



**PROGRAMS AND ACCOMPLISHMENTS
2018 - MID 2019**

TABLE OF CONTENTS

About Anima International	6
Program #1	
Obtaining corporate commitments to higher welfare	8
Introduction	9
1. Our Strategy	10
2. Expanding the front line	10
2.1 Finland and Norway	11
2.2 Ukraine, Belarus and Russia	11
2.3 Global Direction	11
3. Corporate Commitments	12
3.1 Cage-free campaigns	12
3.2 Broiler campaigns	15
3.3 Implementation	17
3.4 Other Corporate Commitments	19
4. Working with Producers	20
4.1 Welfare as a business opportunity	21
5. Utilizing existing infrastructure	22
Program #2	
Media campaigns	24
1.Introduction	25
1. Assessing the impact of public outreach	26
2. Campaign overview	26
3. Strategies that we use to ensure better coverage of animal-related stories:	27
4. Investigations	28
4.1 Investigative journalism	28
4.2 Undercover investigations (highlights)	28
Broiler investigation in Poland	28
Investigation media story	29
Mink farms investigation in Lithuania resulting in European-wide coverage	29
4.3 [Confidential information omitted]	30
5. Raising Awareness	30
5.1 Opinion polling	30
5.2 Effect of campaigns (example from Poland)	30
5.3 Public challenge campaign	32
6. Building momentum for corporate campaigns	33
6.1 Public media campaign against one of the largest retailers in Denmark	34
6.2 Grassroot protests	34

6.3 [Confidential information omitted]	34
6.4 Media ad campaigns	34
6.5 Public challenge campaign to Auchan Ukraine	35
7. Building momentum for legislative change	35
7.1 Media pressure to ban fur farming in Poland	36
7.2 Voices that need to be heard	37
7.3 Media pressure to ban fur importation in the United Kingdom	37
7.4 Influencing foie-gras production	37
8. Building momentum for the plant-based market	38
8.1 Changing the narrative about plant-based food	39
8.2 Designing pitches about plant-based eating for mass media	40
9. Special consideration - Russian-speaking areas	41
10. Digital media presence	41
11. Reach	41
Anima International total	41
Belarus	42
Denmark	42
Estonia	42
Lithuania	42
Norway	43
Poland	43
Russia	43
UK	43
Ukraine	43
Program #3	
Plant-based product promotion	45
Introduction	46
1. Media work for the plant-based market	47
Highlights:	47
2. Plant-based product of the year awards	48
3. Conferences: networking with the industry	49
4. Partnership with the food industry	50
5. Advising the food industry	52
5.1 Guidebooks	52
5.2 Plant-based products consulting	52
5.3 Clean Meat Expertise	53
6. Publications aimed at the food industry	54
6.1 Market and consumer research	54
6.2 Law expertise on plant-based products	54

6.3 Industry Rankings	55
7. Outdoor Campaigns	56
8. Engaging the best chefs in the country to promote plant-based cuisine	56
9. Partnerships	57
10. Synergy with other programs	58
10.1 Pledge programs	58
10.2 Festivals	59
11. Increasing the capacity of plant-based campaigns	59
12. Awards	60
Program #4	
Movement building	61
Introduction	62
1. Developing local activist groups	63
1.1. Key outcomes:	64
Provided training for volunteer groups, established new ones	64
Providing continuous training for activists	65
Providing a framework for self-development	65
2. Improving management	66
3. Activity in coalitions	66
3.1. Key outcomes:	67
Round Table Meetings (Denmark)	67
Legal campaigns (Estonia, Ukraine, Poland, UK)	67
Open Wing Alliance (all member organizations)	68
Fur Free Alliance (all member organizations except Estonia and Norway)	68
Stop the farms Alliance (Poland)	68
4. Organizing conferences	68
4.1. Key outcomes:	69
Conference on Animal Rights in Europe in Poland	69
First animal rights conference ever held in Ukraine	69
First Russian Animal Rights Conference in Russia	69
5. Investing in other organizations	69
5.1. Organizations which we collaborate with:	70
6. International movement project	70
6.1. Resource Platform - Resource Library	71
Program #5	
Legislative advocacy	73
Introduction	74
1. Our strategy	74

2. Fur Farming	75
2.1. Poland	75
2.2. Lithuania	76
2.3. Denmark	76
2.4. Estonia	77
2.5. UK	78
3. Enforcement	78
3.1. Prosecuting animal cruelty	79
3.2. Dedicated animal crime units	79
3.3. Working with government agencies	80
3.4. An Ombudsman for animals	81
3.5. Engagement with the academic legal community	81
4. Focus: Empowering communities and preventing factory farms	82
5. Ban on cages for laying hens	85
6. Initiatives for non-farmed animal issues	85
7. Other interventions	86



About Anima International

Anima International is an international animal protection organization founded in 2018 through a merge of experienced groups from Scandinavia and Eastern Europe. We are working to fight animal suffering in Belarus, Denmark, Estonia, Lithuania, Norway, Poland, Russia, Ukraine, and the United Kingdom. At the same time we are gradually investing more resources in helping to grow the movement in historically more neglected areas, like eastern parts of Europe.

We consider animal suffering one of the greatest problems of our time and our tool of choice to tackle this problem is a dedication to effectiveness, evidence-based approaches to activism and intellectual honesty. To ensure we have the greatest impact, we focus primarily on farmed animals, especially those which suffer the most, in the biggest numbers, or those whose suffering can be alleviated the fastest. While we are a newly formed organization, our member organizations' experience in animal activism goes back more than 20 years. Thanks to this, we strive to build a model of change combining personal experience, knowledge-driven intuition and openness to new data and approaches.

Anima International aspires to achieve social change through coordination and strategic allocation of resources, such as funds and knowledge, between regions. We know how much cultural and economic context matters for activism, therefore we try to minimize a top-down approach to management by empowering grassroots leaders. In regions in which we are active, we aim for our groups to be driven by independent leaders. The groups in the countries we work in have their own local identity that fits the social context and focus on recruiting volunteers who can serve as experts in their regional culture.

While we assign different weight and resources to programs and campaigns we see most of them as both interweaving and strengthening each other. Operating in countries with vastly

different animal protection norms, from Scandinavia to Russian-speaking countries, we see how different tactics work depending on where we employ them and how far along that country's society is on the animal protection scale. For this reason, when we conduct programs and campaigns we use various strategies to test and adapt our work to the local context. This is why, as Anima International, we have and most likely will continue to have a broad portfolio of programs, with particular focus on movement building.

Currently, Anima International is composed of:

- **Адчыненыя клеткі** from Belarus
- **Anima** from Denmark
- **Nähtamatud Loomad** from Estonia
- **Tušti narvai** from Lithuania
- **Anima** from Norway
- **Otwarte Klatki** from Poland
- **Открытые клетки** from Russia
- **Відкриті клітки** from Ukraine
- **Open Cages** from the United Kingdom

PROGRAM 1: OBTAINING CORPORATE COMMITMENTS TO HIGHER WELFARE



Program #1

Obtaining corporate commitments to higher welfare

Introduction

Were we to rely on consumer surveys, there wouldn't be much need for working on obtaining corporate commitments to secure higher welfare. When self-reporting, consumers generally consider themselves high on the ethical consumer ladder. A recent survey about a major retailer in Ukraine revealed that 2 out of 3 consumers want the company to go cage-free. But the retailer's sales reports reveal that less than 0.10% of the eggs bought were in fact cage-free. Unfortunately, consumer self-reporting is a poor indicator for real-world behavior, especially when it comes to consumer decision making on a daily basis. Although building awareness around a topic is essential, consumers will always be tempted to choose the most affordable products. Working with corporate commitments to choice edit the product selection for consumers is thus essential for achieving our goals. Surprisingly, a Danish study revealed that a majority of consumers actually prefer supermarkets to make this choice editing, because they are aware of the temptation to compromise their values, when the economical aspect is introduced.

Anima International currently operates primarily in Europe. Due to historical events, there's still a strong cultural divide in Europe, separating the area into Western and Eastern Europe. This divide is strongly reflected in the progress of animal welfare and is also the case when it comes to corporate commitments. As such, we see a clear trend of the corporate campaigns having faster and easier success in Western Europe compared to Eastern Europe where progress is much harder.

Whereas the average Norwegian has a personal WPD (Wealth per Adult) of \$291,000, the equivalent for Ukraine is merely \$1,600. Animal welfare ranks in the top 5 category of HNWI's (High Net Worth Individuals) and as such, the success of the corporate campaigns in the Western part of Europe correlates with economic advantages and freedom of the consumers.

As Western countries are finishing up the cage-free campaigns, the focus is transitioning toward broiler campaigns. Unfortunately, this trend is strengthening the divide between the West and the East as we start to see that the focus on broiler campaigns is focusing on companies that still haven't released cage-free policies covering the eastern parts of Europe. This dynamic creates a potential challenge for corporate work in Eastern Europe—a pattern that can be identified on a global scale as well as between the West and the East. These factors combined

makes Eastern European countries a challenge to work in - a challenge that Anima International has taken upon ourselves to solve.

1. Our Strategy

Although the following five steps should not be seen as restricted to a linear timeline, since some of the strategies overlap, this is the model we generally apply to this program.

1. Raising awareness with media stories
2. Securing strategic wins
3. Building momentum
4. Major sector commitments
5. Securing implementation

By investing heavily in producing media stories around the chosen topic (See Program 2) we create the window of opportunity needed to secure the first strategic corporate commitments. Depending on the given country, these media strategies vary from releasing investigations to brand attacks. As part of our market analysis we identify strategic companies, whose commitments to our program can serve as a catalyst for building momentum. The first campaign is crucial for our strategy, as the attention around the campaign is itself used to create leverage in communication. As such, a campaign rarely stands alone, but creates momentum in itself that is used simultaneously to strengthen our negotiating position with other companies.

Once we reach the momentum phase, we use our market analysis to push for commitments from the major players in the sector by using the leverage from momentum. At this point, the strategy changes to communication of comparison, few companies want to fall behind their competitors and so at this point, each commitment makes the next one easier. As a final step in the corporate campaigns, we make sure to work on implementation of the commitments, which may eventually lead to some reinforcement campaigns.

As Anima International covers a wide array of countries with very different living standards and attitudes toward animal welfare, corporate campaigns can in general be identified at different stages in the strategic outline above. For country specific details regarding our two major programs, see sections 3.1 and 3.2.

2. Expanding the front line

For the past few years, we've been proactive in finding new opportunities for establishing and running corporate commitment programs. Since 2017, we have expanded the cage-free

program into Norway, Finland, Estonia, Lithuania, Belarus and Ukraine. We are now looking to expand the campaign into Russia as well.

2.1 Finland and Norway

In Finland, we are co-running a cage-free campaign with the Finnish organization Oikeutta eläimille (OE). Prior to Anima International's initiative, there was no work being done on cage-free campaigns there. We identified Finland as a country with high potential for rapid success and as OE is the strongest campaigning organization in Finland, we suggested a collaboration on bringing the campaign to Finland. We secured an OPP grant for running a program for two years and during those two years we have managed to turn the market upside down, meaning that the large majority of the sector is now cage-free. Our role changed over time, with us first developing, coordinating and running the campaign being rolled out to being merely a strategic partner as OE grew into the campaign.

When Anima arrived in Norway in 2017, cage-free commitments were not on the radar and no organizations were running active cage-free campaigns. During 2018, the large majority of the sector introduced cage-free policies as a result of our work.

2.2 Ukraine, Belarus and Russia

Whereas Norway and Finland were identified as a relatively low hanging fruit with high potential for success, Ukraine, Belarus and Russia are much more challenging markets to work in. Here we are utilizing our position as experts in the Polish market to replicate our strategies in Ukraine and Belarus. Similarly, recent years of working in Ukraine and Belarus has provided us with experience and knowledge that will be crucial for developing an adapted strategy for Russia. Being based in Central and Eastern Europe gives us a legitimacy for working in the region, which is almost impossible to acquire for outsiders.

2.3 Global Direction

Anima International is a major contributor to the Open Wing Alliance and since we cover nine countries, we are often an important part of the puzzle in international and global campaigns. During 2018-2019, we participated in every major OWA campaign as well as taking on the role as campaign leaders and coordinators.

In 2018, Anima International produced and led the first European broiler campaign through the Open Wing Alliance. As a result the OWA secured an ECC commitment from IKEA, one of the early wins in Europe, paving the way for further campaigns. For some countries it was the very

first public commitment, which we consider as an important starting point for negotiations with other companies.

With our increased capacity after the merge, we are currently focused on expanding our campaign focus to include more global targets and take the lead on more OWA campaigns. As part of this new direction, we are also utilizing our Movement Building Program to build a knowledge base about restrictions of traditional Western pressure campaign tactics, that have their limitations on many markets outside the Western world. With innovation at the heart of our organization, we believe that the campaigning limitations in for example certain Asian countries is something that can be overcome by close collaboration with groups on the ground and an innovative approach to what a campaign can be.

3. Corporate Commitments

The problem of animal suffering is systematic. Thus to achieve our goal, which is to minimize animal suffering as much as possible, we also need to approach it in a systematic way. We consider corporate outreach campaigns one of the most effective ways to help the largest number of animals and we consider them a significant part of Anima International's strategy.

We are primarily focused on two areas:

- Cage-free campaigns
- Broiler campaigns

Although cage-free and broiler campaigns are our main focus now, we have used strategic corporate outreach work tactics in other areas in the past and continue to do today. Anima has been running a corporate commitments program since 2001, focusing on fur free retail and were well experienced in corporate outreach and campaigning tactics when we made the shift to cage eggs. We consider corporate commitments to be a good tool for running easier campaigns with a high probability of achieving quick results and media coverage about farm animals (e.g. foie-gras, live fish and fur).

3.1 Cage-free campaigns

Between the beginning of 2018 and July 2019 we obtained over 220 cage-free commitments, primarily through corporate outreach and campaigns which Anima International led ourselves, but also as supporting organizations for the Open Wing Alliance campaigns led by The Humane League. The major focus for our cage-free work is now on securing the first strategic wins in Ukraine and the implementation of the commitments in Poland. Securing strategic wins in Ukraine is essential, not only for starting the domino effect we know that can happen, but also as a crucial case that can be used in the rest of the region to create change. Country by

country, our approach is to push the front line of the cage-free campaign and move into new markets, building an arsenal of cases from comparable companies and markets.

In Ukraine we are investing heavily in combining a pressure campaign against the retailer Auchan with a media campaign to spread awareness about the transition in Europe away from cage egg production. The media campaign involved an adaptation of the Danish “challenge campaign” (See Program 2, Denmark and Ukraine) which brought national coverage to the campaign. The cage-free campaign is the first ever of its kind in Ukraine and has gained massive support, both during the 15 demonstrations we have arranged outside Auchan stores and online involving thousands of people.

We are currently in negotiations with Auchan in both Ukraine and France as well as working on an EU wide cage-free policy for the remaining countries where Auchan currently operates without a commitment. As the campaign keeps creating strong media attention, we also used this momentum to reach out to other companies to engage in a cage-free discussion.

Using the 5-step model from above, we can describe the status of the various countries we operate in.

Here are the five steps again:

1. Raising awareness with media stories
2. Securing strategic wins
3. Building momentum
4. Major sector commitments
5. Securing implementation

In Eastern Europe, Ukraine, Belarus and Russia, where the movement is still relatively young and campaigns focused on farmed animals are still new, the focus is on early stages with awareness-building (1) and securing strategic wins for the cage-free campaigns (2). In Estonia and Lithuania, we are still focusing on step 4 and working on getting the remaining major players on board. In Poland and Finland we have moved through step 4 and are now focusing on securing the implementation of the 145 commitments that have been secured here. The implementation of the commitments in Norway and Denmark have been rapid as a result of quick adjustment from the industry and although we still need to get one major retailer on board in Norway, the implementation is already quite advanced.

Highlights

Cage-free coverage in the retail sector:

DK: 100%

FI: 92%
LT: 92%
PL: 78%
NO: 68%
EE: 40%

Our cage-free commitments cover all the different sectors from retailers to food producers/manufacturers, foodservice/catering, restaurants, bakeries, hotels, and wholesale. The retail sector is particularly important because this sector accounts for a large number of eggs, which makes it a player on the market that can demand changes from the egg industry. Furthermore, in the retail sector the different types of eggs are more visible to consumers than eggs used in other sectors. This means that it's also more visible when retailers ditch cage eggs. The fact that a type of egg which used to be widely available has now been removed from the shelves (or will be removed before the specified deadline) because of animal welfare concerns helps cement the belief in society that cage egg production is not acceptable. This creates momentum that is useful when working with other sectors.

Cage-free coverage in the food manufacturing/producing sector:

DK: 90%
NO: 80%
PL: 59%
LT: 35%
FI: 25%

Similarly, the food manufacturing/producing sector uses a significant number of eggs. Unlike the retail sector's sale of whole eggs directly to consumers, where the EU requires labeling of production method, there are no requirements about labeling when it comes to eggs used as ingredients in processed foods. For this reason, the majority of producers have used cage eggs, thus making it an important sector to work with to obtain cage-free commitments.

Cage-free coverage in the wholesale sector:

NO: 80%
FI: 75%
DK: 60%
PL: 56%

A sometimes overlooked sector is the wholesale sector. Working with wholesale companies can be more demanding because they're typically not as vulnerable to the threat of pressure campaigns as many other sectors. But getting just one wholesale company to introduce a cage-free policy will affect the purchases of a large number of other food businesses that buy from that wholesaler. For this reason we believe that it is very fruitful to work with this sector. For instance, Denmark has a very large public sector with schools, hospitals, nursing homes, etc.

that have purchasing agreements with a specific wholesale company Euro Cater. This means that once we got Euro Cater to introduce a cage-free policy, we effectively got rid of cage eggs in all these public institutions in Denmark, which would have been extremely difficult to achieve in other ways.

3.2 Broiler campaigns

The campaign to introduce higher welfare standards for chickens bred for meat is being conducted in Denmark, Norway, Poland and the UK. Depending on the specificity of the local market, including the level of animal welfare and consumer awareness, the presence of other organizations operating in that area as well as the size and the openness to change of the poultry industry, we use slightly different tactics or in a different order in each country.

In Denmark, the market for higher welfare chicken products is more advanced than in Poland, following the trend that the stronger the financial consumer freedom, the more developed the consumer driven animal welfare market. Although the higher welfare market in Denmark is still only a minority, we believe there is a promising potential for a new trend. We have been using the authority gained from a very effective cage-free campaign to work with producers to make them see this as a business opportunity, which will be described in more detail below. So whereas in Poland, where we identified the need to do a strong awareness push on broilers and create more pressure on the industry to be willing to make moves. In Denmark we follow a very different strategy, where we work with producers to see us as trusted partners without making too much “noise” about the industry in public. That being said, this approach does not limit us when it comes to doing brand attacks on companies, as long as these companies are not the chicken producing companies themselves.

