

## THL's Reporting of Financials (2020)

*This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.*

---

### Program 1

**Program name:** Animal Welfare Campaigns - US (includes Corporate Engagement)

**Program expenses (2019):**

\$1,936,811

**Proportion of expenses that go to non-staff costs (2019):**

33%

In addition to staff time, these include expenses related to our broiler welfare and cage-free accountability campaign tactics, including PR stunts, grassroots tactics, advertisements (both digital and physical), campaign materials, travel for corporate meetings, and a coalition retreat.

**Program expenses (first 6 months of 2020):**

\$671,898

**Proportion of expenses that go to non-staff costs (first 6 months of 2020)**

6%

In addition to staff time, these include expenses related to our broiler welfare campaign tactics, including grassroots tactics, advertisements (both digital and physical), campaign materials, travel for corporate meetings, and a coalition retreat.

**Approximate number of staff hours invested (2019):**

38,722

**Approximate number of staff hours invested (first 6 months of 2020):**

18,882

**Approximate number of volunteer hours invested (2019):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

2019

Outcome 1: In 2019, we secured Better Chicken Commitment policies from 21 food companies:

- Blaze Pizza,
- HelloFresh,
- Parkhurst Dining,
- Sterling Spoon Culinary Management,
- Denny's,
- Sun Basket,
- Tender Greens,
- Thomas Cuisine,
- Fresh Brothers,
- Blue Sushi Sake Grill,
- Legends Hospitality,
- &Pizza,
- Farmer's Fridge,
- Fresh Ideas,
- Union Square Hospitality Group,
- Honeygrow,
- Conagra Brands,
- Caesars Entertainment,
- Healthcare Services Group,
- Nona Lim,
- Sunset Grill

Outcome 2: In 2019, our accountability efforts held 16 food companies accountable to their past due or 2019 cage-free deadlines.

- Our accountability campaign identified 19 companies with past due or 2019 cage-free deadlines that had no public report of the progress they've made on their commitments. Of those 19, 16 either reported their progress publicly or publicly committed to begin reporting in 2020. An additional target, Nugget Markets, reported to us privately but has yet to make this information available. Of the 19, 11 companies fulfilled their commitment and are now sourcing 100% cage-free eggs for all or a significant part of their supply chain. Those companies include: Bashas', Creative Dining Services, Food For Thought, Four Seasons, IKEA, JetBlue, La Brea Bakery, Nordstrom, SeaWorld Parks & Entertainment, Southeastern Grocers, and Walt Disney Parks and Resorts. The remaining five companies that reported their progress or committed to begin reporting in 2020 include: Spectra Food Services & Hospitality, Wyndham Hotels & Resorts, Hilton Hotels, Another Broken Egg Cafe, and Au Bon Pain.

Outcome 3: In 2019, we continued our I'm Not Lovin It Campaign to pressure McDonald's to adopt the Better Chicken Commitment.

- While we did not secure the full BCC policy from McDonald's, we believe our campaign put a significant amount of pressure on McDonald's leadership to take the issue of chicken welfare seriously. In the first six months of 2019, we launched a number of initiatives, ranging from shareholder activism to national ad campaigns, that moved our campaign forward. We received responses from 10 McDonald's shareholders and had three productive meetings, secured over a hundred media mentions on our campaign activities (see media outreach below), and mobilized our base to take hundreds of actions and further build power in our campaigns.
- In response to our campaign efforts, McDonald's commissioned a \$4 million dollar study in partnership with Foundation for Food and Agriculture Research to examine broiler welfare in their supply chain. McDonald's intends to use this data as a baseline to then create KPI's for improving chicken welfare on the farm. Understanding that this study could prevent McDonald's from making any immediate decisions, we shifted much of our resources and energy to focus on McDonald's competitors and other food industry leaders in our BCC campaign starting in Q3 of 2019.
- In January of 2019, McDonald's reported progress on adopting CAS in its supply chain by 2024. The update shares that 20% of the company's chicken comes from facilities utilizing CAS. McDonald's originally adopted its CAS commitment, a component of the Better Chicken Commitment policy, after pressure from The Humane League and coalition partners in the fall of 2017.

Media mentions:

- In 2019, we secured 85 media mentions covering our animal welfare campaigns and related issues, with notable coverage in Vox, Fast Company, Bloomberg News, AdWeek, Financial Times, and The Economist.

2020

Outcome 1: In the first six months of 2020, we secured Better Chicken Commitment policies from 7 food companies:

- Cooper's Hawk
- White Castle
- Which Wich
- Hormel
- Thrive Market
- Hain Celestial
- Shari's Cafe and Pies

Outcome 2: [In Tyson Foods' sustainability report](#) released in May, 2020, the company committed to adopt CAS (Controlled Atmospheric Systems) for four of its slaughter facilities, impacting up to 227 million chickens annually.

- [We believe](#) this progress is a result of pressure put on McDonald's, one of Tyson's largest buyers, from THL and coalition partners to adopt the Better Chicken Commitment, notably surrounding McDonald's commitment to switch to using 100% CAS by 2024.
- Note: Tyson [reportedly](#) kills 1,991.6 million chickens annually. If Tyson's 35 slaughter plants process the same number of chickens each year, switching 4 plants would impact 227 million chickens annually.

Outcome 3: Due to disruptions in the food industry amid COVID-19, our broiler welfare campaigns targeting major restaurant chains had to be paused. In their place, we started putting pressure on producers to [end live shackle slaughter](#) and [adopt protections](#) for slaughterhouse workers

- In these efforts, we've forged new and promising partnerships with organizations working on labor, environment, and food justice that we believe will be useful in holding the meat industry accountable on a multitude of issues, including animal welfare. In June, we helped organize a week of actions against Tyson to demand that the company adopt a set of measures to improve worker health and safety during COVID-19. To kick off the week, 122 organizations signed on to a [letter](#) to Tyson's top 10 shareholders with these measures. The letter also included a demand for Tyson to end live shackle slaughter practices.

Outcome 4: In the first six months, we started conducting outreach to companies with 2020 cage-free deadlines to request public reporting of progress on their commitments and have started to see early progress.

- We have identified 32 food companies with 2020 cage-free commitment deadlines. As of June 2020, four companies (approximately 13% of targets) have responded by reporting progress publicly, and three of the four companies reporting have met their cage-free goal: Quest Food Management Services (100% cage-free), The Hershey Company (75% cage-free in the United States and Canada), Trader Joe's (met 2020 goal of reaching 100% in AZ, CA, CO, NM, OR and WA; they are 60% cage-free nationally), and Whitsons Culinary Group (100% cage-free). Additionally, two companies have reported progress but with insufficient detail (Nestle) or are unwilling to make the data public (Gelson's Markets). We are working with these two companies and the remaining corporate targets to report progress and more importantly, fulfill their 2020 commitments by the end of the year.

Media mentions:

- In the first six months of 2020, we secured 50 media mentions covering our animal welfare campaigns and related issues, with notable coverage in [Vox](#), [Bloomberg](#), [The Washington Post](#), [The New York Times](#), [New York Daily News](#), [Forbes](#), and [NowThis News](#).

### **How, if at all, do you plan to expand/shrink this program?**

We do not currently have any plans to significantly expand or shrink our animal welfare campaigns programs, however we expect to strategically pivot between priorities as we navigate the hurdles presented by the spread of COVID-19 and the subsequent disruptions in the food sector.

