

Compassion USA's Reporting of Programs, Financials, Leadership, and Culture (2021)

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: Food Business

Date commenced: January 2013

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

Compassion works with food companies to transition to a more compassionate, fair, and sustainable food and farming system, benefiting chickens, cows, pigs, sheep, turkeys, and fish.

Program pillars include:

- Working with the food industry, including producers, companies, manufacturers, retailers, food service, and restaurants
- Supporting the development and implementation of corporate animal welfare policies and species-specific commitments, including fostering B2B dialogue through channels such as the US Working Group for Broiler Welfare and our annual Better Chicken Leadership Forum
- Promoting corporate accountability and market transparency via our annual EggTrack and ChickenTrack reports facilitating smooth market transitions for producers and purchasers
- Providing technical guidance from animal welfare scientists and a library of science-based technical resources on animal welfare issues
- Developing strategies to reduce animals in the supply chain, leverage environmental and animal impact measurement, market and trend analysis
- Celebrating company progress in the media and via our Good Farm Animal Welfare Awards

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes.

- (1) Global Animal Partnership: A representative for Compassion sits on the Board of Directors, supporting the development and refinement of the organization’s welfare standards
- (2) Organizations Endorsing the Better Chicken Commitment: As an organization that has signed on to the Better Chicken Commitment letter, we engage with other signees on any proposed changes or clarifications associated with it
- (3) Food and Climate Alliance: We engage with a wide array of partners exploring the environmental impact of food and strategies for impact reduction
- (4) World Benchmarking Alliance: We supported the development of methodology for the Food & Agriculture Benchmark, with direct input to animal welfare assessment criteria and commentary on the key linkages between animal production and environmental impact
- (5) Regenerative Organic Alliance: A representative for Compassion sits on the scientific advisory committee to influence animal welfare standards

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Compassion USA's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
352,048	64,657	466,736	472,236	457,741

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Emphasis within the Food Business program will evolve over the next couple years, with an increased focus on catalyzing implementation of corporate commitments to broiler welfare and setting corporate targets for reduction of animal products in their supply chain. In pursuit of broiler welfare, Compassion will expand its work with food companies to develop supply chain

transition plans, overcome practical challenges and industry resistance, and ensure widespread reporting against commitments via ChickenTrack. This will take the form of direct engagement, the U.S. Working Group for Broiler Welfare, and events and webinars. Leveraging precedent in the market, Compassion will continue to pursue commitments in major sectors without many commitments, particularly retail. In pursuit of animal product reduction, Compassion will work with companies to evaluate the scale and impact of current protein portfolios and develop targets and complementary business strategies to shift away from animal-based proteins to plant-based ones.

Program 2

Program name: Public Engagement

Date commenced: January 2014

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

The Public Engagement team carries out a “sensitizing the market” strategy to raise public awareness of the realities of factory farming. We seek to create an atmosphere amongst consumers in which animal welfare matters and reduction of animal products is a priority. We drive and demonstrate consumer demand for higher welfare and protein diverse options. We shape public policies and support legislation to end cruel and unjust food systems.

Public Engagement relies on digital advocacy strategies to reach new audiences most likely to resonate with our mission, and to then convert engaged viewers into supporters and advocates. Through powerful intersectional storytelling and community building, we aim to educate consumers about where their food comes from and create a measurable impact.

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes.

Compassion in World Farming collaborates with numerous partners in the movement in its advocacy and outreach efforts in varying roles/capacities; those organizations include Policy Advocates and Lawyers coalition (PALS); Humane Society of the United States, Mercy For

Animals, Animal Equality, American Society for the Prevention of Cruelty to Animals, World Animal Protection, Harvard Law School, Animal Legal Defense Fund, Factory Farming Awareness Coalition, Animal Outlook, Farm Sanctuary, Friends of the Earth, and The Humane League.

