

# CREATING A COMPASSIONATE FUTURE



**COMPASSION**  
in world farming



**OUR MISSION** is to end factory farming.

**OUR VISION** is a world where farmed animals are treated with compassion and respect.

## **OUR ESSENCE**

is that farmed animals should not, and need not, suffer.

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# OUR VALUES

## **Championing animal sentience**

Farmed animals are sentient beings and can experience joy and wellbeing, as well as pain and suffering.

## **Promoting compassion**

All farmed animals should be treated with compassion and respect.

## **Advancing humane and sustainable farming**

We advocate a pioneering approach to food that benefits farmed animals, and thereby people and the planet too.

## **Focused on impact**

Our objectives-led campaigns aim to achieve the greatest impact for animals.

## **Acting with integrity**

We communicate honestly and in a principled manner.

## **Factual and science-based**

Our work is backed by scientific evidence, sound research and best practice.

## **Accountability**

We make efficient and measurable use of resources, reporting openly on our work.



# FACTORY FARMING: TIME TO END IT

The world is reaching a tipping point where planetary emergencies around climate, the collapse of nature and rising health risks are threatening life on this lonely planet. The way we treat farmed animals has a big bearing on all our futures.

Factory farming lies at the centre of what is wrong with our food system. Ending it has never been more urgent – to prevent the suffering of billions of animals and create the conditions for a liveable future. Never has what we do next mattered more.

Compassion has executed a series of highly successful strategies that have laid the foundations for game-changing leadership, driving growth, influence, and impact for animals. We have built on our reputation as an organisation that punches above its weight through delivering many successes for animals.

Shining examples include our championing of animal sentience, and a pioneering corporate engagement programme that has now achieved company commitments set to benefit more than 2.5 billion animals a year with better lives. In June 2021, we achieved the groundbreaking commitment from the European Commission for an EU-wide ban on all cages for animals farmed for food, probably the biggest single animal welfare breakthrough in history.

Each of our strategies has led us towards thought-leadership, influence and engagement with the wider mega issues facing the planet: embedding animal welfare as essential to delivering the changes that humanity must urgently make to stave off growing existential threats. Our evidence-base for action is encapsulated in our new book, *Sixty Harvests Left: How to Reach a Nature-friendly Future*.

Through our own work, and by inspiring the efforts of others, we have seen growing recognition of factory farming's role in driving the planetary emergencies of climate change, the collapse of nature, and rising health risks.

Now we must turn that recognition into action – to end factory farming. Doing so would achieve a quantum leap in animal welfare. This new Strategic Plan shapes our journey for maximum impact through what US President Joe Biden has described as this 'decisive decade' to 2030. Actions now taken as a global society will decide the success of efforts to address impending planetary emergencies.

The next three years (2023-2025) will be crucial in building the strongest possible momentum for change. We will marshal our resources in the best way achievable to accelerate change; to be the catalyst, the influencer, the driver of impact to end factory farming and diets heavy in meat and other animal-sourced foods.

This is our 'House on Fire!' strategy – driven by a sense of **urgency**, requiring **focus** and **streamlining** to deliver faster and more impactful change for animals, people and the planet. Together, we can create a compassionate future for all living beings.





# OUR STRATEGIC FRAMEWORK

Transforming the food system for a liveable future relies on reconnecting animal welfare, food production and nature through regenerative, agroecological farming combined with more balanced diets.

**OUR AIM:** To end factory farming by 2040

## OUR CHANGE GOALS

### Change Goal 1:

To shift from factory farming to regenerative production

### Change Goal 2:

To reduce reliance on animal products

### Change Goal 3:

To achieve adoption of positive animal welfare as essential for sustainable climate and nature-friendly food.

**OUR SCOPE:** Our work will drive lasting impact for all sentient animals farmed for food, including both familiar species such as cattle, pigs and chickens etc. as well as those less so, like fish, octopuses and insects. In ending factory farming and shifting to nature-friendly food systems, our mission will benefit all animals affected, whether farmed or wild.

**OUR APPROACH:** All that we do is about animal welfare. We see two key pillars in driving animal welfare: raising standards within existing systems; and changing systems altogether to ones that can truly deliver high animal welfare.

Compassion is leading the way in situating animal cruelty within the bigger picture; clearly showing the central role that factory farming plays in driving planetary climate, nature and health emergencies.

We develop new and compelling narratives to demonstrate why ending factory farming and related overconsumption of meat are key to a sustainable future for people as well as animals. We see ending the gratuitous cruelty of cages as an essential precursor to the bigger change so urgently needed.

We take a broad-church approach to our movement, which means we will work with the widest possible constituency of change-makers and influencers.

As well as running our own distinct campaigns, we are generous leaders, selflessly enabling others to get involved.

**OUR STRATEGY:** To influence those who shape, make or fund policy direction on food, farming and animals through direct engagement, research, communications and building a movement for change.