For the remaining six months of 2020 and into 2021, we intend to stick to our core programs of driving progress on the Better Chicken Commitment and holding food companies accountable to their cage-free campaigns. We hope to see more progress from major chicken producers in adopting CAS which will open up more progress for the BCC overall, and as the food industry returns to normal, so will our pressure campaigns against the restaurant and retail sector.

One new opportunity we see for 2021 is to prepare companies in California and Massachusetts to comply with Prop 12 and Yes on 3 respectively. We see this as a critical part of our accountability work to move producers away from intense confinement practices.

### **What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021's expenses for this program to be similar to this year's original budget: \$1.9 million.

---

## Program 2

**Program name:** Animal Welfare Campaigns - UK (includes Corporate Engagement)

---

**Program expenses (2019):**

\$466,804

**Proportion of expenses that go to non-staff costs (2019):**

20%

In addition to staff time, these include expenses related to animal welfare campaigns focussed on improving broiler welfare in Europe. Ensuring accountability of existing cage-free egg commitments in UK/EU and expanding cage-free commitments globally.

**Program expenses (first 6 months of 2020):**

\$158,932

**Proportion of expenses that go to non-staff costs (first 6 months of 2020)**

7%

In addition to staff time, these include expenses related to animal welfare campaigns focussed on improving broiler welfare in Europe. Ensuring accountability of existing cage-free egg commitments in UK/EU and expanding cage-free commitments globally.

**Approximate number of staff hours invested (2019):**

13,595

**Approximate number of staff hours invested (first 6 months of 2020):**

5,600

**Approximate number of volunteer hours invested (2019):**

3,074 known & tracked hours. Expected many more untracked.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

1,372 known & tracked hours. Expected many more untracked. Much untracked during April, May, June due to volunteer coordinating staff furloughing.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

In 2019, we helped secure cage-free policies from 10 companies covering the UK (3) and the EU (7):

- Interserve (UK)
- Byron Burgers (UK)
- Samworth Brothers (UK)
- E.Leclerc (EU)
- Tchibo (EU)
- Kesko (EU)
- Princes (EU)
- Name withheld as don't wish to be associated with THL UK (EU)
- Autogrill (EU)
- Nomad Foods (EU)

In 2020, 8 companies that we had helped secure commitments fulfilled on their policy to become 100% cage-free:

- Costa Coffee (UK)
- Wasabi (UK)
- Papa Johns (UK)
- Thistle (UK)
- Morrisons (UK)
- Marstons (UK)
- Pizza Hut (EU)
- Whitbread (EU)

In 2019, we helped secure Better Chicken Commitment policies covering the UK from 15 food brands:

- Cafe Rouge
- Bella Italia
- Las Iguanas
- La Tasca
- Belgo
- Huxleys
- Oriel Grande Brasserie

- The Restaurant Group
- Shake Shack
- Itsu
- Wahaca
- Wimpy
- Tortilla
- Interserve (Autograph)
- Abm Catering Solutions

In 2019, we helped secure Better Chicken Commitment policies covering the EU from 17 food brands:

1. Ikea
2. Wagamama
3. Sodexo
4. Compass
5. Accor
6. KFC
7. Le Pain Quotidien
8. Aramark
9. Nomad Foods
10. Kraft Heinz
11. Continental
12. Chipotle
13. SSP
14. Newrest
15. Leon
16. OCS Group
17. Apetito

In 2020 (first 6 months), we helped secure Better Chicken Commitment policies covering the UK from 17 food brands:

- Green & Fortune
- Amadeus
- ISS UK
- Yo! Sushi
- Thomas Franks
- TNS Catering
- Bartlett Mitchell
- Frankie & Benny's
- Wilson Vale
- Itsu (Grocery)
- Blue Apple
- Connect Catering
- Pizza Express



In 2020 (first 6 months), we helped secure Better Chicken Commitment policies covering the EU from 4 food brands:

- Entier
- Pizza Hut
- Papa Johns
- Company did not wish to be named in association with THL UK

The Global Corporate Relations Coordinator sits within the UK team and works on securing these commitments globally from companies working closely with the OWA team.

In 2019, we helped secure 11 international cage-free commitments:

- ISS
- Hilton
- Best Western
- Kempinski
- Tesco
- Mondelez
- Millenium Copthorne
- Wyndham hotels
- Wyndham Destinations
- Chipita
- Radisson

In the first 6 months of 2020, we helped secure 5 international cage-free commitments:

- Metro Group
- Choice Hotels
- Club Med
- Minor Hotels
- Company does not wish to be associated with THL UK

In 2020, two companies fulfilled their international cage-free commitment to become 100% cage-free:

- Dorchester Hotels
- Four Seasons

In 2019 we ramped up our campaign against McDonald's, leading a large-scale collaborative 'brand-damage' project with the US team to attack McDonald's brand as a wholesome, family-friendly establishment, and expose them for the irresponsible and unethical company they have shown themselves to be when it comes to broiler chicken welfare. While we did not secure a policy from McDonald's, we know that our campaign had a significant impact on dialogues with other major restaurant chains, allowing other far-reaching policies to be secured. Impacts of this

project for the McDonald's campaign itself, including widespread media coverage and other progress on the joint McDonald's campaign are detailed in the US summary. At the end of 2019 and into 2020, we evaluated the successes and failings of the McDonald's campaign to date and embarked on an in-depth research project to identify the motivations of McDonald's loyal customers and a new messaging strategy fine-tuned to engage that audience (yet to be rolled out, work delivering this was paused due to Covid-19).

During the middle of 2019 we collaborated with OWA groups to deliver a European-wide campaign against frozen-food giant Nomad Foods, successfully securing a commitment to the European Chicken Commitment.

Here is a link to our [Annual report that covers from April 2019 - March 2020](#) with details on other key accomplishments and campaigns such as the Corporate Cruelty Campaigns.

In April 2020, due to the COVID-19 pandemic we made the decision to pause all campaigns and only continue corporate outreach with companies that were able to carry on dialogue. 9 out of 14 staff were put on furlough (UK job retention scheme that ensured employees were paid). Staff returned 1st July 2020. Corporate campaigning has now re-started (July 2020).

**How, if at all, do you plan to expand/shrink this program?**

We will continue with the program.

**What do you expect the total expenses for this program to be in 2021?**

\$616,852 - \$636,396 (this figure varies due to potential pay increases and cost of living if possible to award next year based on funding)

---

### Program 3

**Program name:** Animal Welfare Campaigns - MX (includes Corporate Engagement)

**Program expenses (2019):**

\$174,962

**Proportion of expenses that go to non-staff costs (2019):**

11%

In addition to staff time, these include expenses related to cage-free campaigns activities like hiring a PR agency, props for protests, travel expenses, and contractors.

**Program expenses (first 6 months of 2020):**

\$65,976

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

1%

In addition to staff time, these include expenses related to cage-free campaigns activities like hiring a PR agency, props for protests, travel expenses, and contractors.

**Approximate number of staff hours invested (2019):**

4,000

**Approximate number of staff hours invested (first 6 months of 2020):**

3,809

**Approximate number of volunteer hours invested (2019):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

2019

We held 2 campaigns:

- Grupo Posadas. Some of the main activities were:
  - A protest with a Blimp over Grupo Posadas HeadQuarters in Mexico City
  - A week of actions including a protest and a flash-mob/performance outside the Fiesta Americana Chapultepec Hotel in Mexico City.
  - Live transmission and a mini-blimp in Live Aqua Mexico City Hotel.

