

STRATEGIC PLAN 2018-2022

# WORKING TOGETHER

TO END FACTORY FARMING  
WORLDWIDE



**COMPASSION**  
in world farming 

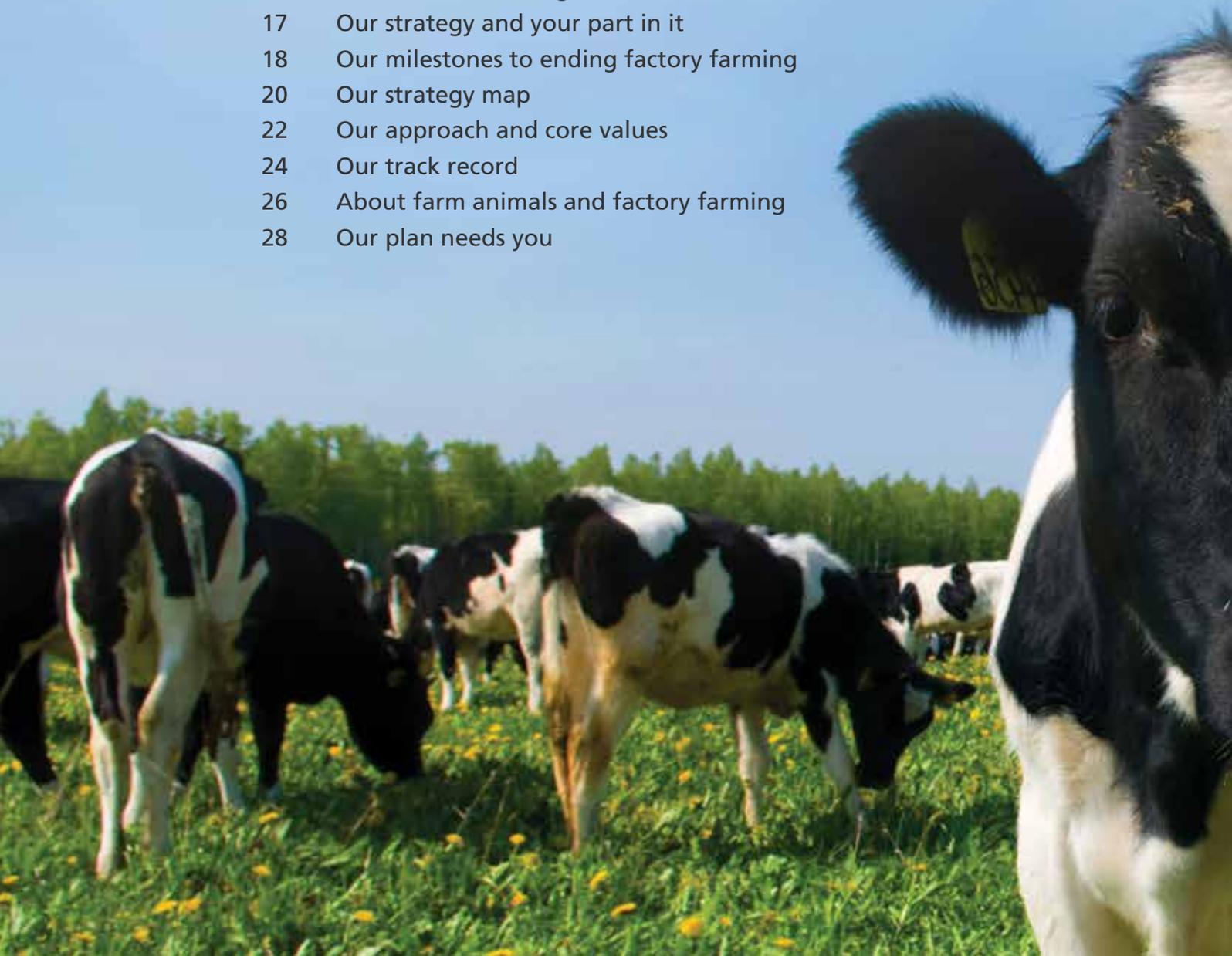
**OUR VISION** is a world where farm animals are treated with compassion and respect.

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

## **OUR ESSENCE**

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

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**Factory farming** causes immense animal suffering – and drives the world’s food resources, environment and wildlife into the ground.

With your **vision, involvement** and **investment**, we want to change the game and **spark a new era** in agriculture and **farm animal welfare**.

Together, we can pioneer abundant, sustainable food that is **free from animal cruelty** – now and for generations to come.

This is our **five-year strategy** to make that vision a reality, with your help.



# WHY WE NEED A NEW ERA IN FOOD AND FARMING

Welcome to our five-year Strategic Plan – our vision of how we can achieve game-changing impact for farm animal welfare, with the help of our amazing supporters.

## Changing the game starts with recognition of the problem.

The problem we are focused on is factory farming, by far the biggest cause of animal cruelty on the planet.

Factory farming – the intensive confinement of grain-fed\* animals – is devastating for animal welfare, treating them like units of production with little or no regard for their intrinsic value as sentient beings.

As well as the suffering caused by caging and crowding animals, factory farming is deeply damaging to public health, the environment and our ability to feed a growing world population. It is also a big driver of extinction, particularly due to vast land areas used unnecessarily for growing animal feed, wiping out wildlife in its wake. Add climate change into the mix and time is short to resolve things.

## IT'S TIME FOR CHANGE

Our organisation is dedicated to ending factory farming. This is a hugely ambitious and urgent goal, and one we are determined to achieve, with your help.