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Compassion USA's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
325,277	21,480	340,966	327,418	328,450

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Action alerts targeting egregious laggards for chicken commitments (i.e., companies that have removed commitments from websites / deadlines have passed without reporting)

Video storytelling highlighting practical examples of BCC implementation

Reinforce Compassion's market leadership in compliance and implementation, prioritizing brand reputation and audience growth through a rigorous public relations and communications strategy

Demonstrate consumer demand highlighting companies that removed transparency of their commitments or missed reporting deadlines.

Raise awareness of environmental impact of chicken farming through video and campaign activity Secure media coverage expanding recognition of environmental factors, preventing consumer shift from beef to chicken

Pasture-based, regenerative farming storytelling highlighting a more sustainable food model

Harness the Impact Calculator to demonstrate damaging environmental impacts of factory farming and highlight dangers of switching from beef to chicken / fish

Expand lobbying efforts, build relationships with key representatives, and influence legislation benefiting farmed animals, including the newly re-introduced Farm System Reform Act

Program 3

Program name: Eat Plants. For A Change.

Date commenced: January 2018

Description:

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

Eat Plants. For a Change. is our program to reduce the general level of meat consumption in the US to a sustainable level that would make an end to factory farming possible. The behavior change aspect of the program gives conscious consumers the resources they need (e.g. cooking videos, tools for finding good food locally, plant-based news) to reduce their intake of meat, eggs, and dairy, and replace them with easy, delicious plant-based alternatives. And for those supporters who are already veterans of plant-based eating, we created our Changemakers campaign to equip them to become ambassadors of the movement in their own lives, providing them the tools to engage with friends and family about the benefits of more plant-based diets. In addition to running regular promotion of the campaign on our social media channels, Compassion has recruited a diverse slate of Instagram and YouTube influencers to spread the word about our Eat Plants. For a Change. campaign—from plant-based foodies to zero-wasters to wellness experts.

Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?

Yes.

Compassion in World Farming is one of many global organizations that are a part of the 50by40 coalition, each working to transform the global food system—whether focusing on climate change (e.g. Friends of the Earth, Greenpeace, Natural Resources Defense Council, etc.), health and nutrition (e.g. Physician’s Committee for Responsible Medicine, Interfaith Public Health Network, Brighter Green, etc.), meat reduction and alternatives (ProVeg International, The Good Food Institute, Farm Forward, etc.), sustainable food systems (e.g. Convention on Biological Diversity, Factory Farming Awareness Coalition, Coalition for Health School Food, etc.), Just Transition (e.g.

Better Food Foundation, Rainforest Alliance, Indigenous & womxn-led resistance), or other strategies.

Outputs:

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Compassion USA's Program Outputs document.](#)

Expenses (in USD):

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
159,758	10,676	180,677	182,970	185,309

How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

Closer relationship with food businesses and industries working on developing alternative proteins.

Championing new technologies and using the latent demand of our supporters to increase the acceptability of new-to-market products.

Advocate for Evaluate Your Plate to become an instrumental tool for government and industry in the calculation of the impact of food purchasing decisions.

(Optional) Is there anything else you would like us to know about your programs?

N/A

(Optional) Please upload any additional documentation regarding your programs here.

N/A

Subsidiaries

Where are your headquarters located?

United Kingdom

Do you have any subsidiaries (e.g. branches, country offices, chapters, etc.) in other countries?

No.

Plans for expansions

Do you plan to expand to any new countries? If yes, please elaborate.

No.

Do you plan to launch any new programs? If yes, please elaborate.

No.

Do you plan any expansions to other expenditures not directly related to programs, such as administrative expenses, wages, or training? If yes, please elaborate.

No.

If you received additional, unexpected funding of 1,000,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion?

