs, eat pigs*....
- Founder and CEO of *Beyond Carnism*
- Co-founder of CEVA (Center for Effective Vegan Advocacy)

Tobias Leenaert
- Author, blogger, international speaker (*How to Create a Vegan World - A Pragmatic Approach*)
- Founder of veganstrategist.org
- Co-founder of CEVA
- Ashoka fellow since 2010

Sebastian Joy
- CEO of ProVeg, CEO of VEBU for eight years prior to that
- Vice President of the European Vegetarian Union (EVU)
- Board member of the International Vegetarian Union (IVU)
- Lecturer in nonprofit management at the Berlin School of Economics and Law
Sebastian Joy - CEO of ProVeg

Sebastian Joy is among the most important representatives of the vegetarian and vegan movement in Europe. He is the CEO of ProVeg, as well as Vice President of the European Vegetarian Union (EVU) and a lecturer in nonprofit management at the Berlin School of Economics and Law. Before joining VEBU, Sebastian worked and interned at a number of animal charities, including PETA (Germany and USA), VGT (Austria), CIWF (France), and Four Paws (Austria). He holds a B.Sc. in Cognitive Science and wrote his Master’s thesis at PriceWaterhouseCoopers (pwc) on Strategic Management in Nonprofit Organisations.

Jasmijn de Boo - International Director at ProVeg International

Jasmijn de Boo has worked in the field of animal protection and education for over 18 years. She founded and led the UK political party Animals Count from 2006 to 2010 (rebranded as the Animal Welfare Party a few years ago). She was the CEO of The Vegan Society from 2011 to 2016, and CEO of Save Animals from Exploitation (SAFE) in NZ for one-and-a-half-years. Jasmijn joined ProVeg International in April 2018. She supports the five country branches of ProVeg: South Africa, Spain, UK, Netherlands, and Poland, oversees the expansion to China and the USA, as well as the international grants program, and supports operations in Berlin.

Matthias Rohra - Chief Operations Officer

With a profound understanding of the vegan scene, along with professional business know-how that he acquired when working as a brand and marketing director at Coca-Cola and McFit, Europe’s biggest gym chain, Matthias brings an in-depth knowledge of the needs of the various stakeholders to the team. In his position as head of ProVeg Business, he is driven by the desire to facilitate a plant-based lifestyle through innovative vegan products and services.
Membership board of ProVeg (Germany)

The membership board of ProVeg Germany is representing the interests of our 14k+ members.

Thomas Schönberger - President of ProVeg Germany
Thomas has been president of ProVeg Germany since 1996 and President of the vegan Vegeterra Foundation since 1994. Prior to this involvement, he was active in the Vegetarian Initiative since 1983. With more than 30 years’ experience in the vegetarian and vegan movement, as well as being an expert on environmental and sustainability issues, he is committed to taking plant-based living into the mainstream. He is also one of 40 (board) members entitled to vote at Greenpeace Germany.

Sebastian Joy: Vice President of ProVeg Germany (formerly VEBU, board member since 2007)
Kati Radloff: Board member since 2013 – Teacher and expert for grant acquisition on both German and European level
Felix Hnat: Board member since 2015 – Chairman of the Vegan Society Austria (VGÖ) and President of EVU
Silke Bott: Board member since 2008 – Teacher by profession, responsible for ProVeg Magazine
Dr. Iwelina Fröhlich: Board member since 2015 – Teacher, degrees in politics and business
Norbert Moch: Board member since 1996 – Electrical engineer
Gerald Müller: Board member since 2015 – Engineer (sustainability, regenerative energies)

None of our board members are related to each other by blood or marriage.
Transparency

ProVeg International takes part in the Initiative for a Transparent Civil Society (Initiative Transparente Zivilgesellschaft) by Transparency International and provides a lot of information publicly on its website.

1. Name, postal address, and year of foundation
2. Full statutes and aims of the organization
3. Information on tax concessions
4. Name and function of the key decision-makers
5. Annual activity report
6. Staff structure
7. Source of funds
8. Use of funds
9. Partnership with third parties
10. Names of legal persons whose annual payments account for more than 10% of the total annual budget
Appendix E: Finances & Room for Funding
In recent years, ProVeg International has experienced substantial and sustainable growth. Along with an increased staff complement, our finances have developed steadily. Our record shows that we have been able to efficiently absorb increased funding (while also building necessary reserves). We expect and hope that our budget for 2018 will be around 1.5m € higher than it was 2017, thus about 5m €.

Our current total financial assets are around 2m €. This equals about five average months of our expected budget for 2018.

We’d like to increase our financial assets to constitute at least six months of our budget.

Funding is still our main constraint in terms of further international growth and development.

