



Albert Schweitzer Foundation

# Report on Effectiveness **2019**



*Albert Schweitzer*  
Albert Schweitzer Foundation

Welcome to our  
**Report on Transparency and Effectiveness 2019.**



As in previous years, we are once again using the Social Reporting Standard to ensure an exceptionally high level of transparency. The biggest change is that this year's report is much shorter than in previous years. We realized that our annual reports were so long and detailed that hardly anyone could or wanted to read them from beginning to end.

We hope that this year we have struck the right balance between clarity and informative value. I welcome any feedback you may have in this regard.

I would like to thank all those who, through their donations, volunteering and sheer hard work, have done their bit to ensure that this year once again saw us achieve a number of important victories for the animals. Together we can achieve even greater success!

Sincerely,

A handwritten signature in blue ink, consisting of a stylized 'M' followed by a dot and a long, sweeping flourish.

Mahi Klosterhalfen | CEO & President





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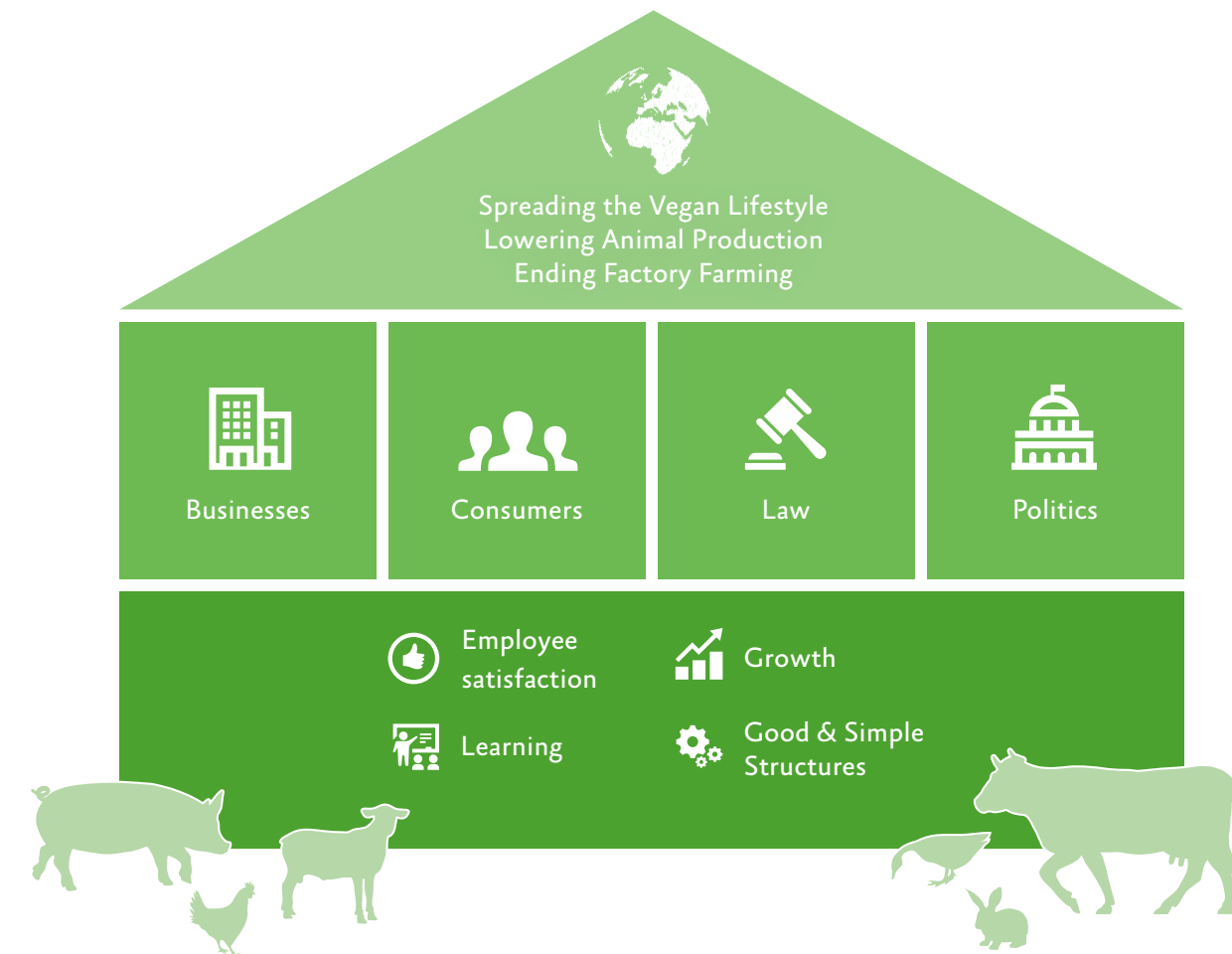
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»The ethic of Reverence for Life, therefore, comprehends within itself everything that can be described as love, devotion, and sympathy whether in suffering, joy, or effort.«

Albert Schweitzer

# 1. Introduction

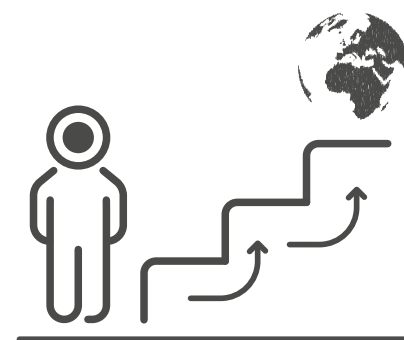
## 1.1 Vision and Approach



»Vision without action is merely daydreaming«, Nobel Peace Prize winner Nelson Mandela once said. We would now like to present our vision along with our strategy for turning this vision into a reality. While our vision focuses on long-term goals, our strategy focus on our actions over the next few years.

### Vision

We are committed to ending factory farming and promoting the spread of the vegan lifestyle. To achieve this, we intentionally take intermediate steps by seeking to continuously raise animal welfare standards and reduce the consumption of animal products.



## Strategy – the four pillars

Since long-term trends and developments cannot be predicted with any great accuracy, our strategy focuses on the next three years – a time frame in which it is relatively easily to make predictions. We are constantly adapting our strategy in line with not only changing circumstances in the outside world but also with our own possibilities, opportunities and findings.

Our strategy encompasses four pillars, which support us on the path toward achieving our vision.

### Businesses



The food industry has a huge influence on how many and in what conditions farmed animals are kept. Our work makes an important contribution to ensuring that more and more companies are raising their animal welfare standards. We have on many occasions worked together with these companies in a highly constructive manner. That said, not all companies are equally motivated, which is why we have also sought to exert pressure through campaign work.

We were extremely successful in largely stopping the sale and processing of cage eggs and are now focusing our efforts on achieving similar successes for broiler chickens and fishes in the aquaculture industry. We will also intensify our efforts to help companies reduce the amount of animal products they use by emphasizing the myriad benefits for animal welfare, environmental protection and human health and highlighting the different ways in which this can be achieved.

Our work in partnership with and, in some cases, in opposition to companies is also the focus of our increasing internationalization. We have already established a subsidiary foundation in Poland.

### Consumers



We launched the Vegan Taste Week as a means of reaching out to as many people as possible, showing them alternatives to the consumption of animal products and successfully bringing about positive changes in their behavior. We are continuing to enhance and refine our Vegan Taste Week and use targeted online advertising to capture the attention of even more people who are interested in the content.

### Law



Violations of animal welfare law are unfortunately part and parcel of the factory farming system. The right for NGOs to sue, which has been introduced in several federal states over the past few years, finally makes it possible for people to do something about this. We utilize these opportunities by providing organisations capable of bringing legal proceedings with our financial support and legal expertise. To ensure that court decisions are implemented in practice, we launch follow-up campaigns where necessary.

### Politics



The task of persuading politicians – especially conservative governments – to create tangible content for the state objective of animal welfare is a difficult one. The task is not made any easier when you factor in the huge lobbying power of the animal industry. Nonetheless, experience shows that it is not impossible to force governments to take action. Especially when something has become an economic reality, the chances are high that politicians will respond accordingly. For example, the ban on any form of keeping laying hens in cages (this will enter force in 2025) was also accelerated by the fact that these systems have lost virtually all economic relevance.

This is why we view our political endeavors in combination with our other strategic pillars, especially »Businesses« and »Law«



## Strategy – the basis

The basis is an important foundation for achieving great things through our strategic pillars.

### Satisfaction



The satisfaction of our team is a vital basis for lasting and effective cooperation. It starts with a well-structured onboarding process and ensures clarity when it comes to the distribution of tasks, responsibilities and decision-making processes. Satisfaction is also enhanced through the regular sharing of knowledge and experience, limitation of excessive workloads, feedback in all directions and, whenever possible, involvement of the team in all the latest developments.

### Growth



Growth is an important factor for enabling us to achieve more for the animals. Not only in Germany but also – and especially – at an international level, we see myriad opportunities for working toward turning our vision and strategy into a reality.

Our experience shows that the more people who actively follow what we do (especially via our newsletter), the higher the value of the donations and sponsorships we receive. This is why we intend to focus on reaching out to even more people who value our efforts.

## 1.2 Subject of the Report

### Scope of validity

This report covers the majority of the work that we do, but does not cover smaller-scale tasks and projects.

### Contact persons

Primary responsibility for the content of this report lies with Mahi Klosterhalfen, President and Executive Board Member of the foundation. If you have any questions or inquiries, please contact us via the channels specified in Section 6.1.

### Learning



We engage in targeted further training measures and increasingly ensure that capacity is specially available for this purpose. We are also improving our ability to manage conflict and strengthen our culture of learning by dealing with mistakes in an open and transparent manner and sharing our learning experiences with each other.

### Simple and effective structures



An in-house survey revealed that our structures are excessively bureaucratic, which is why we intend to simplify our structures and workflows and focus more on delegating responsibilities step by step.

We have also recognized that we tend to tackle too many activities and projects simultaneously, which is why we intend to both improve prioritization and reduce the number of simultaneous activities and projects.

### Reporting period and reporting cycle

This report covers our work in calendar year 2019. Information relating to 2020 is also included where relevant.