In the UK, where multiple organizations are working on the issue, we have taken a pure campaigning approach and are laser-focused on specific campaigning targets, one at a time.

Awareness work

In Poland in early 2018, we released the first ever undercover investigation on a broiler farm depicting conditions and the suffering of fast growing chickens. The investigation was released in June in Poland and soon after in Eastern Europe and various other countries around the world. In total, the investigation had a reach of seven million in the Polish press, radio, and TV.

In Poland we ran two outdoor campaigns - one in 2018, with illuminated billboards in the Warsaw metro and a billboard. Right now we're in the middle of the biggest broiler outdoor campaign - there are almost 80 billboards, illuminated ads, posters and ads on city buses in Warsaw and also short 15 second video on railway stations in eight big cities.

Our investigation team is continually documenting the entire breeding cycle of broilers: from pedigree farms and broiler houses, through every week of the cycle, loading and transportation etc. This footage is being compiled so it can be offered and used, not only in Poland, but by every like minded organization in the world.

As part of the Polish awareness campaign we held numerous street actions to inform people about conditions of fast growing broilers. The biggest one was in June 2019.

Corporate work

UK:

In late 2018 we launched a campaign in the UK to work with all major supermarkets in signing the Better Chicken Commitment. Due to the fact of already having high-end supermarkets sign up, and a strong animal welfare culture, we launched a pressure campaign against the UK's leading retailer Tesco. After meeting with them in late 2018, it was clear that they needed to be won over. At the same time, we were reaching out to all major supermarkets requesting meetings.

Since then we have focused heavily on grassroots campaigning, speaking to thousands of Tesco customers with both street and online outreach and holding visual protests. We organized consistent work parties nationwide aimed at keeping a presence on Tesco's social media, writing to customer service and writing to executives. During this time, our campaign secured us meetings with Waitrose, Morrisons and ASDA gaining a foot in the door. Before us, there was no consistent 'bad cop' presence with these supermarkets about the Better Chicken Commitment, and we secured a long term relationship with follow up meetings, and consistent dialogue to update them.

In mid 2019 RSPCA joined the campaign against Tesco and together we handed on a combined 350,000 petition signatures to Tesco HQ at their annual stakeholder meeting. A highlight of this campaign is the close collaboration we have had with RSPCA, with sharing of information and complementary tactics.

Denmark:

Although we have secured a handful of smaller ECC commitments in Denmark, this was at an early stage, before adapting our strategy to focus purely on securing producer commitments and work with existing infrastructures, see chapters below. We are now at a strong position with producers covering 50% of the market committed to producing ECC and promote it on request, and have moved into the corporate commitment phase.

Norway:

In Norway we are in a transition phase to move from cage eggs to broilers, although we will maintain one campaigning goal for the last supermarket in Norway without a cage-free policy.

We have decided to start the transition now due to high potential for a close collaboration with the major broiler producer in Norway, Nortura, with whom we built strong relations during the end of the cage-free campaign. We are currently in dialogue about Nortura committing to produce ECC on demand.

Poland:

In Poland in mid-2018 we started talking with the largest retail chains and companies on the introduction of higher standards of broiler breeding as well as the five major shareholders of the Polish food market (Ikea, Biedronka, Lidl, Aldi, and Sfinks). In 2019 we also had meetings with AmRest (European operator of brands such as: KFC, Starbucks, Burger King), SODEXO (May 2019) and Frisco (June 2019). We also have a couple of strategic wins, both SODEXO (OWA campaign) and Frisco committed to the ECC. Right now we are actively working on arranging more meetings with companies and spreading information about the need of introducing better welfare standards for poultry production.

As we anticipate that the corporate outreach part of the whole broiler campaign will be the most challenging with the highest uncertainty of outcome, in 2019 we decided to actively contact the biggest poultry producers to start communication about the ECC.

Because of the strong position and international reach of Polish production, we think that Polish companies committing to ECC is just not enough to convince Polish producers to invest in the changes needed to meet ECC specifications. We also think that having more Polish producers willing to change at least part of the production to meet ECC would be very helpful for other countries where broiler campaign already started to convince companies to commit to ECC.

Using the 5-step model from above, in all four countries, the campaign is at level 2. In Denmark it will soon move into level 3 as we have secured ECC commitments from major producers in the market.

3.3 Implementation

A valuable lesson from the cage-free campaign is to understand the importance of the retail sector and producers being connected and aligned at an early stage, to ensure that commitments actually got implemented. This was crucial for the success of the campaign in both Denmark and Norway because cage-free eggs could be made available to companies in a relatively short time which removed a common excuse for companies to not go cage-free: that there's no supply available. This creates a positive effect that reinforces itself because as more companies commit, more producers become interested in investing in cage-free systems. This in turn affects supply and price, which make it easier for even more companies to go cage-free. For this reason, in both Denmark and Norway we are now seeing a very rapid transition away from cages on a producer level.

Due to differences in the market, we expect that implementation will be a bigger challenge in Poland. A total of 130 companies representing various industries published a cage-free policy. In order to make sure that production is actually changing, we put a lot of emphasis on regularly checking the progress companies are making when it comes to implementing their policies. In early 2019, we published the first report of phasing out cage-eggs in Poland and we're planning to make such reports every year to make sure companies are on track.

We are currently in the middle of our first implementation campaign towards the biggest retailer chain in Poland, Biedronka. Their cage-free policy includes only whole eggs of their own brand and we expect Biedronka to extend this policy to cover all whole eggs. We treat these reinforcement campaigns as the most important work in the campaign at this point. In the same way that securing the first strategic wins are a catalyst for the campaign, we recognize the need for a strong reinforcement case, to create the awareness in the industry that we are keeping an eye on the promises made.

This lesson above made us focus on paving the way for ECC in a similar way. At this moment, we recognize that there is a serious risk of securing ECC commitments as a result of pressure campaigns. As the companies are catching up to our tactics, the risk of "strategic commitments" to get us off their shoulder is becoming a real concern. If no real work is being done to secure implementation, these commitments might not result in actual changes for the animals. For this reason, working with producers plays a big role in our ECC-related work in all countries. We strongly believe that by creating a plan for the actual implementation and making sure that an ECC-approved production will in fact exist, we can move the work forward in a way that secures its success. This is especially important when it comes to an ask that's as complicated as the ECC is, compared to, for instance, a company going cage-free. We will get into more details on this in section 4.1.

Highlights:

Although statistics on the changes in the egg market will always be much more conservative and not reflective of the full effect of the corporate commitments, it is an indicator we consider the ultimate documentation of the movement away from caged eggs.

Denmark: At the end of 2018, cage-egg production had plummeted to 21,7% of its peak in 2013 of 55,7% prior to the launch of the cage-free campaigns.

Estonia: Cage-free egg production has risen from 10% in 2018 to 18% in 2019.

Lithuania: In 2017 3% of hens were kept in alternative systems, in 2018 it was 4%, in 2019 it was 10.5%.

Poland: Thanks to commitments, we have seen a small change in production. In 2017 around 88% of hens were kept in cages, while in late 2018 (December) the number had fallen to 85%.

Norway: Although these numbers are not yet available in statistics, during 2018, Norway's largest producer requested 124 of their egg producers to transition to cage-free production, stating they would no longer be able to sell cage eggs.

3.4 Other Corporate Commitments

As we consider cooperation with companies as one of the most effective ways to significantly improve the welfare of the largest number of animals in the shortest possible time, we use it also in strategic campaigns with potential for media coverage on farm animals.

Fur free retailer (FFR)

The fur free retailer program has historically been an early and important intervention in our corporate commitment work as well as in building our organizations. Historically, we have signed more than 350+ companies up for fur free policies, but in recent years our focus has shifted to cage-free and ECC commitments. FFR has been a major contributor to building the visibility of our brands as the work has been covered substantially in mainstream media over the years.

AI countries cover some of the largest producers of fur in the world: almost half of the world's fur production happens in the countries where AI operates. AI also holds the chairman position in the global Fur Free Alliance. Our primary FFR work is now being conducted from this coalition with a focus on the largest fashion companies in the world.

We believe that by reducing the demand for a given product and creating media attention around this work, our focus on companies can directly and indirectly help to introduce bans on fur farming and foie-gras production. We also believe that pushing for better animal welfare or bans on more fringe practices generally moves the society in a more animal-friendly direction, and builds momentum for campaigns focused on other farmed animals.

Highlights:

Fur Free Retailer commitments 2018-2019: 48

When Fur Free Alliance conversations broke down with Prada, in the autumn of 2018, Anima took the lead on an international campaign targeting Prada. When Prada officially went fur free the following spring, it received wide international media coverage.

Foie gras:

In the same way as FFR, foie gras represents an intervention that requires relatively little work, with high probability for commitments and media coverage, due to the controversy about the product. In Denmark, a few months focus on foie gras secured commitments from all supermarkets and important restaurant brands. The strategy now is to secure a few strategic wins, to create media waves about farmed animals.

Highlights:

Foie gras commitments 2018-2019: 20

In 2018 we published an investigation from a Ukrainian foie gras farm (See Program 2). This investigation has recently been used in the UK and Denmark to secure new foie gras commitments and has been a major media story in all three countries. The Ukrainian producer recently announced that they are shutting down the facility. This was a major though the only, foie gras facility in the country.

Live fish:

In 2018 we published the first Polish footage from an investigation on a carp farm. We decided to use our materials in our communication with companies to make them stop this cruel practice which is still considered traditional in Poland - selling live carp before Christmas. We contacted major retailers, had meetings with Aldi, Tesco and Carrefour, had several demonstrations in front of shops.

4. Working with Producers

We recognize that in order to improve the welfare of broiler chickens by introducing the ECC, there are some unique challenges that we need to take into consideration. These challenges stem from the fact that the ECC, while certainly introducing very significant welfare improvements, is a complicated ask. Compared to the ask of the cage-free campaign, which is “simply” for companies to go cage-free (although this can be very challenging in some markets), the ECC consists of multiple requirements. These requirements are in some cases highly technical and they are not necessarily intuitive to people who are not experts. Furthermore, the price difference between conventionally raised chicken and the ECC is significantly higher than the price difference between cage and cage-free eggs, which affects the willingness of companies to implement the ECC.

Similarly, in many countries there’s no such thing as ECC production. This means that companies face a complete lack of availability of the product we’re asking them to commit to using. This is a potential roadblock as many companies are concerned about committing to sourcing meat from a production type that currently doesn’t exist and which they can’t know for

sure even *will* exist by the time they reach their deadline. This again differentiates the ECC campaign from the cage-free campaign: even in countries with little to no cage-free production, at least this kind of production exists in other countries. This makes the concept easier for companies and consumers to relate to, and it gives companies the opportunity to import cage-free eggs until a cage-free production is established in their own country. Currently, this is not the case with the ECC.

We strongly believe that these challenges create a serious risk of securing ECC commitments that might not be implemented, for instance if a company gives in as the result of a pressure campaign. We believe that if no real work is being done to secure implementation, there is a big risk that the companies will not deliver on their promises. Therefore working on implementation is a key part of our broiler strategy, and we do this by including producers early on in the process. By making sure the producers are on board, we can more easily convince companies to commit to the ECC. This in turn will motivate more producers to produce ECC chicken, creating a positive feedback loop resulting in actual ECC production being established relatively early in the process and thus lowering the risk of companies not following through.

4.1 Welfare as a business opportunity

To proceed as mentioned above, we have identified the need to focus on dialogue and networking with producers to make them understand that the ECC is coming and that it's actually an opportunity for them. Producers were very surprised by the rapid wins of the cage-free movement and understand the risk of these new types of campaigns.

In Denmark and Poland, we've had multiple meetings and talks with most of the biggest producers to win their trust and make them understand that we can actually function as a collaboration partner.

As expected, we see some difference in reaction from the producers in Poland and Denmark. In Denmark we have three large producers that have agreed to give commitments, i.e. to produce ECC when the demand is high enough. As a result, these producers will now speak positively about ECC when retailers and other companies reach out based on meetings and campaigns from Anima. Among these is the largest producer in Denmark, Danpo, which recently bought two high welfare productions (one of them with the first gas stunning facility in Denmark). Danpo will be able to provide ECC by as early as 2022 if demand is big enough, perhaps earlier. Danpo, with its 50 million chickens slaughtered annually, is the Danish leg of the largest producer in the Nordic region, Scandi Standard, with a majority of market shares. [Confidential information omitted.]

Another major achievement in the sector is BPI, a Danish trading company with roughly 200 million revenue specializing in chicken products, mainly importing from Brazil and Thailand. BPI has made a producer commitment of being able to provide ECC from 2021, if demand is big enough. It may be that gas-stunning implementation will be implemented somewhat later. The

reason is that there are currently no such facilities in Thailand yet. This is partly because Thailand is a heavy exporter to countries with a high Muslim population. Also it seems the industry in Thailand doesn't recognize that gas slaughter should be better for the animals. In our dialogue with BPI we had a very productive discussion about slaughter methods and their CEO directly told us that we had convinced him that gas-stunning is superior to electrical stunning with live inversion. As a result BPI will now work actively to push for a change and they have confirmed to us that it is only a matter of raising the demand for ECC, then the improved slaughter method will be available. So this will be an important step in changing the industry in Thailand as well.

Highlights:

Norway's largest producer, Nortura, has committed to a full transition to cage-free eggs, working gradually on the transition every year, they expect to be 90% cage-free by 2021 and 100% cage-free by 2025.

Danpo, the poultry producer controlling 50% of the Danish broiler sector, has pledged to produce ECC.

The second biggest producer in Estonia, Lõuna-Eesti Talumuna OÜ, has committed to go cage-free by 2025.

In Finland, we have managed to develop good ties with a major Finnish producer and distributor, DAVA foods, which is already working actively to transition away from cages. Their line "Kultamuna" became the first to declare a cage-free policy and is actively working with this as a branding strategy.

5. Utilizing existing infrastructure

Whenever possible, we strive to utilize existing infrastructures in both the industry and in society at large to strengthen our work. This approach can require developing new strategies and therefore be time consuming, so before we make a move, we do a careful risk analysis to determine the potential of a new strategy. An example, this approach is how we managed to influence a new state run marketing scheme for animal welfare.

The Danish government introduced a new marketing scheme in 2017, which aims to increase consumer driven animal welfare forward. Legislative progress is difficult because it leaves Denmark in a weak position in a global market, therefore the focus from the government will be to drive up consumer consumption of higher welfare brands with ad campaigns (promoting Danish products at the same time). The marketing scheme is a result of a large coalition with stakeholders from different sectors of society, from animal advocacy groups to meat producers.

During 2017/2018 we managed to have meetings with most of the stakeholders in this coalition, making sure they understand that ECC is coming and that time is up for fast growing breeds. We also have direct representation in this group through an animal advocacy umbrella organization, DOSO, where Anima has a board position. In November 2018, the new marketing scheme for broilers was released and all steps in the scheme are now slow growing broilers (living up to the breeds required by ECC). Since the scheme is dynamic and will be up for revision, we continue our work to implement more parts of the ECC into the various steps of the scheme. A large government funded marketing campaign with billboards all over Denmark, promoting slow growing broilers, ran over winter and by mid May 2019, more than 1 million units of slow growing broiler packages had been sold in the stores of the supermarkets in the coalition.

Our work on ECC thus follows two parallel tracks. On the one hand we work with traditional corporate commitments to get companies to commit to the ECC, but on the other we use the existing marketing schemes in the supermarkets, to bring them up to ECC standard. The implementation model we aim for will therefore be very simple in the end - get the state run marketing scheme up to ECC standard and get retailers to commit to only selling broiler chickens that are part of their own marketing scheme. With this approach, we have managed to make implementation of ECC gradual, even happening now before any retailer has signed up for ECC. We believe that working with marketing schemes is a major viable strategy that has not been well described yet and plan to use our experience with this approach in OWA to help roll out the strategy in more countries.

In Poland we have worked to make cage-free an important and visible trend by presenting our campaign at the biggest Polish CSR fair: Here we had a possibility to talk with representatives of the food industry including poultry farmers. We have also made a brochure about CSR, which we use in communication with companies.

In Ukraine we co-organized the seminar "Sustainable and Humane Animal Husbandry" with Compassion in World Farming and Ecodia. Among the 30 people who attended the seminar there were government officials, industry representatives, and animal husbandry scientists. When Ukraine had to sign EU Directives about new welfare standards (adaptation of EU Directives to Ukrainian reality), we entered into a collaboration with Ecodia and CIWF and organized an event for the corporate sphere (retailers, food producers and egg producers) and representatives of the Ministry of Agriculture to discuss these new laws and to present what new standards we will soon have in Ukraine. Such opportunities allow us to strengthen the scientific image and thereby authority behind the corporate campaigns.

PROGRAM 2: MEDIA CAMPAIGNS



Program #2

Media campaigns

1.Introduction

Working with the media is often a main focus for Anima International campaigns. Our approach is inspired by research on changing social norms, which we consider the most important goal for campaigning. In our opinion, all our work needs to lead to the changing of social norms to be successful in the long-term. Media coverage is known to influence both attitudes and behaviour because it works as social proof and can function as a coordination device. There is evidence that a pure public method of delivery (i.e. without social interactions) can be a necessary and sufficient condition to influence attitudes and norms. Also in bookkeeping theory of change of social norms, the media can play a significant role, because it allows viewers to encounter an array of moderately different behaviours or views over an extended period of time which can then lead to schema revision. Media work plays an important role in legislative change also, since popular media outlets have much broader reach than political media outlets and therefore have a much bigger impact on voters.

In our strategy, the media is a tool to influence voters, consumers, politicians, companies and other stakeholders. Because of this, working in this area is the backbone of most projects and campaigns. We always try to ensure that either plant-based innovation or animal welfare issues have the possibility of good media coverage, whether our name is mentioned or not.

Our strength is not just in the numbers. We also work in countries that are not using very popular languages and this always impacts the possible reach of stories. Nonetheless, media stories about farmed animal welfare that we were able to publish in the media in Russian or Ukrainian are some of the first attempts to discuss those important issues in countries like Ukraine or Belarus, since organizations that work there at the moment are mostly focusing on circuses or fur. We see that it's much harder to get media coverage in Russia, Ukraine and Belarus, because at this moment there is not enough interest in the society and our work is vital in order to build momentum there.

While there are good sources of information showing that farmed animal welfare is considered important in the European Union (with 94% of EU citizens considering it at least "somewhat important") this support decreases in eastern and southern countries and is considerably smaller in most European countries outside of the EU. Research shows that public interest in animal protection issues explains most of the differences between legislation among countries in the EU. Moreover, in countries like Poland, Estonia and Lithuania, support for better protection falls even lower, down to 22% of Poles answering that farmed animal protection should certainly be protected. These different perceptions, levels of awareness and economic positions of new EU member states stopped progressive reforms of farmed animal welfare.

