

2016 - 2017 Proposal for International Campaign Expansion

Organizational Overview

Started in 2005, The Humane League, an international nonprofit organization, works relentlessly to reduce animal suffering through grassroots education to change eating habits and corporate campaigns to reform farmed animal treatment. The Humane League's data-driven, cost-effective strategies are designed to raise awareness of the cruelties of many modern agribusiness practices and improve the welfare of billions of farmed animals currently within the factory farm system.

Corporate campaigns targeting schools, retailers, and foodservice providers win policy changes that spare millions of animals a year from the misery of intensive confinement. The Humane League's anti-confinement campaigns have led to a sea change around battery cages in the US, with nearly every major foodservice provider, restaurant, retailer and manufacturer having joined the cage boycott. In our last few years of campaigning, The Humane League has never failed to win a commitment from a campaign target.

In addition, The Humane League has been chosen as one of the top two or three most cost-effective animal protection charities in the world for four consecutive years by Animal Charity Evaluators. The Humane League is the only group to have earned this distinction.

The Humane League's Campaigns in 2016

The first five months of 2016 have been remarkably successful for The Humane League's campaigns department — largely thanks to the generous campaigns grant from the Open Philanthropy Project at the beginning of the year.

After receiving the grant, THL's corporate campaigns team brought on a new group of Campaigns Coordinators, a new Corporate Outreach Coordinator, and web and design staff to support an ambitious, accelerated campaigns strategy. THL has been able to significantly increase the amount of campaigns being run at a given time, going from 1 to 3 simultaneous campaigns in 2015 to a current average of 7 to 9 campaigns at any one time. Additionally, with the extra staff and support, the campaigns are able to be rolled out more quickly and each tactic executed at a more rapid pace. Since the beginning of the year, the following policies have been won by THL:

- **Retailers**
 - **Campaigns:** Kroger, Ahold, Wakefern Food Corp, Dollar General, 7-Eleven, Aldi, Wegmans, WinCo Foods, Stater Bros, Ingles Markets, Raley's, Weis Markets, Tops Markets, Schnuck Markets, Alex Lee Inc, Brookshire Grocery Company, Bashas', Fairway Market, King Kullen, Cosentino's, King Food Markets, Balls Food Stores, Stew Leonard's

- **Outreach:** Walmart, CVS, Walgreen's, C&S Wholesale Grocers, Supervalu, Delhaize, Southeastern Grocers, Dollar Tree/Family Dollar, Giant Eagle, BJ's Wholesale Club, Save Mart, Smart & Final, Price Chopper, The Fresh Market, Woodman's Markets, Lowes Markets, Vallarta, Marsh Supermarkets, Heinen's
- **Restaurants:**
 - **Campaigns:** Burger King (North America + Mexico), Darden (Olive Garden, LongHorn Steakhouse, Bob Evans, P.F. Chang's, BJ's Restaurants, California Pizza Kitchen, White Castle, Quiznos
 - **Outreach:** Chick-fil-A, DineEquity (Applebee's, IHOP), Sonic, Brinker International (Chili's, Maggiano's), Dairy Queen, Bloomin' Brands (Outback Steakhouse, Carrabba's), Denny's, Cracker Barrel, Golden Corral, Pei Wei
- **Manufacturers:**
 - **Campaigns:** ConAgra, Mondelez International (North America & Europe)
 - **Outreach:** PepsiCo (global commitment), Mars Inc (North America & Europe), Hershey, Campbell Soup
- **Hospitality:**
 - **Campaigns:** Starwood Hotels (global), Norwegian Cruise Line (global)
 - **Outreach:** Wyndham Hotels (North America), Walt Disney Parks and Resorts (USA)

Recruitment and training was completed within two months of the original OPP grant being made. With the program staff becoming less dependent on management already, THL is ready to begin taking the same, easy to replicate tactics to new parts of the world and eliminate battery cages country by country.

Moving Forward: The Global Opportunity

The rapid shift away from battery cages in the US has put the country ahead of even the EU on this issue. THL has successfully ported its campaign strategies to Mexico, and we are confident that we can further replicate our success internationally, wiping out cages in each individual area and eventually pressuring major multinationals to make global commitments.

The Humane League's global strategy is to simultaneously target global companies to produce global cage-free policies while waging local campaigns against regional companies. At first, the emphasis for global campaigning will be placed on foodservice and consumer packaged goods (CPG) companies that have a large global footprint, eventually moving to the largest fast food companies. Regionally, the emphasis will be placed on retailers, with some attention on regional restaurants and CPG companies.