### Application of the SRS

This report is strictly aligned with the requirements defined in the current version of the Social Reporting Standard (SRS) (as at 2014). We have been creating annual reports in accordance with the SRS since 2012.



# 2. The Problem and Our Solution


## 2.1 The Societal Problem

Causing animals to suffer and killing them are ethical problems and, especially since they are wholly unnecessary, completely unjustifiable. The mass »production« of meat, fish, milk and eggs is the one field in which humans inflict by far the most suffering and death on other living beings. But especially in industrialized countries like Germany, there is no sound reason for doing this. Here, animal products are simply not necessary for a diverse and healthy diet.<sup>1</sup>

Nonetheless, the production and consumption of animal products are commonly accepted in society. It is almost impossible to say whether and when this will be viewed differently by the majority of people. But regardless of this, it is vital for altruistic as well as more self-interested reasons to at least significantly reverse the growing global demand for animal products.

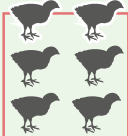
Especially problematic from an animal welfare perspective are the extremely patchy legal regulations concerning »animal agriculture,« which are oriented primarily toward the practices and wishes of animal users. This means that any significant progress in animal welfare such as the ban on battery hens is rare and extremely hard-won. On top of this, legal exceptions and exemptions become the rule and animal welfare requirements are explicitly waived: Amputations, for example, which are permitted only in exceptional circumstances, are performed routinely and explicitly exempted from the obligation to stun

Some of the most serious animal welfare problems in the »animal agriculture« industry include




**Transport**

Long animal transport journeys, lack of food/water, sometimes extreme climatic conditions; insufficient stunning effect during slaughter




**Space**

Lack of space: confining lots of animals in a very small space leads to suffering and encourages the spread of disease



**Breeding**

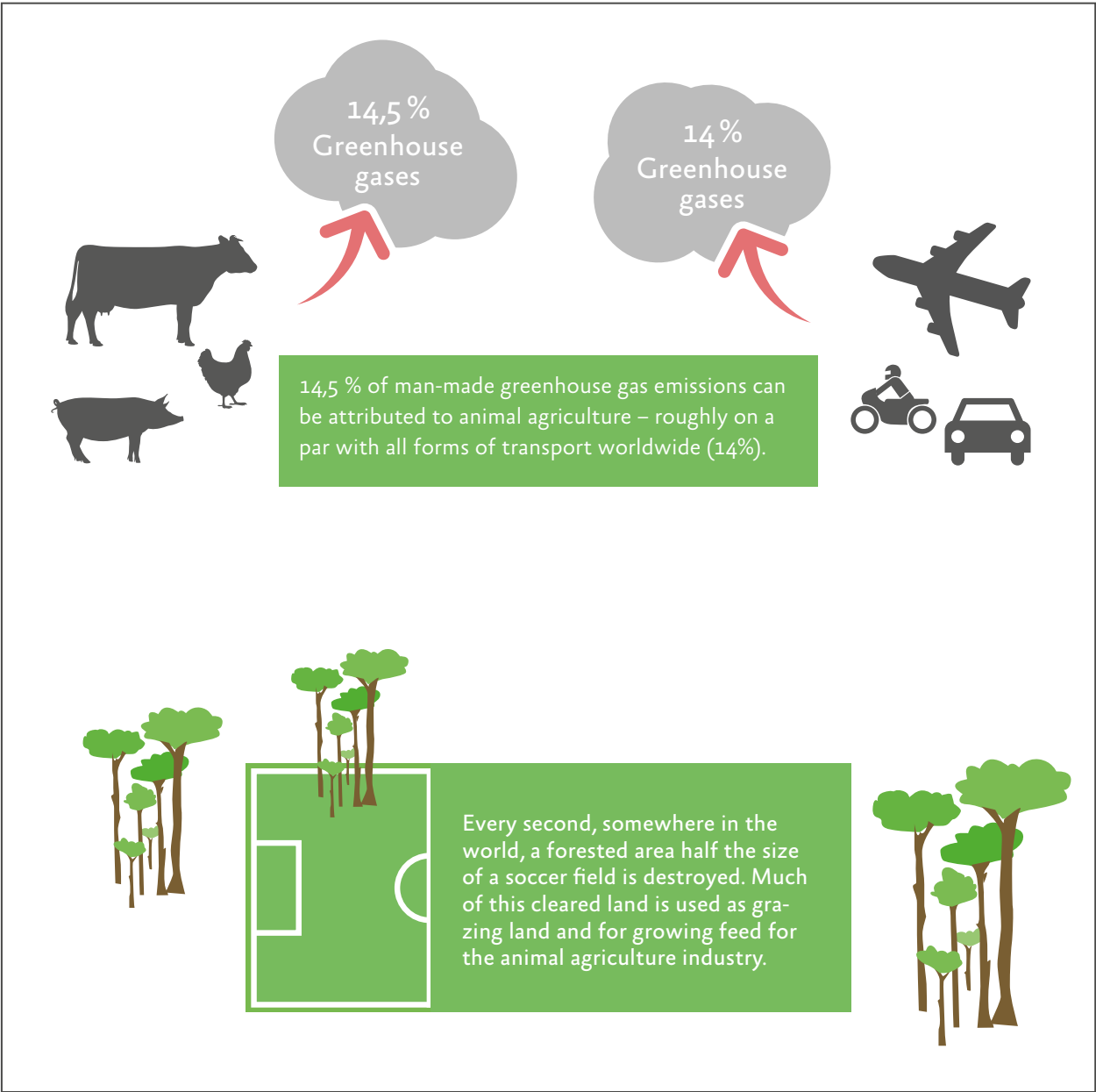
Animals suffer horrendously by being bred for rapid growth and high egg/milk »performance«



**Amputations**

Beak tips, testicles, horns, tails and canine teeth are removed without measures to eliminate pain

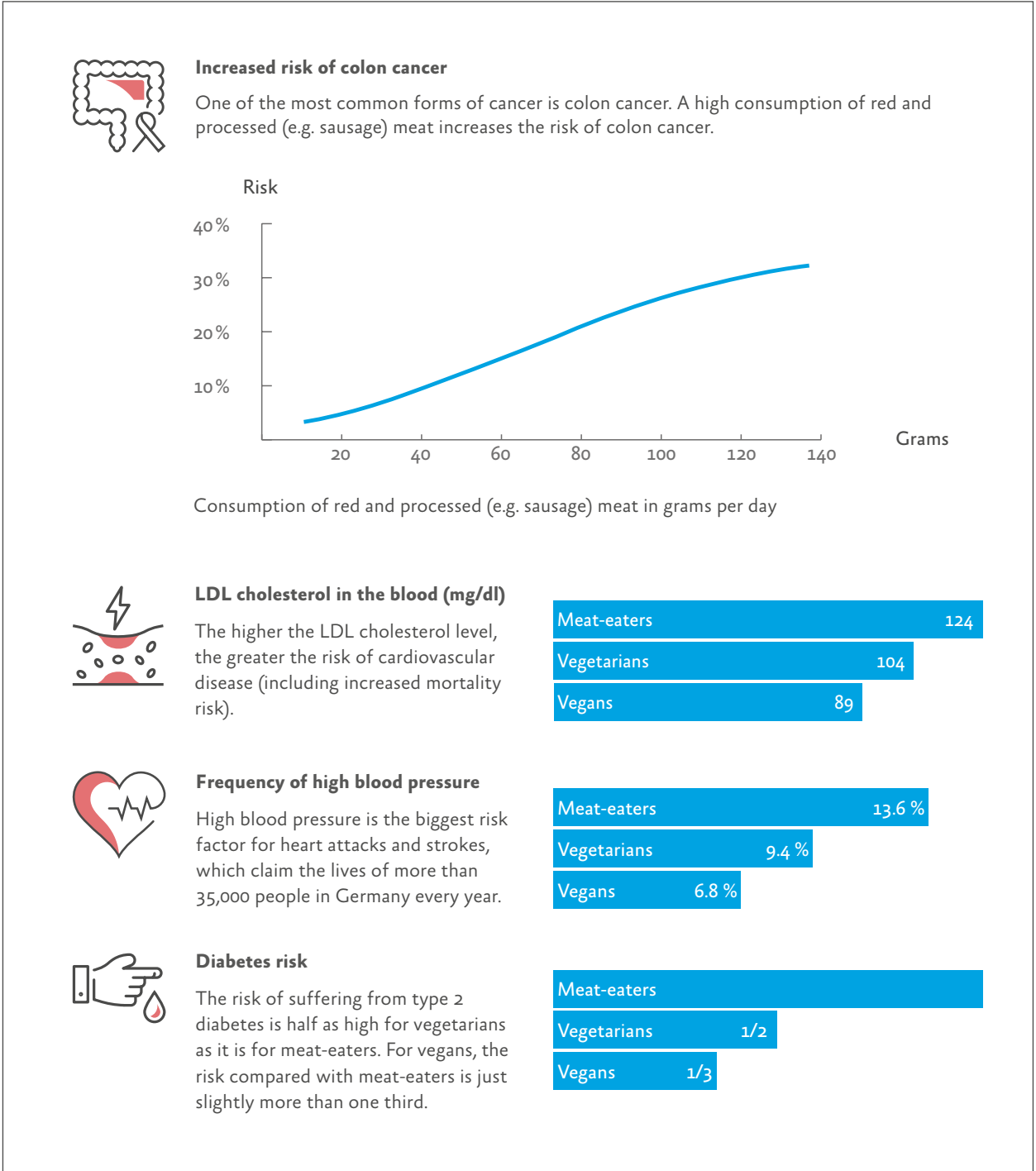
Furthermore, animal agriculture causes 14.5% of global greenhouse gas emissions and contributes heavily to the clearance of rainforests and contamination of waterways (e.g. nitrates in the groundwater).<sup>2</sup> It also has negative effects on soil: Every year, all over the world, land covering an area half the size of the European Union becomes degraded as a result of animal agriculture. This can be attributed to, among other things, heavily intensified food and fodder production over the past decades.<sup>3</sup>