According to our own studies, the attitudes towards farmed animals in Belarus, Ukraine and Russia are even lower than any country in the EU.

In our media campaigns we therefore try not only to elevate this awareness, but also use it as a political change tool. For example, without smaller countries like Estonia and Lithuania supporting improvements in animal welfare, the EU will not be able to make further progress.

1. Assessing the impact of public outreach

Although we cannot draw a direct connection between our actions and the general presence of non-companion animal rights issues in the media, we can definitely say that the latter is becoming more and more visible.

In Poland, according to a report prepared by Press Service (a media monitoring company creating independent, not commissioned reports), between October 2017 and October 2018 there were 4,277 media articles about fur farming, 2,639 about the fur ban, 2,127 about caged eggs and 1,230 about dogs or other animals kept in chains. The fact that the subjects of fur or hens was covered more than companion animals is a giant step forward for farmed animal campaigning.

Even more interestingly, the most popular traditional media topics related to animals were:

- “Animal Rights”
- “Cruelty toward animals”
- “Fur farming”

So both in popularity and the number of publication topics like “caged eggs”, “animal rights” and “fur farming” dominated the stories and were more prevalent than companion animal topics.

2. Campaign overview

Media campaigns give us a powerful tool to influence public attitudes and shape social norms. While we are doubtful on the exact degree to which this affects behavior directly, we consider it a major building block for the success of our other programs which then result in social change. As demonstrated in the US, while most people say they support animal protection, most of them don't associate factory farming practices as a norm, but a non-significant part of animal production.

Knowing this, in most of our media work, we focus on:

- Broad and persistent exposure to the problem - we aim to continuously introduce the issue of factory farming, animal protection, and animal advocacy to society and make sure people have the correct depiction of the problem;
- Understanding our audience - in traditional media and, to a lesser extent, broad digital media (like influencing search engine results), we are aware that we don't have full control over who we communicate with and thus we have to be very inclusive and

context-sensitive in our messaging. We try to use the idea of “top of the funnel” when using the broadest means of communication;

- Fidelity - we want to spread ideas through mass media as it is the perfect vehicle for our messaging. Yet, we are certainly aware of the problems it comes with and of certain incentives that encourage people and groups to report on quantity over the quality of media reach. We try to make sure that our message framing is not harmful to the cause, the movement, nor values that other movements may consider important. At the same time, we fully recognize our control and judgment here is also somewhat constrained;
- Possibility of spillover effects - we are aware of both negative and positive spillover effects of our communication. While we have to pay special attention to ensure that our media stories don't undermine other efforts, especially in the long term, we have also observed a lot of positive spillover effects. For example reporting on the dairy industry makes people antagonistic to factory farming as a whole, or reporting on the suffering of animals in the egg industry spills over into our work on broiler chicken suffering.

3. Strategies that we use to ensure better coverage of animal-related stories:

- Developing long-term relationships with journalists
- Undercover investigations
- [Confidential information redacted]
- Publishing reports, analyses, surveys and compilations
- Follow-up calls with journalists in our media database after every press release sent
- Press-releases tailored for local media, underlining some local aspect of the story
- Pushing stories to international media and then getting back to local ones (if you are not in the USA, the media is often interested in the fact that someone else is talking about you)
- Real-time marketing (e.g. sending faux fur to Meghan Markle as a wedding present)
- Sharing investigation-related stories to all countries where we operate, using local presence as a hook to get media interested

We are always happy to share our know-how with other organizations. Three of our staff members shared their knowledge on getting media at last year's CARE Conference in Prague, and privately to any organization that requested tutoring.

- Why the Front Page Matters: Seizing the Power of the Press and Getting Your Message Heard - Kirsty Henderson, Director of Communications, Anima International
- Practical tools for better communication with the media - Anna Iżyńska, Media Coordinator, Anima International/Poland
- Animal rights on the frontpage - How to do media work effectively - Thorbjørn Schiønning, Director of Communication, Anima Denmark

4. Investigations

Investigations are one of the foundations of media work in Anima International. They are a good way to secure media attention, because they provide journalists with material that is reliable, shocking and current. However, we are not only focusing on materials that we can publish right after collecting them. For our most important campaigns - like cage-free or broiler ones - we are also trying to collect materials showing the full process of animal production. We find them to be helpful in campaigns and reports presented to companies or politicians and we share those materials with other organizations upon request. Since Central and Eastern Europe exports meat internationally (EU, Middle East, China, USA), our materials can be a useful tool that shows the public how animals are raised and killed almost anywhere in the world.

We are constantly reaching out to new organizations to let them know that they can use our investigation footage for free in their campaigns.

At this moment we are focusing on two types of investigations:

- [Confidential information omitted]
- Undercover, where we expose farms or companies, usually pressing charges against them to ensure opportunity for follow-up stories

4.1 Investigative journalism

The main highlight of our work in this area is done by Andrew Skowron (a pseudonym of a photo-journalist with 14 years of experience in a major Polish newspaper), whose work can be seen here: <https://andrewskowron.org/>. His photos can be used for free by people, the media and organizations who want to help animals.

Some highlights showing how his photos have been used include:

- "I'm not lovin' it" campaign by The Humane League, including materials for billboards
- Actors Condemn McDonald's for Animal Cruelty in Video From Mercy for Animals
- <https://oneinabillioncampaign.com/> by The Humane League (see footnote of the website)
- Fur farming photos used in an international campaign against Prada
- Our own outdoor billboard campaign about broiler chicken

4.2 Undercover investigations (highlights)

Broiler investigation in Poland

During 2018, Anima International produced the first investigations into broiler production in Poland, a major broiler producer in the EU. The employee of the farm used a hidden camera to register every step of a broiler chicken's life. He was trained by a man who told him that he had to do exactly what Hitler did in Auschwitz - select the weakest ones and kill them. As the society is less receptive to welfare changes and the broiler production problem was absent in public

discourse our footage was published because it was new and shocking. We released it along with a big public outreach campaign. In the UK we worked on publication of this investigation with The Independent.

It is also being used in corporate presentations when explaining the broiler issue to companies. In some instances, the footage has been the turning point in winning sympathy for our cause - as well as having them think that it would be bad for the company to be associated with this footage publicly (see Program 1 for further info).

Investigation media story

Another way in which we managed to get media attention on broiler welfare was publishing results of an investigation on a broiler farm along with the “hero identity” of the undercover investigator. We decided to release an exclusive with one of the most popular and widely respected Polish daily newspapers “Dziennik Gazeta Prawna” - we wanted to make sure that the information is really visible and by cooperating directly with the journalist we got 1.5 pages at the beginning of the issue. It also gave us additional credibility, both in the eyes of the public and other media outlets. We got a lot of reprints in various popular newspapers, and invitations to appear on radio and television, including the most popular breakfast program in Poland “Pytanie na Śniadanie”, which is watched on average by 539,000 people.

Later on, we used this investigation media story to create traction in our broiler corporate outreach work in the UK.

Mink farms investigation in Lithuania resulting in European-wide coverage

In August 2018 we published cannibalism footage from mink farms in Lithuania. It was featured as the top story on the most popular news outlet in the country for a few hours. All the TV channels did a report on it and we talked about it on four TV shows. It was the most covered story about farmed animals in the country so far. It was also covered in the UK, Austria, Italy, Poland, Estonia and Latvia.

Two weeks later we did a protest with dead minks from fur farms in front of the Parliament asking the politicians to stop this industry. About a month later we organized a press conference in the Parliament with three MPs, a scientist and a business owner living near a big fur farm. After the conference the bill proposing the fur farming bill was registered. Both the protest and the press conference were covered in the media. In total it generated 60 media stories.

To get additional coverage in the UK, we asked local MPs to watch the footage and filmed their reactions, which gave journalists the necessary local hook.

[Confidential information omitted]

4.3 [Confidential information omitted]

5. Raising Awareness

We are using creative concepts to get media interested in a new issue or in the preparation phase to major legislative or corporate campaigns. More often than not, the raising awareness media work is focused around publishing investigation materials, but we are also looking into concepts that can bring media attention and might be safer and often cheaper than investigations.

5.1 Opinion polling

According to many researchers studying the field of changing social norms, providing people with factual information, especially emphasizing how many of their peers are already engaging in good behavior, is one of the most effective tools in changing norms in society and, as a consequence, behaviours. Individuals tend to make choices based on what they assume their group's general attitudes are. Opinion polling is thus a good and cost-effective way of getting media attention and then providing the audience with information about how society is changing.

Some of the polls that we published to get media attention include:

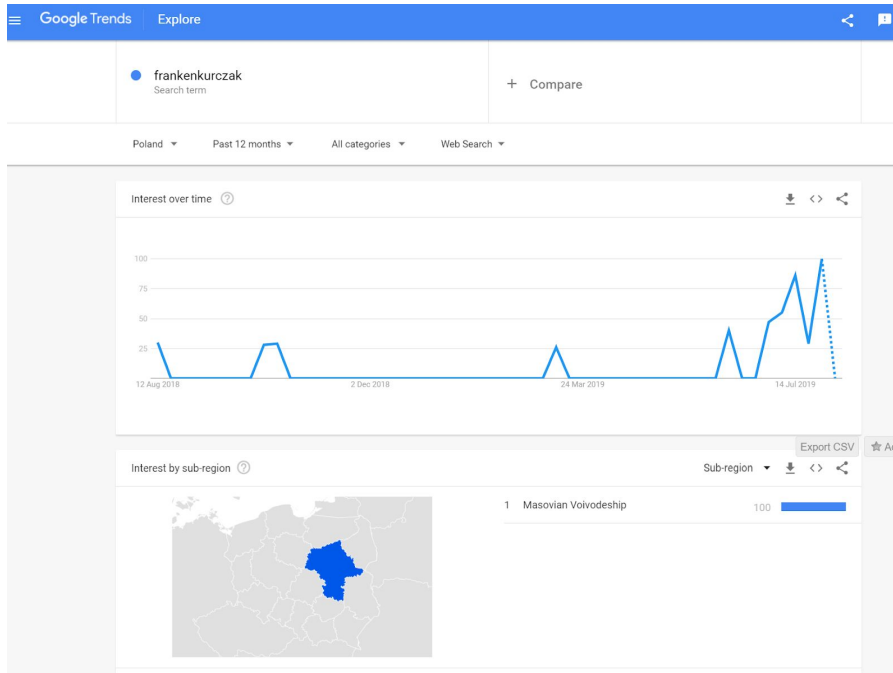
- 70% of people in Estonia agree that food production should take farmed animal welfare into account. In addition, 57% of those surveyed agree that keeping egg-laying hens in small cages should be banned by law. We plan to order a new study later this year to measure the changes in attitudes continuously
- Publishing results of the Eurogroup For Animals opinion poll - showing that most Poles want better chicken welfare standards
- 57.8% of Poles are willing to reduce meat consumption in favour of plant-based products

We started using opinion polling also as a hook in corporate campaigns. In Ukraine we did a poll asking people if they know how eggs are produced by Auchan's suppliers and then if they support the practice after finding out that they come from hens who spend all their lives in cages. The results show that the majority of people don't know about this practice, which also enables us to point out that companies are not really transparent with their customers, and that the majority of people want Auchan to go cage-free.

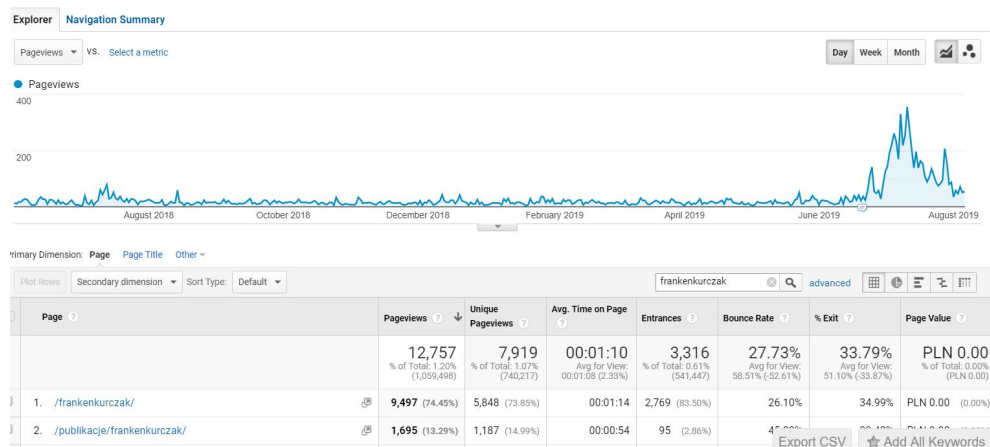
5.2 Effect of campaigns (example from Poland)

We try to measure the effects of our offline campaigns. At the end of June in Warsaw, we placed almost 80 billboards, illuminated ads and other ads about the broiler campaign. On 29 June, we also organized a demonstration in Krakow as a part of the campaign. During this time we noticed a significant increase in the campaign's interest on the web.

- According to Google Trends, in that period the number of campaign name searches increased significantly in the region where the outdoor campaign was launched. The numbers represent the individual interests in the search with respect to the highest point on the chart. A value of 100 indicates the highest popularity of the keyword. A value of 50 means that the popularity of the keyword was twice as low. Value 0 indicates that there is not enough data for the given keyword.



- Otwarte Klatki's broiler campaign content became significantly more popular during this period - compared to the previous month it was more than 400% more popular. We can also see a similar increase in Google Ads.



- Another indicator is the increase in popularity of campaign materials on our YouTube channel. Campaign materials that have already been published on the channel have

again gained in popularity - the number of views in this period increased by 350% compared to the previous month

- The effects can also be seen in the number of signatures collected with an online petition. During this period, we collected over 10,000 signatures - more than double compared to the previous month

5.3 Public challenge campaign

In 2018 we launched a major awareness campaign in Denmark with a focus on the separation of cow and calf in the dairy industry. The "12 hours with mom" campaign, resulted in the largest animal welfare discussion in Denmark in 2018 and the Danish dairy industry becoming the subject of an extremely costly PR critique.

We decided to make the separation of cow and calf the central theme of the campaign, as we found that most consumers were not aware that this happens, and at the same time we found that most are against it, once they are informed.

As a result of limited opportunities to use investigation footage to address issues in factory farming, we designed a new approach, where we instead challenge the industry to let Anima document and film the standard welfare problems that investigations normally set out to document. In the challenge approach, we don't rely on presenting new footage of the problems with animal welfare within the industry. On the contrary, we utilize the fact that such footage does not exist and that the consumers are not aware of what happens.

By conducting a population survey, we were able to prove that the vast majority of Danes are not familiar with the standard procedures behind dairy production. Combined with our challenge approach we ran a major media campaign challenging the dairy industry to let us film the following:

- The first 48 hours after calf and cow separation
- What happens to newborn surplus male Jersey calves
- The last day in the life of a dairy cow

The campaign became one of the biggest animal welfare stories of 2018 and created one of the largest public discussions. This 'challenge angle' is a new strategy and it was clear that the industry had a hard time finding out how to communicate about why they could not allow Anima to document these things. In the end the industry was forced to release footage of the separation process, and although they tried to control this process as much as possible, the public did not respond well to it - due to the ingrained ethical problem of removing a baby from her mother.

The media campaign resulted in such a PR challenge for the industry that in the following months it took multiple steps to improve its image:

- Organic producers ended the practice of killing male calves with immediate implementation
- Conventional producers committed to end the killing of male calves by 2022
- Organic producers started a high profile research program for dairy production using only late-term and partial separation
- The largest dairy producer, Arla, changed communication strategy about plant-based milks, from opposing and running active campaigns against them (Milk without Milk campaign), to cautiously announcing that such product lines will be available in the future

6. Building momentum for corporate campaigns

Investigations are a great way to get the attention of companies, mostly because they do not want to be associated with practices that are captured on film and know that society does not accept them.

While in the past we managed to secure commitments from a big portion of the market and continued to do so in 2018 and 2019, we share the concern of commitment implementation. We consider making sure companies keep their deadlines as one of the most important parts of this stage of the cage-free campaign. Whenever we secure a new pledge, we are communicating it to the journalists and creating other opportunities to get the media interested in the topic. This allows us to give the trend additional momentum. Our main target when it comes to this campaign is professional media and journalists interested in economy, agriculture, commerce and also specific industries. They are one of the most reliable sources of information for farmers, but also for the owners of restaurants, shops and food producers. Getting such press allows us to create pressure both among farmers, making them feel they might need to switch to alternative, cage-free production models soon, as well as their customers, who notice what their competitors' strategies are and try to keep up with the trend.

Our focus on coverage in the media that is capable of changing the way some issues are discussed in society makes us sometimes sacrifice recognition of our brand - e.g. we often send press releases about new corporate animal welfare policies without mentioning our involvement in the process of obtaining them, because we believe that informing the public and other industry representatives that a company is making the right move because they listened to their customers (which is the most common explanation used by companies) is much more powerful and influential than telling them that the decision is a result of a campaign run by animal advocates.

In order to keep the media interested in the topic we do not stop at informing them about certain companies ditching caged eggs. We create compilations analyzing the trend among specific groups of businesses, such as pizza places, bakeries, mayo producers, hotels or restaurants. It

helps us to add further pressure on specific industries or companies we want to target, by showing not only the general trend, but also their direct competitors being one step ahead.

Here are some examples of our attempts to get media coverage that resulted in corporate wins:

6.1 Public media campaign against one of the largest retailers in Denmark

When COOP, the second biggest retailer in Denmark, ran a massive advertising campaign about their own welfare marketing scheme, we launched a media attack. In COOP's advertisement campaign, they had used a slim egg laying hen instead of a broiler chicken, which gave us the opportunity to use the ad-correction strategy as a media hook. The story received national media coverage and COOP were publicly embarrassed and had to retract the advertisement. COOP had earlier refused to take steps in regards to ECC.

6.2 Grassroot protests

We often organize protests - ranging from small to big and very creative - focusing mostly on getting media coverage on the issue. Our focus is often on getting good photos that are instantly sent to our media contacts. In Poland, we launched the broiler campaign with a demonstration organized in major Polish city - Katowice. This allowed us to make the information more interesting, by adding a visual, eye-catching material to illustrate the problem. We pushed the event to local and national media and brought the suffering of broiler chickens to the attention of a wider audience, making even more conservative and traditionally less-receptive media discuss our campaign and the problem.

In the UK, our Glasgow protest at the beginning of our broiler campaign in late 2018 was covered by The Herald and the Evening Times, to name just a few. Our petition hand-in at Tesco's annual stakeholder meeting with the RSPCA was covered in a very positive tone by the industry journals Grocery Trader and The Poultry Site in spring 2019.