**OUR SOLUTIONS:** We see a portfolio of solutions – a food system based on regenerative, agroecological farming and plant-rich diets with alternative proteins that include plant-based, cultivated (cell-based), and fermentation-based ‘meats’. Together with rewilding the soil through renaturing of farmland habitats, these would act together to create a vibrant, nature-friendly future where animals, both farmed and wild, are able to flourish in high welfare environments that nourish everyone well for all our tomorrows.

**CRITICAL STAKEHOLDERS:** Urgency requires us to be ruthlessly focused on the most critical stakeholders for driving change; those having the biggest influence to shape, make or fund policy in our areas of concern. We will therefore focus on a) the United Nations (UN), b) key governments/European Union (EU), c) companies, d) financial institutions.

Our work with financial institutions goes beyond divestment and will mobilise this sector to help normalise the animal welfare and food systems transformations needed, thereby building greater pressure to make change happen at scale and with urgency.

As well as direct engagement with stakeholders, we see building a movement by mobilising people, including engaging with the major faiths, and civil society organisations, as key to creating change for a compassionate future. That is why our supporters, partners and allies are central to all we do.

**THE OUTCOME WE WANT:** Policies that move the world toward regenerative, agroecological food production without factory farming and diets high in animal products, driven by a global movement of people and organisations united for compassionate and climate-positive change.





# OUR OBJECTIVES – A SUMMARY

- 1** To achieve a Global Agreement to replace factory farming with regenerative, agroecological agriculture and a consequent reduction in overall consumption of animal-sourced foods by 2030.
- 2** To achieve government legislative and subsidy reforms that drive transformational change for animal welfare, reduce reliance on animal-sourced foods, and encourage more regenerative, nature-friendly farming.
- 3** To achieve corporate commitments from leading companies that drive transformational change for animal welfare, reduce reliance on animal-sourced foods, and encourage more regenerative, nature-friendly, farming.
- 4** To mobilise the financial sector, gaining commitments and greater influence to deliver shifts away from factory farming, instead toward regenerative farming with high animal welfare and more non-animal-sourced proteins.
- 5** To raise £30 million annual gross income by 2030/31, with a milestone to reach £16 million annual gross income by end 2025/26 (compared to £12.1 million in 2022/23).



# CRITERIA FOR CHOOSING OBJECTIVES

In deciding how best to drive faster, more ambitious change for animal welfare, the following criteria for choosing objectives has been adopted:

Objectives should fulfil at least two out of three of the following:

- **Drive systemic change** – delivering faster, bigger change, avoiding the kind of incremental changes that risk embedding factory farming.
- **Leverage iconic issues** – delivering tangible progress on iconic animal welfare issues (e.g. cages, long distance transport).
- **Drive international relevance** – achieving progress in one country or region that also builds momentum for change internationally.

As well as being used to frame the objectives in this Strategic Plan, this set of criteria will also be used to evaluate new or evolved objectives going forward.

## CRITICAL TIMELINES

- **2022** – end of current Strategic Plan
- **2023-2025** – our new Strategic Plan (begins April 2023, ends 31st March 2026)
  - Crisp, lean, fast-paced, three-year work programme
  - Sense of urgency: ‘What will we do differently from day one?’
  - Screening our ‘asks’ through the lens of driving **bold, ambitious change**.
- **2030**
  - Culmination of UN Sustainable Development Goals (SDGs)
  - Point of no return for climate crisis
  - Clear signs of moving away from factory farming are needed.
- **2040** – *by when factory farming has to end (for all our sakes).*

**Note:** This Strategic Plan 2023-2025 covers the organisation’s financial period April 2023 to end March 2026.





# WHY FACTORY FARMING MUST END BY 2040

Factory farming is the biggest cause of animal suffering on the planet and a key driver in the climate, nature and health catastrophes facing humanity. More than two-thirds of the 80 billion animals farmed for food every year are caged, crammed and confined in ways that cause immense suffering, as well as drive greenhouse gas emissions and destroy wildlife habitats.

A stable climate and thriving nature are essential for a sustainable future, but the trend is heading the wrong way. Food is responsible for up to a third of global greenhouse gas emissions, much of it from animal agriculture. The animal agricultural sector alone produces more greenhouse gases than the direct emissions from all forms of transport.

Factory farming is central to the worldwide assault on nature. In the half-century since the widespread adoption of factory farming, the world has lost 68% of all its wildlife. That's more than two-thirds of the world's wild mammals, fish, birds, reptiles and amphibians – gone. Added to which, factory farming increases the risk of future pandemics and of antibiotics becoming useless.







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## Existential threat

Yet, without tackling factory farming and associated diets heavy in animal products, our global society will continue heading toward an existential threat.

Scientists are clear that we have less than a decade left to cut emissions to keep global warming within 1.5°C of temperature rise deemed 'safe'. As it stands, government pledges made at COP26 leave the world on course for 2.4°C.

Climate change will hit developing countries and people on low incomes disproportionately hard. It will also affect animals, not only leading to extinctions but greater suffering caused by flooding, drought and wildfire disasters like those seen in Australia, Pakistan and the Amazon.