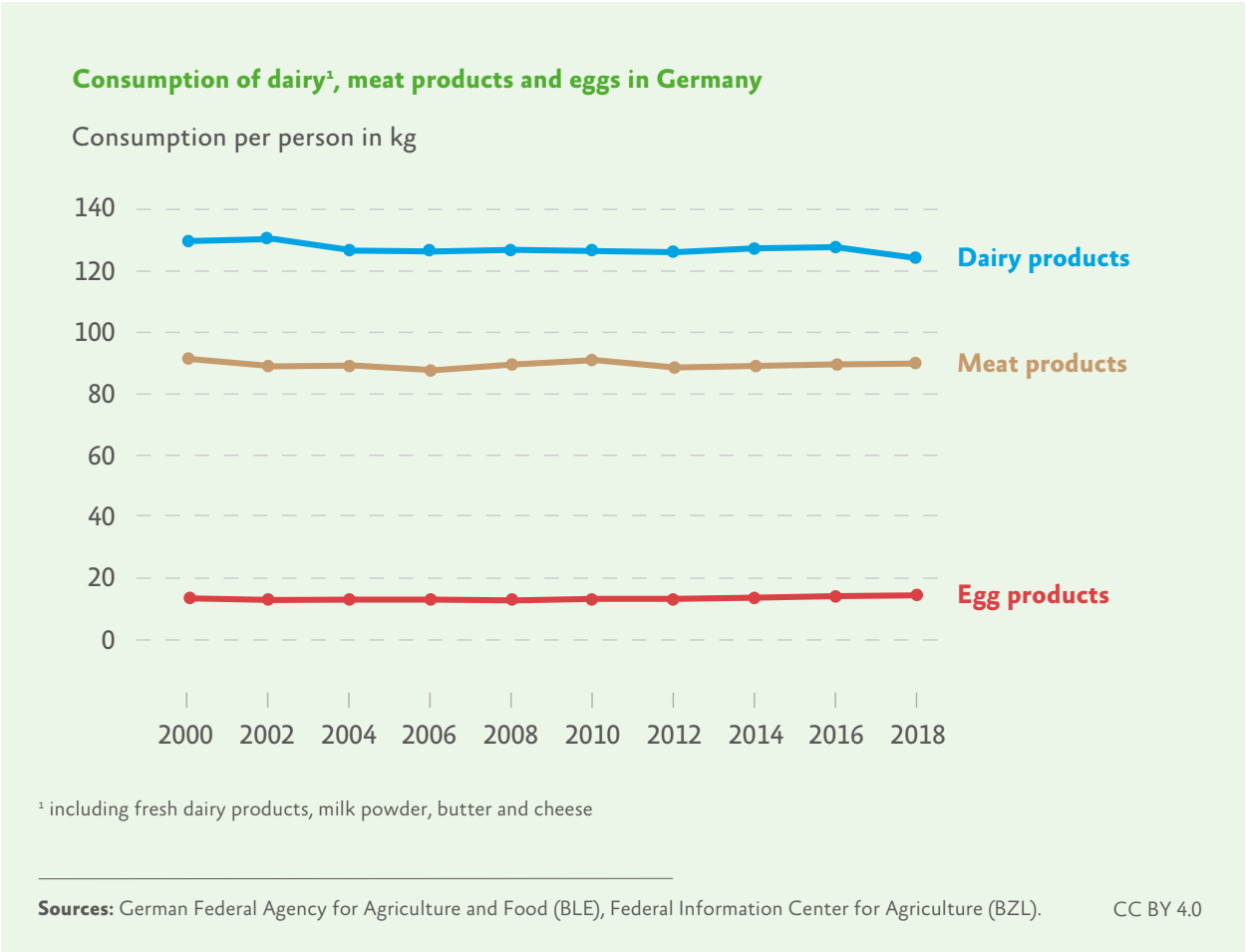
On top of this is the waste of foodstuffs. Calculations show that around 1.1 billion metric tons of field crops are used in global food production to produce just 240 million metric tons of animal products such as meat, milk and eggs.<sup>4</sup> If all the grain and soy produced worldwide were not mostly fed to billions of farmed animals, the entire production volume would theoretically be sufficient to feed around four billion more people than we do now.<sup>5</sup> Even a 20% reduction in meat consumption in industrialized countries would lead to »a tangible improvement of the food situation in developing countries.«<sup>6</sup>



In addition, an increasing number of studies show that the frequent consumption of animal products increases the risk of some of the most common lifestyle diseases to a much greater extent than vegetarian and vegan diets.<sup>7</sup> In Germany, it is estimated that diseases that can also be attributed to poor diet (e.g. cardiovascular diseases, diabetes, obesity) account for costs of €16.8 billion.<sup>8</sup> The BMEL's scientific advisory board for agricultural policy also states that food of animal origin poses a fundamental risk to human health, for example through pathogens causing zoonosis (e.g. campylobacter, salmonella), contaminants from animal agricultural and the development of resistance to medicines.<sup>9</sup>

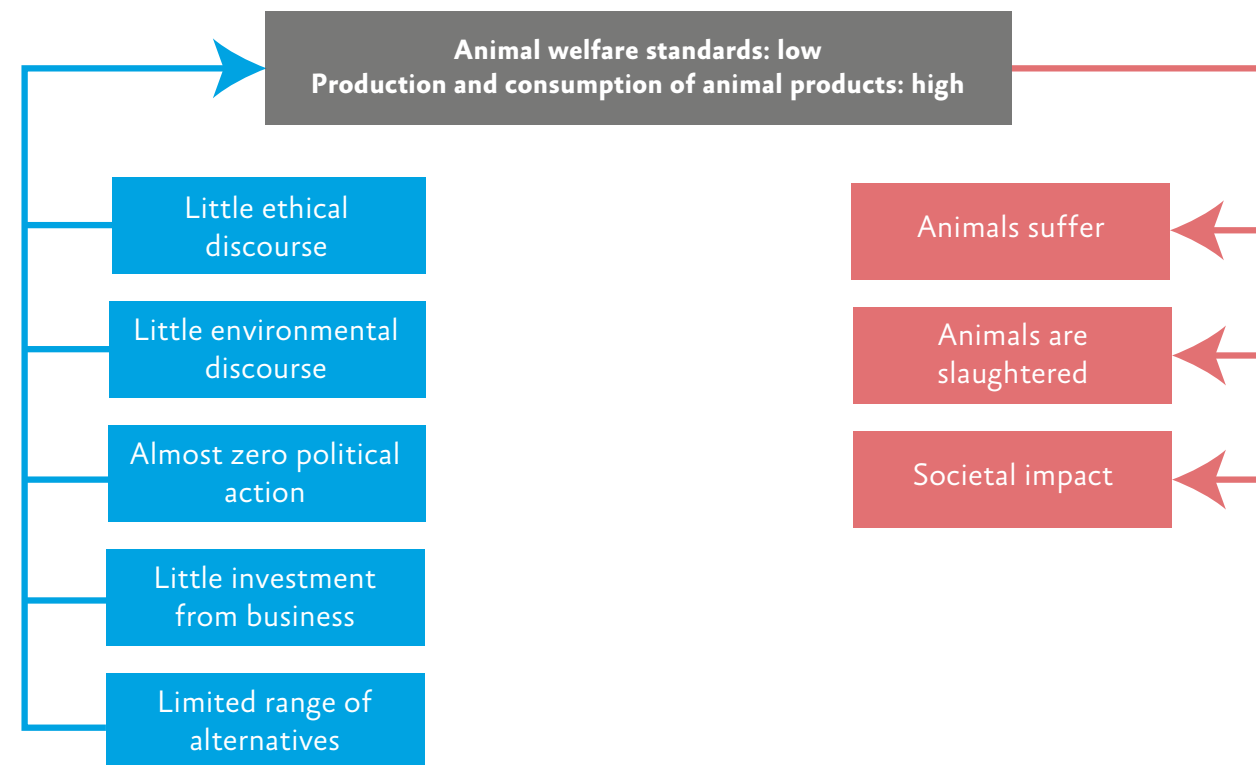


Consumption and production of animal products in Germany



All in all, the production and consumption of animal products lead to problems whose elimination would have a variety of positive effects. This is why it is important that these problems are tackled with particular determination – and not just by animal welfare and animal rights organizations. One specific trend at least is slowly becoming apparent: NGOs from other areas are increasingly addressing the wide-ranging impact of »animal agriculture« much more than they did even in, say, the previous decade.

Without a significant expansion of the current interventions and the creation of new interventions, we expect the production and consumption of animal products to stagnate at a high level. Production could even continue to grow – after all, it is a political objective to increase agricultural exports.



## 2.2 Current Solution Strategies

The problems associated with the cruel conditions in which animals destined for human consumption are kept and slaughtered are being addressed by a number of organizations and initiatives. Two fundamental approaches have emerged:

- A.** Appeals are made for more »species-appropriate« conditions under which animals suffer less. This approach does not question the fundamental issue surrounding the use and slaughter of animals by humans (reformist animal welfare).
- B.** Appeals are made to recognize the fundamental moral and legal rights of animals and, following from this, to end animal exploitation (animal rights).

For us, the drawback of the first approach is that it does not adequately address the breeding, keeping and transportation of animals – phases that often themselves involve much suffering and even death – or the final slaughter of animals, even though all this is completely unnecessary. All in all, the envisaged solutions fall far short of what is needed.

The second approach, however, often entails demands that the target audience cannot or is unwilling to fulfill: Politicians tend to focus on the current state of affairs; companies are often unable or unwilling to go against consumer habits; and consumers are usually unable or unwilling to change their consumption habits quickly and/or to any significant extent. This approach, therefore, goes too far.

The environmental, global food and health problems outlined above are being addressed by a whole range of institutions and any analysis of their approaches and solutions would go well beyond the scope of this report. In short, however, it can be said that extremely high figures quoted in relation to the production and consumption of animal products are being increasingly recognized as central factors, perhaps not by everyone

but certainly more often. Although these institutions (still) largely ignore fundamental issues concerning the use of animals, they are at least calling for improvements for animals, mainly in terms of reformist animal welfare but also – and increasingly – with a view to reducing the quantities of animal products made and consumed.