We want to see a wholesale shift to post-industrial agriculture where factory farming is replaced with a humane and sustainable food system. Land-based, regenerative alternatives, such as pasture-fed, free range or organic, provide better lives for animals, healthier food and help to save the environment. New and developing technologies, like 'clean' meat from cell cultures, hold real possibilities for a new approach to producing food without slaughtering animals.

To create momentum for change, we also support intermediate moves to higher-welfare indoor farming systems.

Enriched group housing for pigs, and slower-growing breeds of poultry, are but two examples. These bring immediate benefits for animal wellbeing and kick-start the change process.

We recognise that in a world with more mouths to feed and shrinking resources, increased meat consumption will put immense pressure on a hard-pressed environment. It is environmentally imperative therefore to couple moves to less resource-intensive, land-based farming with reducing meat consumption.

That is why our urgent message to consumers and policy makers is the need to reduce average meat consumption (including fish) in favour of better quality, non-factory farmed meat, milk and eggs, balanced with an increase in more plant-based foods.

\* 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.



## WE MUST EXPOSE THE FACTORY FARMING MYTH

The problem we face is that many policy makers at government and corporate level are still locked into outdated thinking, seeing factory farming as a 'necessary evil'.

Yet, the reality is that factory farming wastes vast quantities of food, scarce arable land, water and oil, not to mention undermining the world's soils, which the UN warns may have only 60 harvests left before they are gone<sup>1</sup>.

## TOGETHER WE CAN SPARK A NEW ERA

With the help of our supporters, we are changing the way society views factory farming, paving the way for a major shift in food policy.

At the same time, we work to reduce as much animal suffering as possible here and now. We expose the cruelties involved in factory farming as well as the hidden costs of 'cheap' meat, dairy and eggs.

**Our strategy** is based on achieving major wins for animal welfare today by persuading food companies and legislators to adopt higher welfare solutions, like wholesale switches to cage-free farming. In this way, many millions of animals will have better lives.

**Our programmes** aim to unlock even bigger changes tomorrow; bringing relief to much animal suffering and creating the climate for a food and farming revolution, a new era of post-industrial agriculture, where the wide range of practical alternatives to factory farming can flourish.

**Our work** is powered by a growing social movement of citizens and consumers globally, like you, who are willing to stand up for a better world for animals, people and the environment.

**Our focus** is on achieving massive change by reaching a tipping point where momentum for an end to factory farming becomes unstoppable and animals are truly recognised as sentient beings, reared in ways where they can experience the joy of living.

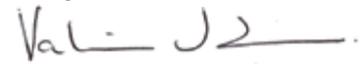
## YOU ARE AT THE HEART OF OUR STRATEGY

This Strategic Plan sets out our vision for you. It goes on to explain the problems of factory farming and Compassion's solutions. It then summarises the current situation and what we plan to do, with your help, to make progress, including our major goals, anticipated milestones and strategy map. You can also read about our approach and values and the vital role you play.

As you will see, in this Strategic Plan, our 'big idea' for changing the game is to press for an international agreement on ending factory farming. Through the United Nations, this would set targets for national governments in moving toward a better, more humane food system. These would build on thinking already developed internationally through the Sustainable Development Goals (SDGs), spearheaded by the UN<sup>2</sup>.

Changing the game begins with recognising the problem. Factory farming is what is wrong in our food system, and is the very thing holding society back from a humane and sustainable existence. By exposing factory farming for what it is, we will achieve the biggest impact, and the greatest change for the largest number of animals. In so doing, we will bring a better future for people too.

**Sparking a new era in food and farming is a big, bold vision but we believe it can be achieved with visionary and determined people like you beside us.**



Valerie James, Chair of Trustees



Philip Lymbery, Chief Executive



# WHY DO WE NEED COMPASSION IN WORLD FARMING?

How cruelty to farm animals is wrecking the planet.

## FARM ANIMALS ARE SUFFERING

Over the last half century, the industrialisation of the countryside has led to farm animals disappearing from the land to be caged, crammed and confined in factory farms. This has had a devastating impact on animal welfare.

**50** BILLION

ANIMALS ARE REARED FOR FOOD IN INTENSIVE FARMS EACH YEAR

### CASE STUDY: PIGS

The shift away from traditional pig farming to large-scale intensive systems has resulted in significant concerns for the welfare of millions of pigs throughout the world.

In intensive systems, sows are confined in narrow crates, unable to move freely, when they are pregnant and nursing their piglets. They are deprived of almost all natural behaviours; they cannot explore, exercise, forage or socialise. Most will never go outside in their lives.

Pigs reared for meat are often kept in barren, crowded conditions; on slatted or concrete floors without straw for bedding or rooting. They have no access to outdoors and will never experience fresh air or daylight. They are unable to behave naturally and become bored and frustrated. They tend to fight and to bite each other, sometimes causing severe injury, particularly to their tails.





# 95%

OF JAGUARS GONE IN  
50 YEARS

## OUR WILDLIFE IS DISAPPEARING

The ill treatment of billions of farm animals is inextricably linked to the demise of farmland birds, bees and butterflies, as well as all sorts of iconic creatures not associated with farming at all: penguins, polar bears, elephants, jaguars, orang-utans and rhinos<sup>3</sup>.

Factory farming sets off a cascade of cruelty and devastation. Farm animals are removed from the land into crowded sheds. Their feed is grown in vast crop prairies, usually doused in artificial fertilisers and chemical pesticides. These intensive monocultures effectively cause the removal of many trees, bushes, hedges, wildflowers, seeds, insects, birds, bees, bats and other wildlife, pretty much removing all life but the crop.