- A work party with volunteers
- A digital boycott against Grupo Posadas CEO during his participation in a Mexico Hotel and Tourism Investment Conference.
- Digital boycott in Live Aqua Cancun Your Brain on Art Event.
- Grupo Mera
  - Grupo Mera leafleting in Cancún.

Media coverage:

- During the week of actions against grupo Posadas we had coverage in:
  - -Grupo Acir / René Ponce / Radio
  - -César Arellano / La Jornada / Prensa escrita y web
  - -Nikte-Há Tovar / Makoob
  - -Nelly Martínez / IMER / Radio

And these additional media outlets went to our events:

- Notimex
- El Sol de México
- Reuters
- La Jornada
- Acir
- Cuartoscuro

We led a protest against Best Western in Mexico City as part of the OWA global campaign.

2020

- We organized more campaign actions against Grupo Posadas.
- 14 of Feb action outside Fiesta Americana Chapultepec performed only by volunteers in Mexico City.
- In March 2020, we filled the 2 open positions for corporate relations specialist and campaign coordinator. Both finished their training and on-boarding.
- Because of COVID the campaigns and corporate outreach were in pause until July 2020.
- In June 2020, the corporate campaigns team started the planning for “Las Jaulas Duelen” campaign with the goal of creating awareness about the cruelty of the use of cages for egg production.
- We also began planning of Creadores de Cambio En Línea, our online campaign program.

**How, if at all, do you plan to expand/shrink this program?**

Funding dependent, we are hoping to hire another campaign coordinator so we can run campaigns against companies and also run awareness campaigns. Also, we hope to hire another corporate relations person who can collaborate and strategize with Latam commitments.

**What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021's expenses to be around \$160,000 USD depending on the hiring of the corporate relations person and the campaigns coordinator.

---

Program 4

**Program name:** Animal Welfare Campaigns - JP (includes Corporate Engagement)

**Program expenses (2019):**

\$149,140

**Proportion of expenses that go to non-staff costs (2019):**

18%

In addition to staff time, these include expenses related to travel to attend corporate meetings in the region, and a smaller amount was spent on conference registration, supplies and equipment, and marketing/advertising.

**Program expenses (first 6 months of 2020):**

\$56,768

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

5%

In addition to staff time, these include expenses related to Cage-free campaign supplies, travel in the first two months of the year, and IT expenses.

**Approximate number of staff hours invested (2019):**

4,048

**Approximate number of staff hours invested (first 6 months of 2020):**

2,016

**Approximate number of volunteer hours invested (2019):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

THL Japan secured 22 cage-free commitments in 2019 and 13 in the half-year period of 2020. Notably, THL Japan has kept positive conversation with AEON, the No.1 retailer in Japan by revenue and is also the leading retailer in Asia, and secured a cage-free commitment for their private label eggs "TOP VALU Green Eye". See a detailed list of cage-free commitments secured in Japan [here](#).

THL Japan also has worked to raise awareness of cage-free issues in Japan in order to get public support for the issue and our work. For that, we have worked to find any opportunities for public talks and media exposures. In 2019, THL Japan had 20 media exposures and 4 up until the end of June of 2020, this includes a page that is given to THL Japan by Poultry Science Magazine. In 2019, THL Japan gave 7 public lectures, which includes a farm animal welfare and cage-free lecture for producers and a veterinary university.

**How, if at all, do you plan to expand/shrink this program?**

THL Japan is hoping to expand the operation in Japan. For that, we are currently in the process of hiring one (or possibly two) Corporate Relations Specialists, in order to fortify our effectiveness and influence to corporate relation work. We also hope to hire a Communications position in 2021 or 2022.

**What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021's expenses for this program to be similar to this year or slightly higher depending on funding for new positions: \$202,000.

---

Program 5

**Program name:** Animal Welfare Campaigns - OWA (includes Corporate Engagement)

---

**Program expenses (2019):**

\$131,228

**Proportion of expenses that go to non-staff costs (2019):**

2%

In addition to staff time, these include expenses related to Global campaign materials and IT expenses for campaigns. This does not include grants to other organizations to work on campaigns. Those grants are listed under "movement building - OWA".

**Program expenses (first 6 months of 2020):**

\$72,171

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

0%

In addition to staff time, there were no other expenses in the first 6 months. This does not include grants to other organizations to work on campaigns. Those grants are listed under "movement building - OWA".

**Approximate number of staff hours invested (2019):**

4,151

**Approximate number of staff hours invested (first 6 months of 2020):**

2,067

**Approximate number of volunteer hours invested (2019):**

NA

**Approximate number of volunteer hours invested (first 6 months of 2020):**

NA

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

Secured global cage-free policies from 25 multinational companies

*The following policies were secured after an OWA global campaign, organized by the OWA team in which the majority of coalition groups participated.*

- Best Western (roughly 5 million hens impacted)
- Hilton
- Wyndham Hotels & Resorts
- Wyndham Destinations

*The following policies were secured through corporate negotiations primarily led by THL staff in the UK and US.*

- ISS Group
- Condis
- Kempinski
- Millennium & Copthorne
- Chipita
- Radisson
- NutriXo
- Starhotels
- DGF
- Transgourmet
- Columbia Candy
- Metro Group
- Choice Hotels
- MGM Resorts
- Club Med Hotels
- Minor Hotels
- Hershey's



- Igreca
- Costa Coffee
- XXX - 'company that doesn't wish to be publicly named associated with THL'
- Puratos

11 companies are reporting on global cage-free progress

- Mondelez International
- Compass Group
- Alid Sud
- Hershey
- Sodexo
- The Dorchester Collection
- Four Seasons
- Chipita
- Costco
- Marriott International
- Danone

8 global policies were translated and published in native languages

- Wyndham Hotels and Resorts
- Wyndham Destinations
- Pepsi Co
- Club Med Hotels
- Intercontinental Hotels Group
- Hilton Worldwide
- Marriott International
- Radisson Group

OWA member groups helped secure 32 EU-wide ECC commitments

*The following policies were secured through a campaign run by two or more OWA groups.*

- Sodexo\* (Coalition-wide campaign)
- Nomad Foods\* (Albert Schweitzer Foundation, THL UK, Animal Equality, Djurens Rätt, L214, Mercy For Animals (MFA), Oikeutta eläimille, coalition-wide dialogue/campaign)
- La Pain Quotidien\* (THL UK, L214)

*The following policies were secured through corporate negotiations by OWA groups on the ground. This explains why there is some overlap between this list and the commitments listed under Program 2 (since THL UK is technically an OWA member group).*

- IKEA

- Fauchon
- Papa John's
- Maison Gendreau
- Pizza Hut
- Kelly Deli
- Transgourmet (producer)
- Frisch-Geflügel Claus (producer)
- Pierre Martinet
- Bonduelle
- Tipiak
- Leon
- Genuss & Harmonie Holding GmbH
- Newrest
- SSP Group
- Bofrost
- Chipotle
- Continental Foods
- Aramark
- Primus Service GmbH
- Louvre Hotels
- Wagamama
- Frosta
- Compass Group
- Accor
- KFC
- Procuratio
- Columbus Cafe & Co
- Sander Catering

OWA groups around the world collectively secured **410 regional and/or national cage-free policies and 158 broiler welfare policies.**

The **very first cage-free commitments** were secured in Chile, Thailand, Malaysia, Nepal, Indonesia, Ecuador.