## 2.3 Our Solution Strategy

To make the biggest-possible contribution to solving the problem, we are focusing on areas in which we

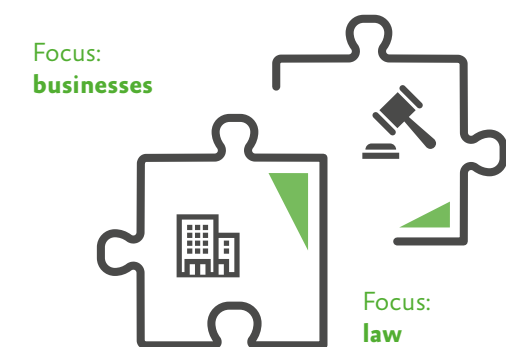
- A.** possess the skills, knowledge and expertise to bring about change and in which
- B.** our efforts are urgently required.

Criterion A means, for example, that we will not be involved in the research and development of alternatives to animal products. This work is extremely important of course, but we do not possess any specialist expertise in this area. Criterion B means, for example, that we will make only limited investments to ensure that we can remain active on various social media platforms because this work is already largely well covered by other organizations and private individuals.

We believe that these two criteria are currently fulfilled especially strongly in our strategic areas »businesses« and »law«, which is why these are our main areas

of focus. Not only do we possess a high degree of expertise in these two areas, but these are also areas that are not the focus of intensive efforts by other organizations.

In the strategic areas »consumers« and »politics«, we make every effort to ensure that we are not simply duplicating the work of others; instead, we find ways to generate as much added value as possible.





## 2.3.1 Activities (Output) and Direct Target Groups

### Businesses

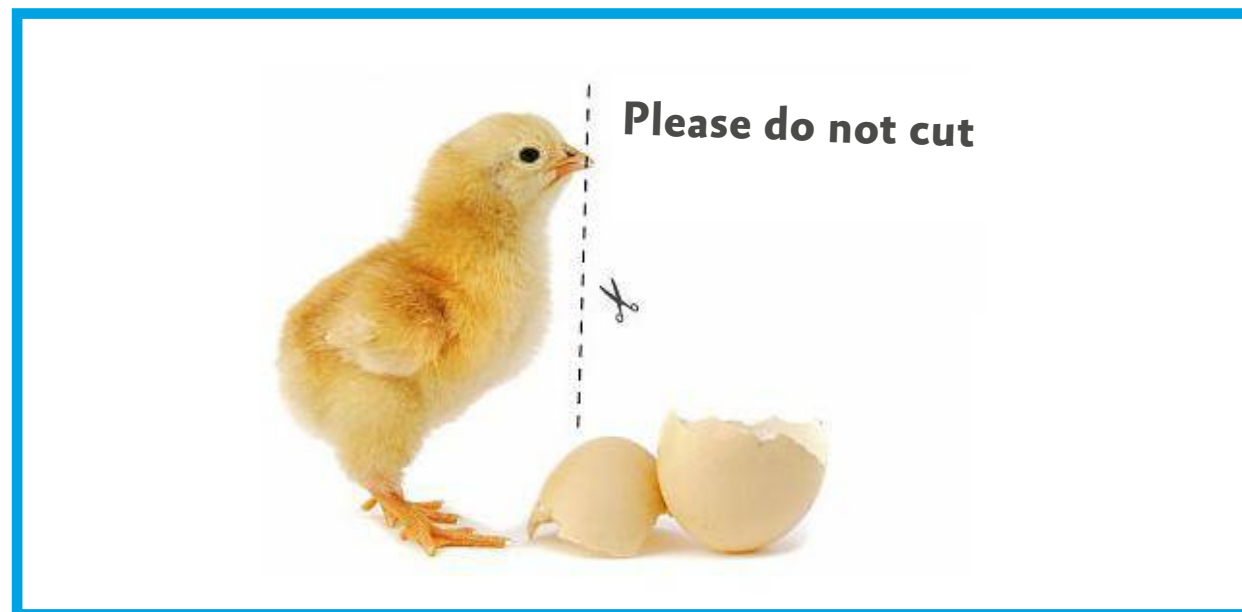
Our target groups in the food industry include decision-makers in the fields of food production, trade and gastronomy. Primarily by means of information-sharing, direct meetings and campaigns, we encourage our target groups to continuously raise animal welfare standards, reduce the quantity of animal products and improve/expand their vegan offering. In doing so, we currently focus on the following aspects:

- > Discontinuing / no longer using cage eggs (cage-free campaign)<sup>10</sup>
- > Stopping the practice of debeaking laying hens as a specific means of reducing animal suffering<sup>11</sup>
- > Raising the standard of conditions in which broiler chickens are kept<sup>12</sup>
- > Raising standards in aquaculture
- > Formulating/expanding company-wide animal welfare guidelines
- > Addressing other animal-welfare-related issues whenever the opportunity arises in meetings
- > Reducing the number of ingredients of animal origin and/or developing and offering vegan products/dishes

Once we have identified a suitable contact person in the company, we get in touch with them and talk on the telephone, via e-mail and/or in meetings. Depending on the initial situation, we provide our contacts with easily achievable ideas (e.g. no longer using cage eggs) or address more complex issues and processes tailored to the specific company (e.g. improving/expanding the vegan offering or modifying the recipes used in food production).

To make key information available more widely for our contacts, we have also launched the [www.lebensmittel-fortschritt.de](http://www.lebensmittel-fortschritt.de) website and an accompanying monthly newsletter. We also create rankings to determine the vegan-friendliness of companies in specific sectors and which issues they address through their animal welfare guidelines.

If we are unable to make progress through constructive discussion, we launch campaigns targeting companies. Our campaign team and voluntary action groups assist us in this.



End debeaking (campaign theme)

### Consumers

We focus our overall efforts on a broad-based target group in order to reach as many people as possible: non-vegan consumers aged 16 or above; German-speaking or living in Germany; with Internet access and skills; and a general interest in vegan nutrition. We reach out to consumers in the following ways:

- > The [www.vegan-taste-week.de](http://www.vegan-taste-week.de) website, the accompanying e-mails and the »Vegan Tips for All« Facebook group, which are designed to help consumers reduce their consumption of animal products or stop them eating animal products altogether
- > Our »Even if you like meat...« brochure, a 16-page information booklet outlining the reasons for changing your diet and ways to achieve this<sup>13</sup>
- > Our regional action groups, who organize protests that attract media attention, encourage people to take part in the Vegan Taste Week and distribute our »Even if you like meat...« brochures
- > The Vegan Summer Festival in Berlin<sup>14</sup>
- > Our work on traditional and social media channels



### Law

In the legal field, our target groups – depending on the approach – include veterinary inspection offices, agricultural ministries and the courts. Here, we work with organizations capable of bringing legal proceedings, identify promising cases and provide expert, financial and public relations support for lawsuits. We also actively call for the introduction of class action in other federal states and for equipping animal welfare associations with extensive means to bring legal action.

### Politics

Our target groups here include politicians, spokespersons addressing animal welfare policy and working groups.

We reach out to our target groups by engaging in targeted networking, issuing statements, organizing petitions and protests and cultivating media relations.

### Size of the target groups

- > Food industry: annual sales of €163 billion (number of relevant decision-makers: unknown)<sup>15</sup>
- > Federal states where class action applies:
  - > Number of states: 7
  - > Veterinary inspection offices: around 150
  - > Courts: number not relevant for decisions
- > People aged 16 or over: around 70 million<sup>16</sup>; of this number, those who are fundamentally open to vegan nutrition: around one third<sup>17</sup>
- > Politicians at EU, government and state level (government / European Commission members, members of parliament, party functionaries, etc): around 3,000; relevant to our work: around 600 (estimated)

## 2.3.2 Intended Outcomes/Impact on the Target Groups

### Businesses

Our information-sharing efforts aim to ensure that our target groups are better informed about the problems (see Section 2.1) and what they can potentially do to help. We also make a point of informing our target groups about the steps that other companies have already implemented in the hope that more companies will get on board. Our rankings are designed to not only inform consumers but also encourage competition among companies.

By talking directly to our target groups, we want to be able to work with the companies to develop and implement industry-specific solutions.

When we launch campaigns, our aim is for the pressure generated via online petitions, social media, press campaigns and so on to result in our demands being implemented.

What sets us apart from many other organizations is that we always strive for constructive cooperation with decision-makers and to bring about mutual ad-

vantages. Only if this strategy proves fruitless do we blacklist companies and consider launching campaigns against them.

### Consumers

Our goal with respect to our main target group is to elucidate the reasons for reducing or stopping the consumption of animal products and to explain how this can be done.

We want those taking part in the Vegan Taste Week to focus for one entire week on the »Why?« and »How?« of vegan nutrition and to eat a wholly or partially vegan diet during that week. We expect to see at least some of those taking part to make lasting behavioral changes, which we will support by regularly sending information and tips after the end of the Vegan Taste Week.

We also aim to provide readers of our »Even if you like meat...« brochure with emotional and informative stimuli for changing their consumption behaviors and



Bakery ranking 2019



© Timo Stammberger

using the options and ideas that we provide them with to find out more about the topic as well as to test vegan products.

What sets us apart in this respect from many other organizations is that we utilize research findings and the findings obtained through our own evaluations (e.g. surveys) to improve our message in terms of both content and how it is communicated and to maximize the impact of our information work.

### Law

It is our expectation that the existence and application of class action for animal rights organizations will result in court decisions declaring that many standard factory farming practices are illegal and so must be ended. It is also our expectation that veterinary inspection offices and regulators operate more thoroughly and, in turn, in a more animal-friendly manner.

When it comes to our legal expertise, we pride ourselves on having three fully qualified lawyers on our Executive Board and scientific advisory council, two of whom have, independently of each other, published books on animal welfare law in Germany.<sup>18</sup> For an an-

imal welfare organization in Germany to possess this level of legal expertise is almost unprecedented.