In the last 40 years, since the widespread adoption of factory farming, the total number of wild mammals, birds, reptiles, amphibians and fish worldwide has halved<sup>4</sup>.

About two-thirds of wildlife loss is driven by food production<sup>5</sup>, with industrial agriculture – factory farming – the most damaging.

If we simply carry on as before, scientists warn of a mass extinction event not seen since the dinosaurs. Species are already disappearing at a rate 1,000 times higher than would otherwise be the case<sup>6</sup>. Yet the global livestock population is expected to near double by 2050, further intensifying pressure on a natural world already in steep decline.

### CASE STUDY: JAGUAR

Brazil is home to half the jaguars left in the world. Now their numbers are shrinking as their habitat is deforested to make way for soya plantations.

So far, 13 million hectares of South American land have been hijacked to grow soya, largely to feed industrially reared farm animals suffering across the EU.

## OUR ENVIRONMENT IS UNDER SERIOUS THREAT

With nearly half the world's usable land surface devoted to agriculture, the way we feed ourselves is now a dominant activity on the planet, affecting farm animal welfare as well as wildlife and the natural ecosystems on which human society depends.

Some 74 billion farm animals are reared for food every year, two-thirds of them factory farmed, with numbers growing all the time. Together, they emit a seventh of all global greenhouse gas emissions.

### CASE STUDY: POLLUTION

In the Gulf of Mexico, USA, there is an expanse of water so polluted that nothing lives. Nearly all the oxygen is gone. It is the most notorious of many other 'dead zones' around the world.

Levels of nutrients in the Gulf have been rising, causing the phytoplankton to bloom, then die and decay, sucking most of the oxygen out, making the water 'hypoxic'.

Shrimp are especially badly hit by the effects of the dead zone, as the lack of oxygen kills them and disrupts their migratory patterns.

The main cause of the dead zone – as big as a country the size of Wales – is the fertiliser, used on monocultures of crops in the Midwest, mainly for animal feed. Much of this is washed into rivers and streams, ending up in the Gulf.

Since the 1960s, the number of dead zones worldwide has been doubling every decade.

There are now more than 400 coastal dead zones in the world – affecting a total area of some 95,000 square miles, or an area as big as New Zealand.

LIVESTOCK FARMING  
ACCOUNTS FOR ALMOST

**14.5%**

OF GLOBAL GREENHOUSE  
GAS EMISSIONS



## MEANWHILE, WE ARE WASTING OUR FOOD

Factory farming is often justified on the basis of a looming food crisis. However, this overlooks the fact that we live in a world of abundance. According to United Nations statistics, enough food is already produced worldwide to feed nearly 16 billion people<sup>7</sup>.

Yet, so much food is wasted, not least in the inefficient use of harvests from vast swathes of arable land to feed industrially-reared animals.

More than a third of the world's cereals (and most of its soya) is fed to farm animals, wasting more than two-thirds of the calories and protein in conversion to meat, milk and eggs. This highlights the sheer inefficiency of feeding crops to farm animals that could be feeding people; or, more properly, from croplands that should be growing food directly for people.

As it stands, an area of arable land equivalent to the entire area of the European Union (or half the United States) is devoted worldwide to growing cereals and soya for industrially-reared animals.

Further expansion of arable land for crops to feed factory farms is likely to come at the expense of dwindling forests.

In spite of all this, many policymakers support expansion of industrial farming, seemingly at any cost, condemning billions more farm animals to a life of misery and, at the same time, wrecking the Earth.

MORE THAN  
**1/3**  
OF THE WORLD'S CEREALS  
— AND MOST OF ITS  
SOYA — IS FED TO  
FARM ANIMALS



We will not stand by while factory farming devastates our farm animals, wildlife and environment and fails to feed the world.

**JOIN US AND TOGETHER WE CAN USHER IN A NEW ERA IN FOOD AND FARMING THAT BENEFITS ANIMALS, PEOPLE AND THE PLANET.**

[ciwf.org](http://ciwf.org)

# THE SOLUTION: A WORLD BETTER FED WITHOUT FACTORY FARMING

Our message is simple: by ending factory farming, we will bring better lives to billions of farm animals and people, save wildlife from extinction, and leave a planet worth having as a legacy for our children. You can play a pivotal role in making this inspiring vision a reality.

## CREATE HAPPIER, HEALTHIER FARM ANIMALS

If we get rid of cruel factory farms and restore farm animals to the land in mixed rotational farms, there are huge benefits to be had.

Free-ranging animals can express their natural behaviours – running, flapping, grazing – making for happier animals with better immunity, cutting down on the need for veterinary antibiotics and reducing the risk of disease. The simple fact is that rearing animals this way is better for them and healthier for us.



“The restoration of ecosystems will not only increase the amount of food produced but also improve the state of the environment upon which food production is dependent.”

Achim Steiner, Executive Director, United Nations Environment Programme (UNEP)

## BREATHE LIFE INTO OUR LANDSCAPES

By returning to rotational farms and naturally-reared animals, we can bring a cascade of positive benefits for the environment too.

When free-range animals can wander fields and pasture, they help to regenerate soils. They re-engage the age-old nitrogen cycle where sunlight pushes up plants, eaten by animals whose droppings return nourishment to the soil.

Restoring farm animals to the land reduces the need for costly buildings and infrastructure and will cut back our reliance on chemical pesticides and fertilisers, so reducing costs to farmers. It also encourages more wild plants, insects and other farmland wildlife.

Land-based farms offer a varied landscape, bursting with wildflowers, luring back indispensable pollinating insects like bumblebees, as well as providing seeds and insects for a host of birds and other wildlife.