We successfully used the grassroots protests as a tactic in Ukraine in corporate actions against Auchan and in awareness raising actions, e.g. when our team had the idea to use the fact that in Kyiv there is an exhibition of huge decorated eggs and organized an action in the same area, using the huge egg as a platform to show what the reality of egg production in Ukraine looks like.

6.3 [Confidential information omitted]

6.4 Media ad campaigns

When Anima arrived in Norway, pressure campaigns were still an unknown phenomena. The work done in Norway by the existing groups are either related to consulting or general awareness campaigns. So when Anima launched the first cage egg brand attack against a major retailer, including full page ads in newspapers, it resulted in major national media

coverage. The campaign tactic was so novel in Norway that the media interviewed a PR expert, who announced that "a new way of campaigning has reached Norway". The massive attention around the campaign created the perfect environment to start up negotiations with other key players on the market and cemented Anima's name in the business sector with one move.

6.5 Public challenge campaign to Auchan Ukraine

As a result of the success of the challenge strategy for the dairy campaign in Denmark, we decided to see if it was possible to alter the tactic to create a strong media push around our campaign to get Auchan Ukraine to commit to a cage-free policy. One challenge we face in Ukraine is the fact that hardly any cage-free eggs are sold in supermarkets. Auchan used this to argue that consumers have no interest in cage-free eggs and for that reason they could not commit to a cage-free policy. In order to counter this argument we relied on the same strategies of conducting a population survey to document that Ukrainian consumers are not aware of how eggs are produced in Ukraine. In fact, our survey revealed that 2 out of 3 Ukrainians don't understand that the eggs they buy are produced by hens in cages and a vast majority believes hens should not be kept in cages.

Following our experiences in Denmark, we took out a full page advertisement in a major newspaper and based on the fact that Auchan's customers don't know how eggs are produced, simply challenged Auchan to let us document:

1. What happens with male chicks at hatcheries?
2. What does an average day look like for a caged hen?
3. What happens with hens at the end of the production cycle?

Simultaneously we ran a social media campaign based on a video version of the same challenge. This went viral and received more than 400,000 views and created a storm of messages towards Auchan, demanding them to show their customers how their eggs are being produced. The campaign launch resulted in 12 powerful media hits, including a long TV interview about our cage-free campaigns.

7. Building momentum for legislative change

We consider legislative changes as one of our more promising programs (see program 5 description for more information), but there are several obstacles that may stall animal welfare reforms. We identify two of them that we can mainly tackle with media campaigns, namely:

- public awareness
- importance for voters

A recent study suggests that one of the main reasons why the level of legal protection given to farm animals differs between the countries within the EU (and Europe in general) is the varying

- contacts for some of the protesting local communities - the problem was then discussed in the “Ekspres reporterów” - a very popular program which in 2018 was watched on average by 1,71 million people and held top position during its broadcast time
- explanation of the relations between politicians and fur farmers which resulted in a big article “Fur party” in “Polityka”, which is the second most popular weekly informational magazine (and the first non-catholic one) in 2018 - it helped us create tension among politicians and make them realize that their lobbying is being watched by the public
- information about the long-distance transport of mink kept in terrible conditions, which showed that fur farmers do not meet their own welfare standards

We kept the media informed about the results of different lawsuits we were involved in. It helped us remind the public about our investigations that were the basis for the trials and also create a feeling that although some of the people have been convicted, the problem lies in the system and the industry itself and the only way of preventing such cruelty is to ban fur farming completely. We also informed the media about a lawsuit in which we were accused of privacy violation. It also served the purpose of reminding people about the materials acquired during the investigation and furthermore, when the court decided we had a justified reason to enter the farm and acted in society’s interest, it sent a message that preventing animal suffering should be an important issue in public debate and that fur farmers are abusing their power.

7.2 Voices that need to be heard

To remind politicians in Poland that factory farming is an issue that concerns a lot of their voters and not only because it harms animals but also local communities, we pitched the story of women who are organizing people in their neighbourhood in the countryside to oppose the growth of farms to one of the most popular magazines for women. We believe that the stories of local leaders are valuable and inspiring and deserve to be covered by major media. We also create our own materials that present the resistance against mega-farms and its local leaders.

7.3 Media pressure to ban fur importation in the United Kingdom

While fur farming is illegal in the UK, we also published investigations from fur farms in Lithuania and Poland in major UK media in spring and summer 2018. These stories were closely linked to the ongoing campaign to convince the government to ban the sale of fur after Brexit. One highlight was getting Polish fur farm footage and our spokesman’s comments in a BBC story covering the issue only days before Parliament debated the e-petition asking for the ban. MPs debated the ban on the BBC after viewing our footage, speaking positively in favour of the ban. For a story with the Daily Express, we produced a video with four MPs, each from major parties, reacting to Lithuanian footage and asking the then Secretary for Environment Michael Gove to ban the sale of fur.

7.4 Influencing foie-gras production

In spring 2019, we again worked with The Independent to publish an undercover investigation from Ukraine's only official foie gras farm. This was the catalyst that led us to work with well-known fine dining restaurants in dropping foie gras, which was covered in local as well as industry papers. Most importantly, though, this case is another example of a story from Eastern Europe making it to a major English-speaking medium, raising international awareness and pressure towards the company operating the farm. Farm owner MHP (the biggest factory farming company in Ukraine) later decided to shut down the farm, partly due to this attention. It was the only operating foie-gras facility in the country.

Even though fur and foie gras are not the biggest animal rights issues, we believe that talking about them in the media is still a cost effective intervention. We hypothesize that engaging with politics and reaching new audiences can be highly useful for moral circle expansion, which makes the stories worth telling. Also these stories help us to broaden our network of journalists who may be more open to try other related subjects after having success with 'easier to sell' stories. The story was extremely popular in the Ukrainian media and in our opinion it created a shift in the reception of journalists to farmed animals as worthy media material.

Interestingly, the foie gras intervention resulted not only in some businesses ditching sales of the product, but also sparked interest in working on a complete ban of foie gras production in Ukraine. In Denmark an MP got substantial media attention when his party suggested that Denmark should work on an EU-wide ban on force-feeding. [Confidential information omitted]

8. Building momentum for the plant-based market

We cover our work in shifting the market in another program description, but it's worth underlining that good media work was a big part of our success in getting the attention of companies and their willingness to work with us in launching new plant-based options. Some of the data suggesting that media and social media can influence the spread of a plant-based lifestyle:

- An article in The Independent correlating the rise of Instagram with the rise in searches for 'veganism'
- A study entitled "Veganism and Plant-Based Eating: Analysis of Interplay between Discursive Strategies and Lifestyle Political Consumerism":
"The cases presented below show that, in the current mobilization of veganism, it is not only a question of raising consciousness about the negative effects of meat consumption. Additionally, changing the images of both animal-derived and vegan foods, increasing competences in vegan cooking and shopping, and building and strengthening communities and connectivity have a focal role in the mobilization of veganism. The role of social media is central. It is important to explore this nexus of various platforms and actors, since the possibilities of consumers to become "agents of sustainable change"

depend on the environment where consumer choices are made (Bakker & Dagevos, 2012)."

Second, social media, vegan food bloggers, and vloggers have been central mobilizers in cultivating a new image of veganism and plant-based eating as part of a desirable lifestyle, building new competences in plant-based cooking and extending the consumer communities interested in vegan food. [...] Vegan food bloggers have updated the image of a vegan lifestyle; contributed to building a sense of belonging and shared identity; and provided support, practical tips, and information. [...]

With the effective use of communication about plant-based products and lifestyles we can create excitement both among companies and consumers. We believe that the more discussions in the media including industry media, about subjects such as sustainability, plant-based protein and clean meat, the more we can influence the rise of new plant-based companies, increase the interest of researchers who could work in this area or industry giants starting product lines catering to vegans, vegetarians and reducetarians.

In our communications about plant-based products we are focusing on the fact that it's not about vegans vs. non-vegans, but plant-based foods can be enjoyed by anyone. For example, in Poland we got wide coverage using International Falafel Day as a hook to speak about the rising popularity of plant-based diets, explaining that this popular ethnic dish is based on plant proteins and can easily be bought everywhere.

8.1 Changing the narrative about plant-based food

One of the identified obstacles in popularizing plant-based diets or plant-based products is the associations of meat with health, strength and masculinity (1, 2). In some countries we are running projects that are aimed at challenging those misconceptions directly. Our idea was to show the public some highly-successful professional sportsmen who are long time vegans or vegetarians. In each country we are working with local sports professionals, because we want to show plant-based eating as something possible, even for people who are competing in highly demanding sports on national or international levels.

We are cooperating with local sportsmen as ambassadors - they get our materials, t-shirts, flags, etc. and we make sure they are getting opportunities to speak in the media about the project. It creates a symbiosis because sometimes our work is mentioned in the media because they are invited due to their sport achievements, and sometimes we are invited as an organization, and bring them to the studio or ask for quotes in articles. We believe that professional sportsmen are much more credible to the public when they say that you can be strong, healthy and as masculine as you want on a plant-based diet.

One of the benefits of a project that focuses on sports, is the ability to secure coverage in sports media, which is not necessarily interested in other types of plant-based campaigns, but at the same time have a potentially interesting audience, such as people who might be more

interested in health than the general public. From what we have seen, the marketing communication on Beyond Burger also focuses on sportsmen.

In Poland we are creating short videos featuring our ambassadors. We were able to get a deal with Move TV - a TV station that delivers content to gyms all around the country. Every new episode that we publish is being shown in a loop for 3 weeks in more than 200 large gyms. According to Move TV official data, every episode reaches around 500,000 people.

We divided the episodes into seasons. The first season was focused on highly accomplished Polish fighters, and consisted of 10 episodes plus a series trailer. The start of the next series is planned for autumn 2019. The second season will consist of 11 episodes (currently in post-production) and focuses on bodybuilders, powerlifters and other strength-based competitors.

Some of the recent highlights include the episodes with:

- Marcin Tomczyk - two time World Champion in Muay Thai
- Tomek Paszek - Brazilian Jiu-Jitsu black belt, vice-champion of Europe in BJJ, multiple national champion. Interestingly, Tomek is also a miner, so our coverage of his sport accomplishments resulted also in several articles in media addressed at miners, which is probably one of the audiences that are hardest to reach with the plant-based message.

We are running this project also in Estonia and Ukraine. In Estonia it resulted in coverage in the biggest news show. It includes interviews with our campaign coordinator and a junior champion in powerlifting in Estonia who is one of the ambassadors of Estonian edition of the project.

In Ukraine, one of the ambassadors of the project is our Ukrainian organization's president - Katerina Belkina - a long time vegan and successful competitor in Muay Thai, kickboxing, boxing and MMA. Her latest successes include the Championship of Ukraine in kickboxing and a TV program about her training.

8.2 Designing pitches about plant-based eating for mass media

A major media strategy in Norway is based around designing pitches around our programs to fit existing media outlets. In May 2018, the coordinator of our plant-based campaign appeared on the cover of Kamille, the biggest Norwegian magazine for women. The pitch was based around our coordinators personal journey to living plant-based and her work as a coordinator in Anima. Here the pitch was based on trends and a healthy and conscious lifestyle.

In early 2019, we collaborated with two independent producers on developing a pitch about plant-based living for Norwegian public TV (NRK). Here the pitch took a completely different direction and is based on a 22 day challenge for celebrities to live plant-based with the help of our campaign coordinator. The pitch is focused on entertainment, as we select celebrities

who no one can imagine living plant-based for that duration. From this strategy we are developing individual pitches for the most important media outlets in Norway catered towards the audience of the media outlet.

9. Special consideration - Russian-speaking areas

Compared to the EU or the USA, Russian-speaking regions are not saturated with stories related to animal protection. It is very unfortunate, because Russian is the second language used on the internet and one of the 10 biggest languages in the world. It's the official language of four countries (Russia, Belarus, Kazakhstan, and Kyrgyzstan). It's also widely spoken in many other countries of the former Soviet Union, and has official status in numerous sub-national territories. We believe that if we are successful in producing interesting content in this language, we could potentially play a role in influencing a much needed change in attitudes towards animals in this region.

Our work in Russia and Belarus is not very developed yet, but we have made some progress already, e.g. publishing the first articles covering the issue of caged eggs in Belarus ([1](#), [2](#)). Some of the magazines in Ukraine are focused on the Russian-speaking part of the country, so we can use the coverage of our work in Ukraine and share it with Russian and Belarusian audiences

We are also gradually building our audience in [vKontakte](#), which is the most popular social media website in Russian-speaking regions. The majority of Russians prefer vKontakte to Facebook.

10. Digital media presence

In delivering stories about animal welfare or plant-based products we do not depend only on outside media, but are steadily increasing our own platforms.

- In Poland we are the [12th most](#) followed NGO on Facebook, 2nd amongst animal protection NGOs (after Viva!). We are also the 6th NGO in the country in terms of engagement of our followers on FB.
- In Ukraine we are the 2nd most followed animal protection NGO on Facebook (after UAnimals)
- In Denmark we are the biggest NGO on Facebook.
- In Norway we are the 7th biggest NGO on Facebook.
- In Estonia our plant-based campaign is the most popular campaign of this type in the country
- In Lithuania we are the 4th most followed NGO on FB.

11. Reach

Anima International total

Media mentions 2018 - 06.2019

- Total: 4899
- Animal welfare: 3720 (76%)
- Plant based: 1179 (24%)

Potential reach:

- 1,561,483,059 (see disclaimer)

Belarus

2018 and first half of 2019:

- Animal welfare: 7 media mentions
- Total: 7 media mentions which generated a total (potential) reach of 3,813,368

Denmark

2018 and first half of 2019:

- Animal welfare: 314 media mentions
- Total: 314 media mentions which generated a total (potential) reach of 158,646,248

Estonia

2018:

- Total: 101 media mentions which generated a total (potential) reach of 39,560,100

First half of 2019:

- Total: 83 media mention which generated a total (potential) reach of 36,832,600

Lithuania

2018:

- Animal welfare: 159
- Plant-based campaigns: 61 mentions
- 8 mentions in non AI countries (animal welfare) which generated a total (potential) reach of 25,980,000
- Total: 228 media mentions media mentions which generated a total (potential) reach of 296,810,000

First half of 2019:

- Animal welfare: 37

- Plant-based campaigns: 81 mentions
- 1 mention in Latvia (animal welfare) which generated a total (potential) reach of 1,527,000
- Total: 118 media mentions media mentions media mentions which generated a total (potential) reach of 212,902,000

Norway

2018:

First half of 2019:

- Animal welfare: 135 mentions
- Plant-based campaigns: 1 mention
- Total: 136 media mentions which generated a total (potential) reach of 67,838,719

Poland

We have been actively communicating with the media since the very beginning of the organization, but since May 2018 we began cooperating with a professional media monitoring company, the results described below cover the period from the beginning of May 2018 until the end of June 2019.

2018 (since May):

- Animal welfare: 1740 mentions
- Plant-based: 761 mentions
- Total: 2,501 media mentions which generated a total reach of 35,570,675

First half of 2019:

- Animal welfare: 948 mentions
- Plant-based: 261 mentions
- Total: 1,209 media mentions which generated a total reach of 27,968,291

Russia

2018 and first half of 2019:

- Animal welfare: 12 media mentions
- Plant-based: 4 mentions
- Total: 16 media mentions which generated a total (potential) reach of 5,093,623

UK

2018 and first half of 2019:

- Animal welfare: 36 media mentions
- Total: 36 media mentions which generated a total (potential) reach of 570,762,982

Ukraine

2018:

- Animal welfare: 21 mentions
- Plant-based: 3 mentions
- Total: 24 media mentions which generated a total (potential) reach of 13,351,014

First half of 2019:

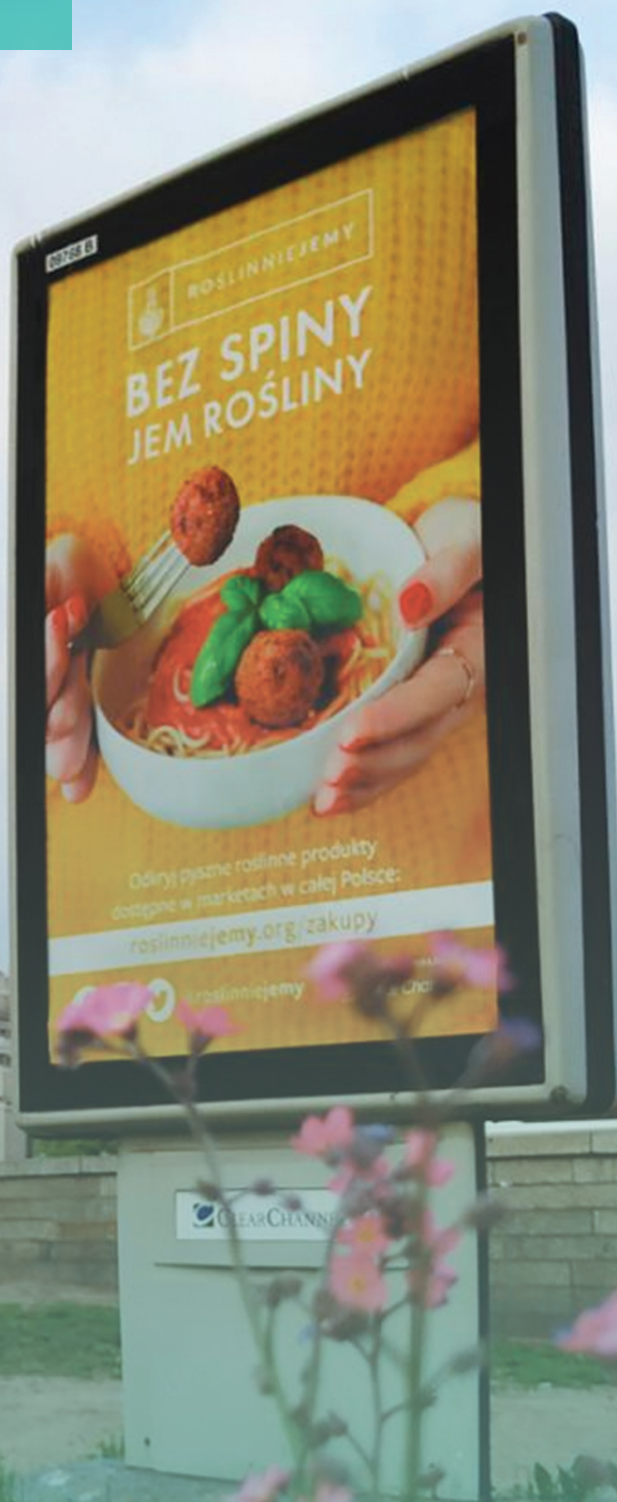
- Animal welfare: 126 mentions
- Plant-based campaigns: 7 mentions
- Total: 133 media mentions which generated a total (potential) reach of 92,333,439

Disclaimer about methodology

The reach numbers have been found using the standard method that media analyzing bureaus use. These numbers are superficially high as numbers are based solely on the medium in which the news is presented. In essence all newspaper readers or website visitors are counted as reached. Whether the news was a front page news article or something you would have to google intensely to find, the reach number would remain the same. Obviously this will not provide an accurate account of how many people were actually reached, but it provides a number that can be held up relatively to any other analysis done by the industry or other organizations that are conducting media analysis. There is no methodology currently available that will provide an accurate number, so we have done it this way, realizing that the numbers sadly aren't reliable.