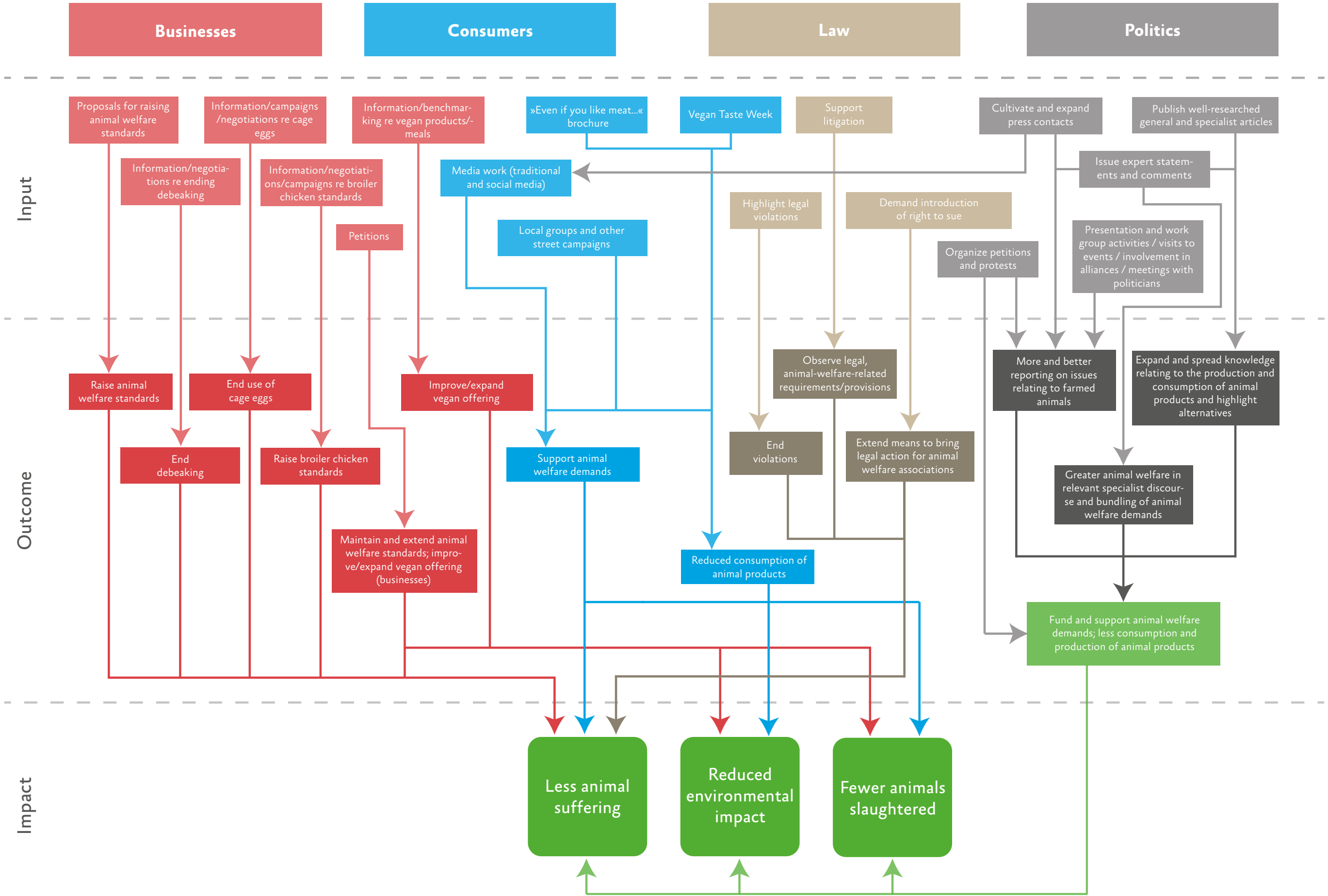
### Politics

Through our networking, media relations, statements, petitions and protests, it is our expectation that our target groups are clearer about the societal relevance of our work and so address animal-welfare-relevant issues with greater urgency and make animal-friendly decisions.

Our political activities are characterized by an approach to work and communication that is based on objectivity, dialog and solutions. We cooperate only with parties that do not question the free, democratic constitution of Germany and oppose discrimination in accordance with Article 3 of the Basic Law.



2.3.3 Impact









# 3. Resources, Activities and Impact

## 3.1 Businesses

### 3.1.1 Resources Deployed

Input	2017	2018	2019
Welfare of broiler chickens	n/a	€148,343	€358,770
Welfare of other land animals	€148,541	€100,319	€229,795
Welfare in the aquaculture industry	€94,451	€179,385	€206,434
Animal welfare in Poland <sup>19</sup>	€75,101	€119,518	€133,041
(Expanded) plant-based offering	€186,190	€185,974	€160,170
<b>Total</b>	<b>€529,316</b>	<b>€733,539</b>	<b>€1,088,210</b>
of which personnel costs	€293,277	€390,674	€604,609

### 3.1.2 Activities Performed

#### Quantifiable

Output	2017	2018	2019
Corporate contacts for animal welfare	146	125	124
Corporate contacts for (expanded) plant-based offering	239	53	48
Caterers provided with Vegan Guides	1,029	714	590
Vegan rankings	1	1	2
Vegan campaigns with university caterers	3	2	5

#### Not quantifiable

We have also:

- > worked on ensuring that the phasing-out of the practice of debeaking laying hens can be done in a way that could be described as halfway »animal-friendly«;
- > engaged in networking with the aim of raising animal welfare standards in the aquaculture industry;
- > maintained the lebensmittel-fortschritt.de website and sent out newsletters.

### 3.1.3 Impact Achieved

Outcome	2017	2018	2019
Broiler chickens: success stories	-	2	17
Cage-free: successes	11	8	21
Carp: success stories	-	-	3
Improved animal welfare policies	1	-	7

To achieve the **successes in relation to broiler chickens**, we engaged in intensive persuasion efforts and negotiations – in three cases together with other organizations. For three of the successes (IKEA, Sodexo and Nomad Foods), we were unable to make any significant progress through negotiations and so were forced to launch campaigns as a means of generating pressure. These were also performed in collaboration with other organizations. Ten of the companies are active in several European countries, and so in each case we formulated one policy for all European countries.

Among the **successes in relation to cage-free eggs** are five companies that have already made the switch

to cage-free eggs. The other companies have publicly committed to making the switch in the next few years. Eight successes were achieved by our team in Poland, while four were achieved through campaigns in international alliances.

For the **successes in relation to carp**, our team in Poland – together with other NGOs – successfully persuaded retailers to no longer sell live carp. As such, we are doing our bit to change a cruel Christmas tradition in Poland (the keeping, transportation and slaughter of the carp are particularly horrific).

The **improvements in animal welfare policies** were achieved primarily through our animal welfare rankings for food retail chains, which we formulated in 2019 and published in 2020. We offered all the companies the opportunity to benefit from our input in improving their policies – and many of the chains did indeed take us up on the offer.

Our **vegan impact among companies** cannot be quantified, but our guides, rankings and campaigns not only help to raise awareness among decision-makers of these issues but also provide support and inspiration.



Nomad Foods campaign theme

3.2 Consumers

3.2.1 Resources Deployed

Input	2017	2018	2019
»Even if you like meat...« brochures <sup>20</sup>	€10,798	€8,924	€363
Content of the Vegan Taste Week (VTW) <sup>21</sup>	€76,069	€65,523	€65,924
Acquiring VTW participants	€92,483	€174,044	€80,030
Media work	€38,349	€41,518	€34,668
VTW in Poland <sup>22</sup>	€25,034	€39,839	€44,347
Other	€92,674	€145,744	€103,570
<b>Total</b>	<b>€417,808</b>	<b>€476,328</b>	<b>€328,902</b>
of which personnel costs	€299,893	€307,988	€205,827
Voluntary hours worked	13,720 hours	11,062 hours	7,966 hours

3.2.2 Activities Performed

Quantifiable

Output	2017	2018	2019
No. of »Even if you like meat...« brochures printed <sup>23</sup>	250,000	150,000	0
New Vegan Taste Week subscriptions	79,208	44,106	26,081
New members of »Vegan Tips for All« <sup>24</sup>	14,004	20,660	14,858
Street campaigns	725	507	324
Articles etc. published on albert-schweitzer-stiftung.de	67	85	84
Visits to our websites	4.6 million	4.0 million	4.3 million
Reach of media reports	62.7 million	21.5 million	27.2 million
Facebook reach	20.7 million	8 million	7 million

Not quantifiable

We have also

- > updated our vegan product guide;<sup>25</sup>
- > created two e-books (»Vegan Gesund« and »Vegane Adventszeit«);<sup>26</sup>
- > continuously maintained and updated the vegan-taste-week.de website.

Regarding the outputs

For the sake of improved readability, we will describe some of the outputs together with the outcomes.

3.2.3 Impact Achieved

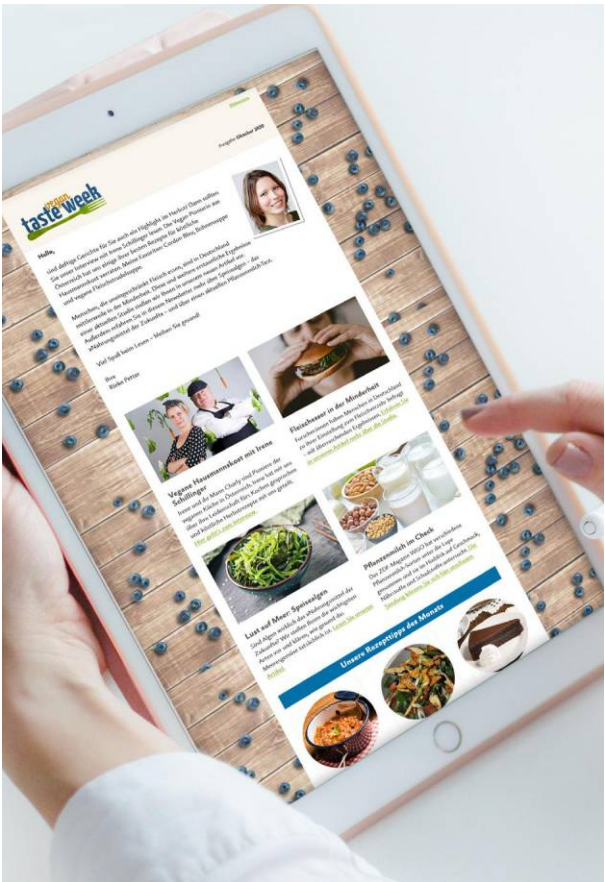
It is difficult to quantify the success of our consumer work. Some data and anecdotes, however, do reveal some positive outcomes.