It also takes the pressure off a hard-pressed environment, requiring less water from rivers and aquifers, and reducing the need to fell forests to make way for more arable land.



### CASE STUDY: BRINGING BACK WILDLIFE

A third of what we eat relies on bees for pollination, yet numbers have almost halved in the past 25 years in England. Researchers at the University of Reading believe that Britain has less than a quarter of the bees needed for the proper pollination of its crops, while Europe only has two-thirds. Monoculture farming and its reliance on chemical pesticides is killing our meadows and flower-rich grasslands. This is the trigger for a staggering loss of biodiversity and one of the biggest factors in the decline of bees.

When we put animals back out on the land, in well-managed, mixed rotational farms, amazing things can happen. Landscapes start coming back to life. Wild flowers and meadows encourage wildlife to thrive.

A recent project to re-introduce the short-haired bumblebee in the south of England saw the community and farmers work together to bring back hectares of flower-rich, wildlife friendly habitat, and the short-haired bumblebee is back too.

“There is a need to encourage a major shift from current industrial agriculture to transformative activities such as conservation agriculture (agroecology).”

Hilal Elver, UN Special Rapporteur on the right to food (2015).

## DELIVER ABUNDANT FOOD

Cereals are a big deal. They are the foundation of human nutrition worldwide, providing around half of the total calories for humans globally in the form of bread, rice dishes, pizza, pasta and the like.

However, the rise of factory farming has seen grain become the staple diet of industrially-reared animals like pigs, chickens or cattle, sparking a competition between people and farm animals for food.

It would be a much better use of scarce arable land if it were devoted to growing food for people, rearing animals on the existing pastures that cover a quarter of the planet’s land surface, or as part of mixed farms, where grazing animals help to build soil fertility as part of the crop rotation.

In this way, we would restore farm animals to their ecological niche, converting things people can’t eat – grass and crop residues – into things which they can: meat, milk and eggs.

Embracing regenerative, land-based ways of keeping farm animals would not only provide the scope

for higher welfare, it could also go a long way to feeding the world.

**If we cut by half the amount of cereals and soya fed to farm animals, it would free up enough food for an extra 2 billion people.**

This would swell the world’s food basket to feed the 9 billion people or so anticipated by 2050 without the need for a hectare more of farmland.

Pigs and poultry also have a distinct niche on mixed farms as nature’s great foragers and recyclers. Here they can glean part of their diet from searching woodlands or pasture for grubs or seeds, whilst eating crop residues, or food waste (once properly treated) that would otherwise go to landfill. This all helps to reduce the amount of grain in their diet, making for a farming system more efficient at doing the essential job of providing food for people.

We therefore agree with the International Panel of Experts on Sustainable Food Systems (IPES) 2016 report, which calls for a “shift from ‘industrial agriculture’ to diversified agro-ecological systems”.<sup>8</sup>



## GO EASY ON THE MEAT

There is a growing need to diversify the range of protein sources for people, reducing the overall amount of meat consumed. This would promote healthier diets, reduce greenhouse gas emissions, help restore the natural environment, make it easier to feed a growing world population and provide greater scope for the very best animal welfare.

We therefore encourage governments and companies to adopt policies aimed at reducing average meat consumption (including fish) in favour of better quality, non-factory farmed meat, milk and eggs, balanced with an increase in more plant-based foods or those from new technologies such as cell-culture meat.

**Pasture-raised meat and milk is usually healthier, more nutritious; lower in saturated fats and higher in health-giving nutrients such as omega-3s.**

Consumers also have the power to change things three times a day through their food choices; choosing pasture-fed, free-range or organic meat, milk and eggs, together with more plant-based foods, can make a real difference.

By moving to post-industrial agriculture – where farm animals are kept on land-based farms, such as pasture-fed, free-range or organic, and the overall production of livestock products is reduced in favour of more plant-based alternatives – we can deliver a truly efficient food system for the benefit of animals, people and the planet.

“It would help if we could put animals back into their ecological niche. Precious land, water and fertiliser is spent growing grain, 50 per cent of which [in Europe] goes to animals that are inefficient converters of energy<sup>9</sup>.”

Tim Lang, Professor of Food Policy, City University, London

This is our strategy for creating a world better fed without factory farming  
**– BUT OUR PLAN NEEDS YOU.**

[ciwf.org](http://ciwf.org)



# WHERE ARE WE NOW?

A snapshot of attitudes and global trends.

**Thanks to organisations like Compassion and people like you, farm animal welfare has become increasingly important.**

A solid base of legislation in Europe tackling some of the worst systems, such as veal crates and barren battery cages, is now being followed by an international wave of major corporate commitments. Some of the world's biggest and most influential food companies have pledged, for instance, to use only cage-free eggs or higher-welfare chicken.

However, factory farming remains the dominant force in agriculture, with a strong focus on increasing production using intensive farming methods that are generally bad for animal welfare. There is much talk of 'sustainable intensification' and 'precision agriculture' – terms that can add up to more factory farming. They are backed by talk of a need to produce more food to keep pace with a growing global population, an argument which conveniently overlooks the fact that there is plenty of food produced already – it's what we do with it that matters.

Meat consumption continues to rise globally, fuelled by factory farming,

both of which continue to receive support from government policy and subsidies.

Regions particularly influential in the rise of industrial farming include Europe, US, China and South America (particularly Brazil). These regions are not only major agri-economic superpowers, but also act as trend-setters for much of the world. The industrial meat industry has powerful ties in many countries, making legislation for farm animal welfare often extremely difficult to achieve, underscoring the need for organisations like ours and people like you, who are demanding a better way.