As a general consideration, we often see that news on animal welfare are listed quite well in online newspapers and often find its way to the "top 5 most read", so we do believe that the news we make are generally performing well compared to the average actual reach.

PROGRAM 3: PLANT-BASED PRODUCT PROMOTION



Program #3

Plant-based product promotion

Introduction

The goal of the program is to influence the market and push it to introduce more plant-based or, in the future, clean meat options. We only use positive messaging and focus on business reasons to start selling plant-based products. When communicating with companies and the media, we focus on the growing popularity of plant-based diets among younger consumers, sustainability, health and massive business opportunities in the emerging market. Through positive corporate outreach we are able to introduce major changes in the top-level food industry businesses that not only result in the increased availability of affordable, tasty plant-based options but also contribute to the reduced suffering of farmed animals.

We are able to balance our direct cooperation with key food industry operators with building a strong eco-system and distributing know-how on the macro level, through market and consumer research, reports and rankings. Both the country leaders and the teams working within our plant-based campaigns position themselves as industry experts - we are continuously invited to speak at major food industry events. We also work to aid the development of the plant-based market by organizing business conferences and generating valuable publications aimed specifically at the most critical market sectors.

At the same time, the consumer outreach branches of our plant-based campaigns are among the major catalysts of the systemic meat consumption reduction and changes in social norms. Thanks to our quality approach and top level online and offline presence, we are able to serve as a viable source of information on plant-based eating. Additionally, due to our highly developed media and social media presence, business entities see us as a credible partner.

Though not entirely linear, the strategy of our plant-based outreach programmes could be described in the following steps:

1. Creating a ground-base and a main narrative for plant-based products at both industry and consumer levels:
 1. Creating demand and building up excitement for plant-based products on the consumer level.
 2. Offering strong, research-based data and insights supporting our approach towards the food industry.
 3. Intensive industry media outreach
2. Anima International's plant-based team serving as experts and opinion-forming advisors.

3. Building a strong industry network, sharing know-how and supporting new businesses in their growth through:
 1. Business conferences
 2. Mentoring new businesses
 3. Building capacity for high-tech food innovations (cell-based meat)
4. Establishing partnerships with major food industry operators in order to support systemic meat consumption reduction.

Plant-based programmes at Anima International are adapted to local specifics, as Anima's countries vary in terms of living standards, culture, markets and general familiarity with plant-based eating.

1. Media work for the plant-based market

We believe that our role is not only to partner with companies but also to create trends - both on social and business levels. That's why in all the countries where we work we aim to collect a lot of relevant media content, to create a virtuous circle - the more plant-based food (or clean meat) is discussed publicly, the more interest is sparked among both consumers and companies (who don't want to miss out on important trends). Based on our observations, we are sometimes more effective in getting media attention to some trends or even to some specific plant-based products because we are an NGO and therefore our communication is not treated as advertising.

Highlights:

Denmark:

We designed a campaign around a "date concept", where we secured a full page for our advertisement in a major magazine and in a sweet and humorous way asked Danish Crown (a major meat company) and Arla (a major dairy company) out on a date. At the same time, we launched a campaign video showing how we planned to seduce them with the best plant-based food Copenhagen has to offer. As a result, we got to meet with Danish Crown, which gained massive publicity for our plant-based campaign and propelled Danish Crown to enter the plant-based market with a new burger patty.

Estonia:

The leading news website shares our plant-based recipes every week on the main page of their food section. This website has a reach of 240,000 people which means it reaches 20% of the Estonian population. This partnership started after the Food Innovation Summit (see "Conferences"). Our campaign was also featured in major media magazines, including in articles endorsed by celebrities.

Lithuania:

Our plant-based campaign focusing on institutions is cooperating with four major online news outlets in the country. They publish our recipes and articles every week.

Ukraine:

Our Lent ranking (see “Publications aimed at food industry”) was featured in the most popular news website in the country, Znaj.ua, which reaches over 23 million readers.

Poland:

Our institutional plant-based work was mentioned in over 1,000 media publications. According to data collected by Media Monitoring Institute, in 2018, content related to the growing popularity of plant-based products, plant-based diets and meat consumption reduction reached 4,824,671 people. Highlights of our media work in POLAND include:

- Maciej Otrębski talked in Forbes about the growing popularity of meat consumption reduction. The interview he gave encouraged the journalist to dive deeper into the plant-based products market.
- Weronika Pochylska spoke on TVP 2's (Polish Public TV) breakfast programme about the shift towards more plant-rich diets in Poland according to research undertaken by us.
- Polsat, 2nd biggest television group in Poland covered the popularity of plant-based products and dishes after receiving a press release sent by our media team. Our research data was quoted in the programme.
- Vox FM radio covered our Chefs for Change dinner series.
- In August 2018, Fakt, one of the most popular daily newspapers and online news outlets, published an extended commentary and video material covering the increasing popularity of plant-based products both on the industry and consumer level.
- Gazeta Wyborcza (major Polish daily news outlet) published a commentary on data delivered by us in regard of the dietary changes among Polish citizens.
- Campaign coordinators gave numerous interviews to major Polish media outlets (e.g. Polish Public TV, Wprost, Gazeta Wyborcza, Rzeczpospolita or Newseria - a leading news agency in Poland).
- In cooperation with us, Makro - an international brand of wholesale supermarkets - published an issue of their industry magazine dedicated to plant-based cuisine in which they described our campaign and interviewed one of our ambassadors, a well-known chef, Maria Przybyszewska.

2. Plant-based product of the year awards

Poland:

For two years in a row now, we've listed the best 12 products launched in the following year. Our followers are invited to vote, while the food producers are encouraged to promote their products and our competition to receive more votes. It does not only enable us to get in touch with the companies introducing changes in the food market, but also provides us with a strong tool to present to retail chains and gets us insights into customers' needs.

The ranking is used by companies taking part in it. For example, representatives of Jogurty Magda, a dairy producer that introduced a line of plant-based yoghurts, added an infographic about their success to their email footers.

In 2019 we organized the same competition for the first time in Ukraine.

3. Conferences: networking with the industry

We are organizing conferences in an attempt to network with the major players in the food industry, create B2B opportunities for companies and give media opportunities to cover the rising trend of plant-based and clean-meat innovation.

- The Food Innovation Summit organized by us in Tallinn, Estonia in 2018 brought together industry experts and companies to discuss the development of plant-based foods, clean meat and meat alternatives. Our first conference was a great success. After meeting at FIS and learning about a grant opportunity, The Center of Food and Fermentation Technologies in Estonia was awarded a grant from The Good Food Institute to start developing a meat alternative made from oats.

We invited representatives of the food industry to share their success with increasing plant-based options both in the retail and restaurant sectors and to create the social conditions in which plant-based options can stir positive competition among companies. One of the biggest retail chain marketing directors claimed to have increased their plant-based options drastically and aims to continue doing so since the demand is growing. Similar ideas were stated by restaurant owners, etc. The Food Innovation Summit got a lot of media attention and we were invited to serve plant-based meat alternatives during a live TV programme where the hosts tried them for the first time. It was also covered in the evening news, since clean meat attracts a lot of interest in Estonia. The Food Innovation Summit will be an annual event with the next edition taking place on October 8, 2019.

- We organized the Plant-Powered Perspectives conference in October 2018 in Warsaw, which gathered nearly 200 representatives of the food industry who are interested in the growing popularity of plant products. We carefully selected the speakers so that they would cover a wide range of issues related to the food industry and give the audience pragmatic, data-based perspectives on what they can gain by extending their offers of plant-based products. Along with the plant-based products industry leaders, we hosted presentations by speakers affiliated with renowned national and global research agencies (Mintel, Hatalaska Foresight Institute, The Good Food Institute) who shared their insights into the latest food trends and the future of food being rooted in cell and plant-based production.

The conference was also accompanied by Plant-Powered Pitching - young companies and people who are planning to introduce their products to the market presented their ideas for plant-based businesses. The idea behind the pitching was to endorse innovation and open up the market to ethical, in-demand products. The winner of our pitching, a company offering cashew-based ice-cream (Lody Syrenka) is now available in the biggest supermarkets in the country (e.g. Carrefour). A group of students from the Warsaw University of Technology presented their concept for yoghurt made from millet and received the Audience Award for their creativity.

During the conference, we also introduced Lody Syrenka to Professor Artur Świergiel from the Warsaw Institute of Agricultural and Food Biotechnology which resulted in their later cooperation related to research, improvement and creation of new vegan products available on an increasing scale. Together they are working on the best technology for the production of cashew ice cream in Poland.

One of the participants of our conference was Michał Piosik who took detailed notes during all lectures in order to start [FoodTech.ac](#) a couple of months later - an accelerator that combines new technologies with the food industry to serve the whole world. The vast majority of startups in the accelerator are plant-based. One of the mentors in the project is Maciej Otrębski - our Strategic Partnerships Manager.

We believe that sharing our knowledge on how to successfully promote and communicate plant-based products can help many companies stick to their plans and keep extending their offers. As it is still a relatively new subject and many companies are not sure how to tackle such products, we dedicated the second day of the conference to workshops for businesses intending to introduce plant-based products.

The Plant-Powered Perspectives conference has established a solid media partnership with the two biggest food industry media outlets: Portal Spożywczy and FoodFakty and was covered by Newseria - one of the most renowned news agencies. We're currently working on the second edition of the conference that will take place on October 3 this year.

4. Partnership with the food industry

We are building the required authority to be recognized as experts in plant-based and clean-meat sectors so that we have better opportunities for cooperation with companies and appearances at industry events and in media coverage.

Estonia:

With Taimne Teisipäev (a plant-based campaign run by us) we advise food companies on how to advertise plant-based food, especially in restaurants. Our campaign has got a lot of positive attention in the media and among companies.

Ukraine:

We attended and presented our work at the Ukrainian Food Expo in autumn 2018.

Poland:

1. Industry events.

We took part in several major industry events where we promoted plant-based diets as a trend that cannot be ignored. Since the beginning of 2018, we've attended 11 big events:

- Food Show (March 2018)
- Warsaw Food Expo (May 2018)
- Meat Technology Advancements Symposium (May 2019)
- Forum of Food Market and Trade (November 2018)
- [Confidential information omitted]
- Gastro Meeting: Business Woman Edition (November 2018)
- Gdańsk Gastroom (March 2019)
- Gdańsk Food Expo (May 2019)
- Hotel Meeting (April 2019)
- Gastro Meeting (May 2019)
- Garmaz Conference (Convenience products conference, May 2019).

We've presented lots of data and case studies to support our stance and partnered with plant-based companies to create "plant-based zones", where other manufacturers could get a taste of some of the most popular vegan products in Poland (e.g. meatless butcher - Bezmięśny Mięśny, vegan cashew cheeses from Wege Siostry and mayo from Starck's Food Polska). As well as networking and getting advice from companies who are already in the business and succeeding. Our zones were extremely popular among the attendees who didn't expect vegan products to taste so well - the one at Food Expo was even visited by the former Minister of Economics, Janusz Piechociński. Weronika Pochylska (Head of Development) and Maciej Otrębski (Strategic Partnerships Manager) talked about the growing consumer interest in plant-based products, international investments in cell- and plant-based production and corporate social responsibility.

We've delivered presentations during several other events that reach the food industry in an indirect way. So far we've attended: Warsaw Culinary Festival, Congress on Bioeconomics in Łódź, Open Eyes Economy Summit (2000 attendees), MILLENIUM Docs Against Gravity, Veganmania festivals and events accompanying COP24 in Katowice.

2. Cooperation with Food Service and Restaurant Chains.

We cooperated with major food service providers in Poland as well as international corporate companies interested in encouraging their employees to eat more plants-forward meals:

- The largest self-service restaurant in Poland, Olimp, joined our campaign and extended their plant-based offer in 86 restaurant facilities across the country. We helped them develop a well-balanced plant-based menu and organized cooking workshops for 70 of their chefs ([LINK](#)). As the project was Olimp's key marketing campaign for three months from July to September 2018, each branch was branded with our marketing, also followed in Olimp's online presence. The pilot project was so successful that the company decided to introduce plant-based meals on a regular basis, and continues to focus their marketing efforts on plant-based and plant-forward products ([link](#)).
- We helped Sodexo Poland to extend their offer of plant-based products. 60 Sodexo chefs were trained and our cooperation with Sodexo will be continued in the upcoming months. ([LINK](#))
- [Confidential information omitted]

5. Advising the food industry

5.1 Guidebooks

We published a guidebook for restaurants with expert tips from our chef-ambassadors, recipes, recommended wholesalers and overall introduction to plant-based diets for restaurants and hotels which was distributed during cooking workshops and business meetings we held (the e-book version can be downloaded for free from our website). The guidebook has been published in Poland, Ukraine and Russia. Recently, we started working on a guidebook version for Iran.

In Poland, one of the highlights of this publication was establishing a partnership with HoReCa Business Club, thanks to which our guidebook was distributed in the gift bags during the Gastro Meeting conference in Warsaw. In Ukraine, the guidebook was launched at the Ukrainian Food Expo in Autumn of 2018, we attended this event also to create connections with the Ukrainian food industry representatives.

We also published a guidebook for bakeries and pastry shop chains where we presented simple ways to embrace more plant-forward offerings - online copies were sent to all major chains in 10 of the biggest Polish cities. Shortly after the guidebook was distributed, three of the biggest bakery chains in Cracow introduced vegan sandwiches and pastries. Though we cannot take this as our direct win, we strongly believe that our work sparked those changes.

5.2 Plant-based products consulting

POLAND:

- [Confidential information omitted]
- [Confidential information omitted]

- We advised on new products developed by Pan Pomidor. One of their stars is plant-based Pierogi Ruskie (which is a traditional Polish dish made with cottage cheese and lard, offered in a 100% plant-based version by Pan Pomidor).
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]
- [Confidential information omitted]

[Confidential information omitted]

5.3 Clean Meat Expertise

Poland:

In April and May 2018, Maciej Otrębski was invited by Marginesy Publishing House to serve as an expert on cellular meat in order to support the promotion of the Polish edition of Paul Shapiro's *Clean Meat*. Maciej gave interviews for major Polish media outlets:

Trójka Polish Radio, Gazeta Wyborcza and Tok.fm. The interviews were followed by further speaking engagements, e.g. at Open Eyes Economy Summit.

At Meat Technology Advancements Symposium (May 2019), Maciej Otrębski presented a poster about cellular meat as a possible and viable future scenario for the meat industry.

Estonia:

Kristina Mering, President of Nähtamatud Loomad, wrote an [article](#) about food technology and clean meat which was published by the most important business magazine in the country.

Ukraine:

Alexandra Veduta, the coordinator of institutional plant-based campaigns in Ukraine held a lecture on clean meat technology at Vegetarian Market in Kyiv.

Russia:

After learning that Russian ITMO University had joined the attempts to work on clean meat, we established contacts with researchers from this facility. Since Russia runs well-developed biotechnology departments, we are working on establishing contacts with potential partners and considering a targeted campaign focusing at involving universities in research on plant-based and cellular alternatives to animal production.

6. Publications aimed at the food industry

According to various studies on social norms, publishing reliable data can be an effective means to coordinate actions and expectations of people, including the ones that are decision-makers in the food industry. This is why we've decided to focus a considerable part of our efforts on preparing and issuing data-filled publications aimed to help the food industry to realize and often catch up with the latest plant-based trends.

6.1 Market and consumer research

Poland:

In April 2018 we published research on the attitudes of Poles towards meat. Its results - 57,8% of Poles are willing to reduce meat consumption in favour of plant-based products - which turned out to be a terrific media content, sparking a shift towards plant-based products on the industry level. To name a few examples, Dobra Kaloria and Foods Brothers use the data generated by our public opinion survey to pitch their products to retail chains. During the first Demo Day (an event where start-ups are invited to the acceleration programme to present their projects) held by Foodtech.ac, the number of Poles willing to cut down on their meat consumption was presented as one of the core reasons to launch that food tech accelerator.

In May 2019, we held a broad public opinion survey that focused mostly on the attitudes towards plant-based meat alternatives and cellular meat consumer acceptance. We received support from Mintel and Faunalytics. Partial results have been presented during meetings and at conferences. We are currently working on a full research report.

We also conducted research on the popularity of plant-based diets and attitudes towards animal welfare in Russia, Belarus and Ukraine. In all those countries we sent press releases with results of the study and we are using the data in communication with companies who might be interested in increasing their plant-based offers.

6.2 Law expertise on plant-based products

Poland:

In order to offer a clear insight into Polish and European regulations regarding plant-based meat alternatives and cellular meat nomenclature, we invited experts at Food Law Centre (Centrum Prawa Żywnościowego) to prepare an expert opinion on the subject. Its goal was to enable food producers and other food industry representatives to easily go through the possible legal obstacles to be faced with when working on new product development. It serves both new entrepreneurs in the plant-based product sphere as well as experienced companies exploring that category.

The expert opinion was released in partnership with Portal Spożywczy and FoodFakty, two major food industry portals. [The file can be accessed here.](#)

6.3 Industry Rankings

We believe that showing customer demand for plant-based products and highlighting the importance of following the latest food trends is the best way to create positive competition in the industry and develop the plant-based market.

In Poland, we've published two rankings evaluating the availability of plant-based options in coffee chains and gas stations. Each of the rankings was released in partnership with the Horeca Business Club portal, which enabled us to reach our target audience directly. The rankings caught a lot of media attention and were also shared by the winners of the rankings who took pride in being appreciated by our campaign.

Ranking results brought about actual changes. Three chain cafes (Green Caffe Nero, Costa Coffee and Lajkonik) introduced (or expanded) their plant-based offerings: sandwiches, cakes and plant-based milks. Green Caffe Nero, a chain that operates in 65 locations nationwide, launched a campaign to celebrate its win - their interiors were decorated with posters and banners about their 1st place in the ranking.

Gas station ranking results also sparked positive change within the offerings of the major gas station operators. Lotos, which is the second biggest national petrol station operator added meatless hot-dogs to their takeaway menu. Shortly after the ranking was published, BP held an online survey asking their customers whether they would prefer a new vegan or regular takeaway sandwich. Orlen, the leader of the ranking, expanded their plant-based offerings as well.