* The graph takes accruals and deferrals into account to give a more realistic picture of our financial development over the years.
Finances*

Total Income 2017: 3,515,350 €
- 1,395,124 € (39.7%)
- 1,208,390 € (34.4%)
- 669,903 € (19.1%)
- 241,934 € (6.9%)

Total Expenses 2017: 2,577,811 €
- 593,391 € (23.0%)
- 630,262 € (24.4%)
- 95,305 € (3.7%)
- 150,139 € (5.8%)
- 56,991 € (2.2%)

*Amount of restricted donations: about 800,000 €
** Membership fees are currently only generated in Germany and are supposed to be spent in Germany

*preliminary
Room for Funding

Given that we are now able to grow several national branches in parallel, as well as establish new national branches (e.g. China), we believe that we can easily and effectively absorb a budget increase in 2019 of €2.0m-2.5m (~$2.3m-2.9m).

We would use unrestricted, additional funding for the following:

- Increasing Corporate Outreach around Collective Impact and 50by40 (global reduction of animal products)
- Further optimizing processes and structures to increase sustainability
- Increasing salaries (to be closer to the salaries of most other ACE-recommended charities)
- Further scaling up successful interventions and optimizing projects (e.g. hiring more experienced staffers for key positions)
- Scaling up our early intervention activities by further developing the Early Intervention Network (see Appendix H)
- Investing in increasing our fundraising capacities
- Growing our established national branches that consist of small but highly motivated and driven staff (e.g., Spain, UK, Poland, etc.)
- Further expanding our activities in Greater China Region
- Expansion to other countries to increase reach and impact (e.g. Brazil)

We would not use unrestricted, additional funding for our activities focused on Germany as those are already relatively well developed.
Appendix F: 50by40
Our mission of 50by40 is built around the renowned **S.M.A.R.T.** goal-setting model, which states that goals should be:

- **Specific:** Provide clear instructions to determine success
- **Measurable:** Allow measurable progress
- **Ambitious:** Drive up motivation to push your boundaries for achievement
- **Realistic:** Be grounded in a realistic analysis of the determining factors
- **Time-bound:** Set an ultimate deadline, to affirm accountability
The goal of 50by40 is specifically defined as: a **global** reduction of 50% in the **consumption** of each species of animals, and animal products (chicken, cows, pigs, fish, dairy and egg), compared to the baseline year of 2017.

- This reduction is a **global** average, meaning that some countries (with current high animal consumption) reduce more, while others reduce less. This way, we are also sensitive to the issue of the unjust global imbalance of animal consumption between developed and developing countries.
  - This allows us to focus on reduction in high-consumption countries while curbing growth in low-consumption countries.
- The focus is on **consumption**, not production. As we aim to reduce global consumption, production will inevitably follow.
- By setting a target within **each species**, we carefully ensure the various stakeholders find themselves represented in the goal:
  - If we measured by total weight, the focus would be on dairy.
  - If we measured by total number of animals, regardless of species, the focus would be on fish.
- A 50% reduction across the board **balances the different considerations** of health, climate change, food justice, and animals as they relate to food consumption, making it an **ideal rallying point** for other NGOs, institutions and individuals.
- Anchoring the goal in the **baseline year** 2017 takes into account the estimated growth in the world’s population and accompanying projected growth in consumption.
Measurable

The specific definition of 50by40 provides us with clear directions on how to measure and benchmark our progress using concrete numbers.

These calculations can be used to demonstrate to a diverse range of stakeholders how 50by40 directly advances their goals.

This will also add further scientific weight to the value of plant-based eating as a multi-problem solver.
Ambitious

With the help of social movement experts, 50by40 is carefully designed to allow the different motivations of diverse institutions and individuals, to be channelled into a single cohesive movement.

“To be part of something big – so often we don’t have the chance to be part of a bigger thing, to be part of something that really makes sense, that is meaningful to us and where we can change the world for a little bit. ProVeg and 50by40 is such a possibility. In history, there have already been significant social movements like democracy, women's rights, labour rights and ecology which helped us to develop and make the world a better place. With ProVeg and 50by40, there is again a chance to write history and to leave important traces on our planet.”

- Dominic Veken
Realistic

50by40 represents an ambitious, yet realistic goal:
- The current food system is facing increasing public and political scrutiny.
- Plantbased alternatives are gaining market shares and the disruptive potential of clean meat is being recognized among investors.
- ProVeg’s positive, inclusive, and incentivizing approach, broad target group, and extensive network is perfectly positioned to effectively accelerate these developments at both the individual and institutional level.
50by40’s psychological appeal also stems from its timeframe: it is long-term, yet still reasonable and concrete. This has various advantages over timeless or very short-term goals:

- **Instills accountability** and sets the benchmark for success, creating a sense of urgency for increased motivation
- **Maintains the direction** needed for long-term focus and leaves enough time for action to create large-scale systemic change
- Opens up the **possibility to include a wider map and activation of important stakeholders** than traditional short-term goals
- **Facilitates long-term partnerships** to create and leverage **collective impact**
To conclude, our mission...