The OWA also provides support for campaigns in the form of training, consultation, and the grant program. While we included grants in our OWA Movement Building program, it's worth mentioning that all of OWA's grants are meant to support corporate cage-free or broiler campaign work.

**How, if at all, do you plan to expand/shrink this program?**

Running global cage-free campaigns and empowering OWA members to organize cage-free and broiler campaigns with other groups in their region is a primary focus for the OWA. To increase our capacity for organizing global campaigns, we are hoping to **hire an additional OWA Campaign Coordinator by the end of 2020**. Additionally, our Regional Coordinator in Latin America plays a big role in overseeing coalition campaigns in the region. **Depending on funding, we plan to hire a second Regional Coordinator in Asia by the end of 2020** to increase our capacity to support groups throughout Asia with their campaigns.

The UK team hopes to hire by the end of 2020 a **Global Corporate Relations Coordinator** and an **Animal Welfare Specialist** that will be working on OWA campaigns and with OWA organizations.

**What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year and some new funding is acquired, we anticipate 2021's expenses for this program to be similar to this year's original budget or slightly higher: \$208,000 - \$300,000. Please note, OWA grants are included 100% in the movement building section but certainly impact OWA campaigns.

---

Program 6

**Program name:** Movement Building - US

---

**Program expenses (2019):**

\$995,232

**Proportion of expenses that go to non-staff costs (2019):**

18%

In addition to staff time, these include expenses related to community-building and training events, staff travel, supplies for volunteers, and tech expenses related to volunteer coordination.

**Program expenses (first 6 months of 2020):**

\$439,555

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

7%

In addition to staff time, these include expenses related to a limited number of community-building and training events, limited staff travel, supplies for volunteers, and tech expenses related to volunteer coordination.

**Approximate number of staff hours invested (2019):**

21,572

**Approximate number of staff hours invested (first 6 months of 2020):**

10,986

**Approximate number of volunteer hours invested (2019):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

- In the first half of 2019, THL worked alongside experts from across social movements to develop and implement a truly distributed grassroots organizing model. Staff organizers empower volunteer leaders—members of our Changemaker Network—to carry out THL's programs to end the abuse of animals raised for food in their communities. We developed new trainings and materials, and optimized our use of technology to provide clear and compelling pathways for online activists and potential volunteers to get involved in our campaigns and veg advocacy work. By the end of 2019, through our new distributed organizing model, our Changemakers were active in 200 communities across 39 states. By July 2020, we had confirmed volunteers in 253 communities across 40 states.

- In Q3 of 2019, we launched our Changemaker Training Center, a virtual training hub accessible to confirmed volunteers and comprised of self-paced courses designed to give activists the knowledge and tools they need to carry out our mission. In the second half of 2019, we recruited and onboarded our first class of 37 Changemaker Captains, volunteer leaders in communities across the country who will recruit and train their own network of activists to take part in THL’s campaigns and veg advocacy programs; and we implemented a formal training program for the Captains that includes one-to-one mentorship from their local field organizers. We also started 2020 with 93 additional volunteer leaders who organized events and 1,446 activists who attended these events and took meaningful actions on our programs. In 2020, we had to shift all of our training programs and events to virtual because of COVID-19. We’ve seen continued engagement in our programming and by July of 2020, we had 52 captains, 88 leaders and 2,667 other volunteer activists actively engaged in our programs.
- THL’s Student Alliance for Animals is our coalition of students working together to end the abuse of animals raised for food. In addition to receiving innovative training, resources for high-impact events, and ongoing professional support, student volunteers have the opportunity to actively collaborate with dozens of other students year-round. In August of 2019, THL hosted student activists from around the country for the Student Alliance For Animals conference. Sixteen representatives from member campus clubs converged for two days of training, team building, and collaboration to bring effective animal advocacy to their campuses. Hear what students had to say in this [2-minute video](#). In 2020, in order to broaden the number of campuses we were working with, student activists were integrated with the broader changemaker training and leadership development programs. Student-focused resources were developed and added to the Changemaker Training Center and virtual trainings for students were added to the event schedule, including a four-part summer series in July 2020.
- In 2019, THL inspired 404,639 grassroots actions to be taken for animals, including petition signatures, letter-writing, emails, social media actions, and other grassroots tactics. An increased number of coordinated “Days/Weeks of Action” and monthly initiatives were successful in galvanizing the changemaker community and other action-takers. In March 2019, in partnership with the McDonald’s campaign coalition, we organized a nationwide [month of actions leading up to the McDonald’s shareholder meeting](#). In October 2019, THL Organizers and volunteers led more than 30 events and demonstrations and [garnered local media coverage](#) to pressure McDonald’s to sign onto the Better Chicken Commitment during our Halloween Week of Actions. In late 2019 through January 2020, we partnered with Veganuary and volunteers recruited pledge signers to the Veganuary pledge, held veg events locally, and submitted LTEs to local papers. Similarly, [in April 2020, we partnered with the Earth Day Network and coordinated LTE submissions, veg pledges, and 30+ virtual changemaker meetups throughout the country](#) leading up to Earth Day highlighting the environmental impacts of animal agriculture.

- We ended 2019 with 11,717 members of the Fast Action Network, our community of activists committed to taking digital actions for animals and in May 2020 we launched our new [Fast Action Network platform](#). The Fast Action Network had been managed as an email subscription for years. THL’s new Fast Action Network platform is a browser-based web application that provides activists with a quick, seamless, and effective way to take digital actions to end the abuse of animals raised for food. The platform provides our supporters with a more customizable action-taking experience. Besides providing an improved user experience for the supporters who drive our campaigns, the FAN platform will provide us with insightful data and analytics about how our supporters like to take action, such as their engagement levels and habits, and how our actions are performing.

**How, if at all, do you plan to expand/shrink this program?**

We started our new distributed organizing model in 2019 with 5 hub city organizers (LA, San Francisco, Chicago, New York, DC) and 7 regional organizers. We currently have 3 hub city organizers (LA, New York, DC) and have decided not to refill those 2 previous city-based positions. The regional organizers have been successful in supporting the activists in these cities instead. We plan to continue with the current staffing of 7 regional organizers plus 3 hub cities for 2021. We will continue to recruit and train leaders on campuses and communities through our organizing model and will continue to offer both veg advocacy programs and animal welfare campaigns. We expect that the continued challenge of organizing during a pandemic might slow our progress in building a larger movement, but we are learning from 2020 and adapting programs in ways that we hope will see an increase in the number of volunteer activists and leaders.

**What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021’s expenses for this program to be similar to this year’s original budget: \$1 million.

---

Program 7

**Program name:** Movement Building - UK

---

**Program expenses (2019):**

\$203,722

**Proportion of expenses that go to non-staff costs (2019):**

25%

In addition to staff time, these include expenses related to community-building and training events, staff travel, supplies for volunteers, and tech expenses related to volunteer coordination.

**Program expenses (first 6 months of 2020):**

\$63,197

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

10%

In addition to staff time, these include expenses related to a limited number of community-building and training events, limited staff travel, supplies for volunteers, and tech expenses related to volunteer coordination.

**Approximate number of staff hours invested (2019):**

6,053

**Approximate number of staff hours invested (first 6 months of 2020):**

2,237

**Approximate number of volunteer hours invested (2019):**

These volunteer hours were not tracked separately from those listed in the Animal Welfare Campaign - UK section.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

These volunteer hours were not tracked separately from those listed in the Animal Welfare Campaign - UK section.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

In 2019, we grew our National Volunteer Network and Regional Rep Program in order to expand our reach and impact in local communities all across the UK. By the end of the year we had 13 city reps, 129 national volunteers, covering 43 towns, 16 cities, 13 campuses. Our volunteer network did at least 3,074 hours of volunteering though there are likely to be hours that are untracked.

