



ANIMAL CHARITY
EVALUATORSSM

COMPASSION IN WORLD FARMING INTERNATIONAL QUESTIONNAIRE, 2019

BUDGET AND RESOURCE ALLOCATION	2
Budget information	2
Staff resources	4
Programs and activities	4
LEADERSHIP AND STRATEGY	6
Staff leadership	6
Board	6
Strategic planning	6
Collaborations	9
CULTURE AND HUMAN RESOURCES	11
Culture	11
Human resources policies	11

BUDGET AND RESOURCE ALLOCATION

Budget information

1.1 | What were your charity's total expenditures in 2018?

£10,052,845

1.2 | What were your charity's total expenditures in the first six months of 2019?

£3,086,798

1.3 | What was your charity's total revenue in 2018?

£7,901,372

1.4 | What was your charity's total revenue in the first six months of 2019?

£3,480,511

1.5 | What were your charity's other assets in 2018?

£7,650,559 (interpreted as reserves)

1.6 | What were your charity's other assets in the first six months of 2019?

£8,237,523 (interpreted as reserves)

1.7 | Did your charity receive any large (>20% of its budget) grants in the past two years?

No

1.8 | If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?

£1,271,640 of the total £7,901,372 received was restricted. This was in support of our:

- a. Food Business programme of corporate engagement (including protein diversification to reduce meat and dairy consumption and Business Benchmark for Farm Animal Welfare) in both the US, EU and China.
- b. Work on EU Legislation including, The Alliance to Save our Antibiotics, End the Cage Age, End Live Exports and our Fish programme.

1.9 | If your charity has any revenue-generating programs, how much revenue did they generate in 2018 and the first six months of 2019?

Yes, book royalties and Christmas card sales. 2018 : £14,751 & 2019: £0

1.10 | Did you set a fundraising goal for last year? If so, did you meet it?

Yes, the target was £8,218,720. We delivered 96.1% of the goal. However, this goal was set on the basis of what level of fundraising was seen as achievable in revenue income terms rather than the amount needed to achieve our goals. The latter is much higher.

1.11 | Do you expect your funding situation in the coming year to differ significantly from the situation in the past few years? If so, how?

We have long seen the need for our funding situation to change to achieve significantly higher levels of income and therefore enable us to deliver greater levels of impact. The major thing holding us back is the level of funding resource and thus programmatic output we can deliver. We are facing the challenge of the biggest cause of animal cruelty on the planet: factory farming. The factory farming industry is phenomenally well resourced; from feed, drug and chemical companies, to the food companies and the factory farm businesses themselves. This is the ultimate “David vs Goliath” battle and one we are determined to win. We cannot win it alone. Which is why we devote significant amounts of our budget to programmes centered on working with others to mobilise greater impact for animals.

Almost every week, a new report illustrates the devastating impact of industrial agriculture on animals—both farmed and wild—as well as the natural environment on which we all depend. This highlights the ever-pressing need for Compassion’s ambitious and expanding programme of work to end factory farming.

Our five-year growth strategy sets out our ambition to achieve a sustainable £15M global annual income, by 2022, in support of our mission.

Again, this goal is driven by what we see as achievable in income terms rather than what is needed to fully-fund our programmes, to fully deliver on our potential for impact for animals.

1.12 | (Optional): Is there anything else you'd like us to know about your charity's funding situation?

Please note that throughout our responses, 2018 will refer to our 2018-19 financial year (1 April 2018–31 March 2019), the most current year for which complete and audited accounts are available. Because of the timing of our financial year(s), questions about the first six months of 2019 will refer to Quarter 1 2019/20 (i.e. April–June 2019).

Staff resources

1.13 | How many full-time staff are currently employed by your organization?

110

1.14 | How many part-time staff are currently employed by your organization?

31

1.15 | How many paid interns are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

1 intern in the US

1.16 | How many unpaid interns or other volunteers are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

Volunteers in the UK office; 2 hours per week

1.17 | (Optional): Is there anything else you'd like us to know about your charity's staff and volunteers?

Full-time staff 110 [UK 71, Italy 7, France 8, NL 1, Belgium 2, Spain 1, Poland 3, China 3, US 14]

Part-time staff 31 [UK 22, Italy 2, France 1, NL 5, US 1]

Programs and activities

1.18 | Which programs/interventions does your charity employ, *investing at least 10% of its annual budget and/or staff time*?¹

- Animal welfare research
- Books
- Conference or event organizing
- Humane farming promotion
- Investigations
- Legislative advocacy
- Lobbying
- Obtaining corporate commitments to higher welfare
- Online ads

¹ This question was initially presented with multiple-choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

- Plant-based product promotion
- Protests

1.19 | (Optional): Is there anything else you'd like us to know about your charity's programs?