Tackling factory farming means having influence in these key regions and beyond.

## WE NEED TO COUNT THE TRUE COST

One of the major obstacles to ending factory farming remains that the economics of industrial meat production don't reflect the true costs involved.

Factors such as the impact on the environment and public health, resource depletion and cruelty to animals, aren't reflected in the price consumers pay.

However, there is growing recognition of the true costs of factory farming in terms of its intensive use of scarce resources (land, water, oil), together with the implications of a high-meat diet on human health.

Yet, much investment still goes into business-as-usual approaches, such as new chemical pesticides, designed to perpetuate industrial farming.

This is despite projections showing that high-meat diets from industrial farming will continue to drive climate change, wildlife extinctions, resource depletion, and human illness; and undermine our ability to produce enough food in the future.



**THE TWO SIDES**  
Animals taken off the land...

## LET'S BE CLEAR ABOUT CLIMATE CHANGE

Climate change has been wrongly cited by some as a reason for more factory farming. They argue that to reduce farming's greenhouse gas (GHG) emissions, we need to replace cattle and sheep with factory farmed pigs and poultry.

However, well-managed pasture can store carbon in the soil. Soils store four times more carbon than the atmosphere<sup>10</sup>.

Losses of carbon from chemically-intensive use of soils, and land-use change from ploughing up grasslands and clearing forests, constitute the second-largest source of carbon dioxide after burning fossil fuels<sup>11</sup>. Increasing pig and poultry production would further swell the demand for grain, leading to more intensification of crop production with further soil degradation, entailing substantial GHG emissions. What's more, expanding croplands will cause deforestation with massive GHG emissions and loss of wildlife.

Changes in consumption are essential; without a reduction in the amount of meat and dairy we eat, our diets alone will push us over the Paris Agreement's targets, sparking catastrophic climate change.

## IT'S TIME TO THINK TWICE ABOUT MEAT

Eating less meat is starting to become a mainstream concern for ethical, environmental and health reasons. Increasingly, organisations like WWF, Greenpeace and Friends of the Earth are becoming vocal on the issue. Global companies like Tyson<sup>12</sup> are investing in meat alternatives. There has also been a major development at governmental level with China announcing a national target of halving meat consumption<sup>13</sup>.

At the same time, there is a growing appreciation of the benefits of better meat from animals kept in higher welfare, land-based systems; farming that works with ecosystems rather than against them.

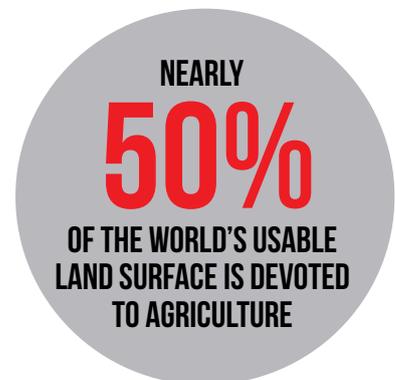
New technologies raise the prospect of meat being produced without animals. 'Cellular agriculture', also known as 'clean' or 'lab-meat' produced by cell culture, is attracting backing from forward-thinking investors such as Bill Gates.

Improvements in plant-based food alternatives to meat are also becoming more prominent in the marketplace.

## HOW WE WILL CHANGE THE GAME

As the leading international animal welfare organisation pressing for an end to factory farming, we are well placed to link our rapidly growing audience of more than a million voices with those of other groups (such as those concerned with the environment or public health) who share our vision of a post-industrial agriculture. We aim to involve 'Goliaths' like governments, major food companies and the United Nations in making change happen. Enlisting the support of both the public and policy makers will be key to our success.

Ours is a truly global objective and one that will see us working with international agencies and organisations on the world stage to achieve our vision of widespread, post-industrial agriculture.



## OF FACTORY FARMING

...Land is deforested to grow animal feed



# WHAT WE WILL DO, TOGETHER

We will not rest until the biggest cause of animal cruelty – factory farming – is ended for the benefit of animals, people and the planet.

With your support, we will work on a number of fronts to alter the economic environment that allows factory farming to thrive.

## WE WILL:

- Show that **ending factory farming is key to humane and sustainable food.**

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- **Push for a global agreement** to end factory farming in favour of post-industrial agriculture.

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- **Convince intergovernmental agencies**, such as the United Nations institutions, to **support humane and sustainable farming policies.**

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- **Encourage policies** to reduce meat (including fish), milk and egg consumption in favour of protein diversification from plant-based alternatives.

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- **Strengthen legislation and enforcement on farm animal welfare** with a particular focus on Europe and the UK.

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- **Persuade governments to adopt policies** which incorporate the true cost of factory farming in the price of food.

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- **Persuade food companies** to adopt higher-welfare products across their entire product ranges.

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- **Support producers** who champion higher-welfare livestock practices.

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- **Enable consumers** to make higher-welfare food choices through better information and honest labelling.



# OUR STRATEGY AND YOUR PART IN IT

The 2018-2022 five-year period will be crucial in spring-boarding our programme to end factory farming and usher in a new era of humane food and farming where farm animals are reared in higher-welfare conditions.

## OUR PLAN IS BUILT ON THREE CHANGE GOALS:

1

To achieve recognition that global action is needed to end factory farming and reduce overall meat consumption in favour of post-industrial agriculture

2

To drive legislation to achieve better standards of animal welfare through campaigning and advocacy

3

To drive better animal welfare standards in the global food supply chain by working with food companies



# OUR MILESTONES TO ENDING FACTORY FARMING

Our milestones set out the clear pathway we must take – with your support – to achieve our urgent and ambitious goal of ending factory farming.