As for nature, if we carry on as we have done for the last half a century, the world is on course for almost total obliteration of our wildlife by 2040. At the same time, tropical forests, vital as the lungs of the Earth, are under enormous pressure, not least through expansion of industrial agriculture. Current rates of deforestation look set to erase a further area of forest the size of half the EU by 2040. Added to which, the very thing that stores so much atmospheric carbon and water, as well as producing most of our food – the soil – is disappearing, with industrial agriculture a big reason. By 2040, in a world with more than a billion more mouths to feed, there could be a third less soil, with devastating implications for food production.

## Decisive decade

The 2020s have been described as the 'decisive decade' on climate change. The available evidence shows that without ending factory farming and associated high-meat diets, it will be followed by the 'desperate decade' of the 2030s, where government leaders scramble belatedly to do what they should have done today. Urgent action is needed to stave off a planetary tailspin and the 'deadly decades' that would follow.

What the data tells us is that shifting to regenerative farming and diets much less dependent on animal products needs to happen now, with the utmost urgency. Leaving it beyond 2040 will be too late.



# ANIMAL WELFARE ENVIRONMENTALISM

In this growing age of planetary crisis, there is a pressing need for bigger, bolder, more urgent solutions, ones that join the dots between our predicaments, making for game-changing solutions that bring multiple benefits.

Thinking about how best to improve the welfare of animals, farmed and wild, there is enormous potential in a fusion of welfare and environmentalism. Ending animal cruelty is both a huge ethical issue and a global imperative for a sustainable future. Embracing both together opens a richness of beautiful, visionary solutions: landscapes bursting with life, providing healthy, nutritious food in ways that allow animals to experience the joy of life.

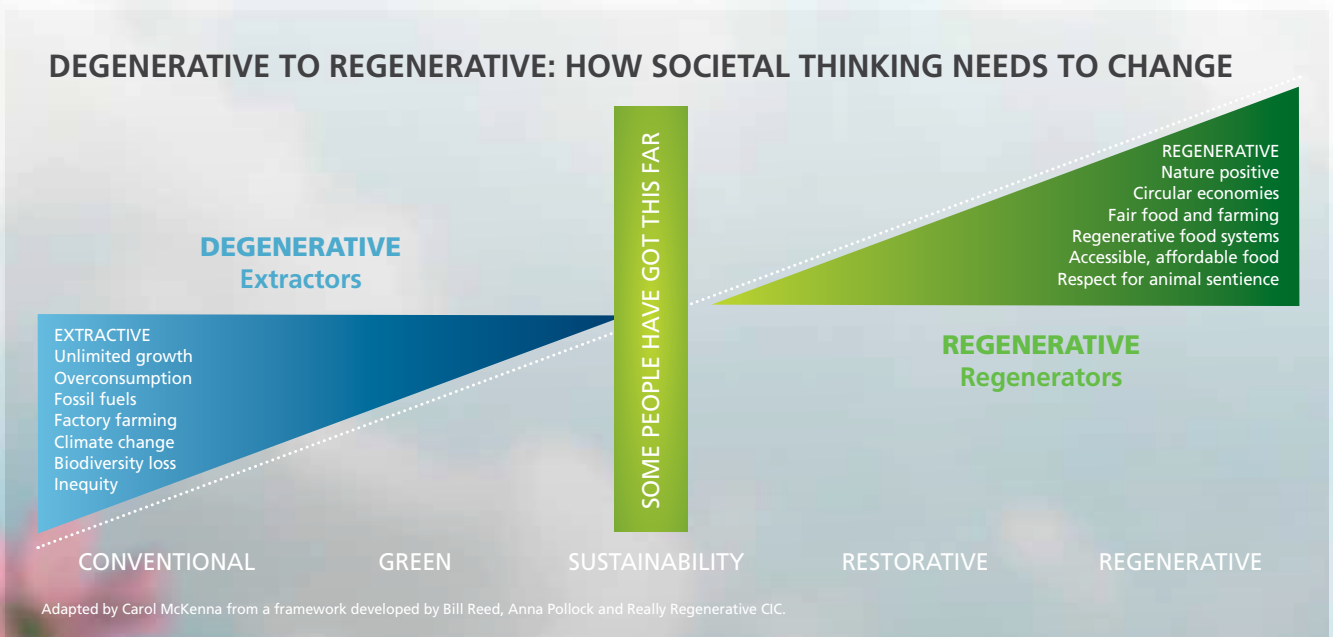
What will bring an end to factory farming? Action that comes from a growing recognition that the future for our children and all living creatures relies on us truly embracing animal sentience and the concept that protecting people means protecting animals too.



# SUSTAINABILITY ISN'T ENOUGH

In a world with more mouths to feed and shrinking planetary resources in terms of land, water and climate stability, being able to do tomorrow what we do today – the definition of sustainability – won't be enough.

Instead, we need solutions that are regenerative – working with nature in ways that put back by rebuilding soils, water and wildlife biodiversity while producing nutritious food in ways that ensure all animals can flourish from high welfare.