Our Fast Action Network consisted of 5,013 activists. There were over 115,000 grassroots actions for animals, including petition signatures, letter-writing, emails, social media actions, and other grassroots tactics.

At the end of 2019, we were proud to partner with Veganuary as part of our commitment to promoting plant-based diets. As a result of the partnership, 3,500 people signed up to Veganuary and to hear more about our campaigns.

We provide robust training and mentorship to engage activists in our campaigns to end the abuse of animals raised for food, and empower Regional Reps to grow the network of changemakers in their own communities. In 2020 we did a two day training session for regional reps. We've also been running a webinar training series on a range of topics and we ran a specific set of training (a 3 part series) for volunteers wanting to do media work, which so far resulted in a letter to the editor published and 7 blog posts to date.

As of July 1st 2020 we have 4,760 FAN activists (number slightly decreased since December from drop out of Veganuary sign ups). We have 17 city reps, 153 national volunteers, covering 49 towns, 17 cities, 14 campuses. Our volunteer network has conducted at least 1,372 hours of volunteering (this has been hampered by COVID-19 and we have not been able to track much of the last three months).

**How, if at all, do you plan to expand/shrink this program?**

Our intention was to expand our network of volunteers and regional reps however given the current covid situation we hope we will maintain the programme and expand it if there is opportunity later in the year.

**What do you expect the total expenses for this program to be in 2021?**

\$178,153 - \$185,624 (this figure varies due to potential pay increases and cost of living if possible to award next year based on funding)

---

## Program 8

**Program name:** Movement Building - MX

---



**Program expenses (2019):**

\$121,621

**Proportion of expenses that go to non-staff costs (2019):**

2%

In addition to staff time, these include expenses related to Creadores de Cambio En Línea marketing and IT expenses.

**Program expenses (first 6 months of 2020):**

\$49,482

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

1%

In addition to staff time, these include expenses related to Creadores de Cambio En Línea marketing and IT expenses.

**Approximate number of staff hours invested (2019):**

1,500

**Approximate number of staff hours invested (first 6 months of 2020):**

2,649

**Approximate number of volunteer hours invested (2019):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Approximate number of volunteer hours invested (first 6 months of 2020):**

We do not track volunteer engagement by hour and we don't have a way to provide a meaningful estimate.

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

2019

- Organization of 2019 Regional OWA Mx Meeting in Mexico City with the help of OWA Staff.
- We lead the conversation about the minimal cage-free standards with the OWA groups in Mexico.
- 2 talks featured by David Coman-Hidy in Monterrey in an event organized by the Gov of San Pedro Garza García and another event organized by the university Tec de Monterrey called INCMty. This gave us more connections with the government, media, other animal rights organizations, universities and new volunteers.

2020

- Planning of Creadores de Cambio En Línea: content and training.
- Planning of Academia Creadores de Cambio
- University of Monterrey talk
- Collaboration with The Pollination Project and Veganxs Tec

**How, if at all, do you plan to expand/shrink this program?**

We are hoping to expand this program by hiring another 2 organizers to work with universities.

**What do you expect the total expenses for this program to be in 2021?**

Depending on funding and the hiring of the 2 organizers it might be around \$80,000 USD.

---

Program 9

**Program name:** Movement Building - OWA

---

**Program expenses (2019)**

\$1,327,203

**Proportion of expenses that go to non-staff costs (2019):**

82%

In addition to staff time, these include event expenses, travel costs, and grants to other organizations.

**Program expenses (first 6 months of 2020):**

\$1,059,670

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

86%

In addition to staff time, these include event expenses, travel in the first two months of the year, and grants to other organizations.

**Approximate number of staff hours invested (2019):**

10,017

**Approximate number of staff hours invested (first 6 months of 2020):**

4,989

**Approximate number of volunteer hours invested (2019):**

NA

**Approximate number of volunteer hours invested (first 6 months of 2020):**

NA

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

The OWA now has **84 member groups in 63 countries**, 26 of which have been onboarded since the start of 2019. *Note that we count THL's branches in the UK, Mexico, and Japan as OWA members. There is some discrepancy between the total number of groups and the groups/logos listed on our website due to the complex structure of a few of the international member organizations.*

Summits

- [2019 Global Summit in Warsaw](#) - 140 attendees from 46 groups
- 2019 Brazil Summit (nation-wide)- 14 attendees from 4 groups
- 2019 Mexico Summit (nation-wide)- 18 attendees from 4 groups

- 2019 Africa Summit (region-wide) - 25 attendees from 12 groups
- 2019 Latin America Summit (region-wide) - 41 attendees from 12 groups
- 2019 Asia Summit (region-wide)- 42 attendees from 18 groups
- [2020 Virtual Global Summit](#) - 290 attendees from 67 groups

Supported groups via Travel Awards to attend the following events:

- 2019 Global Summit: 31 individuals representing 27 organizations
- 2019 Latin America Summit: 10 individuals from 6 organizations
- 2019 Africa Summit: 10 individuals from 8 organizations (1 ultimately unable to attend due to visa denial)
- 2019 Asia Summit: 14 individuals from 9 organizations (of which a total of 4 individuals from 2 orgs were unable to attend because of visa complications)

Individual Trainings

- We provided in-person training for 11 groups
  - 5 organizations together in Russia (Voices for Animals, Alliance for Animals, Veganbird, Open Cages Russia, Open Cages Belarus)
    - 1 policy secured since training: Anima (of which Open Cages Belarus & Russia are a part), was involved in securing a global cage-free commitment from METRO that applies to Russia.
  - 3 organizations together in Peru (ARBA, PAE, Vegetarianos Hoy)
    - 19 policies secured by ARBA in Peru since training
    - 3 policies secured by PAE in Ecuador since training
    - 3 policies secured by Vegetarianos Hoy in Chile since training
  - EDEV in the Netherlands
    - 0 policies secured since training
  - FREE in Romania
    - 12 policies secured by FREE in Romania since training
  - Animals Now in Israel
    - This was our first fully virtual training. This group has since started outreach to local retailers and is working on getting existing global policies translated and published in Hebrew.
  - Note: Some of these companies were already cage-free, but OWA groups worked to ensure the companies published a public policy in the local language.

Conducted 7 webinars

- Topic: Collaborating with Other Groups in Your Area (37 attendees)
- Topic: Addressing Burnout and Supporting Mental Wellbeing (41 attendees)
- Topic: How Animal Organisations Can Create Viral Videos to Win Campaigns (69 attendees)

- Topic: Activating Your Activists (66 attendees)
- Topic: Policy Accountability (68 attendees)
- Topic: Digital Strategy Secrets (70 attendees)
- Topic: 2020 and Beyond: Picking Policy Timelines (71 attendees)

### Key resources developed

- How to Run Coalition Campaigns - A guide to leading OWA through a joint campaign
- Corporate Relations Starter Guide 2.0 - A recently updated version of the comprehensive guide to get you started on Corporate Relations work.
- Corporate Policy Guidelines - A guide to phraseology for corporate animal welfare policies.
- The Case for Cage-Free Legislation - The scientific case for legislation to ban cages for egg-laying hens.
- Updated Corporate Campaigns Manual - A detailed manual on preparing, launching, and running pressure campaigns.