The list above reflects a typical mix of our activities in the past several years. Specifics will change (e.g. we don't organise a big conference every year; we don't write a book every year), though they are both key deliverables of the charity over a few-year cycle).

LEADERSHIP AND STRATEGY

Staff leadership

2.1 | Please identify 1–5 key members of your organization’s leadership team. You may wish to include only the President/Executive Director, or you may wish to include department directors and/or country directors. Below, for each leader, please list: (1) their name, (2) their role, (3) the number of years they've been with your organization, and OPTIONALLY (4) a brief description of their leadership style.

1. Philip Lymbery, Chief Executive [14 years]
2. Kathryn Flanagan, Chief Operating Officer [4 years]
3. Emma Slawinski, Global Director of Campaigns & Communications [6 years]
4. Tracey Jones, Global Director of Food Business [9 years]
5. Rachel Dreskin, Executive Director, CIWF USA [6 years]

Board

2.2 | Please provide a list of board members and brief descriptions of their occupations or backgrounds (job titles/industries or links to LinkedIn are sufficient). If this information is available online, feel free to simply provide a link.

Edward Owen (Teddy) Bourne

- Retired Solicitor
- <https://www.ciwf.org.uk/about-us/our-trustees/e-o-teddy-bourne/>

Joyce Mary Theresa D’Silva

- Ambassador Emeritus, Compassion in World Farming
- <https://www.ciwf.org.uk/about-us/our-trustees/joyce-dsilva/>
- <https://uk.linkedin.com/in/joyce-d-silva-27b11514>

Arthur Jeremy Hayward

- Minister & Charity Executive, The White Eagle Lodge
- <https://www.ciwf.org.uk/about-us/our-trustees/jeremy-hayward/>
- <https://uk.linkedin.com/in/jeremy-hayward-36929165>

Valerie Jane James (Chair)

- Manages a residential property portfolio. Former Direct Marketing and Legacy-giving Consultant.
- <https://www.ciwf.org.uk/about-us/our-trustees/valerie-j-james-chair/>

Gil Mahi Leo Klosterhalfen

- President and Chief Executive, Albert Schweitzer Foundation
- <https://www.ciwf.org.uk/about-us/our-trustees/mahi-klosterhalfen/>
- <https://albert-schweitzer-stiftung.de/ueber-uns/menschen/vorstand>

Sir David Christopher Andrew Madden (Acting Vice-Chair)

- Accredited Mediator with Alternative Dispute Resolution (ADR) Group and former member of Her Majesty's Diplomatic Service and British High Commissioner to Cyprus
- <https://www.ciwf.org.uk/about-us/our-trustees/sir-david-madden/>
- <https://www.sant.ox.ac.uk/people/david-madden>

Sarah Frances Petrini (Treasurer)

- Accountant
- <https://www.ciwf.org.uk/about-us/our-trustees/sarah-petrini-treasurer/>

Strategic planning

2.3 | Does your organization have a strategic plan?

Yes

2.4 | If your organization has a strategic plan, please provide a link here or email it to us.

<https://www.ciwf.org.uk/about-us/strategic-plan/>

2.5 | As an organization, what are your most important goals for the coming year? If we've previously evaluated your organization, have your goals changed since then?

As set out in our strategic plan, we aim to achieve the following five major objectives by the end of 2022 (our big "Five in Five"):

- A further 1.5 billion farm animals benefit from better welfare due to corporate and government policy commitments.

- Measurable progress toward a global agreement to end factory farming in favour of a regenerative food system with much reduced consumption of meat (including fish), dairy and eggs, by establishing lobbying capacity, infrastructure and influence with the United Nations and other key stakeholders.
- Policy measures by key governments, major food companies and influential bodies (such as the UN) to encourage the consumption of less and better meat (including fish), milk and eggs.
- To grow our movement to 10 million ‘voices’ for change.
- To increase our capacity to influence greater change by increasing our global income to £15 million annually.