# THE WORLD WE WANT

We embrace the complexity of the world's food system and thereby see a range of solutions meshing together to create a sustainable future.

These include regenerative agroecological farming, where farmed animals can enjoy fresh air and sunshine. It also includes plant-based diets, alternative proteins from cultivated meat and precision fermentation, as well as urban farming using hydroponics and aeroponics.

Tomorrow's sustainable food menu will need a veritable 'three Rs' approach: Regenerative farming, Reduction of animal-sourced foods and Rewilding of the soil.

## Regenerative

Nature-friendly or **regenerative** farming involves restoring animals to the land as rotational grazers or foragers, where they can express their natural behaviours – running, flapping, grazing – making for happier animals with better health too. Regenerative farming cuts reliance on chemical pesticides and fertilisers, reducing costs to farmers and creating a varied landscape bursting with wildflowers that lure back pollinating insects like bumblebees, as well as providing seeds and insects for birds and other wildlife.

## Reduction

This, combined with a serious **reduction** in the number of farmed animals can create food systems that are genuinely sustainable. Based on scientific assessments within the EAT-Lancet Planetary Health Diet, we can see that saving the planet will require drastic reductions in consumption of animal-sourced foods. Evidence shows that by the middle of the century, our consumption of animal products globally must be reduced by more than half. In high-consuming regions such as the West, deeper cuts will be needed. For example, the UK and EU would need reductions of two-thirds, whilst in the US, a reduction of four-fifths is required.

By rethinking protein, meat from farmed animals would come only from higher welfare, nature-friendly, regenerative farms.

Consumption of animal-sourced foods would be reduced through replacement with plant-based and other alternative proteins, including cultivated meat and precision fermentation, together with eating more fruit, vegetables, and legumes.

## Rewilding the soil

With far fewer farmed animals, all kept regeneratively, soil fertility can be turbo-boosted by that rotational symphony of plants and animals working in harmony with underground ecosystems, thereby **rewilding** the soil. Huge amounts of carbon could be locked up in healthy soil. Much more water would be conserved for crops. And a vast array of biodiversity would be restored to thriving farmland.



## OUR DRIVING ROLE

In bringing about these changes, our distinctive role is to drive the shift away from factory farming in favour of regenerative production and diets rich in alternative proteins.

## HOW DO WE GET THERE?

**Transforming the food system for a liveable future relies on reconnecting animal welfare, food production and nature through regenerative, agroecological farming combined with more balanced diets.**

The big question is, how do we get there, and fast?

The answer lies in us all playing our part: governments and the EU, business, finance, the UN and civil society working in partnership to transform the food system.

It lies in governments creating policy environments for change, using directives, incentives and subsidies to steer food and farming away from cages and confinement toward this new animal and nature-friendly era. The opportunities for greening food production are enormous - take subsidies: globally, governments provide \$700 billion a year in farm subsidies, more than \$1 million per minute, much of which currently drives industrial farming, the climate crisis and destruction of wildlife. That money could be far better spent redirecting it toward regenerative farming and reducing demand for meat.

It lies in food companies setting measurable targets for the reduction of animal-sourced foods, shunning those from the factory farm altogether. Cage-free commitments are a key prerequisite to humane and sustainable food.

It lies in the financial sector ensuring that funding is only available to support the transition toward welfare-friendly and nature-positive practices.

Greening food production and managing demand for animal-sourced foods are crucial for meeting the UN's 2030 Sustainable Development Goals agenda.

Leadership is therefore needed at the highest level through an overarching UN Global Agreement to transform food systems. Such an Agreement should recognise food's central role in the success of existing conventions, not least on climate and biodiversity. One that moves agriculture away from factory farming and sees animal welfare as an essential element of sustainable food systems and thereby a future for all.





# OUR OBJECTIVES

## 1 To achieve a Global Agreement to replace factory farming with regenerative, agroecological agriculture and a consequent reduction in overall consumption of animal-sourced foods by 2030.

Just as with the challenge to our climate, positive signs of change can already be seen in the food system, whether through new technologies, changes in individual habits, policy shifts in different countries, or commitments from corporates to change. However, on its own this change is too slow, and the problem too great. If we are to achieve the change we need for animal welfare and to save our planet, countries must go further, faster. To make this possible the international community must come together to draw a line under the factory farming era, and chart a course towards a new, brighter future for animal welfare, food, nature, and the planet. Compassion will work tirelessly to support this goal, including by:

- Mobilising a diverse movement calling for a Global Agreement by launching a petition platform in 2022, with the target of achieving a minimum of 10 million signatures by 2025.
- Relaunching our call for a Global Agreement by delivering a major international conference in 2023 which demonstrates the urgent need for transformation toward regenerative food systems as key to addressing impending climate, nature, and health emergencies.
- Securing the building blocks and relevant narratives on an ongoing basis in support of food system transformation toward regenerative farming and reduced animal production within UN negotiations centred on climate, biodiversity, food security, health, and banking finance (UNEP/UNEA, UNFCCC, CBD, ECOSOC/HLPF, FAO, One Health, UNGA (2nd Committee)/Rome-based agencies and WHO), by end 2025.