Unexpected funding of this magnitude would represent an opportunity to significantly boost our capacity. Prioritizing the areas of focus strategized for expansion within each of our three programs, funds would be allocated to those areas, followed by incremental allocation deployed to other areas necessary to support that level of expansion (to include such areas as administration and operations). While other organizations in the USA are lobbying directly for changes in state and federal legislation, CIWF has so far demonstrated that rapid progress can be made by engaging directly with the US food industry. Leading companies whose businesses are founded upon the food we eat have enormous influence over the way in which farm animals are reared and slaughtered. A single boardroom decision can transform the fate of millions of animals across supply chains. Our experience shows that, when properly motivated or pressured, industry moves far faster and more decisively than politicians or public policy makers, and widespread corporate reform can also pave the way for smoother legislative victories. In the US, our strategy is therefore focused on driving meaningful changes in corporate policy largely via collaborative engagement with the food industry. In the US, changes in legislation and public policy are far more likely when industry has led the way. To achieve this corporate influence, our US program has adopted a primary approach of corporate engagement while sensitizing the market. Our market sensitization program will continue to raise awareness around the realities of factory farming, with particular focus on measuring social impact through storytelling to engage our supporters, reach new audiences and donors, and reform our food system.

Financial Information

Which accounting method do you use or did you use in the following years?

	Cash basis accounting	Accrual accounting	Other
2019		X	
2020		X	
2021		X	

Please complete the following table for your organization's annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year 2019 to mid-2021. What do you expect these to be in 2021, 2022, 2023?

Please indicate the currency you are referring to in your estimates: USD

	2019	2020	mid-2021	2021 (projection)	2022 (projection)	2023 (projection)
Total revenue	1,627,409	1,896,206	611,511	1,741,284	2,095,027	2,524,844
-thereof from donations (contributions)	1,627,409	1,896,206	611,511	1,741,284	2,095,027	2,524,844
-thereof from own work (earned income)	0	0	0	0	0	0
-thereof from capital investments (investment income)	0	0	0	0	0	0
Total expenditures	1,575,610	1,230,276	203,255	2,493,989	1,871,001	1,883,041
Financial assets (i.e., cash, savings, investments, etc.)	2,299,926	3,017,953	3,358,061	2,136,528	N/A	N/A
Non-financial assets > 10,000 USD	0	0	0	0	0	0
Liabilities (if any)	76,623	128,720	60,572	N/A	N/A	N/A
Total share of funding sources from large donations, i.e., all donations at least	3 donors contributed 51% of total revenue and	2 donors contributed 53% of total revenue	One donor contributed 90% of total revenue	N/A	N/A	N/A

20% of budget (specify source below, if possible)	support	and support	and support to date			
Share of restricted donations (specify below, if possible)	127,500 restricted (8%)	341,805 restricted (20%)	No restriction FYTD	N/A	N/A	N/A

(Optional) Is there anything else you would like us to know about your financial situation?

Compassion in World Farming Inc. raises charitable support for both programs and operations in the US as well as conducted across the wider global organization, allowing supporters the opportunity to engage their philanthropy to deliver greatest impact for animals and that is most meaningful for their intentions. The expenditure figure in 2021 includes spend designated from net assets in FY 2021 to other Compassion in World Farming entities to execute the global programs of the organization. Projected expenditure figures for 2022 and 2023 do not contain the same equivalent figure due to its uncertainty at this point in time.

Leadership Information

Please list the key members of your organization's leadership team, including (1) their name, (2) their role, and (3) the number of years they've been with your organization.

Ben Williamson, Executive Director, Joined Compassion in World Farming Inc. July 2021. Ben has joined us from World Animal Protection (WAP), where he was the US Programs Director overseeing WAP’s five US campaign areas. Before joining WAP, Ben worked for PETA for seven years, three in London and four in Los Angeles. With a decade of experience working for animal protection in both the US and UK, Ben has made numerous television and radio appearances including NBC, CNN, Fox News, CBS and Good Morning America and authored numerous op-Ed pieces in USA Today, Newsweek, Quartz and NY Daily News. Ben holds a master’s degree in political science from the London School of Economics and a bachelor’s degree in economics from University College London.