The **Vegan Taste Week** continues to be massively popular among those taking part.

»Dear Rieke, let me first wish you a merry Christmas and a happy new year. I would like to thank you very much for your outstanding work. Thanks to you, the Vegan Taste Week has become a real highlight in our kitchen. Your recipe ideas as well as all the information and links are both exciting and entertaining. [...] Keep up the good work!«

»Thanks for all your great suggestions for the Vegan Taste Week. Thanks to your newsletter, I've made a great start and gotten lots of great ideas and inspiration that have really helped me to fundamentally change my awareness. Keep up the good work in supporting everyone seeking to do their bit in making the world a better place.«

»Thanks for all the amazing vegan recipes! I just wanted to give you some quick feedback now that I've been receiving your tips for at least 18 months. As a nutritionist and former organic, vegetarian, wholefood cook (and certified chef until 1985 when I decided to consume only vegetarian wholefoods), I'd like to confirm that the recipes I've studied a little more closely are not only extremely tasty but also highly recommended from a health point of view. Thanks again for your valuable work!«



Vegan Taste Week newsletter



Our »**Vegan Tips for All**« Facebook group is also extremely popular and, as the feedback below shows, highly impactful:

»I love the diversity of people here and the openness. What I really love is the way that new vegans are welcomed and encouraged.«

»This group is extremely important to me because I don't personally know anyone who is vegan. Seeing so many people taking this path in life inspires me to stay strong and committed.«

»It's always reassuring to know that you're not alone because this is how it can often feel in your own family and social circle.«

»Thank you to the admins and all those who help to make the group such a success.«



We organize **street campaigns** to garner participants in the Vegan Taste Week. This is how we acquired 12,735 of our new registrations.

3.3 Law

3.3.1 Resources Deployed

Input	2017	2018	2019
Total	€29,572	€156,174	€151,915
of which personnel costs	€6,763	€13,539	€28,199

3.3.2 Activities Performed (Output)

Activity	2017	2018	2019
Lawsuits supported	2	3	2

For the sake of improved readability, we will describe the outputs together with the outcomes.

3.3.3 Impact Achieved (Outcome/Impact)

We lost at first instance our **lawsuit against the appalling conditions on turkey fattening farms**.<sup>27</sup> This was to be expected because judges relatively rarely make decisions at first instance that fundamentally disrupt the current situation, but it was discouraging that no appeal was allowed. Fighting for an appeal after the fact is extremely difficult and only rarely successful. We attempted this in 2019 (and were successful in 2020).

The **successful lawsuit against the slaughter of male chicks** before the Federal Administrative Court may not have been our success, but we'd like to mention it briefly here because our board member Hans-Georg Kluge acted as the lead attorney for the state of North Rhine-Westphalia.<sup>28</sup>

We suffered a **minor loss** against attorney-at-law Walter Scheuerl. He is known for representing the inter-

ests of the animal industry. In a committee of the Bundestag, he maintained that Mahi Klosterhalfen had his term of office for life laid down in the statute. This was also stated in a document on bundestag.de. It is indeed correct that our founder, Wolfgang Schindler, had appointed Mahi Klosterhalfen as his successor for life. In an urgent procedure (i.e. where limited time is available to argue your case) against Walter Scheuerl, we were unsuccessful. If he continues to say this, we may consider bringing main proceedings. This statement no longer appears on bundestag.de.

We have been actively involved in many **other lawsuits** – in the interests of pigs and lobsters, for example – and are still awaiting the rulings. It is always the case that a lot of patience is needed for this potentially very high-impact form of animal rights activism.



Demo in front of the Federal Administrative Court in Leipzig



3.4 Politics

3.4.1 Resources Deployed (Input)

	2017	2018	2019
Alliances and partnerships	€45,242	€42,857	€61,772
Political lobbying	€47,492	€12,532	€22,856
<b>Total</b>	<b>€92,734</b>	<b>€55,389</b>	<b>€84,628</b>
of which personnel costs	€46,363	€48,032	€63,593

3.4.2 Activities Performed (Output)

We have continuously been working in partnership with other animal rights organizations as part of the »Alliance for Animal Welfare Policy.«<sup>29</sup> We have also achieved much on our own, too.



Members of the German Alliance for Animal Welfare Policy as of 2019

Outputs include:

- > Various statements (piglet castration, farrowing crates, amendment to the order on the protection of animals and the keeping of production animals, Borchert commission, public money to Ukrainian poultry giants)
- > Open letters (animal transportation, class action)
- > Public criticism of issues surrounding animal welfare and of Julia Klöckner’s work as Federal Minister of Food, Agriculture and Consumer Protection
- > A position paper on welfare standards for dairy cows
- > A protest against the agriculture summit
- > Collection of signatures for the European Citizens’ Initiative »End the Cage-Age«

3.4.3 Impact Achieved (Outcome/Impact)

The European Citizens’ Initiative massively exceeded its target of one million signatures. We contributed around 32,000 signatures. This initiative will hopefully lead to another outcome; various meetings and negotiations are pending.

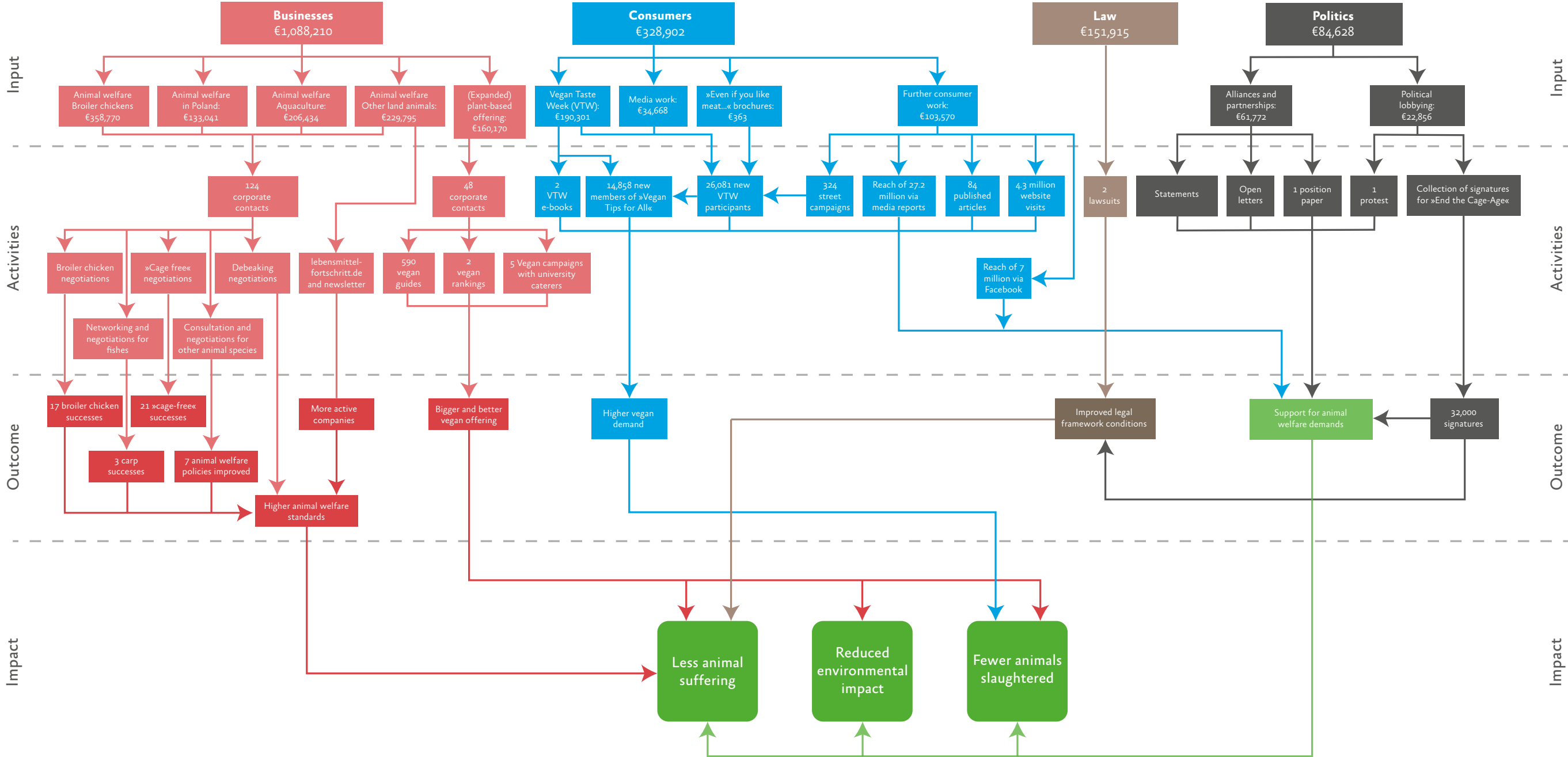
Our activities in relation to farrowing crates (in 2020) at least helped to avoid the worst-case scenario (the permanent legal legitimization of farrowing crates).