Approved in 2017, the board of directors regularly reviews progress against the strategic plan, and the five objectives listed above frame our top priority objectives for 2019–2020:

AVERTING FARMAGEDDON

Global Agreement: Policy dimension of the programme:

- Continue to develop our relationship with key UN bodies, including the UN Environment Agency and the UN General Assembly.
- Begin to work with governments of key countries, to secure their support for a transformation of global food systems.
- Build a network of like-minded NGOs, from across many sectors, in support of this aim.
- Continue to articulate and compile the evidence base for the need for urgent reform.
- Expand engagement with major food companies, identifying and securing champions for policy reform, as well as delivering impact directly via prioritisation of sustainable farming practices and reductions in animal products.

Global Agreement: Public dimension of the programme:

- Prepare a major public campaign linking industrial farming and overconsumption of meat and dairy with climate change, human health and other key global issues.
- Increase public awareness of the links between overconsumption of meat, factory farming and collapse of the natural environment; and provide a route for public pressure to drive policy change.
- Continue to communicate with, and educate, the public about sustainable food issues and how their individual actions (such as more plant-based diets) can drive systemic change, which will be leveraged for policy change justification and direct action.

EUROPEAN LEGISLATION

End the Cage Age

- Secure more than 1 million ratified signatures on the End the Cage Age European Citizens’ Initiative (ECI), a legally binding petition mechanism which—if the petition goal is successfully achieved—obliges the European Commission to give careful consideration to

the subject put forward, in this case, that all cages should be abolished in European farming.

- Lobby for a constructive response from the Commission.
- Influence the European Parliament to advance a call for legislation to ban all cages (June 2020).

Rethink Fish

- Influence food certification schemes to include fish welfare criteria in their standards.
- Increase public awareness of fish welfare and sentience.
- Press for species-specific legislation at EU level, to protect the welfare of fish.

Honest Labelling

- To highlight factory farming to consumers by encouraging moves toward method of production labelling, in particular, in France and the UK.

Stop Long Distance Live Transport

- Secure greater European Parliament support for an end to exports outside the EU; and an 8-hour limit within the EU.
- Secure cross-party support for an end to live exports from the UK post-Brexit.
- Raise public awareness globally through the annual International Day of Action to Stop Live Transport.

Save Our Antibiotics

- Monitor the EU-wide ban on routine prophylactic antibiotic use on farms (achievement of which, Compassion was instrumental) to ensure it is properly implemented.
- Develop an evidence base for the connection between farming systems and antibiotic use.
- Work towards antibiotic reductions leading to farming system change and thereby better animal welfare.
- Secure a commitment to a ban on routine prophylactic use of antibiotics in a post-Brexit UK.

FOOD BUSINESS

- To benefit the lives of a further 200 million animals as a result of new corporate policies and commitments.
- To reach a further 800 million consumers through our marketing and communication channels.
- To deliver the new Supermarket Survey – our primary tool of leverage for retailers across the EU, encouraging them to make new commitments and policies to better animal welfare.
- To deliver the 2019 Business Benchmark on Farm Animal Welfare (BBFAW), our primary tool for mobilising the investment community as leverage, on 150 companies.

- To push for policy measures by major food companies to encourage commitments to specific and measurable reductions in the consumption, use or sale of less and better meat (including fish), milk and eggs.
- To launch 2019 USA and European EggTrack reports, as well as the inaugural US ChickenTrack report, publicly tracking company progress on the implementation of cage-free and higher welfare commitments.

In the past five years, we have seen the publication of our ground breaking investigative books, *Farmageddon: The True Cost of Cheap Meat* and *Dead Zone: Where the Wild Things Were*, driving an increasing awareness of the links between industrialised factory farming, animal cruelty and looming climate and environmental breakdown.

With increasing awareness of a growing environmental crisis comes heightened opportunity to tackle a key root cause: factory farming. We therefore have a real “moment is now” chance to end great swathes of animal cruelty as well as a major driver of wildlife declines by pushing for an end to factory farming coupled with much-reduced consumption of meat, dairy and eggs.

Collaborations

2.6 | Is your organization engaged in collaborations with other advocates or advocacy groups? If so, which ones?

We see collaboration as a key component of driving greater impact for animals. While not an exhaustive list, examples include:

- In the past year, we have led the biggest-ever European coalition for farm animal welfare reform—over 170 NGOs—from both the animal welfare sector and beyond—to deliver more than one million signatures for the End The Cage Age European Citizens’ Initiative. The list of partners is available at <https://ciwf-int.endthecageage.eu/>.
- We’ve partnered with the University of Winchester to support the creation of the Centre for Animal Welfare. Professor Joy Carter, Vice-Chancellor of the University, is a patron of Compassion. Our CEO is a visiting professor there.
- We’ve formed a strategic partnership with Roots & Shoots, the youth wing of the Jane Goodall Institute. We’ll promote each other’s work in the areas of animal welfare, education, protection of biodiversity and environmentally sustainable food and farming systems.
- On a local level, our partnership with WACL, Women in Advertising and Communications, resulted in one of London’s most prestigious hotels, The Savoy, hosting its biggest-ever plant-based banquet to more than 400 leaders of the business community.