### Grants

- 2019: Distributed \$820,500 in grants to 24 OWA groups. See our [abbreviated summary and analysis](#) of these grants for more information.
- 2020: Committed to distribute \$1,038,500 in grants to 31 OWA groups in 2020 (\$839,500 was distributed in March 2020, the remaining \$145k will be distributed in Sept. 2020). See our [website](#) for more information on the grantees.

### Additional movement building Initiatives

- Latin America Peer to Peer Mentorship Program
  - 20 participants from 8 OWA organizations participated in the six month program. 17 participants completed the feedback survey, 13 of which reported feeling more connected to their peers, and 7 reported that the program helped to improve their professional skills.
- Advisory Committee
  - We launched a new Advisory Committee composed of a select group of 17 strategic leaders from OWA groups in various regions who can provide input and guidance on the coalition's initiatives, resources, and strategy.
- Buddy System Pilot Program
  - We launched a Buddy System Pilot Program in which 6 OWA groups (FREE in Romania, EDEV in the Netherlands, Victories in Croatia, SAFCEI in South Africa, Alliance for the Defense of Animals in Russia, Voices for Animals in Russia) were matched with a more experienced mentor over a 10 week period. We received very good feedback from this program that we used to formulate a larger,

coalition-wide Mentorship Program that we are launching this month (July 2020). 100% of the feedback we received from Mentees was positive.

### **How, if at all, do you plan to expand/shrink this program?**

A primary goal of the OWA is to support and grow the global farmed animal protection movement. Overall, we hope to expand the program by **hiring two new full-time positions:** another Global Campaigns Coordinator to increase our capacity to run OWA global campaigns, and a Regional Coordinator in Asia to recruit new groups in the region, support their work, and oversee regional campaigns (note that these positions are also mentioned in the OWA Animal Welfare Campaigns program section above). Additionally, we plan to **grow our grant program** by distributing up to \$1.5 million in grants in 2021, and up to \$2 million in grants in 2022 (dependent on OPP funding, we should hear back about this proposal in August).

In addition to staff and grant program expansion, we also plan to launch new movement building initiatives within the coalition. These initiatives will run alongside our other existing methods of support listed above (summits, trainings, webinars, grants, travel awards, resources):

- **Global Mentorship Program** that allows mentees to receive guidance and support from an experienced coalition member, and mentors to use their talent to develop the leadership and skills of the global movement.
- **New Committees**
  - **Welcoming Committee** composed of one or more Regional Chairs per region: Africa, Asia, Europe, Latin America, Oceania, and Russia. Chairs play a crucial role in ensuring that new members build relationships with other members in their area, feel like they are a part of the broader OWA community, have a positive and encouraging space to ask questions, remain active within the coalition, and feel confident participating in campaign initiatives.
  - **Training Committee** composed of corporate relations and campaign experts in the coalition who can provide hands-on, personalized, training for less experienced groups in their region.
- **Virtual training videos** on introductory topics such as ‘Why Cage-Free’, ‘Creating a Campaign Battle Plan’, ‘Selecting a Campaign Target’ and many more that members can access anytime, anywhere. Our hope is that these intro trainings will cover the foundations of corporate campaigning and allow the Training Committee to focus on more advanced strategy sessions during one-on-one trainings.

### **What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year and specific funding is received for OWA, we anticipate 2021’s expenses for this program to be slightly higher than this year’s original budget: \$2.1 million.

---

Program 10

**Program name:** Veg Advocacy

---

**Program expenses (2019):**

\$545,128

**Proportion of expenses that go to non-staff costs (2019):**

59%

In addition to staff time, these include ad and tech costs.

**Program expenses (first 6 months of 2020):**

\$277,087

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

47%

In addition to staff time, these include ad and tech costs.

**Approximate number of staff hours invested (2019):**

7,445

**Approximate number of staff hours invested (first 6 months of 2020):**

5,291

**Approximate number of volunteer hours invested (2019):**

NA

**Approximate number of volunteer hours invested (first 6 months of 2020):**

NA

## **Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

During 2019 and the first six months of 2020, our veg advocacy ads ran in 5 languages and targeted over 30 countries, supporting veg advocacy and branded content from organizations across our global animal protection movement, well beyond THL.

The ads were shown to over 138 million users and displayed more than 567 million times. Ad creatives generally used factory farming imagery, or contained pro-veg ad copy, to maximize the impact of each impression.

### 2019 Results

- 18,256,361 landing page visits
- 11,199,794 minutes of video footage were viewed completely  
*Note that a “complete” minute view is only counted when a user has not skipped ahead up to that point.*
- 1,416,593 pieces of veg literature distributed (including a Veg Starter Guide, a Plant-Based Cookbook, and an Eating Veg Email Series)
- The ads were shared by users from their own social media profiles 233,176 times

### 2020 Results

- 6,448,615 landing page visits
- 4,515,451 minutes of video footage were viewed completely
- 432,325 pieces of veg literature distributed (including a Veg Starter Guide, a Plant-Based Cookbook, and an Eating Veg Email Series)
- The ads were shared by users from their own social media profiles 108,546 times

Promotion of other veg advocacy initiatives, such as our Veg Out for Summer Challenge and Try Veg for Earth Day campaigns, resulted in 5,169 sign-ups and 2,145 ad shares. We also partnered with Animals Now to promote their 22-Day Vegan Challenge through ads, which resulted in 2,451 Challenge 22 sign-ups and 438 ad shares.

Veg advocacy content is also a key part of our social media content mix. Throughout 2019 and the first six months of 2020, we created original food and health content, and amplified others’ resources—all to encourage people to leave animals off their plates.

One example of our original content is a video series called “What I Ate.” In partnership with our Organizing (Movement Building) team, influencers, and local veg restaurants, we’ve taken our new and existing supporters on a food tour of [LA](#), [Denver](#), [NYC](#), and [Texas \(Dallas and Austin\)](#). This series began in August 2019 - April 2020. We plan to continue this series when we’re able to



return to travel.

### Impact

- 303,777 people were reached with our What I Ate series, to date
- 11, 579 people engaged with these videos
- 58, 563 video views  
3.9% average engagement rate on Facebook (compared to a cross-industry average of .09%)
- 12% average engagement rate on Instagram (compared to a cross-industry average of 1.22%)

### **How, if at all, do you plan to expand/shrink this program?**

We envision this program being similar to 2020—running ads, partnering with Veganuary, and tapping into EatingVeg for acquisition & cultivation, which should be helped by our migration of EatingVeg.org to thehumaneleague.org as part of our veg advocacy acquisition & cultivation 'strategy'. This will include a revamped site, new content and possibly even a THL Veg Starter Guide.

### **What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021's expenses for this program to be similar to this year's original budget: \$500,000.

---

## Program 11

**Program name:** Research

---

### **Program expenses (2019)**

*Please give the total expenses for this program in 2019: \$222,060*

### **Proportion of expenses that go to non-staff costs (2019):**

4%

In addition to staff time, these include conference registrations, travel, HLL website hosting and IT tools.

**Program expenses (first 6 months of 2020):**

\$163,673

**Proportion of expenses that go to non-staff costs (first 6 months of 2020):**

1%

In addition to staff time, these include limited travel, HLL website hosting and IT tools.