- Convening a diverse network of influential, international civil society organisations covering food, the environment, aid and development, land rights, health and climate in order to galvanise support for a regenerative food system transformation, by 2024.
- Achieving support for food system transformation and animal welfare from faith-based leaders and other 'Visionaries' internationally by 2025.
- Achieving recognition across food businesses, producers and other corporate stakeholders of the need to shift to agroecological, regenerative farming and reduced reliance on animal-sourced foods, including explicit support from key business allies for targeted asks at the UN, by end 2025.
- Achieving a 'Champions' or 'Friends Group' of UN member countries (minimum of one representative per region) broadly sympathetic to the need for food system transformation toward regenerative production and reduced consumption of animal products, by end 2024.
- Achieving a UN Agreement on food and farming aligned with our vision, proposed for the agenda of the UN General Assembly, or by the UNGA directly by 2027.
- Ensuring that moving away from industrial agriculture, reducing animal production and the importance of animal welfare to sustainability are recognised as part of the revision of the UN Sustainable Development Goals, starting at the 2023 SDG summit through to finalisation of the negotiation, expected 2027.



## 2 To achieve government legislative and subsidy reforms that drive transformational change for animal welfare, reduce reliance on animal-sourced foods, and encourage more regenerative, nature-friendly farming.

National governments and public bodies remain a powerful force with the ability to affect change that transforms the lives of animals, and the way that we farm and produce food. Thanks to government legislation, many important wins for animals have been achieved in recent years, and with our work, the work of our partners, and the help of our supporters, more wins will come. These will include:

- Achieving EU-wide and UK bans on the use, manufacture and sale of all cages for animals farmed for food by ensuring legislation is agreed by the end of 2025.
- Achieving EU reforms to move away from industrial agriculture through adoption of supportive policies related to the Commission’s ‘Farm to Fork’ and ‘Biodiversity’ strategies by end 2024.
- Advancing transformative animal welfare reforms at US state and federal legislative level with at least 5 new state-level cage bans by 2025.
- Achieving legislative protection for the welfare of aquatic animals by end 2025, and subsequent progress toward ending intensive feed-based aquaculture reliant on purpose-caught wild fish.
- Achieving a UK ban on live animal exports, and a subsequent ban on live exports from the EU.
- Achieving legislative targets on reducing consumption of animal products by 2025, encouraging the urgent uptake of non-animal sourced foods.
- Achieving regulation, labelling and marketing rules that enable the rapid uptake of alternative proteins as replacements for animal products, by 2025.
- Achieving government investment of public capital in research, development and commercialisation of alternative proteins to rapidly replace animal products, by 2025.
- Achieving a switch in government subsidies to elicit a move away from industrial production and consumption of animal-sourced foods, instead supporting regenerative farming and less animal-dependent diets by 2027.





**3 To achieve corporate commitments from leading companies that drive transformational change for animal welfare, reduce reliance on animal-sourced foods, and encourage more regenerative, nature-friendly farming.**

Corporations play a crucial role translating consumers’ demand for meat and protein into food on our plates. The choices corporations make can drive demand for factory farmed animals, or they can fill our plates with less, but better meat and more diverse sources of proteins for healthy and sustainable diets. Already waves of corporate commitments have been made. For example, some of the world’s biggest and most influential food companies have pledged to use only cage-free eggs or higher-welfare chickens. But we need more companies to follow this example. Compassion will help make this happen, including by:

- Achieving more global and regional cage-free commitments within 5 years.
- Ensuring that commitments to higher welfare broiler chicken standards are implemented by 2026.
- Achieving more commitments for humane slaughter and rearing of fish within 5 years.
- Achieving measurable and meaningful targets on the reduction of animal-sourced foods within 5 years.
- Achieving commitments toward regenerative, nature-friendly food production within 5 years.





**4 To mobilise the financial sector, gaining commitments and greater influence to deliver shifts away from factory farming, instead toward regenerative farming with high animal welfare and more non-animal-sourced proteins.**

Factory farming could not exist without huge investments by the financial sector. As we stand today, because of these investment decisions factory farming is growing, imperilling our future and spreading these destructive forms of animal production to more parts of the world. These investments must end. Recognising this, Compassion will work with partners to find ways of turning back this tide, including by:

- Developing at least 3 key partnerships with organisations with interests and experience of influencing financial institutions with a view to developing an effective strategy for moving toward regenerative production and alternative non-animal sourced proteins by end 2023.
- Researching how to achieve the inclusion of higher animal welfare, uptake of alternative proteins and regenerative farming without

industrial agriculture in the policies of commercial banks, and in the Equator Principles, the financial industry’s benchmark for assessing and managing environmental and social risk in projects, by end 2023.

- Mobilise the investment community to demand higher animal welfare standards, regenerative farming, and alternative proteins, coupled with a move away from industrial agriculture, not least through our revised Business Benchmark on Farm Animal Welfare (BBFAW).
- Through direct lobbying and public campaigning, inspiring Multilateral Development Banks (MDBs) such as the International Finance Corporation, World Bank and European Investment Bank to only fund higher welfare projects that do not involve industrial animal production.