By working together, we can remove the foundations of the factory farm regime: the use of cages, routine antibiotics, subsidies encouraging intensification, and lack of information about humane options for consumers.

Pivotal to our success will be the establishment of an international agreement on post-industrial agriculture that sets global targets for ending industrial agriculture and reducing meat consumption.

The following milestones show the changes we see as key to reaching a tipping point for ending factory farming – they also guide the work we do.



## ENDING THE WORST OF FACTORY FARMING:

- An end to routine, non-therapeutic antibiotic use for farm animals in Europe by 2022 and in the US by 2025.
- An end to routine mutilations in Europe and the US by 2025.
- An end to all cages and other close confinement systems in Europe and the US by 2030.

## PROGRESS TOWARD A BETTER FOOD SYSTEM:

- Government procurement policies are introduced to encourage consumption of less and better meat, milk and eggs from pasture-fed, free-range or organic systems, by 2022.
- The impact of factory farming to the environment, wildlife, climate, food quality and food security is recognised by societal leaders by 2025.
- The true cost of factory-farmed produce is recognised by key governments at policy level by 2025.
- Mandatory labelling according to method of production is introduced in Europe by 2025.
- Major companies switch supply chains from factory-farmed to pasture-fed, free-range and organic produce by 2030.
- Key governments and major food companies set consumption targets for new and diverse sources of protein, including cell-culture meat and plant-based alternatives to meat, milk and eggs, by 2030.
- Global agreement to end factory farming in favour of regenerative agriculture.

## DAWNING OF A NEW ERA:

- Robust breeds of animal (particularly slow-growing breeds of chicken), fit for purpose and suited to locality, are adopted as standard by 2035.
- Government policies and financial subsidy regimes shift from supporting industrial to extensive land-based farming by 2035.
- Feeding of human-edible crops to farm animals is reduced by half (compared with 2015 baseline figures) in Europe by 2035, and globally by 2050.
- The production and consumption of meat (including fish), milk and eggs from farmed animals is reduced by 50 per cent in high-consuming nations by 2035 and by half globally (against 2015 baseline figures) by 2050.



# OUR STRATEGY MAP

## CHANGE GOALS

What are the big changes that we want to make?

## CHANGE GOAL 1

To achieve recognition that global action is needed to end factory farming and reduce overall meat consumption in favour of post-industrial agriculture

## STAKEHOLDERS

What do we need to achieve regarding key stakeholders?

### S1

To inspire, engage and mobilise civil society organisations to champion ending factory farming (*NGOs, coalition partners*)

### S2

To convince policy makers to support post-industrial agriculture and meat reduction targets (*the UN, IGOs, govts, investors*)

### S3

To harness scientific, veterinary and academic champions for ending factory farming (*experts*)

## CAPACITIES

What internal processes do we need to excel at?

### C1

To excel at promoting policy targets on eating less and better meat, milk and eggs

### C2

To showcase and inspire a world-class evidence base and solutions that promote post-industrial agriculture

### C3

To develop an international governance model that best suits an expanding international organisation with an increasingly global focus

## LEARNING & GROWTH

How should we improve our human capital?

### L1

To develop expertise in coalition building and high level influence

### L2

To train and deliver international expertise in farm animal welfare and recognition of the impact of factory farming

### L3

To develop an army of international spokespeople leading the charge on the global stage

## RESOURCES

What resources do we need?

### R1

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

### R2

To develop and implement "future fit" systems and processes to enable Compassion as an agile, expanding international organisation

**CHANGE GOAL 2**

To drive legislation to achieve better standards of animal welfare through campaigning and advocacy

**CHANGE GOAL 3**

To drive better animal welfare standards in the global food supply chain by working with food companies

**S4**

To encourage technologies that improve the welfare of farmed animals or replace them in the food system (*innovators, technologists*)

**S5**

To mobilise a global movement to change political and corporate policy (*citizens, consumers*)

**S6**

To inspire transformational support and long-term engagement from supporters and funders worldwide (*supporters, high value donors*)

**S7**

To challenge European institutions and governments to introduce, strengthen and enforce legislation (*governments*)

**S8**

To harness food industry power to achieve higher animal welfare standards (*food industry*)

**C4**

To excel at demonstrating animal sentience and the need for positive animal welfare

**C5**

To fearlessly expose cruel and shocking practices and the true cost of factory farming to people, planet and animals

**C6**

To shape compelling and visionary campaigns and narratives that deliver large-scale shifts in public awareness and inspire activism and philanthropy

**C7**

To convene multi-stakeholder groups that result in supply chain solutions for higher animal welfare

**L4**

To build an agile, responsive global team that works smartly across geographical boundaries

**L5**

To excel at cultivating long-term relationships with supporters, global philanthropists and major funding institutions

**L6**

To lead innovative, integrated public campaigning, corporate engagement and fundraising worldwide

**R3**

To provide the legal, management and operational capacity for running an expanding network of international staff and legal entities

**R4**

To generate transformational net income from diverse, international sources



# OUR APPROACH

We are an animal welfare society.

We strive to achieve the greatest impact for animal welfare.

We are passionate pragmatists, campaigning against cruelty.

We are relentlessly focused on ending factory farming.

We are mobilising a growing movement of concerned citizens, consumers and other stakeholders to campaign for higher welfare policy changes by governments and companies toward a tipping point that will end factory farming (see diagram below).

We engage with all of the issues associated with factory farming, including the environment, pollution, human health, and threats to wildlife, as well as cruelty and sentience, in order to gain greatest leverage for change.