Jeff Doyle, US Head of Food Business, Joined Compassion in World Farming Inc. January 2019. Jeff Doyle is the US Head of Food Business at Compassion in World Farming, overseeing the organization’s engagement with food businesses on animal welfare and plant-forward proteins. Prior to joining Compassion, Jeff led strategy and program development for an international public health NGO. For nearly a decade, he designed, built, and oversaw advocacy, communications, and technical programs from Washington, D.C. to Geneva to Delhi.

Margaret Barnard, SHRM-CP, US Head of Operations, Joined Compassion in World Farming Inc. June 2020. Margaret Barnard oversees human resources, compliance, and operations functions for Compassion USA. She brings ten years of experience in operations, recruitment, personnel management, training, and program development.

Eve-Marie Kuntzman, CFRE, Director of Development, Joined Compassion in World Farming Inc. August 2020. Eve-Marie serves as the Director of Development at Compassion in World Farming. Previously, Eve-Marie led the philanthropic strategy and team of a global NGO working to better the lives of farmed animals and brings over 10 years of nonprofit experience to her role. Prior to devoting her career to the nonprofit sector, Eve-Marie co-founded a consultancy providing financial guidance to nonprofit organizations and philanthropic individuals.

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2020? If yes, please describe the transition process.

Yes.

Rachel Dreskin previously served as Executive Director of Compassion in World Farming Inc., from October 2018 to March of 2021, when she left to pursue another opportunity. Compassion in World Farming welcomes Ben Williamson as the new Executive Director, effective his joining the organization on July 6, 2021. Kathryn Flanagan, our Global COO, served as interim between the time the Rachel Dreskin's departure and Ben Williamson's start date. During that time, the US Heads reported to Kathryn and liaised directly with her on all matters that would have been previously managed by Rachel. Kathryn made herself available on evenings (BST time zone) to better provide support to employees in different US time zones. Kathryn led the recruitment, hiring, and onboarding process for Ben, who just joined the team officially on July 6. His induction is ongoing and so far has included meetings with the US team and relevant global leaders.

Please list the key members of your organization's leadership team, including (1) their name, (2) their role, and (3) the number of years they've been with your organization.

- [Philip Lymbery - Chair](#) (7 Years)
- [Aoife Junor - Treasurer](#) (2 Years)
- [Kathryn Flanagan - Secretary](#) (7 Years)
- Brooke Schooley - Board Member (7 Years)
 - As a Managing Director in Citi's Investment Banking division, Brooke Schooley advised Fortune 100 industrial clients on financing and mergers and acquisitions, chaired the Analyst Compensation and Promotion Committee and served on the Investment Banking Compensation Committee. After leaving Citi in 2008, Brooke founded the 7th Avenue South Alliance, a Greenwich Village neighborhood non-profit of which she remains Board Chair, earned a Master's Degree in Agricultural Economics and pursued a professional opera career, performing most recently with Delaware Valley Opera. She serves on the boards of Boston Midsummer Opera, 7th Avenue South Alliance, Cantata Profana, Compassion in World Farming US and Friends of the Coleman Station Historic District. She lives in Greenwich Village and Millerton, NY with her husband, David Head.
- [Lyn Devon - Board Member](#) (7 Years)

Human Resources

How many full-time staff, how many part-time staff, and how many contractors are currently employed/hired by your organization? Please specify by subsidiary, if applicable.

- Full Time: 13
- Part Time: None
- Contractors: None

Do you conduct surveys to learn about staff morale and work climate? If yes, please specify how often you conduct these surveys.

Yes.

Our Head of Operations conducts routine one on one check-ins with team members across the organization on a quarterly basis.

Which of the following policies is your organization committed to in writing? Please select the policies that apply to your organization.

(You can optionally provide additional context or explanation in the text box below each policy.)