- For the global agreement to end factory farming, we are mobilising a network of like-minded partners from outside the animal welfare sector, including WWF, Greenpeace and Kew.
- We are an influential member of Eurogroup for Animals, the leading European umbrella organisation in our sector. Our CEO is both long-standing Board member and Vice President.
- We are a leading member and founding partner of the Save Our Antibiotics Alliance, which has successfully lodged the overuse of antibiotics in factory farming as a major public and political issue in the UK and Europe.
- We are a founding member of the Eating Better Alliance of over 50 NGOs working to reduce meat (including fish), dairy and egg consumption in the UK. Our staff member, Carol McKenna, is chair of the Board.
- We are a leading member of the Farm Animal Welfare Forum (FAWF) in the UK, which aims to align influential animal welfare organisations and stakeholders around key policies and areas of priority.

2.7 | In the past three years, has your organization worked with any external advisors or consultants? Please provide details.

Yes. As an organisation that is continually trying to improve our performances, practice and impact for animals, we see bringing in outside experts for advice and analysis as a key component of what we do. Skill sets that we have most recently sought external input from include: developing tools for corporate engagement around reducing meat (including fish), dairy and egg use/sale; lobbying at the United Nations; fundraising and financial practice; and specialist and in-depth research and analysis.

CULTURE AND HUMAN RESOURCES

Culture

3.1 | Do you have a workplace code of ethics or a similar document that clearly outlines expectations for employee behavior?

Yes. We have a Code of Conduct.

3.2 | Do you regularly interview staff or conduct surveys to learn about staff morale and work climate?

We conduct staff surveys, and interview staff if they leave the organisation.

3.3 | (How) do you integrate and encourage diversity practices within your recruitment and hiring process?

All recruitment managers must be trained in recruiting techniques which include emphasis on diversity and equality.

Human resources policies

3.4 | How much time and funding is allocated for the professional development of staff?

We have our own eLearning platform with a wealth of courses. We also have invested in a specific organisational leadership development course. If staff would like to undertake degree courses, we will support them in doing so (usually by sharing the cost). We spend around £500 per year per staff member.

3.5 | Do you offer a health care plan or a healthcare reimbursement account?

We offer a health cash-back scheme in the UK. Other countries have health care plans.

3.6 | How many days of paid time off, sick days, and personal leave do you offer full-time employees per year?

Staff start at 25 days annual leave rising to 30 with years of service. Staff are paid up to 4 weeks in each year sick leave (full pay).

3.7 | List of HR policies²

- Regularly scheduled performance evaluations
- All positions have clearly defined essential functions with written job descriptions
- Staff salaries are determined by a formal compensation plan
- A written statement that your organization does not discriminate on the basis of race, sexual orientation, disability status, or other characteristics
- A written statement supporting gender equity and/or discouraging sexual harassment
- A simple and transparent written procedure for filing complaints
- Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors

² This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

- Explicit protocols for addressing concerns or allegations of harassment or discrimination
- All reported instances of harassment or discrimination are documented, along with the outcomes of each case
- Regular, mandatory trainings on topics such as harassment and discrimination in the workplace
- An anti-retaliation policy protecting whistleblowers and those who report grievances
- Flexible work hours
- Paid family and medical leave
- Simple and transparent written procedure for submitting reasonable accommodation requests
- Remote work option is available
- Audited financial documents (including the most recently filed IRS form 990) are available on the charity's website
- Formal orientation is provided to all new employees
- Funding for training and development is consistently available to each employee
- Funding is provided for books or other educational materials related to each employee's work
- Paid trainings are available on topics such as: diversity, equal employment opportunity, leadership, and conflict resolution
- Paid trainings in intercultural competence (for multinational organizations only)
- Simple and transparent written procedure for employees to request further training or support
- Other

3.8 | If your organization has an employee handbook or written list of policies, please provide a link here or email it to us.

Will be supplied by email.

3.9 | Is there anything else you'd like us to know about your organization's human resources policies?

Regarding the checklist above:

Paid family and medical leave: Yes in US [not in the UK]

Remote work option is available: Possible for some roles