We're currently working on five more rankings in Poland focusing on the branches of the industry that can have the biggest positive impact on animal welfare: meat alternatives, ready-made meals, burger chains, hotel chains and university cafeterias. Each ranking also covered animal welfare by examining the company's cage-free policy. We plan to ask companies about their position regarding the welfare of broiler chickens as well.

What's more, we have just published the first ranking of coffee chains in Russia and Ukraine.

To highlight the unique cultural heritage of Ukraine which is an orthodox country (Lent is fully plant-based there) we organized a competition among Kiev restaurants for The Best Lent Menu of 2019. We bought advertising space for the winners to incentivize participation. The results of the ranking were featured in the most popular news website in the country.

7. Outdoor Campaigns

Poland:

In May 2019 we launched a 1.5-month-long outdoor campaign *Bez Spiny Jem Rośliny* whose aim was to promote a fun, light-hearted approach to plant-based/flexitarian diets and show that reducing animal product consumption can be easy and shouldn't be associated with making sacrifices. Our billboards and illuminated ads appeared in the biggest cities in Poland, while our video was screened in a loop at more than 80 train stations for two weeks. It also appeared in LuxMed and Medicover medical centers across the entire country for a month.

The beautifully-designed posters included a link to our website, where we prepared a shopping guide for plant-based products available in the biggest supermarkets in the country, simple plant-based recipes and a survey that helped us evaluate what types of plant-based products are still missing. The survey was completed by 1,300 respondents, and the whole campaign reached approximately 5,000,000 people. ([Video summarizing the campaign](#))

8. Engaging the best chefs in the country to promote plant-based cuisine

Poland:

In March 2019 we inaugurated the Chefs for Change project - a series of vegan charity dinners, which gathers together some of the best Polish chefs around the idea of more responsible cooking and plant-based cuisine. So far, there have been three dinners, during which we hosted a total of about 300 guests. Money from the sold tickets supported the work of Anima International.

The main objectives of the Chefs For Change project are:

- to convince the most important chefs in Poland to get involved in actively promoting plant-based cuisine
- to get media attention for the topic of high-end plant-based cuisine being a lifestyle trend that people can aspire to
- to show the public that plant-based cuisine can mean anything from vegan burgers to fancy dinner at a restaurant
- to use the authority of our ambassadors to promote our agenda among professionals. We believe that if we want to make the plant-based trend really present in the minds of hospitality professionals, it will be done in partnership with some authority figures from their own industry.

Articles about the project appeared on almost all major culinary websites in Poland. Recently, a 3-page-long report about the initiative appeared in one of the most popular women's magazines in Poland - "Wysokie Obcasy".

Additionally, we managed to strengthen our contacts with four chefs involved in the project so much, that they now are willing to:

- conduct workshops of plant-based cuisine for large companies that want to introduce vegan dishes to their offer;
- share their positive views on plant-based cuisine in media and promote the CHFC project in their personal interviews;
- invite other chefs (from Poland and abroad) to join the initiative; in October our ambassadors will be cooking as guests in Denmark, where they will help our Danish activists in establishing contacts with local chefs
- mentor for businesses wanting to introduce vegan menus; Maria Przybyszewska, Ambassador of Chefs For Change, is in contact with Delaram Daneshtalab - an ambassador of our future plant-based campaign in IRAN - they are working together on tips on the best possible vegan menu for the hotel where Delaram cooks

Furthermore, the Polish project is just a start for a broader initiative we've been working on - the International Chefs for Change Association which will bring together vegan and non-vegan chefs who introduce plant-based dishes permanently into their menus, speak publicly about plant-based cooking, help each other in preparing vegan menus/workshops and run workshops on plant-based cuisine for teachers in culinary schools.

During the first dinner, the winners of the Polish edition of MasterChef Junior cooked with our ambassadors, which helped to gain even greater media attention and inspire both younger and older generations to do more plant-based cooking. A few weeks later, one of the most popular Junior MasterChefs organized his own vegan workshops in a school.

Based on our experience in Poland, we will be looking into implementing this project in Denmark. One reason is that this country has a world-wide recognition for haute cuisine. We believe that establishing good partnerships with popular chefs from Denmark can have an impact on Scandinavia and even the whole of Europe.

9. Partnerships

In Estonia a leading diet app started including our recipes - they were missing plant-based recipes but the demand was very high and now our campaign is featured in their programs.

POLAND:

- For a long time we have been cooperating with the Foundation "[School on the Fork](#)" and its founder, Grzegorz Łapanowski who is our ambassador and one of the most recognizable people in Polish culinary arts. As a result, a lesson scenario entitled appeared on the platform of the National Nutrition and Culinary Education Programme and was sent to over 1500 schools all over Poland.

- Portal Spożywczy is the leading Food Industry online media outlet. We managed to establish a solid relationship with their management and journalists. We've been invited to serve as experts during events hosted by Portal Spożywczy (i.e. Food Show 2018 and Forum for Food Market and Retail 2018). Portal Spożywczy is the head media partner for the Plant-Powered Perspectives conference.
- Horeca Business Club is another well-established industry outlet, operating both online and in event spaces. Thanks to our partnership, our rankings gained extra credibility and were shared with HBC followers via newsletters, social media and during various events. Our representatives were invited to speak at the events organized by Horeca Business Club (i.e. Gastro Meeting, Hotel Meeting). Weronika Pochylska, along with Marcin Popielarz, our ambassador chef, took part in the Horeca Radio podcast.
- We also arranged a strong partnership with Food Law Centre (Centrum Prawa Żywnościowego) which is one of the leading Food Industry Law entities in Poland. Together, we've published an expert opinion on plant-based meat and cultured meat nomenclature regulations on the national and EU level. Food Law Centre specialists will also host business-oriented law workshops at our upcoming conference.

10. Synergy with other programs

10.1 Pledge programs

One of the goals for our plant-based campaigns is to capitalize on the potential of programs focusing on individual outreach and use it to influence the market. People interested in plant-based products form a community of interest. They share preferences and follow similar behavior patterns. Usually however, they are scattered, disorganized and, as such, effectively voiceless. We structure our plant-based product promotion campaigns in a way that allows people to easily participate in them, without the need to become full-time, committed volunteers. In this way we are activating the dispersed community of interest so that it can easily make its preferences known to private companies and political authorities.

Pledge programs and institutional plant-based programs are at different stages of implementation in the countries where we operate. In some of them the institutional work was started earlier, others started with the pledge programs. Our idea behind the synergy between institutional work and pledge programs is to create yet another platform to promote plant-based products and facilitate cooperation with producers.

- We can challenge people participating in pledge programs to ask for vegan options (dishes, plant-based milk for coffee, etc.)
- We share tools like our Restaurant Guidebook (see "Advising the food industry") available for free on our website so that the pledge program participants can easily reach out to individual restaurants or smaller restaurant chains to develop their plant-based offer

- When it comes to big players, we can mobilize the participants to write to them asking for vegan options. By showing them this demand, we can then use it to establish professional cooperation with the campaign
- Food producers and companies who want to introduce new vegan products are often very interested in consumer opinions about their potential future product, such as the types of products in demand. the most important taste/visual qualities when choosing the products etc. Here we can cooperate by providing vital information acquired through our large network of past participants subscribing to the newsletter
- We provide companies with target groups willing to taste-test their products
- We are directly promoting plant-based products among our participants and social media followers

In this way people participating in pledge-programs are not only (hopefully) creating higher demand for plant-based products, but are also actively communicating with the industry and working as our partners in creating meaningful change.

In Poland, Russia, Belarus and Ukraine the pledge program is very new, so we are now working on implementing the program in such a way that it will support our institutional work. However, in Denmark and Norway we've already gathered a base of 40,000 participants that were not only exposed to information about new plant-based products in the market, but that can also be mobilized to ask for better availability and quality of plant-based products.

10.2 Festivals

We organize the most popular vegan festival in Poland. In 2018 we held seven editions and eight editions will take place in 2019. It's one of the sources of income for our campaigns but it also has the potential of advertising newly-launched products and companies to a big and very interested audience. This potential of our festivals is more and more recognized by various companies, who decide to sponsor the event in return for mentions in our communication materials and the best spots at the festival itself. Depending on the city, the events might vary in size - ranging from 21 to 91 sellers, and from 1000 to 7000 visitors. Each edition of the festival gets lots of media attention and we are confident that it plays a big role in making a plant-based lifestyle more attractive to people and showing companies that there is a huge potential in this sector.

11. Increasing the capacity of plant-based campaigns

With all the successes of our institutional plant-based campaigns we can easily say that this is only the beginning. Until recently, we had only four full-time employees working on institutional plant-based campaigns (two in Poland, one in Ukraine and one in Estonia). In the last few months, we have increased our international plant-based team.

Weronika Pochylska, who successfully coordinated our work in Poland is now moving to an international position and will be responsible for mentoring institutional plant-based campaigns in all AI countries, with a focus on Ukraine, Russia and Iran.

From this moment on, our international campaigns will consist of three positions in Russia, one position in Ukraine, one position in Estonia, one position in Lithuania and two and a half positions in Poland.

We've also created a support team of four people who are going to assist all plant-based campaigns. The goal is to produce creative visual content - anything from infographics to animations, videos, brochures and leaflets - that can be easily shared not only inside AI, but also with other organizations. We know that some organizations that have been doing a fantastic job in many parts of the world don't have the means or capacity to create professional content, and we would love to help them. Based on our experience, significant social media reach is helpful in making companies and institutions work with us and take us seriously. We believe that providing others with high quality visuals for their campaigns can make them more successful. To facilitate the sharing of content, we are working on a new website for Anima International which will include a repository of materials. We've also created a Slack workspace for better communication.

12. Awards

Poland:

In June 2019 RoślinnieJemy - our institutional plant-based campaign - received an award for one of the best positive impact start-ups (Startup Pozytywnego Wpływu) listed in the ranking prepared by Kozminski University, Kozminski Business Hub and Deloitte Poland. This is how Bolesław Rok, Professor of Corporate Responsibility Management at Kozminski University explains the award:

"The RoślinnieJemy campaign has made us all aware that by building multi-level networks of different stakeholders, you can quickly influence the change in nutritional awareness. Thanks to RoślinnieJemy, more and more people are becoming aware that they do not want to be just a cog in the machinery of market consumerism, which contributes to the deepening of the ecological and social crises, destroying human health and ecosystems. RoślinnieJemy is one of the few organizations whose positive impact is so significant and at the same time so visible."

PROGRAM 4: MOVEMENT BUILDING



Program #4

Movement building

Introduction

Movement building is one of the most important areas to develop in animal advocacy. The strategies that we, as a movement, are using, need to be continuously updated, because even the most successful campaigns of today will soon become irrelevant, when either the animal industry learns to deal with them or the public becomes bored or disinterested.

This is why we spend a lot of time improving the way we work internally and building our volunteer base. Grassroots groups are a vital part of our work and our volunteers are engaged in our work on all levels. We devote a lot of resources to strengthening the organization and developing people. We are also focusing a lot on making it easier for our employees and volunteers to contribute. Part of this effort is focused on giving them confidence to share their thoughts and opinions. We believe that most experienced activists play a significant role in leading - often from the sidelines - and embracing the long term view. We believe that many of our campaigns are successful because they are created and implemented by people who are in full control and are fully responsible for them. This makes us use much more of the talent pool available to the organization than if most of the decisions were made by the leadership.

According to Mala Htun and S. Laurel Weldon, researchers studying the women's rights movement: "Countries with the strongest feminist movements tend, other things being equal, to have more comprehensive policies on violence against women than those with weaker or non-existent movements. This plays a more important role than left-wing parties, numbers of women legislators, or even national wealth. These movements can make the difference between having a critical legal reform or funding for shelters or training for the police, and not having it." We think there are reasons to believe that it's going to be very similar in animal protection. There is a place for highly specialized think-tanks, but there is a limit to what organizations can achieve without being really involved in their societies.

One of the strengths of a big and diverse movement is its potential for innovation. Competition amongst organizations allows every organization to become a better version of themselves. The existence of a bigger amount of organizations, makes it easier for the movement to engage with different social groups and even though in many cases it makes sense for organizations to attract a diverse pool of supporters, it might also be very valuable to start youth groups, religious groups, etc; that work on improving conditions for animals.

A bigger number of organizations means that the movement is going to have more leaders, and there is research suggesting that movements that are leaderful are more likely to achieve their

goals. We are happy to welcome new initiatives and new organizations, and whenever we can, we help them succeed by sharing our materials, research or expertise. We are convinced that our work in every country where we are present can be more effective if there are other organizations working on achieving similar goals. Animal rights will be achieved only as a result of a collective effort.

We are especially excited about sharing our resources with organizations and individuals who are working in the regions that don't have a strong and active animal protection movement. We are not looking for places to expand, but rather to find people who are excited about animal protection or plant-based campaigns and who want to start their own projects. In our opinion, the most effective interventions will be based on a good understanding of local culture and the social-political environment. It might be valuable to learn from more experienced activists or individuals, but it's important that there are many organizations all around the world that are run by independent local leaders. It is also important because of political reasons - it's not in the interest of animals if animal protection is perceived in many areas as a western phenomenon.

1. Developing local activist groups

One of our core beliefs when it comes to running an organization is that achieving social change requires the building-up of a social movement. That is why we aim to create an organization that is as inclusive as possible and deeply rooted in local communities. We are convinced that training and maintaining a network of grassroots local groups, seeing them as an integral part of our structures and workflows, involving them in our activities but also giving them a large degree of autonomy and agency, is central to building momentum for change.

That is why investing in our activists and creating an environment that supports their growth is central to our work. Our organization relies heavily on volunteers who are engaged in the work of the organization at all levels. The occupations range from organizing street actions and fundraising events and international conferences up to planning campaigns and co-deciding the direction of the organization. Giving volunteers meaningful occupations (rather than seeing them as tools for reaching our goals) allows us to benefit from the professional experience of people who care about animals. Some of the member organizations until very recently have been run exclusively by volunteers.

Involving more people in the decision-making process as well as giving them agency and responsibility, significantly increases the potential for innovation. We are always open to testing new ideas and to some extent see local groups as a "testing ground" for novel strategies that—if proven successful—may be scaled up on a national or international level.

Our experience also shows that people who are provided with more responsibilities and are given more ownership tend to stay with us longer, thus raising the capacity of both the organization and the movement. Often our volunteer base is a valuable resource for new staffers: in some of our member organizations over 90% of the employees have been recruited

from our volunteer base, making the recruitment process easier and increasing the chances to prove themselves as a valuable worker.

Lastly, we believe that our volunteers and employees should never stop growing. We create an environment that fosters this process by continuously providing training opportunities via webinars and on the ground training, by producing training materials, giving them access to literature and online courses and upholding a setting of mutual exchange and incentives to learn. Our employees are obliged to dedicate 5-10 hours of their monthly work time for self-development—this includes for example reading relevant books, taking courses or learning new languages which will help them in their work. Self-development is also part of every employee's OKRs, thus ensuring that every worker takes this topic seriously.

1.1. Key outcomes:

- **Provided training for volunteer groups, established new ones**

In Lithuania the team organized six volunteer trainings for new volunteers in two of the largest cities in Lithuania. At the moment we have 70-80 active volunteers. Some of our projects are currently run entirely by volunteers (restaurant outreach, Meatless Monday, Fur Free Retailer).

In Poland we currently have 14 local groups within the biggest cities. Every single group except the newest (in Białystok and Opole) is self-sufficient and has local coordinators (HR and Task Coordinator), who stay in touch with the national volunteer coordinator. Every single city (except two new ones) organizes its own work, based on current campaigns and the needs that we have in the organization. At the moment, the Polish branch of Open Cages has over 300 volunteers.

In Ukraine volunteer trainings were provided in five cities. At this moment the Ukrainian branch of Open Cages has around 40 volunteers.

In 2018, Open Cages UK started an initiative to create local groups nationwide—the vast majority of activists had never been involved in activism before. Open Cages also introduced them to EA ideas. At each event, time was spent speaking with activists and advice was given as well as insights into the animal rights movement and its strategies. In 2019, based on feedback from volunteers and our own experience, Open Cages is launching a new system whereby volunteers join one out of three national teams. It will focus on campaigners, fundraisers and social media. By joining a team that works on a national subject, like fundraising, activists will receive a more macro view of animal rights campaigning rather than only within their local area.

Introduction lectures have been held, in order to allow activists to learn about our work and we talk in depth about our strategy and values. Trainings were held in eight cities. We also developed various internal one-on-one training which include topics such as running effective

protests, local group management and effective social media content. At this moment the UK team has around 40 volunteers.

In Estonia since we began our work in the summer of 2017, we have organized 20 trainings for our volunteers and employees about effective communication, strategy-building, public speaking, rationality, science-based approaches to campaigning, campaign tactics, leadership etc. We do different trainings from team leaders. We also send our people to trainings outside the organization, for example training on accounting, leadership and other specific skills.

We have about 70 volunteers in five cities along with two local groups in two of the biggest cities. Nähtamatud Loomad's president Kristina Mering was awarded the Volunteer Coordinator of the Year award by the president of Estonia Kersti Kaljulaid in December 2018.

In Belarus, we have just begun building a movement. After receiving a grant from the Open Wing Alliance, we employed two people who will deal with corporate activities as well as building a movement in the country. We are currently working hard on some basics to create local groups - materials for new activists, knowledge base, division of tasks and responsibilities, proposals for activities for local groups consistent with our campaign goals and movement building. In the next year we want to build the first two local groups in Minsk and Grodno.

Russia is the biggest challenge in the movement building project due to its enormous territory. Currently, we are building local groups in two main cities: St. Petersburg and Moscow. We have local groups in both cities and we are focusing on making them more self-sufficient. After stabilizing them, we plan to establish local groups in other Russian cities further afield. There are currently 20 volunteers in Russia.

- **Providing continuous training for activists**

At Anima International we aim to provide training for our activists on a regular basis. This starts with making available a large and ever growing repository of materials on our internal Wiki, regular trainings and exchanges of experience within working groups (e.g. fundraising and team-building), national and international gatherings and retreats and encouraging participation in conferences. Part of the trainings is to convey a culture that allows making mistakes and aims at establishing a framework of psychological safety, thus empowering activists to continuously challenge themselves.

- **Providing a framework for self-development**

All member organizations grant their employees 5-10 hours every month for self-development. They may use this time as they consider beneficial for their work. The organization supports this process by providing access to paid courses on platforms like Udemy, giving staff access to lists with suggested readings, as well as creating an environment that fosters learning (e.g. dedicated channels on Slack for books, podcasts, science etc.)