# RESOURCE MOBILISATION

**5** To raise £30 million annual gross income by 2030/31.

**SUB-OBJECTIVE:** To raise £16 million annual gross income by end 2025/26 (compared to £12.1 million in 2022/23), achieving a 3-year cumulative income of £46 million in total.

An aspirational fundraising strategy has been developed which maps out our approach for the next strategic period of three years and beyond to 2030/31.

With the required level of additional investment into fundraising and the wider support functions, we are looking to significantly grow our income generation across the three income streams – Global Individual Giving, Global Major Gifts and Legacies – to reach our most ambitious goal yet: **by end of 2030/31, to raise gross annual income of £30m, yielding £23m net.**

To set a sound foundation, our target for the immediate strategic period is to invest for strategic growth and **raise £16 million annual gross income by the end of financial year 2025/26.** Beyond this date, income would grow strongly as earlier investments start to see significant returns.

The strategies behind these aspirational goals require important commitments to **significant additional investment** into fundraising staff and non-staff activities globally, as well as other support functions; and, a strong organisational culture of fundraising, and generating great campaigns, major gift networks and funding opportunities.

However, we must at this time add a note regarding the current global cost of living crisis and economic environment.

We are of course concerned by impacts which are already being felt by our donors and supporters around the world, which in turn is impacting our ability to grow fundraised income as quickly as we would like. It remains to be seen how long this situation continues (some sources say to end of 2024) and therefore the effects it will have on our income.

What we know is that our supporters and donors are passionate about our mission, and we will keep focused on how we can engage them in support of Compassion through these difficult times.



# OUR OPERATING ENVIRONMENT

We are operating in a complex and rapidly moving environment where the interdependencies between animal welfare, food, climate, nature and health are all becoming more self-evident.



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At the same time, the dominant trajectory continues to be toward more meat consumption and growth in agricultural intensification. This is becoming as true in Africa and Asia as it is Europe and the Americas. There are also rapidly emerging game-changers, such as recognition of the impact of animal production on the planet, new innovations such as alternative proteins, and an upsurge in the willingness of some key policymakers – most notably the Secretary General of the UN – to call for transformative change in food and farming.

At the same time, we have seen how immediate societal problems, such as the conflict in Ukraine and the cost-of-living crisis, can threaten to undermine the progress that has been made already on animal welfare and food system transformation.

What often gets overlooked is that diverting vast quantities of human-edible grain to feed factory farmed animals causes avoidable food scarcity issues. In short, people starve because of factory farming. Much has been made of the food security issues raised by the war in Ukraine, due to the central role the country has as an exporter of wheat. This has impacted some of the poorest and most vulnerable nations, such as Egypt, Libya, Mauritania, Indonesia and Uganda. Yet, the UK and EU combined use three times the total amount of wheat normally exported annually by Ukraine as animal feed.

What is clear is that delaying the transformations needed to reach an animal welfare and nature-friendly food system will be immeasurably more costly in the future, hitting developing countries, the poor and the vulnerable disproportionately hard.





# OUR CURRENT GEOGRAPHY

**Worldwide:** Through our work with the UN as well as international business, we have influence far wider than our national and regional presence.

**EU:** Within this agri-economic superpower covering 27 countries, our strategy has focused on having active presence and personnel in seven influential EU countries to drive reform in Brussels, where we have our European policy hub office. Outside of Brussels, our main presence in France, Italy, the Netherlands, Poland and Spain have been chosen on the basis of being the most influential EU countries where we can add value. Germany is a highly influential EU country where we currently do not have a presence but could add value and therefore may consider in the future.



**US:** Within this agri-economic superpower with strong potential for corporate change, we have established ourselves as a sector leader.

**UK:** Our geographical locations have built out from our historical UK home market, from which most of our funding globally still arises.