✔ Is S.M.A.R.T.
✔ Has a global scope
✔ Strategically taps into the motivations of diverse, impactful stakeholders
✔ Is based on a solid scientific and psychological foundation
✔ Relates to both individuals and institutions
✔ Emphasizes an inclusive and pragmatic call to action
✔ Already has its first milestone set by Peak Meat
✔ Facilitates a shift from isolated impact towards Collective Impact
✔ Serves as direct support for our vision
Appendix G: Collective Impact
ProVeg’s strategic meta approach to achieve 50by40: collective impact
Collective Impact

Collective Impact (CI) is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem using a structured form of collaboration.

- First articulated in the 2011 Stanford Social Innovation Review article Collective Impact
- Recognized by the White House Council for Community Solutions as an important framework for progress on social issues
- Requires shared accountability and goals as well as a backbone organisation ("institutional worrier"), which maintains a workable infrastructure and coordinates individual efforts to increase overall impact towards large-scale, sustainable systems change in society

Sources and further Information: *Kania and Kramer (2011)*
ProVeg, Collective Impact and 50by40.org

ProVeg aims to achieve its 50by40 mission by applying collective impact theory and creating a backbone organization called 50by40.org, which will in turn create, coordinate, and manage collective impact within the animal rights and vegan movement. Rather than focusing only on growing their own organization, ProVeg strives to increase the impact of the movement in general through collective efforts directed at reducing animal consumption.

According to collective impact theory, large-scale, sustainable social change can be best achieved by a backbone organization coordinating and supporting the activities of the various players in the animal movement through:
- a common agenda for social change
- shared measurement for data and results
- mutually reinforcing activities
- open and continuous communication
- adaptive leadership
ProVeg, Collective Impact and 50by40.org

By applying the collective impact strategy, 50by40.org will help (i) coordinate and bring into alignment the activities and impacts of the various players in the animal and vegan movement, enabling strategic division of labour, creating and using synergy effects and avoiding redundancies and harmful competition; (ii) get societal, political, and economic institutions and players on board in order to create a broad alliance characterised by collaborative action resulting in large-scale, sustainable social change towards a better future for animals, humans, and our planet.

Where the animal movement needs to go: from individual action and impact (actors working in isolation on specific issues) to collaborative action and collective impact (actors working collaboratively towards a shared outcome/goal)
ProVeg is in a perfect position to create the backbone organisation [50by40.org](http://50by40.org), which will then coordinate and manage the collective impact of 50by40:

- Intimate knowledge of and experience with the 50by40 goal
- **Holistic and inclusive approach**, able to encompass the diversity of approaches and focus areas of other groups
- Track record of balancing and creating synergies between a wide array of separate activities
- Able to **build on the momentum of the 50by40 Corporate Outreach Summit** and the planned international alliance
- Emphasis on cultivating adaptive leadership, through the work of CEVA trainings and NGO Leadership Summits (bringing unity of strategy to a diversity of groups)

→ **Going to the US will significantly increase PVI’s ability to accelerate the 50by40 mission**, given the network of key players and financial resources there – with the collective impact idea gaining ground at the moment.
Collective Impact gaining popularity among donors

Co-Impact: collective impact on the donor level:

- **Co-Impact** is a network of **philanthropists focusing their investments on long term, systemic change**
- It was founded in 2017 by the core partners of Rockefeller Foundation, Bill and Melinda Gates, Richard Chandler, Jeff Skoll, Dr. Romesh, and Kathy Wadhwani
- Its rationale: **collaboration is key** to solving the world’s most pressing challenges by bringing together philanthropists, social change leaders, governments, non-profits, and the private sector to collectively drive enduring impact.
- It reflects a **shift in the scope of philanthropic thinking towards Collective Impact** (from singling out the most effective organisation to supporting the most effective coordinated systems change)
- Starting 2018, it offers systems change grants of up to $50 million over several years.

"Donors set sights on ambitious 'systems change' that typically requires collaborating with governments and international agencies.”