**Approximate number of staff hours invested (2019):**

6,274

**Approximate number of staff hours invested (first 6 months of 2020):**

3,704

**Approximate number of volunteer hours invested (2019):**

NA

**Approximate number of volunteer hours invested (first 6 months of 2020):**

NA

**Most important outcomes/accomplishments (2019 and the first 6 months of 2020):**

[Reducing meat consumption by appealing to animal welfare: protocol for a meta-analysis and theoretical review](#)

- This project was completed and submitted for publication in a peer-reviewed academic journal during the first 6 months of 2020. The project was in collaboration with several academic researchers.

[Impact of corporate commitments to source cage-free eggs on layer hen housing: preregistration for an observational study](#)

- In collaboration with Matt Butner, a researcher at NYU.

[US Egg Production Data Set](#)

[Surveying US College and University Dining Services for Potential Collaboration on Diet Change Research 2017-2018](#)

[Egg Sexing Technologies](#)

[The Welfare of Broilers in the EU](#)

[Piglet Castration](#)

[The OWA Report for Cage-free legislation](#)

- Project in collaboration with other animal welfare organizations.

**How, if at all, do you plan to expand/shrink this program?**

We expect this program will remain at its current size in the coming year.

**What do you expect the total expenses for this program to be in 2021?**

It is difficult to project, given the unprecedented challenges presented in 2020, but if fundraising stays relatively stable this year, we anticipate 2021's expenses for this program to be similar to this year's original budget: \$357,000.

---

**What was your charity's total revenue in 2019?**

10503344

**What was your charity's total revenue in the first six months of 2020?**

3046389

**What were your charity's total expenditures in 2019?**

9220497

**What were your charity's total expenditures in the first six months of 2020?**

4701062

**What were your charity's financial assets (i.e., cash, savings, investments, etc.) in 2019?**

10595131

**What were your charity's financial assets (i.e., cash, savings, investments, etc.) in the first six months of 2020?**

10290805

**What were your charity's liabilities (if any) in 2019?**

188617

**What were your charity's liabilities (if any) in the first six months of 2020?**

953,104 (Includes 942,400 SBA Loan)

**Did your charity receive any large (>20% of your budget) grants in the past two years? If so, specify the amount and (expected) date of disbursement if possible.**

In 2018 the Open Philanthropy Project awarded The Humane League a \$10M grant paid over four years, the next and final two disbursements of \$3M are expected in August 2020 and August 2021.

An individual donor made a \$2M grant through the Silicon Valley Community Foundation. This gift was received in full in December 2019.

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

Program Restriction: Literary translation; Grant Amount: \$50,000

Program Restriction: Corporate Engagement Work for Broiler Chickens; Grant Amount: \$750,000

Program Restriction: Legal Staff; Grant Amount: \$50,000

Program Restriction: Organizing; Grant Amount: \$115,000

Program Restriction: OWA; Grant Amount: \$1,059,250

Program Restriction: Veg Advocacy; Grant Amount: \$315,788

Grand Total: \$2,340,038

**If your charity has any revenue-generating programs, how much revenue did they generate in 2019 and the first six months of 2020?**

Not applicable.

**Did you set a fundraising goal in 2019? If so, what was the fundraising goal and did you meet it?**

Our 2019 fundraising goal was \$9.9M, which was met.

**How many full-time staff are currently employed by your organization? Please specify by country.**

The Humane League  
United States: 68  
Canada: 1  
Brazil: 1  
Japan: 1  
The Humane League - United Kingdom  
United Kingdom: 13  
Czech Republic: 1  
The Humane League - México  
México: 6

**How many part-time staff are currently employed by your organization? Please specify by country.**

The Humane League  
United States: 3  
Canda: 0  
Brazil: 0  
Japan: 0  
The Humane League - United Kingdom  
United Kingdom: 1  
Czech Republic: 0  
The Humane League - México  
México: 2

**Is there anything else you'd like us to know about your charity's funding situation?**

THL applied for and received a \$942,400 Paycheck Protection Program loan from the Small Business Administration; THL will apply for loan forgiveness.

**Do you expect your funding situation in 2021 to differ significantly from the situation in the past few years? If so, how?**

While it is difficult to establish expectations at this point—as 2020 has presented a confluence of unprecedented challenges—we are hopeful that our 2021 funding situation will be relatively

similar to 2019 and 2020. If we are able to meet our fundraising goal this year, we are planning to set a 2021 fundraising goal that is 0-10% above this year's fundraising goal.

**Do you make a projection of your financial situation in 2021? If so, what do you expect your revenue, expenses, and assets to be?**

We have not yet set revenue and expense projections for 2021. We establish our budget and fundraising projections for the following year in the Fall of the current year to use as much financial data as possible. That said, at this point we suspect our 2021 finances will be similar to 2019 and 2020, with revenue and expenses in the \$10-12M range.

**As an organization, what are your most important goals for 2021? If we've previously evaluated your organization, have your goals changed since then?**

2020 marks the end of The Humane League's 3 year strategic plan. Our budgeting and strategic planning process will be taking place at the end of 2020, so the specific goals and benchmarks for 2021 have not been set yet.

That said, it is safe to assume that we will continue our major programmatic efforts around corporate reform and movement building. This will include moving forward on the enforcement of existing commitments and state laws that ban cages through corporate engagement and pressure tactics. The OWA will continue its push for international policies to protect chickens and to carry out its grant program and training. We will continue to focus on the cage-free campaign in Mexico. We will continue to promote the Better Chicken Commitment campaign in the US and Europe, and hope that more active pressure campaigns will have resumed by the beginning of 2021.

The coronavirus means that we will likely be laying out shorter term objectives for most of our programs that we can adjust on a quarter to quarter basis.

Do you have plans to start any new programs? If so, please elaborate and include the expected costs of these programs.

We do not have plans to start any new programs.

**Do you have plans to start any new expansions to other countries? If so, please elaborate and include the expected costs of these expansions.**

We don't currently have plans to open new THL organizations in other countries. For now, we are focused on supporting the existing international branches and maximizing our global impact through the OWA. However, we do have plans to expand our presence in Asia to further support the reach of the OWA campaigns and our corporate outreach in the region, which is currently anchored in Japan. This expansion will include hiring an additional global campaign coordinator on the OWA team to increase our capacity for securing commitments in Asia and assisting groups

in the region with campaign coordination. Additionally, we plan to hire an OWA regional coordinator based in SE Asia to provide on-the-ground support, recruit more organizations, identify training and resources needs, and assist with regional campaigns.

Aside from expanding the OWA's presence in Asia, we are excited to increase our capacity in Japan by growing the team. Currently, our work in Japan is being run by the regional manager, who is working to fill two corporate relations positions. Once those roles are filled, we will determine an appropriate timeline for hiring a communications coordinator to improve our external messaging and social media presence. If all goes as planned, we will have four staff working full-time in Japan by the end of 2021. Recently, we received a €300,000 (US\$324,756) grant to support our expansion in Asia.

**How many new staff members would you like to—and realistically be able to—hire within the next year if you had sufficient funds? Please specify for what roles or programs.**

Due to the coronavirus and the likely economic impact coming in the next year, The Humane League has both furloughed staff in the UK and had a soft hiring freeze in the US, making some exceptions for essential roles (like our Senior Finance Manager). This list currently includes 12 US positions across the OWA, communications, organizing, legal, and tech.

**If you raised 1.5x your fundraising goal next year, what would you spend the additional funding on?**

Due to the coronavirus and the likely economic impact coming in the next year, we see this scenario as highly unlikely. We have been focused on making shrewd financial decisions in the meantime so that we can be prepared for a weaker economy. In the event of a windfall, we would prioritize hiring for the positions that have been frozen and then assess what other opportunities exist across the regions that we work on a quarterly basis.