2. Improving management

We devote a lot of attention to our internal work and constantly strive to improve our processes. We believe that creating a strong and resilient organization, with motivated and happy employees, grounded in grassroots campaigning and respectful towards donors and other stakeholders is the best way to prepare us for any future challenges. Our goal is to create an organization that is leaderful - both in our international work and in how we work with staff and volunteers.

- When we start offices in new countries, the idea is to teach them as much as possible and be much more hands-on in the beginning, but always having their independence in mind as a goal, so that local leadership incrementally gets more independent. We try to instill a focus on impact, while allowing room to experiment and fail, understanding that this is a natural part of building leaders. The local offices start their own projects, change the way the international projects are delivered in their countries and they are included in decision-making
- As local leadership we consult with staff and volunteers in many decisions and we find their input valuable. We do offer our expertise or react if something strays too far from the strategy of the organization, but in our experience such situations are really rare. In our opinion, even if there are situations where we need to intervene, they are usually a great opportunity to have meaningful discussions about strategies and goals. We believe that thanks to being involved in many strategic discussions and decisions, most of our staff members have a very deep understanding of issues we are working on and could easily run their own organizations if they wanted
- Training and the possibility to get experience in management starts very early in the organization - we are teaching our volunteers how to engage and motivate people and create psychological safety in the group. Employees create their own plans and ways to measure their success in achieving them. We find it helpful not only in terms of making them more engaged in the position that they really own, but also in making them think like managers. Because of this approach we are constantly building a pipeline of potential employees (from among volunteers), but also potential managers (from among employees). We believe that this approach makes it easier for us to grow

Our work in this area has been recognized and Dobrosława Gogłóza - CEO of Anima International - was twice invited to write an article to a leading Polish HR magazine - Personnel Plus, published by Wolters Kluwer. She is also advising numerous organizations, not only in animal rights, on issues connected with management and leadership.

3. Activity in coalitions

We see coalitions as a meaningful driver of social change as well as platforms that facilitate networking, exchange and communication between organizations. Thus, all member

organizations of Anima International are part of numerous coalitions, both on a national and international level.

We also initiate opportunities for multi-organizational cooperation on our own, in the form of larger or smaller coalitions. For example, recently we created a coalition encompassing organizations working on plant-based campaigns that enables us to not only share knowledge, but also to offer materials like photographs, guides or short clips, as well as ready-to-use materials in the form of campaigns.

Getting new organizations to join coalitions may be one of the biggest benefits, because not only do they profit from the easily available resources, but so does the coalition from the new perspectives and ideas brought into it by each and every new member. We think that widening the scope of tactics and learning from others—especially taking into account working in a global and culturally diversified setting—will be central for the future success of global campaigns.

3.1. Key outcomes:

- Round Table Meetings (Denmark)

In Denmark a bi-annual round table meeting is organized with all leaders of the various grassroots organizations in the movement, which aims at avoiding conflicts and creates a safe space to discuss strategies and root out the worst ideas in the movement. As a part of the Round Table setup, Anima finances logistic costs and issues smaller project grants.

- Legal campaigns (Estonia, Ukraine, Poland, UK)

Together with UAnimals and other Ukrainian organizations we are working on lobbying to create a law to ban circuses with animals in Ukraine. Additionally, the Ukrainian team is part of EcoAgenda, an alliance of ecological and animal rights organizations which work on lobbying ecological and animal rights issues in the Parliament.

The UK team worked with the Humane Society International and a coalition on the Fur Free Britain campaign that is aimed at achieving a legal ban on the import of fur products into the United Kingdom once Brexit has been concluded. The Labour party pledged to ban fur imports when in power and a lot of cross-party support was achieved. So far a motion hasn't passed, but important progress has been made which will improve chances of achieving this at a later point.

The Estonian team is part of a round table organized by the Estonian Food and Veterinary Board of the best animal organizations in the country. Topics there include animal welfare, legislative changes, public awareness and cooperation between NGOs and the state authorities.

In Poland we cooperated with Viva! and other organizations on lobbying for a bill to ban fur farming and significantly improve the animal protection standards in the country.

- Open Wing Alliance (all member organizations)

All member organizations are active participants in the OWA and Anima International takes a leading role in planning and executing campaigns. The first global campaign orchestrated by AI was successfully concluded in early 2019. Additionally, we take an active role in training member organizations-

- Fur Free Alliance (all member organizations except Estonia and Norway)

Anima is chairing the coalition of 50 organizations that work towards the end of fur farming in Europe and Asia. In recent years fur farming bans have been achieved by coalition members in several European countries, also as many as 1017 companies subscribed to the Fur Free Retailer program so far.

- Stop the farms Alliance (Poland)

To help the communities engage in blocking the construction of new, or the expansion of already existing factory farms, Otwarte Klatki established STOP THE FARMS - Community Alliance Against Factory Farming in which it maintains a leadership role.

4. Organizing conferences

In 2016 we organized the first CARE conference (Conference on Animal Rights in Europe) and since then we have held and helped to inspire several national conferences and gatherings, some of them, as with the case of Russia and Ukraine, were the first animal rights conferences to be organized in the country. We believe that they are important, as they create a space for a healthy and constructive debate which allows the exchange of new ideas.

Conferences such as CARE, which changes its location every year, enable accessibility to activists from different countries and have inspired new groups in Eastern Europe, which weren't able to attend other more well-known conferences due to the expenses and costs of visiting western countries.

As an example, we have seen that Warsaw made it easier for organizations from Belarus, Russia and the Baltic countries to attend. Whereas Czechia—where the conference was organized in 2018—was more accessible to groups from the Balkans and South-Eastern Europe. We are currently the main organizers of the CARE conference in Warsaw, however we also helped the group Obraz to organize the conference in Prague, where they were the hosts.

At CARE and at any other conference which we are responsible for, we have a strict policy of not inviting speakers who have a history of launching attacks against other groups or

individuals, as we consider such behaviour destructive to the movement and we do not want to legitimize it.

The feedback received from activists attending our conferences has been very positive, many quoted that it had been one of the most inspiring events that they had ever attended. This year, at the first animal rights conference in Russia that took place in St.Petersburg, Dinara Ageeva from the Russian organization Voice for Animals said that she decided to organize the conference in Russia after seeing how much inspiration she had gotten from participating in the CARE conference in Warsaw.

4.1. Key outcomes:

- Conference on Animal Rights in Europe in Poland

In August 2019, we will again host the Conference for Animal Rights in Europe. An outcome of the 2018 CARE conference co-organized by us was the creation of a new group in Serbia. This year's conference will include people from 22 different countries.

- First animal rights conference ever held in Ukraine

In September 2018, we organized the very first animal rights conference in Ukraine, Зоозахисна конференція "ЗА Тварин!" . Speakers from Ukraine, Russia, Belarus, Denmark, Switzerland, US, UK, Poland and Latvia were invited. The conference resulted in organizing the first effective altruism group in the country.

- First Russian Animal Rights Conference in Russia

In May 2019, our activists co-organized the very first Russian Animal Rights Conference with Voice for Animals in St. Petersburg. The event welcomed 130 participants along with five leaders from ACE top and standout charities.

5. Investing in other organizations

We have been advising and giving guidance to numerous organizations, both in the countries we work in and abroad. We mainly focus on areas related to volunteer management, leadership, corporate campaigns, institutional meat reduction and fundraising. Our policy is to encourage our employees to help other organizations, which are able to use our support in many areas of animal protection including, factory farming, farm sanctuaries and even other movements, for example focusing on human rights.

One of the many ways in which we support and guide organizations is by offering short and viral campaign films on factory farming which mainly focus on caged hens and broiler chickens. We take on the production in their language for free and also offer to cover studio costs. Some examples of short films which we have produced include Ava's Story, Promises and The

Machine. We also work with international digital media managers, bloggers and journalists in order to increase our reach.

We have created various free resources on topics such as campaigns, effective animal advocacy, volunteer management as well as social media management which have been shared among international organizations. Moreover, we focus on their needs and we hold one-hour-long calls, or two to three day training sessions in their country. As an example, in collaboration with the Humane League, we recently hosted a training in running corporate campaigns for FREE (Romania). We have also trained corporate managers in Finland focusing on cage-free outreach campaigns and delivered on-the-ground training in the area of volunteer management, corporate outreach and meat reduction campaigns to OBRAZ (Czechia), where representatives from Humánný pokrok from Slovakia also participated.

Lastly, we share our internal database of training materials and webinars which we have created on different activism related topics including volunteer management, how to write newsletters and manage fundraising campaigns as well as how to write press releases. These resources are for in-house use or to be shared with other groups when needed.

5.1. Organizations which we collaborate with:

- The Animals Alliance in Denmark
- Oikeutta eläimille support from Denmark
- [Confidential information omitted]
- Farm animal sanctuary "Trys paršeliai" in Lithuania
- Animal protection NGO "Lietuvos gyvūnų apsaugos organizacija" in Lithuania
- Wild animal shelter "Laukinė Lesė" in Lithuania
- OBRAZ - Obránci zvířat support from Poland
- Sloboda za životinje support from Poland
- FREE organization support from Poland
- Oikeutta eläimille support from the UK
- Animals Australia support from the UK

6. International movement project

In 2019 Anima International received a grant from the Open Philanthropy Project to build up a new project with the goal of supporting the development of animal advocacy in countries with little or no organized movement. Find [here](#) the description provided to OPP, as well as the description of the grant approval on the [OPP website](#). From the funds we created two full-time positions dedicated to this project.

The project focuses on finding out more about the global animal advocacy movement. Although the interconnectedness of the movement has improved throughout the years, there are still

countries of which we still know very little. Filling in these blank spots will allow us not only to increase the momentum of the international animal rights movement (e.g. by including a larger number of countries in international campaigns run by coalitions like the Open Wing Alliance), but also provide an opportunity to learn from people who work in different environments.

The movement project team reaches out to groups to investigate their line of work, find out about their needs as well as establishing a relationship for future contacts. Geographically, our focus lies on two areas: closing the last “gaps” in Eastern Europe (for example, finding partners in Hungary, Serbia and Turkey - the latter not technically being in Eastern Europe), where there are not many known groups connected to the international animal advocacy movement, as well as South East Asia, where we are both looking to establish contacts with new groups and individuals, as well as start conversations with existing ones.

One of the deciding criteria is also the number of animals bred on farms in the respective country based on FAO stats. This is why part of our efforts are concentrated on Iran, where we have employed a liaison who takes care of reaching out to the local activist community as well as gathering information regarding campaign opportunities. Based on his experience we decided to support local activists in rolling out a plant-based campaign similar to these run by AI groups. For the campaign we will provide mentoring, materials, consultation and on the ground support. We consider late Q4 2019 or Q1 2020 as a realistic starting date.

Additionally, we started working with Open Wing Alliance member groups. Through the participation in OWA we have noticed that although OWA is great in delivering the necessary skill set to conduct corporate campaigns, we see a possibility of increasing efficiency by providing additional knowledge in fields such as volunteer management, fundraising and communication. So far we were able to conduct exploratory calls with two organizations from Thailand and Indonesia and we continuously work on establishing relationships and offering our support whenever needed. We have started experimenting with involving representatives of other organizations in internal team training calls, although for now it is still debated whether this is a tactic we aim to pursue in the future.

As of July 2019 we have conducted exploratory conversations with eight organizations from six countries (Indonesia, Thailand, Bangladesh, Serbia, Bulgaria, Turkey) and provided training materials to four of them. We consider it beneficial not only to provide these materials and resources, but also to have follow-up carefully in order to gain substantial feedback to have a better insight into each country’s culture and context, thereby producing better materials.

6.1. Resource Platform - Resource Library

We are currently creating a sharing platform which will allow other activists and organizations to have access and freely use dozens of effective resources and materials. It will be divided into different categories, such as raw videos and photos which can be downloaded and edited, ready to go materials, webinars, useful campaign tools and articles. The implementation of this

platform won't only help empower other activists and organizations which seek help or advice, but will also allow us to learn from each others experiences, implementations and results achieved. We believe that this will allow us to create a greater platform, with more resources which will enable and establish an even bigger and faster movement development. The resource library will be published by the end of 2019.

Program #5

Legislative advocacy

Introduction

Legislation can be considered the highest reflection of society's, or at least the 'political classes', norms and values. The law reflects what society places great value on by protecting it and increasing its esteem in the eyes of citizens. The law and enforcement of the law both reproduces and creates social norms shaping how animals are viewed and treated.

As such, working to change the laws that protect animals has a great potential to effect positive change. Both in terms of increasing the status of animals and in inspiring attitudinal changes in the population. Corresponding to this positive scenario is the risk of a low level of legal protection legitimizing poor treatment of animals.

Those that seek to profit from the poor treatment of animals use substantial resources in retaining the status quo through legislation. But with strategic lobbying, and in connection with our campaigning, we are able to make the animals' interests are heard throughout different branches of government and help pass laws which can be the foundation for a better tomorrow.

1. Our strategy

Working with politicians is in itself a cross-sector collaboration that benefits the branding of AI and animal welfare in society. Decision makers are mostly in contact with the industries and therefore many of them will know what the industry wants them to know. But many decision makers are actually open to information on animal-friendly solutions in line with what the public wants. Very often the mission of our work is to align legislation with public opinion. To document and research opportunities we poll the public on a running basis.

As an organization that not only knows what the public wants but affects what the public wants, important decision makers such as the Danish Minister of Climate ask for AI's perspectives and cases. With us educating them, politicians are even willing to speak about animal welfare in the public and we use their voices in our campaigns and corporate outreach. Political collaborations should be seen as a response to quite a new demand for education and evidence. We use our knowledge and public influence to form a more animal-friendly legal framework for production and consumption primarily within agricultural sectors. In this way, we will be more in control of the prevention of animal cruelty and assessment of animal welfare.

2. Fur Farming

Anima is the chair of Fur Free Alliance and through this coalition we work to end fur factory farming throughout Europe where the practice is now banned in 10 countries in the EU. Anima International operates in some of the countries where the fur industry is most heavily entrenched which is reflected in the number of animals killed per year.

Denmark: 17 million

Poland: 7.5 million

Lithuania: 1-2 million

Estonia: 5,000 (record low, maximum capacity of the Estonian fur industry is 200,000 animals).

Denmark and Poland are the second and third biggest fur producers in the world (after China). In Lithuania, the number of fur-bearing animals is comparable to the number of egg laying hens and greater than the numbers of pigs, cows, goats, and sheep combined.

Yet we've made considerable headway towards ending this type of factory farming.

2.1. Poland

Otwarte Klatki has been campaigning for a ban on fur farming since the very beginning of the organization, and gained a lot of media attention and public support for this cause along the way. 59% of the country's population expressed their support for a ban on fur farming in a survey conducted by CBOS Public Opinion Research Centre in February 2018. In the last two years our activities in this regard concentrated on supporting the bill proposal to ban fur farming that was officially submitted to the Polish Parliament in 2017.

Recent interventions include:

- Co-organization of the "Where's the Good Change for Animals?", the largest anti-fur farming demonstration in Polish history. The event took place on September 13, 2018 in Warsaw in front of the Polish Parliament. The number of participants is estimated at more than 5000.
- "Make Fur History. Why the fur industry belongs in the past" exhibition organized jointly with Polish MEPs and Eurogroup For Animals in the European Parliament in Brussels (23-25.01.2018). The exhibition was accompanied by a roundtable discussion between MEPs, representatives from academia, and animal rights activists. Among the participants were 7 Polish MEPs, the Deputy Marshal of the Polish Sejm (Lower House of the Polish Parliament) and a representative of the Polish Academy of Sciences. The Chairman of the Polish ruling party (Jarosław Kaczyński of the Law and Order Party) addressed the participants via video message in which he strongly endorsed the ban on fur farming.

- Launching the television ad campaign "2022 - the last fur farm in Poland closes" in the largest public broadcaster in Poland. The ad was shown 26 times during prime time. Almost 6,200,000 people in the age group of 16-59 saw the ad at least once, and more than 1,300,000 people saw it at least 3 times.
- Launching the "Phone to the MP" website which encourages voters supporting the ban on fur farming to contact their MPs, and provides info on how to do it most effectively.
- Organizing info stalls run by volunteers on the occasion of the yearly Nationwide Day to ban Fur-Farming in the 5 largest Polish cities (24.11.2018).
- Co-sponsoring the study "The Attitude of Local Residents Towards Fur Farms in Poland" conducted by an independent Polish think tank Zachodni Ośrodek Badań Społecznych i Ekonomicznych ([English summary](#)).
- Active participation and monitoring of meetings of the parliamentary committees working on the bill containing fur farming ban.

2.2. Lithuania

We campaigned intensely during 2018 and 2019 for a fur farming ban in Lithuania. To secure this result we've been working closely with MPs from different parties.

In August of 2018 we published an investigation from Lithuanian fur farms.

In September, on the 1st day of the Parliament session, we have organized a protest with dead minks in front of the Parliament asking MPs to stop the fur industry. The investigation and the protest got so much media attention that it made it easier to meet with MPs.

In October of 2018 a bill proposing a ban on raising and killing of animals for their fur (with a transition period) was registered in Parliament, signed by 19 MPs (out of 141) from different parties.

We organized a press conference in Parliament with 3 MPs from 3 parties, a scientist and people living near a big fur farm to present the bill. The bill is expected to go to the 1st reading stage in September/October.

2.3. Denmark

As Denmark is a world leader in fur production, this topic has historically played a large role in the history of Anima. We have released multiple investigations into fur farming, producing the largest media stories on animal welfare in the media.

In 2009, we played a crucial role in securing a ban on fox farming, a strategic stepping stone for a total ban on fur production. Because the last eight years of government have not provided optimal conditions for a ban on fur farming, Anima has invested its full fur budget in more

promising countries (please refer to our reply to “How does Anima International’s work fit into the overall animal advocacy movement?” question).

In 2019 a bill was introduced to ban mink farming which we helped support. When a previous ban on mink farms was suggested only one party supported the bill. This year we managed to get 3 out of 9 parties in parliament in support, but we still need two more parties to reach a majority. The question that will arise in the future is whether it will be most likely to reach a majority for a Danish ban or an EU-wide ban. This is a discussion we are continually having with our colleagues in Fur Free Alliance.

2.4. Estonia

The work in Estonia from Nähtamatud Loomad to legally ban fur farms started in November 2018. The draft bill was by that time already submitted to the Parliament so we started with lobby work with the members of Parliament. We had private meetings with the representors of every political party in coalition and opposition, where we managed to introduce our organization as a moderate and practical animal rights movement and a partner in the future legislation proposals that concern animal welfare.

In December 2018 we collected a significant amount of signatures against fur farms and gave them to the head of the Parliament. With that we managed to get media attention and have a news story on one of the main TV channels to create even stronger public pressure.