**FINANCIAL TIMES, 2017**
Supporting other Animal Charities

ProVeg has a proven **track record of supporting other organizations and campaigns** in order to effectively increase the movement’s positive impact on the lives of animals. This has laid the groundwork for a more coordinated Collective Impact approach:

ProVeg International provides **free infrastructure for meetings** (including office space, projectors, etc.) for the following:

- Effective Altruism Berlin
- Berlin Vegan
- Organic-vegan (farming) network
- Various others on a less regular basis

ProVeg International has **effectively fundraised joint EU-funds** which benefited the following organizations:

- EVA (Belgium)
- VGÖ (Austria)
- Vegetariersbond (The Netherlands)
- AVF (France)
- Various others
Supporting other Animal Charities

Events created and organized by ProVeg International welcome the following animal charities to give presentations, do outreach, give talks, raise funds, etc.:

- Animal Equality
- Albert Schweitzer Foundation
- Sea Shepherd Society
- Animal Welfare Party of Germany
- Deutsches Tierschutzbüro (German Animal Welfare Bureau)
- Ärzte gegen Tierversuche (Doctors against Vivisection)
- Hof Butenland and several other farm sanctuaries
- Animal Peace
- Berlin Vegan
- Many more smaller or local groups
Cooperating with other Animal Charities

ProVeg International has a good track record of working together with other organizations on a variety of projects:

- Since 2009, ProVeg International has supported the cage-free campaigns headed by the Albert Schweitzer Foundation to increase the pressure on targeted corporations.
- ProVeg International is co-initiator of the petition by Sentience Politics to make vegan options mandatory in public canteens in certain parts of Berlin.
- ProVeg International supported the petition to abolish factory farming in the German federal state of Brandenburg.
- ProVeg International is on the FAST (Farmed Animals Strategic Team) e-mailing list to network for farmed animals internationally.
- The leadership of ProVeg International is in regular contact with the following leaders of the animal advocacy movement: Sharon Nunez and Ria Rehberg of AE, Bruce Friedrich of GFI, Kristie Middleton of HSUS, Michael Webermann of Better Eating International, Mahi Klosterhalfen from ASF, etc.

ProVeg cooperations are based on compatibility with the organization’s strategic alignment. Sometimes, we support other organizations without great public visibility.
Sharing of Knowledge

We openly and proactively share our best practices, learnings, budgets, contracts, and future plans with other animal advocacy organizations in the context of various conferences, informal retreats, and meetings. These include:

- Sentience Conference, Berlin
- EA Global X, Oxford and Basel
- International Animal Rights Conference, Luxembourg
- CARE conference, Vienna and Prague
- IVU VegFest (formerly: World Vegetarian Congress)
- V-Label international meeting, Berlin
- VegMed, Berlin
- VeggieWorld, various locations

ProVeg International also freely shares its material and publications with many others. Countless groups and organizations around the world have been permitted and encouraged to copy and translate our scientific articles, publications, leaflets, etc.
Appendix H: Early Intervention
Early Intervention

Most current animal advocacy focuses on adults. By raising awareness and deploying rational and emotional appeals, animal advocates go to great lengths to change attitudes and behaviors in grown-ups. Our attitudes and behaviors, however, don’t just fall out of the sky. What we think about animals and how we treat them (and why we think we are justified in doing so) is mostly the result of a long process of learning and habituation, which starts early in life.

Yet, comparatively little activist effort goes into reaching out to children and adolescents during this formative period, addressing the cause of animal exploitation rather than only its effects.

Moreover, activism for animals is not limited to humane education but also includes creating a veg-friendly environment for kids to grow up in, normalising plant-based eating, and thus facilitating ethical debates.
Early Intervention

Addressing the **cause** (period of socialization) rather than only the **effects** (acting on what has been acquired and learnt) of people’s problematic attitudes and behaviors towards animals and plant-based eating will contribute significantly to long-term social and systemic change.

Addressing young people has several **benefits:**

(i) early socialization is the perfect period to establish **deep-rooted and long-lasting attitudes and behaviors** (ii) young people are less set in their ways and generally more **open to new ideas** (iii) children have a long lifespan ahead of them to exercise their attitudes and behaviors (iv) children become not only future consumers, but also **future decision-makers and influencers.**
Early Intervention

ProVeg has several plant-based interventions directed at young people:

- **Plant Powered Pupils (APP)** (Germany)
- **Climate and Energy Efficient Canteen Kitchens in Schools (KEEKS)** (Germany)
- **School Plates** (UK)

In addition, we have developed the Early Intervention Network as a novel meta-project dedicated to promoting, networking, and professionalizing existing EI activism, aiming to make them more effective and sustainable by enabling cumulative learning and avoiding redundancies. After presenting the project at several international AR conferences and receiving very positive feedback, we have carried out a survey among EI practitioners to assess their needs. We are currently developing this project further, with a two-pronged approach: normalizing veganism on the one hand and promoting humane education on the other.
Appendix I: References
Sources and further Information


**DSW** Website: https://www.studentenwerke.de/de/node/957 (last accessed 31.07.2018).


Sources and further Information


Sources and further Information


Sources and further Information