Collecting signatures at the Brandenburg Gate in Berlin for the European Citizens’ Initiative »End the Cage-Age«



3.5 Resources, Activities and Impact



3.6 Ongoing Quality Assurance Measures



	2017	2018	2019
Total	€38,089	€44,616	€107,248
of which personnel costs	€32,667	€40,402	€96,854

We achieved the following in 2019:

- > Formulated plans to improve the Vegan Taste Week
- > Improved our project management manual
- > Chose and implemented new project management software (Asana)
- > Developed new personas to improve communication with our target groups
- > Organized a culture workshop
- > Organized a workshop on non-violent communication
- > Organized a round table meeting with other NGOs on quality management
- > Developed a new salary model (introduced from 2020)
- > Applied a »staircase of impact« to our work
- > Formulated a guideline against sexualized violence
- > Appointed confidants
- > Trialled and introduced a day for employees to work on whatever they like

3.7 Comparison with the Previous Year: Degree of Target Achievement, Learning Experiences and Successes

Our most important targets and outcomes in 2019:

	Target	Outcome
<b>Businesses</b> 	20 broiler chicken successes	17
	20 cage-free successes (Germany and Poland)	21
	Persuade five food retail chains to improve their animal welfare policies	7
	Issue 500 vegan guides (online and offline)	590
	Create two vegan rankings	2
	2 carp success stories (Poland)	3
<b>Consumers</b> 	Define target groups	achieved
	Develop and implement an e-book concept	achieved
	Average of 130,000 VTW web page accesses per month	159,095
	Acquire 10,000 participants through street campaigns	12,409
<b>Law</b> 	Organize/support four lawsuits	2
<b>Politics</b> 	Contribute 30,000 signatures for »End the Cage Age«	32,031

We are satisfied with our results. One lesson that we have learned again is that we should be careful not to take on too much work at once. We have been looking for ways of dealing with this problem for some time now, but as yet with little success.

We gather specific, targeted learning experiences as part of the project wrap-up meetings that we organize following the completion of larger-scale projects







## 4. Plans and Outlook



### 4.1 Plans and Goals

For us, 2020 will be a year of upheaval because we will be making a number of significant changes in some areas: We are reversing the decision to introduce a dual leadership model on the Board of Directors and ending the research aspect of our operations. Regarding the latter, we will be partnering with external experts. This led, in 2020, to the dissolution of our Knowledge and Quality Management department.

These changes have also resulted in a change to our strategy structure (see Section 1.1), according to which we prepared this document: Our old strategic pillar »Multipliers« has been renamed »Politics« and, as such, covers fewer spheres of action than before.

With respect to our targets, we have decided to switch from annual targets to quarterly targets. The problem with annual targets is that so much can happen over the course of one year that it's impossible to sensibly plan targets for the whole year. We have also decided to no longer classify our targets according to the »staircase of impact« because the time and complexity involved were disproportionate compared against the benefits yielded.

The new quarterly targets are thus not only more pragmatic but also support us in our mission to set clear

priorities and focus on fewer activities simultaneously. To ensure that our targets are in harmony with our strategy, we derive them directly from our three-year strategy. Here are some examples of our quarterly targets:

#### Businesses

- > Achieve six broiler chicken successes
- > Organize campaign training for the Polish foundation
- > Publish a pizza chain ranking (vegan)



Logo vegan ranking

#### Law

- > File another class action suit

#### Politics

- > Launch a relevant petition

#### Consumers

- > Formulate a strategy for communicating environmental issues
- > Publish three online articles on the environment

#### Satisfaction

- > Evaluate in-house satisfaction surveys and derive at least one measure
- > Implement one measure for increasing management skills

#### Learning

- > Organize special training to improve our ability to manage conflict
- > Define and implement measures aimed at improving our ability to manage conflict

#### Growth

- > Revise our series of welcome mails and put them online
- > Complete the SRS 2019

#### Simple and effective structures

- > Switch from the old version of Microsoft to the new one
- > Formulate an overall strategy for our websites, newsletters and social media channels





4.2 Influencing Factors: Risks and Opportunities

We are implementing a new scoring method. In the past, we ranked the probability of occurrence (x) and impact (y) of risks and opportunities on a scale of 1 to 5 and then added »x« and »y« to form an overall value. We are now changing the formula from »x+y« to »x\*y+y.« This increases the weight of »y,« emphasizing opportunities and risks entailing very significant Impact.

Opportunities

Opportunity	Consequences	Probability	Influence	Rating	Measures
Legislative improvement (at federal level)	Implementation of the state objective »animal welfare«	3	4	16	Impose demands, generate pressure
Legislative improvement (at state level)	Improvements for certain animal species	4	3	15	If achieved, push for implementation in other states
Growing interest in veganism (private individuals)	Increased willingness to try a vegan diet	3	3	12	Further improve our offering
Growing interest in veganism and reduction (companies)	Increased willingness to expand and change product ranges	4	5	25	Expand and improve our information offering, agree upon targets, perform benchmarking
Growing interest in plant-based alternatives and cell-cultured meat (R&D)	Animal products are being replaced	3	4	16	
(Even) greater take-up of »(more) plant-based nutrition« among NGOs	Even greater social acceptance and support	3	3	12	Sensitize people to the various interdependencies (environment, food security, health)
Animal welfare/ rights become (more) established as a social issue	Recognition of the need to reduce animal products and encouragement to do this	2	4	12	
Positive court decisions	The legal standing of animal welfare / animals is improving	4	4	20	Expert and financial support for lawsuits

Risks

Risk	Consequences	Probability	Influence	Rating	Measures
Inadequate EU regulations	Reinforcement of the status quo	3	4	16	Warnings
Dwindling media interest	Harder to spread message	2	4	12	
Dwindling media among the population	Harder to achieve an impact	2	4	12	
Dwindling interest among companies	Harder to achieve an impact	2	5	15	Improved exposition of benefits, campaigns
Spread of meaningless animal welfare seals <sup>30</sup>	Complacency among consumers, meat consumption becomes more established	3	3	12	Alert the public
Advertising campaigns conducted by the agricultural industry	Complacency among consumers	4	2	10	Launch information campaigns
Ongoing overbreeding of animals	More suffering among farmed animals	3	5	20	Raise awareness of the issue among consumers and retailers, take legal action
Trade agreements with low standards	Undermining of existing standards	3	3	12	Warn
Ongoing orientation toward agricultural exports	Increased production (in Germany)	5	2	12	Highlight alternatives
Economic crises	Animal welfare is neglected	3	4	16	
Political crises	Animal welfare is neglected	2	3	9	
Legislators take action against animal welfare investigations	Investigations become rarer, public pressure diminishes	3	4	16	Warn, lobby



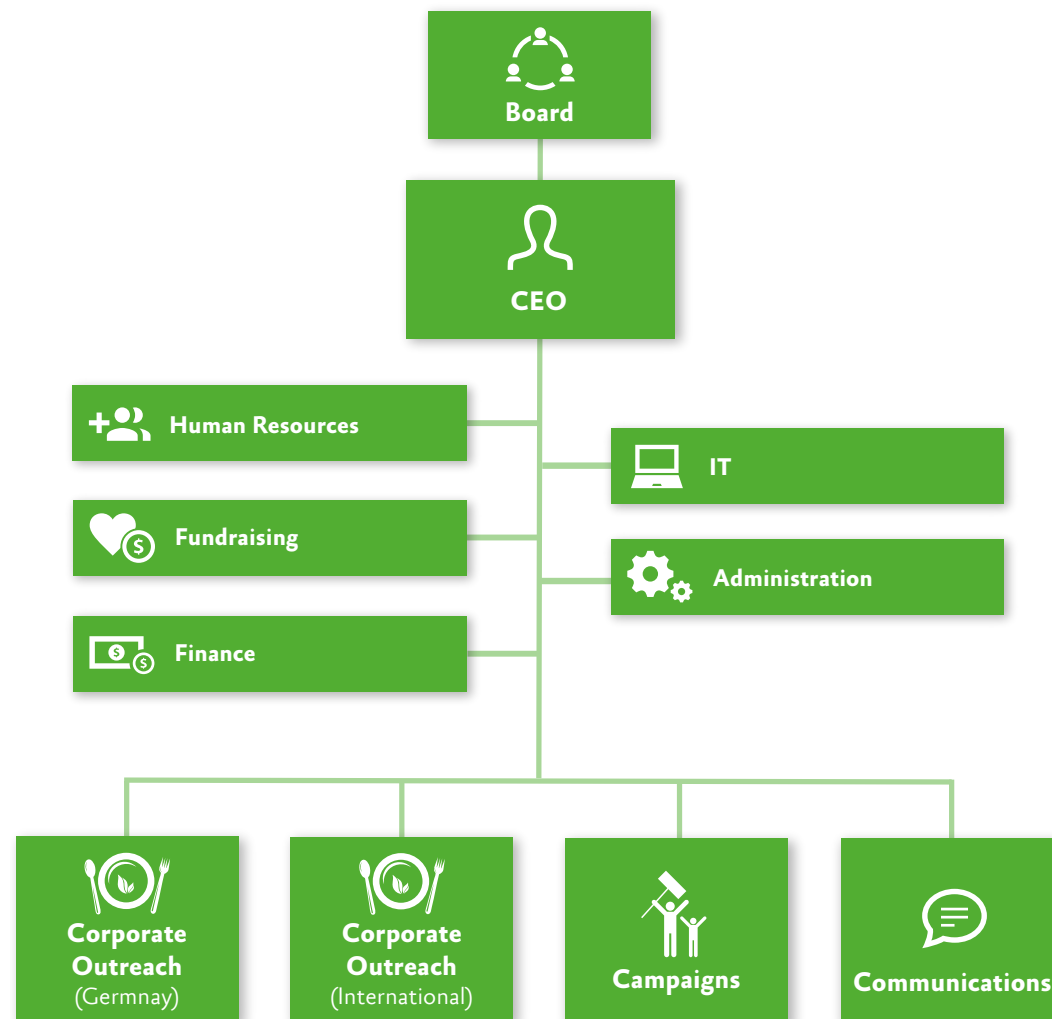




## 5. Organizational Structure and Team



### 5.1 Organizational Structure

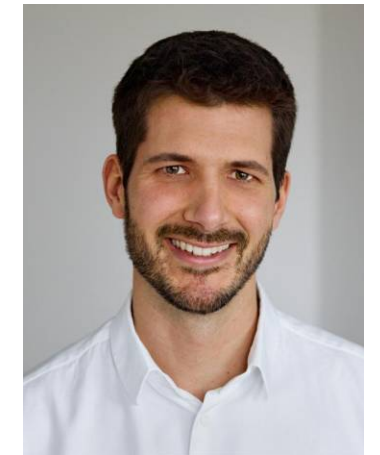


### 5.2 Introduction to the Main Players – Our Management Team

#### Mahi Klosterhalfen

##### CEO and President

»After completing my Abitur [school leaving examination], I originally wanted to become a successful businessman and so decided to embark on a course of business management studies. I became aware of animal welfare and animal rights almost by accident. I was reading, purely out of personal interest, the autobiography of Mahatma Gandhi and was deeply moved by a section in which an ailing Gandhi explained to his British doctor that he would rather die than be responsible for the death of a chicken (the chicken soup was supposed to save his life). Inspired by this stance, I decided there and then to try vegetarianism for one month – one month that then turned into fifteen years of veganism. I also started to become active in animal welfare and got to know Wolfgang Schindler, who established our foundation and offered me a position on the Executive Board. After completing my studies in 2007, I began to devote myself – voluntarily at first because no money was available for a salary – to expanding the foundation.«