After examining the data on the largest global food retailers (the industry that accounts for the lion's share of the world's egg consumption), a few trends emerge. It appears that certain countries are large hubs for food business headquarters and concentration. In Europe the key countries tend to be the UK, France, and Germany. In Asia, Japan overwhelmingly dominates the region, with some other significant areas being Hong Kong, China, and South Korea. Similarly in Latin America, Mexico tends to dominate the business world, while Brazil and Chile also play a role.

We have also looked at which countries are lacking our style of campaigning but have groups in place that would make strong allies (either as "good cops" or as grassroots resources for the campaigns). Taking all of this into account, our approach is to strategically place Campaign Coordinators and Corporate Outreach Coordinators around the EU plus Japan while expanding our current operation in Mexico. These areas are all strongholds or headquarters for major corporations. Just as we saw in the US, we believe that winning local commitments from these companies in the areas where they are based will allow us to push for global commitments down the line. In some of the smaller countries where there are already good, established groups, THL plans to use grants to those organizations to launch cage-free campaigns and provide all required resources and management to make these initiatives as successful as they have been in the US.

Expansion Plan

Given proper resources, The Humane League is prepared to expand our campaigns globally. In order to do so, we will need to add another Campaigns Manager to oversee this international expansion. Additionally, we plan to build upon our success in Mexico by adding another Corporate Outreach Coordinator to facilitate dialogue with companies and a Grassroots Organizer to provide education and activist support in key communities (potentially in Mexico City or Monterrey). Our staff in Mexico have already identified a strong candidate for one of these positions. In Europe, we plan to hire a Corporate Outreach Coordinator to facilitate dialogue with companies. A Campaigns Coordinator will also be hired in the UK to apply pressure to companies who need an extra push. We have already identified a strong candidate with experience in the European animal welfare movement who could work with us in Europe. And in Japan, where there are no other large animal groups organizing campaigns and more egg-laying hens than there are people, we plan to hire both a Campaigns Coordinator and a Corporate Outreach Manager.

Travel funds will be needed for each of these countries and similar to our campaign strategy in the US, we will need support resources in the form of design, video, online ads, and web development. We can centralize as much of this as possible and contract locally when necessary. We also plan to contract with some local groups by providing grants and campaigns training. Five grants of \$20,000 will be awarded to local groups to strategically expand our campaigns reach.

\$1,000,000 International Campaigns Expansion for 2016, 2017					
	June 2016 - June 2017		June 2017 - June 2018		
Category	Total	Breakdown	Total	Breakdown	Total
Staff Expansion	\$212,000		\$212,000		\$424,000
Campaigns Manager (US)					
Corporate Outreach Coordinator (Mexico)					
Grassroots Organizer (Mexico)					
Campaigns Coordinator (UK)					
Corporate Outreach Coordinator (Europe)					
Campaigns Coordinator (Japan)					
Corporate Outreach Coordinator (Japan)					
Travel	\$119,000		\$119,000		\$238,000
Flights		\$70,000		\$70,000	
Per Diem		\$10,000		\$10,000	
Ground Transport		\$32,000		\$32,000	
Lodging		\$7,000		\$7,000	
Campaign Materials Support	\$169,000		\$169,000		\$338,000
Grant Funding		\$100,000		\$100,000	
Design Costs		\$25,000		\$25,000	
Video Production		\$25,000		\$25,000	
Print / Online Ads		\$13,000		\$13,000	
Web Hosting		\$1,000		\$1,000	
Grassroots Campaign Materials		\$5,000		\$5,000	
TOTAL	\$500,000		\$500,000		\$1,000,000

Conclusion

The chickens raised for egg production are arguably the most abused animals within agribusiness. The rout of the egg industry in the US has been the first victory of its kind for the animal movement: the apparent end of an industry-wide practice caused by a coalition of campaigning organizations. Our plan is to take our hard-won lessons and the momentum of our successes to other countries and organizations to condemn the cage to the history books.

We have already identified and interviewed excellent candidates in Europe and in Mexico. As a pilot program, THL has also provided a grant to the group Anima in Denmark, who we are currently training in campaigns. THL's Executive Director and Director of Campaigns hosted a campaigns seminar with a handful of European groups in Copenhagen this week, and we have

identified several other potential organizations we could provide a grant to and oversee campaigns in their country.

The Humane League has a proven track record of success with campaigning and collaborating with other groups. We have already won global and international cage-free commitments from several companies. We have grown quickly and maintained our high levels of productivity and morale. At this point, need for funding is the only factor slowing the global campaign to end cages. Thank you for considering this proposal — together we are confident that we can accomplish this ambitious goal.