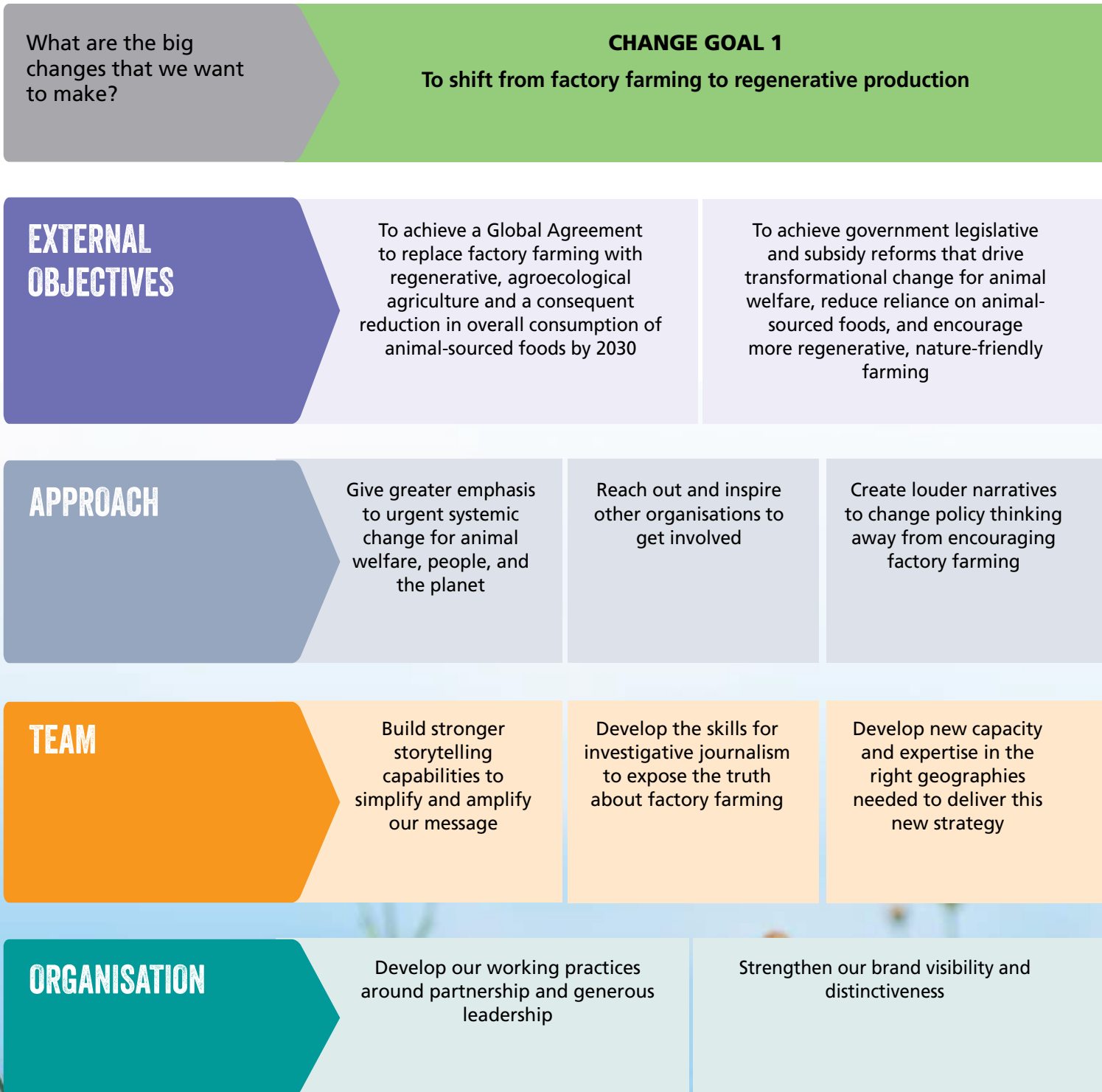
**South Africa:** In this leader amongst African nations, we have a long-established affiliate office in Cape Town.

**China:** In this agri-economic superpower, we have built some momentum in influencing producers, but as yet, policy influence has remained elusive.

# OUR STRATEGY MAP

To achieve these objectives for animal welfare, we must adapt our organisation – whether in our approaches, our team, or our organisation – in order to bring about the external changes we seek.

## OUR AIMS





How we envisage these changes is captured in the Strategy Map, which sets out the things we need to do as an organisation to achieve our goals and objectives.

Each item in the Strategy Map will have its own operating plan, to ensure that we are maximising our efforts and resources to drive essential change for animals and the planet.

**CHANGE GOAL 2**

**To reduce reliance on animal products**

To achieve corporate commitments from leading companies that drive transformational change for animal welfare, reduce reliance on animal-sourced foods, and encourage more regenerative, nature-friendly farming

Amplify and enable the voice of the Global South against factory farming

Gather and promote the evidence on animal sentience

Embed a culture of, and capacity for, agile work that can seize the moment

Develop strong networks for major gift fundraising

Embed EDI across teams, programmes, external comms and ways of working

**CHANGE GOAL 3**

**To achieve adoption of positive animal welfare as essential for sustainable climate and nature-friendly food**

To mobilise the financial sector, gaining commitments and greater influence to deliver shifts away from factory farming, instead toward regenerative farming with high animal welfare and more non-animal-sourced proteins

Grow our internal knowledge on influencing finance and faith-based stakeholders

Attract, develop, and retain a diverse, high performing staff and trustee team relentlessly committed to ending factory farming

Invest in operational functions to fully support a growing and more complex international organisation

Ensure the best global processes, systems and ways of working for effective and impactful delivery of the strategy

Create greater capacity and support organisation-wide to grow fundraising and mobilise resources

Monitor and evaluate our impact, and track our progress towards ending factory farming

# SUPPORTING DOCUMENTATION AND REVIEW

Whilst focused on the immediate period 2023-2025, this Strategic Plan charts a course to 2030. It builds on our strong track record of impact, seeking to take the organisation to the next level in achieving bigger, more ambitious change.