**Does your organization have a strategic plan? If so, please provide a link here or email it to us.**

Yes, please see below.

3-year Priorities (note: we are in the midst of setting a new 3-year plan):

Priority 1: Win significant welfare reforms.

Secure commitments from all major food companies in key areas for cage free and broilers.  
Influence legislation when needed.

- USA: broiler commitments, cage-free enforcement, ballot initiatives
- MX/LatAM: further progress on cage-free
- UK/EU: cage-free enforcement, broiler commitments, potential EU legislation
- OWA/Global: cage-free commitments from all global food companies

Priority 2: Build a stronger movement.

- We have a coalition with key animal groups around the world. THL holds a leadership role and efficiently shares resources, facilitates collaboration, and creates strategy alignment.
- We have a greatly expanded number of supporters involved in our work. We are providing them with exceptional training and leadership development

Priority 3: Innovate and assess and impact.

We are continuously adapting our strategy to reflect the changing landscape. We have answers to the following questions:

- What is the value of individual veg outreach? How does it play into THL's overarching strategy?
- What will the role of legal advocacy and ballot initiatives be in the next 5 years?
- What is the most effective way to develop leaders within the animal movement?

Priority 4: Run an effective org.

THL is sustainable, operationally efficient, and viewed as one of the most desired places to work within the non-profit community. We are able to recruit and retain top talent.

Annual priorities for 2020 (we have updated them to reflect what we think is possible due to COVID):

*US*

Priority 1: Secure and enforce commitments

Goal: significant progress is made on the broiler campaign and we are set up for success with retailers in 2021, as measured by feedback from strategy & project teams, progress from chicken producers, and BCC policy commitments: 64 of the top 200 US restaurants, 3 of the top 75 retailers, & 4 of the top 8 Foodservice, Manufacturing, and Hospitality (FMH) targets.

2019 baseline: commitments from 44 restaurants, 0 retailers, and 1 FMH

Goal: 70% of 2020 US Accountability Targets are reporting; % cage-free flock overall increases quarterly.

We have 31 accountability targets this year

Goal: 13 global cage-free policies are secured

Priority 2: Recruit, mobilize and train an expanding network

Goal: our Changemaker Network includes at least 120,000 people with inner circle counts of 14,000 Contributors, 3,200 Activists, 100 Leaders, and 80 Captains.

Baselines from Jan 2020: 13,550 Contributors, 1,446 Activists, 93 Leaders, 37 Captains



Goal: the majority of OWA groups are highly engaged in coalition initiatives as measured by feedback from the team and at least 50 groups falling into the top two membership tiers (evaluated every 6 months)

Goal: mainstream awareness is built around our mission by recruiting 240,484 new individuals into THL by increasing:

Social media followers (across all platforms) from 1,269,489 to 1,371,489;

Email subscribers from 228,626 to 248,110;

Digital ad click-throughs to 67,000 new visits to THL website and EatingVeg.

Priority 3: Ensure internal efficiency and sustainability

Goal: a foundation is laid to improve accessibility of information as measured by the introduction of a new intranet, revised new hire training, and an internal communication strategy, along with plans for successful implementation.

Goal: enough funds are raised to meet the expected budget of \$10.9M, spending does not exceed the total budget, and financials are communicated such that all staff know our progress towards revenue and expense targets throughout the year..

Goal: all targets in our partnership with Encompass are met to create a more inclusive culture

*UK*

Priority 1: Lead and support the animal movement through positive collaboration and empowerment

Goal: building and maintaining positive relationships with key organisations in OWA and AP groups and non-AP groups (reporting average at least 4/5 on the scale of positivity across teams) (ops)

Goal: formulate and action a wellbeing strategy for the UK team by end of March with positive collaboration with 3 key organisations specialising in mental health (reporting average minimum 4/5 on the scale of positivity) (ops)

Goal: recruit and collaborate with 1 brand ambassador (celebrity or influencer) to reach and empower diverse & wider audiences (comms)

Priority 2: Evolve and support an empowered, collaborative and driven team

Goal: all teams have effective internal collaboration (reporting average minimum 4/5 on the scale of collaboration)

Goal: at least 85% of staff feeling empowered and driven in their role

Goal: at least 85% of staff find THL UK to be inclusive and equitable

Priority 3: Build and nurture a diverse base to support THL UK

Goal: volunteers have given an average of 3 hours per person per month, Regional Reps have given an average of 10 hours per person per month and time given has been tracked by activity type on an ongoing basis

Goal: raise £300k (£240k grants, £35k IG, £25k P2P) (Dev)

Goal: grow the mailing list by 100% reaching 11,400 in total (comms)

Priority 4: Be a leading influential voice and trusted source on farm animal protection

Goal: gain a total of 65 media mentions with a target of at least: 2 opinion pieces; 2 podcasts; 5 mainstream newspaper mentions (such as The Independent, Daily Mail...); 10 food industry/trade mentions (such as Just Food, Poultry World...); 8 vegan/environmental mentions (such as Plant Based News, The Ecologist...); 1 bigger picture, feature style story about our work (comms)

Goal: 29 Speaking slots attended of which 25% we were invited to attend (comms)

Goal: maintain a media Share of Voice of 25% average for the year compared to other animal protection organisations working on the same issues (as measured through Muckrack) (comms)

Priority 5: Create and foster an environment that facilitates irreversible welfare improvements, in particular, within the chicken and fish industries.

Goal: get 70 ECCs from the UK/EU from a range of industries

Goal: secure BCC from McDonald's

Goal: of the 34 cage-free policies taking effect in 2020 ensure at least 30 companies publish their progress with at least 25 of them delivering on their commitment.

Goal: international cage-free commitments from at least 20 companies across all sectors

Goal: 20 International commitments are translated and published in regional languages

Goal: work toward securing legislative improvements for fish and chickens (this goal will be worked on after the general election)

*MX*

(Note: the MX organization has very recently incorporated as its own entity and these goals reflect the hiring freeze that has been in place until very recently and the need to (re)establish a number of programs and operations)

Priority 1: Win campaigns and additional policies; enforce existing commitments.

Goal: By the end of 2020 we have won 50% of our active campaigns

Goal: Our campaigns are effective, with an email open rate of 17%, and a positive qualitative review of objectives vs outcomes debrief of each campaign action.

Goal: Creadores de Cambio En Línea Program launches successfully, as measured by volunteers taking action with ease.

Goal: Reestablish contact with 80% of the companies in our spreadsheet, and contact 5 main egg producers in order to get 2 visits to their farms for our animal welfare specialist.

Priority 2: People are familiar with our brand, our movement and are actively participating in our campaigns.

Goal: Social media goals:

IG: 30,000, FB: 1,052,0000 TW: 13,500

Engagement: IG: 2% Fb: 2% TW: 1%

Priority 3: Build/maintain strategic partnerships in a generous, productive, and positive way.

Goal: THL team holds collaborative relations with the rest of the groups or entities. This will be measured qualitatively with a survey.

Priority 4: Ensure internal efficiency and sustainability.

Goal: We are set up for success internally as measured by the creation/implementation of platforms and processes for hiring, fundraising, budget-management, and human resources.

Priority 5: Instill an organizational culture of learning and engagement.

Goal: THL MX Culture Project 100% finished with positive qualitative feedback from team members and other stake-holders.