In January 2019 the bill to ban fur farms was declined in the Parliament (25 MPs voted for the ban and 28 against).

In February 2019 we organized an event with MPs (one from every major political party in Estonia) and experts (environment, animal welfare, zoology, ethical business) to discuss the future of fur farms. The event was very successful reaching almost the maximum capacity for the audience (around 100 people) and being shown on a live broadcast in one of the most influential news websites in the country.

In March 2019 we had general elections in Estonia and after that Nähtamatud Loomad started reaching out to the new MPs and government members to talk about writing a new proposal for banning fur farms. The new MPs are more open to the idea of fur farm ban. We also have public approval from the Minister of Social Affairs and some supporters from every political party in the opposition and coalition.

In May 2019 we started an official petition for the ban of fur farms to make sure that the new Parliament will be obligated to start discussing the fur ban in the near future. We have already reached the number of signatures to legally oblige them to take on the issue, but will continue to collect signatures until the autumn to maximize impact.

2.5. UK

The UK provides an opportunity to build on existing strong animal welfare laws - which includes the first ban on fur farming in Europe - and culture by pushing for highly ambitious goals. As a ban on fur factory farms already exists, and in light of the potential exit from the EU, our work has focused on securing a ban on the import of fur products.

We've worked in close collaboration with the large existing groups like RSPCA & CIWF, have organized vast amounts of grassroots support, sympathetic media, and politicians to get animal welfare on the agenda with a clear message - the UK can lead the world in animal protection in law. We believe our unique strength here is to combine the worlds of grassroots support with institutional political progress.

Interventions:

- Lobbying for a legal fur sales ban in the UK
- Nationwide outreach to collect petition signatures and mobilise the public to contact their MP
- Organized a lobbying event in Westminster with Humane Society International
- Policy brief given to hundreds of MPs making the case for a fur sales ban
- Got four cross-party MPs to do an anti-fur story in the Daily Express (a large national newspaper) with undercover footage from Lithuania
- Drafted a letter with leading Conservative MPs, addressed to the Secretary of State Michael Gove
- Met with multiple individual MPs and MSPs (Members of Scottish Parliament) privately asking for support and consulting on strategy
- Helped achieve 100,000 signatures on the official Government petition, triggering a debate in the House of Commons
- Got footage from a Polish fur farm broadcast by the BBC ahead of the debate, which was debated by MPs positively in favour of a ban
- Organized a large scale demonstration on the day of the parliamentary debate on fur trade, where over 100 activists protested outside the houses of parliament with national media coverage

Outcomes:

- The Labour Party and the Green Party pledged to ban fur sales, and a significant part of Conservative and Liberal Democrat MPs now back the ban as well
- It is highly likely that the ban will be brought to Parliament after Brexit
- Helped bring publicity and grassroots support to the existing HSI campaign

3. Enforcement

Unenforced animal welfare laws perpetuate the idea that violence against animals is less serious than other types of crime and doesn't merit spending public resources. When laws are unenforced it's likely to have a negative effect on social norms and the deterring effect of legislation. Therefore we work to make sure that enforcement and implementation are effective.

3.1. Prosecuting animal cruelty

The Polish Animal Protection Act provides the NGOs for whom animal protection constitutes the statutory objective of activity, with an ability to initiate and participate in court cases against parties accused of animal abuse. Otwarte Klatki uses this right both to prosecute animal abusers and to gain media and public attention to the treatment of animals kept in factory farms.

In 2018 and 2019 Otwarte klatki successfully participated in two such cases:

- Against a fur farmer from Kościan. The farmer was found guilty of animal abuse.
- Against workers employed at a fur farm in Masanów. All the workers were found guilty of animal abuse.

Both cases received media attention at the local as well as national level.

Three more such cases with Otwarte Klatki involvement are currently ongoing. One of them has reached the Supreme Court of Poland. In all the aforementioned cases Otwarte Klatki is represented by a volunteer lawyer, who works for us on a *pro bono* basis.

In Ukraine we are providing professional legal assistance in a widely publicised case involving aggravated cruelty against dogs. The individuals responsible were formally charged in 2019 and the case is ongoing. The case received a very large amount of media attention. As the general level of animal protection is currently less developed in Ukraine compared to many other European countries this type of coverage is highly important in shaping public attitudes towards animals.

3.2. Dedicated animal crime units

To ensure proper enforcement of existing animal protection laws in Denmark we've lobbied for dedicated police units to investigate crimes where animals are the victims. We believe this will have a punitive effect and thus influence social norms leading to decreased illegal violence towards animals.

This is the case both for companion animals and those in factory farms. Anima discovered some years ago that a farm raising broilers was keeping the animals in crowded conditions. This led to increased profit but more injuries to the animals. The case was well documented and the Danish veterinary authorities involved the police. However, preparation of the case was so slow that it was profitable for the company to continue breaking the law for many years harming thousands of animals.

If factory farms and others harming animals know they won't be held accountable for breaking the law then the chances that they will continue to do so must increase. This again leads to a decreased incentive for politicians to enact new legislation, if they don't expect it will be enforced, as this creates a risk of public backlash. It also reinforces the idea that violence against animals is less serious than other types of crime and doesn't merit public resources.

To remedy situations like this we've lobbied for dedicated resources in the police (similar to gang or drug units) to investigate and prosecute criminal cases where animals are the victims.

Our campaign received a lot of public support with over 70,000 Danes signing our petition. This supported the political process and funding has now been secured for three crime units that will operate during the next four years as a pilot project. The units will include both police officers and prosecutors. The latter will provide new career opportunities for lawyers and increase the focus on animals within the legal profession.

In Ukraine we organized a workshop for 25 police officers from the Chernivtsi region to train them on how to prevent cruelty to animals. The event took place on 21 June 2019 at the Chernivtsi Police Headquarters. It was very well received, and we are working on conducting such workshops in other police districts.

3.3. Working with government agencies

Just as politicians need us to inform them about animal welfare the same is true for civil servants and those that implement legislation in practice. This is an important aspect of enforcement.

In Ukraine we took part in a case about the live export of animals, and managed to secure the release of the animals through actions and discussions with government agencies. After this incident, the issue of live exports and the lack of quarantine sites for animals in Ukrainian ports became widely discussed in the [national media](#).

By using Anima International materials we reached out to the animal welfare department of Ukraine who suggested that we collaborate on the issue of live export in the future to find effective and positive solution for such cases.

In Estonia we collaborated with the Veterinary and Food Board to change the law so that pig farmers won't be able to cut pigs' tails as a first measure. According to the new rule they need to try multiple other options to increase their welfare before docking their tails off.

As a result of creating personal relationships, the Veterinary and Food Board has also helped increase authority of our media communications by offering quotes supporting our campaigns.

3.4. An Ombudsman for animals

Otwarte klatki launched a campaign on 5 July 2019 to establish the office of Animal Rights Ombudsman in Poland. So far more than 15,000 people have signed our online petition to the members of the Polish Parliament (<https://www.otwarteklatki.pl/rzecznik-zwierzat/>). Several Polish political parties have voiced their support for the initiative, and pledged to support the proposal in their platforms.

3.5. Engagement with the academic legal community

Lawyers have a major influence both on the form and the substance of the law. What academic lawyers think of as being desirable, appropriate and achievable with regard to law fuels much of the media and political discussions. Therefore we try to maintain a close relationship with the legal profession and influence the direction in which animal law develops. We organize academic conferences on the legal protection of animals, we cooperate with law professors on animal rights at universities, and we involve practicing lawyers in our work as volunteers.

Recent activities include:

Ukraine

Open Cages is actively engaged in encouraging the development of animal law studies in Ukraine.

- We organized the very first conference on animal law in Ukraine. The event took place on May 16th 2019 at the Faculty of Law in Taras Shevchenko National University in Kiev. Among the speakers were academic and practicing lawyers from Ukraine, Poland, England and Sweden. The event attracted more than 160 registered participants, and has been widely covered in the Ukrainian media.
- We co-organized the “Law Seminar on Animal Rights” on 22 June 2019 in Chernivtsi City Council with the Ukrainian NGO Nebaiduzhi (Not Indifferent). Around 70 people attended the seminar, including representatives of the local government.
- We co-organized the seminar “Sustainable and Humane Animal Husbandry” on 31 October 2018 with Compassion in World Farming and Ecodia. The event took place at a conference hall in Hotel Kozatskiy in Kiev. Among the 30 people who attended the seminar were government officials, industry representatives, and animal husbandry scientists.

Poland

- Otwarte Klatki co-published with the Polish Academy of Sciences’ Institute of Law Studies, a scholarly volume “Sprawiedliwość dla Zwierząt” (Justice for Animals, ISBN

978-83-950165-1-6, pp. 282). The Institute is a premiere Polish academic centre of legal studies, and the book collects original papers by leading Polish scholars and practicing lawyers working within the field of animal law, as well as animal rights activists from Otwarte Klatki and various other local organizations.

- Dr. Włodzimierz Gogłóza, an academic lawyer who volunteers with Otwarte Klatki served as a guest thematic editor for a special issue of a Polish peer-reviewed law journal *Przegląd Prawa Administracyjnego* (Administrative Law Review). The issue is devoted entirely to subjects related to animal law, and collects original scientific papers written by lawyers from Poland, Estonia and Ukraine <https://journals.umcs.pl/ppa/issue/view/533>
- Lawyers and law students affiliated with Otwarte Klatki regularly participate in academic law conferences presenting papers related to animal law and animal rights, most recently in the international “Animal Law - Developments and Directions” seminar which took place on 2nd May 2019 at the University of Silesia in Katowice (Poland). Several lawyers affiliated with Otwarte Klatki and Anima International will also participate in the international conference “Domestic, European Union and International Standards in Legal Protection of Animals”, which will take place on October 17th, 2019 in the Faculty of Law and Administration of Maria Curie-Skłodowska University in Lublin.

4. Focus: Empowering communities and preventing factory farms

The residents of areas neighbouring large farms are desperate. Their land has lost value, their health is deteriorating and the quality of their lives has been drastically reduced. Reports of local communities are invaluable when it comes to communicating with society in general, both with our existing and potential supporters, for whom animal suffering is not a sufficient argument, as well as with politicians and the media. We believe that the work with local communities is essential to create a momentum for legislation limiting the development of factory farming.

To help the communities engaged in blocking the construction of new, or the expansion of already existing, factory farms Otwarte klatki established STOP THE FARMS - Community Alliance Against Factory Farming in which it maintains a leadership role.

Otwarte Klatki involvement in the coalition has two main goals:

- 1) to help the communities block the construction of new or the expansion of the already existing factory farms in their neighbourhood
- 2) to facilitate grassroots support for a legislative action curtailing the development of factory farming in Poland and for a ban on caging animals in the EU.

With regard to the first objective, our support for communities engaged in the blocking of construction/expansion of factory farms is mostly in the form of:

- Sharing our knowledge, know-how and contacts
- Development and online dissemination of resources (guides to appropriate legal procedures, research materials, letter samples and templates of legal documents, etc.)
- Networking, community building and media support
- Becoming recognised as a party in administrative proceedings
- For selected locations - creating short films showing the effects of expansion of industrial farms. (Example)

In general, we try to build an outlook that the residents are not alone, that their concerns are fully justified and that villages throughout Poland are against factory farming, and that bottom-up movement is being created against those farms.

Examples of cooperation with the residents and our role:

1. Zuromin residents. The county of Zuromin is an area witnessing an unprecedented expansion of factory farms. It has become known in the local community as a 'valley of chickens'. To help the community we made a video featuring the Mayor and the residents voicing their concerns and organized a reconnaissance tour for several MEPs in the area (6-7 July 2018). A video report from the tour with English subtitles.
2. For over five years Kaweczyn residents have been blocking the construction of a farm that was supposed to hold 7 million broilers per year; they have been organising protests, meetings and writing letters. The aim of our commitment is to publicise the problem in nationwide media, to network and send ideas for further activities. For example, we advised the residents to meet with the Polish Ombudsman (Advocate for Citizens' Rights) and voice their concerns. As a result, the Ombudsman became a party in the administrative proceedings, which gives an entirely different weight to the matter.
3. Wieczfnia Koscielna – in March 2019 the Provincial Administrative Court revoked the decision allowing the construction of 24 poultry houses in Kuklin. Some of them have already been built and now they will have to be demolished. Approximately 10,248,000 chickens were supposed to be raised on this farm yearly. We made a video featuring the leader of the protest and also invited him to join the agricultural commission meetings so that he could talk about the problem of factory farming on behalf of the hundreds of other towns and villages, and present the situation in his own village.

Protests of residents with whom we have been in contact with between 2018 and the beginning of 2019:

- Grunwald – construction of a farm for over 7 million chickens per year - blocked.
- Niewierz – 3,080,000 chickens per year – blocked.
- Strzała - construction of a farm for 579,600 chickens per year - blocked.
- Pieczarki - construction of a farm for 1,350,000 chickens per year - blocked.
- Prokowo - construction of a farm for 262,500 chickens per year - blocked.

- Maciejowice and Zwierzyniec – two piggeries closed down - over 3143 animals in one cycle.
- Przelewice – 26,000 swine in one cycle – blocked.
- Chotcza – 10,000 swine density per one piggery – blocked.
- Sobibor – over 2,000,000 chickens per year – blocked

Proceedings that are ongoing, in which we are a party in the dispute (as a result, the investments are being blocked):

- Czeberaki – 2,100,000 chickens – we are a party but we have given the power of attorney to a lawyer who conducts the case pro bono
- Buczek – 27,154 pigs – we are a party and thanks to that, the piggery has not been built yet
- Wartkowice – 1,500 pigs - we are a party, the residents are preparing official letters, the proceedings are extended and the investment is being blocked
- Korsze – 10,660 pigs – we are a party, the investment is being blocked

We carry out ongoing monitoring of protests in Poland. In 2018 the media reported 79 new protests against poultry, mink and pig farms. The protests are certainly being noticed by the industry and politicians. In the most recent justification to the draft law to regulate the issue of the distance between the construction of farms and housing, it was stated that in the years 2010-2018 up to 10,424 complaints were received by the Chief Inspectorate for Environmental Protection. The complaints were related to odour nuisance, mainly from piggeries, poultry houses and mink farms, indicating that the problem of industrial farm expansion is an important social issue.

As to the second objective:

- We organized the conference “The Rise of Industrial Farming in Poland” in the Polish Parliament on April 9th 2018. 160 people participated in the event including MPs, government officials, scientists, industry experts and representatives of local communities
- We organized an open seminar for the members of local governments on the influence of fur farms on local communities “The future of Polish countryside. The Attitude of Local Communities Towards Fur Farms” (Marzenin, September 26, 2018). 70 people participated in the event
- We co-organized a seminar at the Ministry of Agriculture and Rural Development “The Threats to People and the Environment Resulting from the Expansion of Industrial farms”. (Warsaw, July 6 2018)
- We organized a public debate between the representatives of the main Polish political parties on their own visions of animal protection policy at national and EU levels (Poznań, 22 May 2019). [Short report in English](#)
- We collected more than 39,000 signatures under the [“End the Cage Age” petition](#) in Poland

- We collected more than 59,000 signatures for the petition to the Ministry of Agriculture to substantially increase welfare standards for broiler chickens
- We collected 49,000 signatures under the “End Pig Pain” campaign petition.
- We participated in a public consultation meeting at the Ministry of Environment and Energy on the bill concerning the determination of the distance between the farms and housing developments (the so-called Odour Law)
- We sponsored the study “The Development of Industrial Poultry Farming in Poland and Externalised Costs” conducted by an independent Polish think tank Zachodni Ośrodek Badań Społecznych i Ekonomicznych. Report in Polish
- We are preparing a study on the negative impact of the European Union Common Agricultural Policy on animal welfare and researching ways in which we can mitigate it

5. Ban on cages for laying hens

In Denmark, as a result of a very successful corporate outreach campaign, the demand for cage eggs is low. Consumers have taken their stand against cage eggs due to our campaign but there is still a small market. We will now pursue a ban on this form of factory farming galvanizing the substantial public support to secure the result. Because of the broad support we are able to work with celebrities and media and to show politicians that animal welfare is an important issue for their voter base.

As well as working on a ban in Denmark we aim to develop a coalition with other organizations in the EU in order to work towards supranational legislation. EU bans often result from a process of harmonisation of member state legislation. This has been the case in the past for bans on cat and dog fur and the import of seal fur from commercial seal hunts.

In Norway we collaborated with the Green Party to draft a bil on banning cages for laying hens which was presented to Stortinget (the supreme legislature of Norway). This was in the early stages of our cage-free campaign and while the bill ultimately failed, it generated much publicity for the issue. This media coverage helped show that the issue is to be taken very seriously, and also made corporations aware that future legislation was a possibility both in terms of a ban on cages for layer hens and required labeling of caged eggs.

6. Initiatives for non-farmed animal issues

In Ukraine we participated in several policy proposals. We took part in the development of bills aimed at banning the training of hunting dogs on live animals (Bill 8256) as well as Bill 6598, which aimed at improving the welfare of almost all animal groups (agricultural, circus, used in hunting, kept in zoos and others). These bills failed to pass. But we’ve now joined a working group which had to take into account the mistakes of the past and develop new bills to be

submitted in 2019. While the bills were not adopted, they were extensively discussed in the media.

In Poland we collected nearly 90,000 signatures under the petition for a ban on the use of wild animals in circuses.

In 2018 we achieved a ban on the use of wild animals in circuses in Denmark. Almost 50,000 Danes signed our petition to ban the practice and retire the remaining elephants to a sanctuary.

Such a ban effects very few animals. But we believe it's still an important step as its low hanging fruit and moves the goal posts for which purposes it's deemed acceptable to use animals. It also solidifies our position that society should ban practices that are out of step with public opinion when it comes to the protection of animals, opening new opportunities.

To illustrate the unquantifiable effects on social norms it's worth mentioning that the Danish royal family have always visited the circus every year and taken photos with the elephants which have been circulated widely in the press, each time reinforcing the view that it's socially acceptable to use wild animals for entertainment. Now future generations will be taught a very different lesson that this is something which was done once but is now consigned to history books out of respect for animal welfare.

7. Other interventions

In 2019 our Ukrainian team published video footage from an investigation into foie-gras production at the Snyatynska poultry farm. The video was released in several countries, and gained international attention. NYC Foie Gras coalition has been using our footage in their campaign to prohibit the sales of foie gras from force-fed birds in New York City. On 31/07/2019, MHP, the company which owns the farm, and one of the biggest poultry producers in Europe, publicly announced that it will cease production of goose meat and foie gras by the beginning of September 2019 because it is incompatible with animal welfare. MHP is the only foie gras producer in Ukraine. Open Cages Ukraine has decided to seize the momentum and push for the legal ban on foie gras production in Ukraine.