We work with specialist organisations in these related fields where our objectives coincide.

We see political reform as driving change and consolidating changes in attitudes and behaviours.

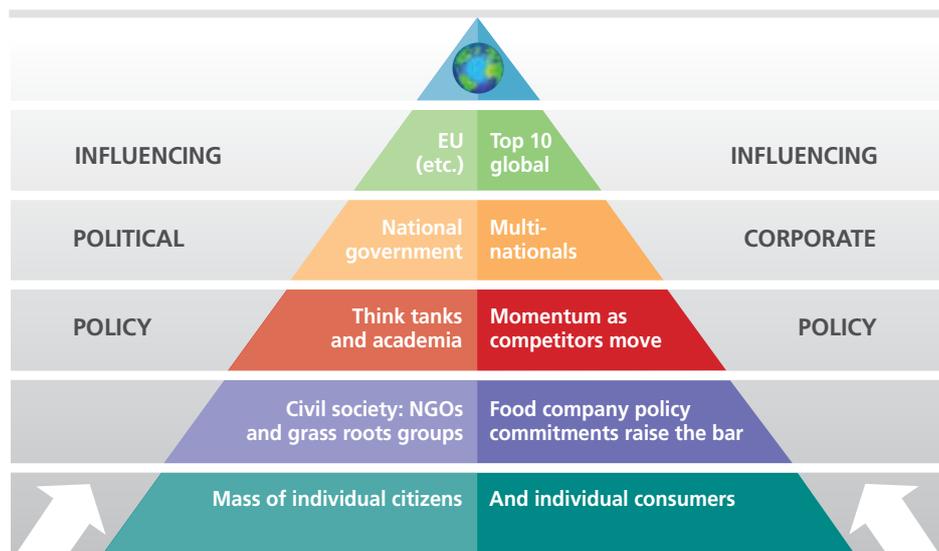
We aim to convert, rather than coerce, food companies to recognise the need for change.

We celebrate those companies who make real progress for animal welfare, but we do not run an assurance scheme or endorse individual livestock products.

We see factory farming as driving over-consumption of meat, which in turn drives more factory farming.

We therefore recommend reducing global consumption of meat, dairy and eggs, consuming more plants and only humanely-produced animal products.

## TIPPING POINT = ENDING FACTORY FARMING



We provide information to allow consumers to make informed choices and do not promote animals or their products as food.

We strive to unite the broadest possible movement of supporters, regardless of personal dietary choices, to bring about change.

We campaign at national and global level, being active where we can gain greatest influence; Europe, the US, China, India, South America and South Africa.

We aim to gain maximum influence with intergovernmental agencies, including the United Nations (based in Geneva, Nairobi, New York, Rome and Vienna) and key regional and national governments.

We are strategically focused on reducing as much animal suffering as possible, remaining nimble enough to seize opportunities, and seeking to grow our organisation only in ways that deliver greater impact.

We aim to devote 80% of our resources to priority programmes; the remaining 20% on tackling issues of a reactive or country-specific nature.

We value the essential contributions of our staff, trustees, volunteers, supporters and all who we engage with, acting with integrity, compassion and fairness.

We aim for a more transparent economic environment, whereby the true cost of production is reflected in the price of the food.

We persuade food companies to switch to higher welfare alternatives to battery eggs, factory-farmed meat etc. and thereby create the market for cage-free, pasture-fed, free-range and organic produce.

We work with governments to develop subsidies and tax measures that favour post-industrial agriculture, as well as outlawing the worst systems and practices.

We champion pioneers of the new sustainable food culture, such as pasture-fed livestock producers, free-range dairy, cell-culture meat technologies and the development of alternative plant-based sources of protein.

## OUR CORE VALUES

### **Championing animal sentience**

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

### **Promoting compassion**

All farm animals should be treated with compassion and respect.

### **Advancing humane and sustainable farming**

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

### **Focusing 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.

### **Facts and science**

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.

# OUR TRACK RECORD

Throughout our 50-year history, Compassion in World Farming has gained a reputation for being the organisation that gets things done.

**Founded by a dairy farmer, we have driven reforms of some of the worst excesses of the factory farm regime.**

Together with our amazing supporters, we have achieved bans on barren battery cages and veal crates in Europe, as well as gaining legal recognition of animals as sentient beings, capable of experiencing suffering or joy.

We are a strong, determined and growing voice globally, with about a hundred staff and offices in 12 countries: Brussels, Czech Republic, China, France, Italy, the Netherlands, Poland, Spain, South Africa, Sweden, the US and the UK, where we are headquartered.

Every one of us is dedicated to bringing better lives to animals and people. Thanks to our relentless focus on ending factory farming – and the determined, compassionate people who support us – we continue to make great strides.

## OUR KEY SUCCESSES INCLUDE:

**One billion farm animals a year** are set to benefit from higher welfare due to the commitments secured through our corporate engagement work (2007-2017).

**Ongoing change in the food industry** by engagement work with over 800 companies, including Walmart, Tesco, Carrefour, Ahold Delhaize, McDonald's, Panera, Chipotle, Subway, Compass Group, Aramark, Unilever, Mondelez International, Danone, Premier Foods, Barilla, and Woolworths (South Africa).

**A million pigs a year in China** are set to benefit from higher welfare as a result of our ground-breaking pilot work with Chinese producers (2014-2016).

**Pioneering the first league table of major food companies** – the Business Benchmark on Farm Animal Welfare – aimed at engaging the investment community and driving change.



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**An historic vote in the European Parliament** in favour of better welfare for farmed rabbits (2017).