It provides a high-level summary that will guide our work at all levels through the administrative period from April 2023 to end March 2026 (three financial years).

It will be supported by the development of the following:

- **Programmatic Operating Plans** – with detailed programme strategies, operational requirements, budgets and dashboards of key performance indicators against specific objectives.
- **Global Fundraising Growth Strategy** – setting out how we will reach our fundraising target of £30 million annual income by 2030/31.
- **Five-year Financial Plan** – showing how the business will manage its budget, scenario planning and portfolio of risk to best effect.

Progress against this Strategic Plan will be monitored by the Board of Trustees on a quarterly basis.

This Strategic Plan will be revised in September 2025.



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# WHAT IS ANIMAL WELFARE?

Animal welfare is about ensuring the wellbeing of the individual animal. This involves the physical and mental wellbeing of the animal, as well as allowing for the expression of normal behaviours.

The welfare of an animal therefore can be described as good or high if the individual is fit, healthy and happy, having what they want and need.

Truly high welfare is more than the absence of suffering. It should also allow animals to enjoy positive experiences, to experience the joy of life.

We believe that every farmed animal should have a life worth living and be given the opportunity for a good life.

*"The simplest and best definition of good welfare is 'fit and happy'".*

John Webster, Professor Emeritus of Animal Husbandry at the University of Bristol (UK)



# WHAT IS FACTORY FARMING?



*“A system of rearing livestock using highly intensive methods, by which poultry, pigs, or cattle are confined indoors under strictly controlled conditions.”*

English Oxford Dictionary

Factory farming involves keeping animals in barren environments such as cages and crates where they may not be able to turn round, or crowding them into hangar-like sheds or confining them in open-air feedlots.

Fast-growing or high-producing breeds of animal, prone to painful production-related diseases, are often reared in cramped conditions.

Mutilations such as tail-docking or beak-trimming are frequently used as a way of altering the animals to make them fit a bad husbandry system, rather than altering the system to suit the animal.

This factory-style ‘intensive’ rearing is resource-intensive and treats animals as production machines rather than individual sentient beings with welfare needs. It also involves the use of vast acreages of land elsewhere to grow animal feed, much of it produced using chemical pesticides and artificial fertilisers.

As well as poultry, pigs and cattle, a host of other species can be factory farmed, including fish, octopuses, rabbits and sheep.

In short, factory farming is the grain feeding of confined animals. Whilst grain in the form of cereals is the principal form of animal feed, other important feed ingredients include soya, palm products (kernel and oil) and fish.





## WHAT IS REGENERATIVE FARMING?

Regenerative farming, also known as agroecology, is farming with nature rather than against her. It aims to harness natural processes, not just to minimise negative impacts, but to be a positive force.

For example, by producing food while at the same time enhancing soil quality and restoring biodiversity. Key characteristics include free-ranging animals fed only on pasture and materials that cannot be eaten by people, minimising the use of chemicals, keeping soil covered up all year round to avoid erosion, and using mixed, rotational farming methods. For further details, read our report entitled *Regenerative Agriculture: Nurture for Nature*.

## WHAT IS PLANT-BASED PROTEIN?

Plant-based protein is a meaningful food source of protein which is made only from plants. Examples of ingredients include pulses, tofu, soya, tempeh, seitan, nuts, seeds, mushrooms, grains and peas. Manufacturers of plant-based alternatives to animal-sourced foods are using these as the basis to reproduce the texture and flavour of meat, milk and eggs. The most advanced of these, like Beyond Meat™ and the Impossible Burger™, work on the basis of replicating the constituent parts of meat, but using substances extracted from plants. Plant proteins are highly nutritious – not only as good sources of protein, but also because they provide other nutrients such as fibre, vitamins and minerals. For sustainability, it is extremely important that plant proteins should be produced using regenerative, nature-friendly production methods.

## References

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**Key policy update:** That the production and consumption of red meat, poultry and fish is reduced by at least 70% in high-consuming nations by 2030 and by 60% globally (against 2018 baseline figures) by 2050.

## WHAT IS CULTIVATED MEAT?

Cultivated or 'cultured' or 'cell-based' meat is produced by growing stem cells in a bioreactor. The cells used to start the process are harvested from a living animal in a harmless biopsy. The stem cells are then placed in a culture medium – a nutrient-rich soup – that allows them to grow in a bioreactor similar to those used for fermenting beer and yoghurt.

## WHAT IS PRECISION FERMENTATION?

Precision fermentation is based on the same symbiotic relationship formed over millions of years between the cow and the microbes in her gut, only without the cow. It is based on programming microbes to produce specific building blocks of food without any need for an animal. At its simplest, food is made up of packages of nutrients, whether they are proteins, fats carbohydrates, vitamins or minerals. Precision fermentation allows for those constituent parts to be built to precise specifications, whether that's nutritional composition, texture or taste.



“It is within our power now to create for the future an environment in which we can peacefully co-exist, or to inherit a hostile environment, finding ourselves threatened on all sides by disease, hunger and pests.”

Peter Roberts MBE, Founder, Compassion in World Farming



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