<input checked="" type="checkbox"/>	<p>A workplace code of ethics or similar document that clearly outlines expectations for employee behavior</p> <p><i>CIWF maintains a stringent workplace Code of Ethics that governs expectations surrounding employee behavior.</i></p>
<input checked="" type="checkbox"/>	<p>A healthcare plan or healthcare reimbursement account</p> <p><i>CIWF offers medical, dental, and vision insurance for employees and their partners/families at a 70/30 employer/employee split.</i></p>
<input checked="" type="checkbox"/>	<p>Paid time off, sick days, and personal leave</p> <p><i>CIWF offers all staff a generous time off policy that includes 25 days of annual leave and 4 weeks of sick leave.</i></p>
<input checked="" type="checkbox"/>	<p>Paid family and medical leave</p>
<input checked="" type="checkbox"/>	<p>Annual or more frequent performance evaluations</p> <p><i>CIWF conducts annual performance reviews with 6-month checks, supplemented by coaching from line managers. We are also transitioning to a performance</i></p>

	<i>management system called Clear Review to create transparency around expectations, and help offer and document more real time feedback.</i>
<input checked="" type="checkbox"/>	Clearly defined essential functions, including written job descriptions, for all positions
<input checked="" type="checkbox"/>	A formal compensation plan that is used to determine staff salaries <i>Our headquarters in the UK maintains a written plan governing salaries across the global organization.</i>
<input checked="" type="checkbox"/>	A written statement that the organization does not discriminate on the basis of race, gender, sexual orientation, disability status, or other characteristics
<input checked="" type="checkbox"/>	A simple and transparent written procedure for filing complaints
<input checked="" type="checkbox"/>	Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors
<input checked="" type="checkbox"/>	Explicit protocols for addressing concerns or allegations of harassment or discrimination
<input checked="" type="checkbox"/>	A practice documenting all reported instances of harassment or discrimination, along with the outcomes of each case
<input checked="" type="checkbox"/>	Regular training on topics such as harassment and discrimination in the workplace
<input checked="" type="checkbox"/>	An anti-retaliation policy protecting whistleblowers and those who report grievances
<input checked="" type="checkbox"/>	Flexible work hours
<input type="checkbox"/>	Paid internships (if the organization has interns; leave blank if it does not)
<input checked="" type="checkbox"/>	A simple and transparent written procedure for submitting reasonable accommodation requests <i>We do have a policy of providing reasonable accommodations, but do not have a formal written procedure for submitting those requests.</i>
<input checked="" type="checkbox"/>	Remote work option <i>All CIWF employees in the United States work remotely.</i>

<input checked="" type="checkbox"/>	<p>Audited financial documents (e.g., for U.S. organizations, the most recently filed IRS form 990) available on the charity’s website or GuideStar</p> <p><i>CIWF's audited financials are available both via our website as well as through Guidestar. We currently maintain a Platinum rating on Guidestar, for transparency - the top rating possible.</i></p>
<input checked="" type="checkbox"/>	<p>Formal onboarding or orientation provided to all new team members</p>
<input checked="" type="checkbox"/>	<p>Funding for training and development consistently available to each employee</p> <p><i>CIWF allocates funds and resources for each team member to indulge in training and development opportunities that foster professional growth.</i></p>
<input checked="" type="checkbox"/>	<p>A simple and transparent written procedure for employees to request further training or support</p>

(Optional) Is there anything else you'd like us to know about your organization's human resources policies?

Compassion in World Farming as a whole has emphasized the importance of DEI across the organization. Since our last review, Compassion’s headquarters has commenced a formal DEI audit spanning across our country offices (to include the United States); these efforts are guided by the expertise of an independent third-party consultant specializing in this area. Compassion’s global staff have been surveyed and interviewed, our existing policies have been submitted for scrutiny and review, and we currently await a comprehensive audit review report from the DEI firm which will include their overall assessment and ideas/areas to work to improve. We look forward to their results and recommendations and are committed to implementing plans and meaningful action steps to improve as a global organization.