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An all-industry voluntary agreement that **ended large-scale exports of male dairy calves from the UK** (2006).

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**UK live exports have plummeted from 2.5 million farm animals to 50,000 a year.**

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Helping to secure recognition in the case law of the World Trade Organisation (WTO) that **animal welfare is a genuine moral concern** that can justify trade restrictions under WTO rules.

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**Legal recognition in the EU of animals as sentient beings**, capable of feeling pain and suffering (1997).

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**Landmark reforms** including UK and EU bans on veal crates for calves (1990/2007), sow stalls for pregnant pigs (1999/2013) and barren battery cages for laying hens (2012).

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**Compulsory labelling of eggs across the EU**, so customers can easily see the system used to produce them – whether it be caged, barn, free range, or organic.

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**Exposing the realities** of factory farming and bringing the plight of farm animals to the attention of the world's media through **hard-hitting investigations.**



# WHAT IS ANIMAL WELFARE?

“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)

## ANIMAL WELFARE IS ABOUT ENSURING THE WELLBEING OF THE INDIVIDUAL ANIMAL

This involves the physical and mental well-being 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 farm animal should have a life worth living and be given the opportunity for a good life.



# 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<sup>14</sup>

## FACTORY FARMING IS THE GRAIN-FEEDING OF CONFINED ANIMALS.\*

It involves keeping animals in barren environments such as cages and crates where they may not be able to turn around, or crowding them into hangar-like sheds or confining them in 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, rabbits and sheep.

**TOGETHER, WE CAN END ANIMAL SUFFERING AND  
CREATE A NEW ERA IN FOOD AND FARMING.**

[ciwf.org](http://ciwf.org)



\* 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.

# OUR PLAN NEEDS YOU



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The evidence is irrefutable. Factory farming causes unimaginable suffering for billions of farm animals around the world. It wipes out wildlife and devastates our environment – all without providing the sustainable food our growing populations need. It is a cruel system and it is failing.

Our five-year strategy paves the way to a new era in food and farming: a post-industrial agriculture where life is vastly better for farm animals worldwide, where less meat is consumed and where people, wildlife and the planet thrive.

Yes, it is a bold and audacious vision; there isn't time for anything less. But we can't deliver it alone. An idea on this scale needs people with equally big vision to drive it forward and help make it a reality.

I hope you will join us in sparking a new era in food and farming. Together, we can take this five-year plan and turn it into a landmark piece of history: the moment in time when humanity woke up to the need for a compassionate and regenerative food system, and made it happen.



Philip Lymbery  
Chief Executive



# TOGETHER: OUR BIG 'FIVE IN FIVE' OBJECTIVES

Between 2018 and 2022, with your support, we aim to achieve the following five major objectives:

- 1** A further **1.5 billion farm animals set to benefit from better welfare** due to corporate and government policy commitments.
- 2** **Measurable progress toward a global agreement on post-industrial agriculture** by establishing lobbying capacity, infrastructure and influence with the United Nations and other key stakeholders.
- 3** Policy measures by key governments, major food companies and influential bodies (such as the UN) to **encourage the consumption of less and better meat (including fish), milk and eggs.**
- 4** To grow our movement to **10 million 'voices' for change.**
- 5** To increase our capacity to influence greater change by **doubling our global income to £15 million annually.**



## A NOTE ON DOCUMENTATION AND REVIEW

This Strategic Plan charts a course to 2022 with specific targets and objectives. It hereby sets out a strategic direction for the next 10 years, allowing the organisation to gear up with a clear vision toward achieving its ambitious goals.

The Strategic Plan is a high-level summary that will guide the organisation's work at all levels. It is supported by the development of the following:

- Five-year Operating Plan – with detailed programme strategies, operational requirements, budgets and dashboard of key performance indicators against specific objectives;
- Five-year Fundraising Plan – setting out the resource needs of the organisation and how these will be met;
- 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.

The Strategic Plan will be revised in May 2021.



## REFERENCES

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<sup>5</sup> Secretariat of the Convention on Biological Diversity. *Global Biodiversity Outlook 4*. 2014. Montréal, 155 pages, accessed at: <https://www.cbd.int/gbo/gbo4/publication/gbo4-en.pdf>

<sup>6</sup> Penn, Dustin J., Myserud, Iver, *Evolutionary Perspectives on Environmental Problems*. 9th February 2007. <https://www.amazon.com/Evolutionary-Perspectives-Environmental-Problems-Dustin/dp/0202307557>

For further practical and economic information on higher-welfare farming solutions, see Compassion's new 'Case Studies for Post-industrial Agriculture' at [ciwf.org.uk/research/solutions](http://ciwf.org.uk/research/solutions)

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<sup>7</sup> For crop and animal production: FAOSTAT: Production database: production data for crops primary, crops processed, livestock primary. Production data from 2012-2014 period as available on database. For calorific values: FAOSTAT Food supply database: Food balance and food supply. People fed calculated as 2250 kcal per person per day for one year. <https://www.fao.org/faostat/en/#home>

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# HOW YOU CAN HELP END FACTORY FARMING WORLDWIDE

To find out more about our work, how to  
get involved or to fund our programmes:

**VISIT [CIWF.ORG](https://www.ciwf.org)**

**Tel +44 (0) 1483 521 950**

(Monday to Friday, 9am – 5pm)

**Email: [supporters@ciwf.org](mailto:supporters@ciwf.org)**

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“Never doubt that a small group of thoughtful,  
committed individuals can change the world,  
indeed it’s the only thing that ever has.”

Margaret Mead, author