#### Luisa Böhle

##### Director of Corporate Outreach (Germany)

»I always considered myself to be an animal-lover, but it took me a long time to recognize the contradiction in continuing to eat animal products. I first came into contact with the concept of plant-based nutrition after a good friend of mine became ill with cancer and later died. I became really frustrated with the one-sided approach of Western medicine and my own helplessness. I decided to eat more plant-based food in an attempt to prevent illness and do something positive for my body. This decision, which I initially made for my own benefit, quickly opened my eyes to the industry that lay behind my earlier habits and I became vegan almost overnight. A year and a half after changing my lifestyle, I started voluntary work at the foundation in 2013 because I was yearning to do something with real meaning and purpose and keen to get a feel for what it's like to work for an NGO. After spending a few years working in the area of Corporate Outreach in partnership with numerous companies on a wide variety of issues, I became Director of the German team in the summer of 2019. Our mission is to encourage the food industry to raise animal welfare standards, improve their vegan offering and cut down on the use of animal products over the long term. After almost seven years in this position, I can safely say that I cannot imagine any profession that holds greater meaning and purpose for me!«



## Silja Kallsen-MacKenzie

### Director of Corporate Outreach (international)

»Sometimes I have to pinch myself: I've now spent an entire decade here at the foundation advancing the cause of animal welfare! I've taken on various positions over the years and have grown and evolved with the company. I was the very first trainee that the foundation took on – and from then on, things just ran their course: from acting as an assistant to getting involved in negotiations for the cage-free campaign, setting up the German Corporate Outreach team and supporting our Polish subsidiary in developing their corporate outreach operations. I have since placed the German team in good hands and am now focusing exclusively on the foundation's international activities. This is a great opportunity for me to combine all the experience I've gathered over the years as part of the foundation, my degree in multilingual communication and my strong interest in international and intercultural work with my passion for achieving greater justice for animals. In fact, this passion found its first truly meaningful expression within me when I was just twelve years old: Without knowing a thing about the concept of vegetarianism let alone veganism, I was the first in what was a large family with a strong agricultural background to decide never to even touch the meat from our dairy cows and their calves. I am extremely grateful for the opportunity to work full time in the service of protecting farmed animals.«



## Carsten Halmanseder

### Director of Campaigns

»The conditions in which chickens are kept in industrial cages shaped my perception of factory farming even when I was a child, but it wasn't until I was 36 years old that I finally resolved to change what I put on my plate. The foundation's successful campaigns to end the cage-rearing of hens really impressed me and motivated me to join the foundation on a voluntary basis. I became an employee in 2011 after spending the years before utilizing my professional project management experience to intensively plan and organize animal welfare campaigns at various organizations. Not only are the campaigns organized by the foundation great opportunities to get people interested in an animal-friendly, healthy and ecofriendly diet and explain the responsibility they carry as consumers, but our corporate outreach activities help to raise the standard of the conditions in which animals are kept well above legal requirements – and to do this at a European level, as the EU broiler initiative shows. The involvement of our volunteers is extremely important to me and I am constantly impressed by the dedication and commitment of our numerous voluntary activists.«



## Diana von Webel

### Director of Communication

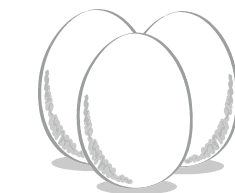
»In my mid thirties, I became vegetarian from one day to the next. I took this step in response to all the information about factory farming that I was reading and hearing and the personal testimonies of vegan people, whom I really admired. Veganism initially seemed to be a little extreme to me. But in 2015, when my son was born, I started to gradually reduce the amount of dairy products I was consuming. As a breastfeeding mother, I found the idea of separating the cow and calf so horrific that I resolved never to support this system again and gradually started to eliminate all animal products from my diet.

Shortly after, I decided to combine my passion for animal-friendly, plant-based foods with my professional experience in communication, politics and the events industry and so applied to the Albert Schweitzer Foundation for the position of Director of communication. I want to do my bit to end factory farming and ensure that the (at least overwhelmingly) vegan lifestyle becomes mainstream. My team and I are responsible for the professional public face of the foundation and also help to ensure the seamless flow of information in house.«

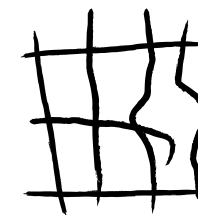


## 5.3 Partnerships, Collaborations and Networks

### Alliances



DEUTSCHLAND WIRD  
KÄFIGFREI



END THE  
CAGE AGE



VEGANES SOMMERFEST  
BERLIN



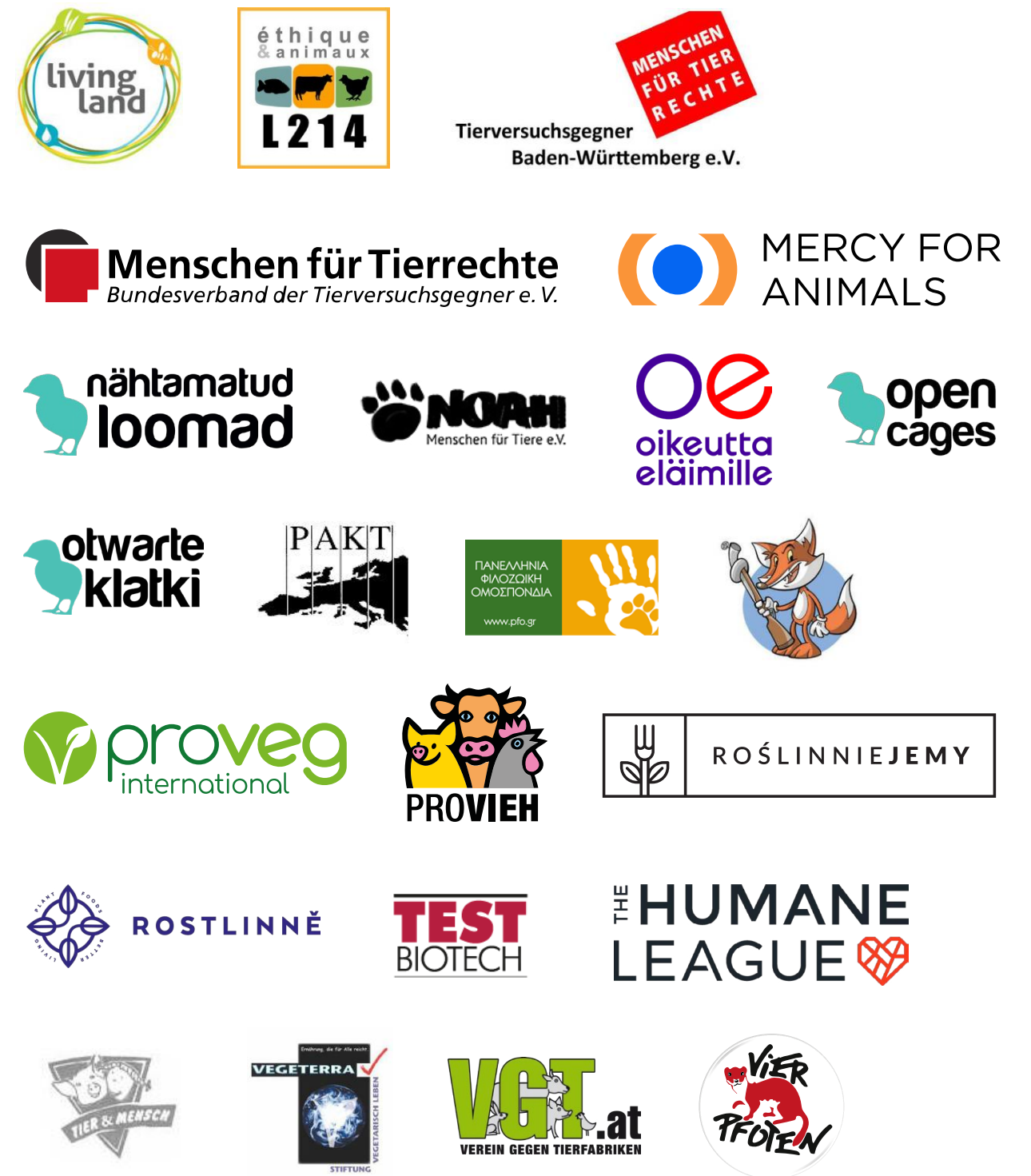
Europäische  
Masthuhn-Initiative



OPEN WING  
ALLIANCE™



Partnerships and cooperations









# 6. Organizational Profile

## 6.1 General Information



<b>Name</b>	Albert Schweitzer Foundation for Our Contemporaries
<b>Headquarters</b>	Dircksenstraße 47, 10178 Berlin
<b>Founding</b>	Founding year: 2000; founder: Wolfgang Schindler
<b>Legal status</b>	Incorporated foundation under civil law
<b>Contact details</b>	Albert Schweitzer Foundation for Our Contemporaries Dircksenstraße 47 10178 Berlin Tel.: 030 – 400 54 68 0 Fax: 030 – 400 54 68 69 E-Mail: kontakt@albert-schweitzer-stiftung.de Website: <a href="https://albert-schweitzer-stiftung.de">https://albert-schweitzer-stiftung.de</a>
<b>Link to our mission statement</b>	<a href="https://albertschweitzerfoundation.org/about-us/mission">https://albertschweitzerfoundation.org/about-us/mission</a>
<b>Link to our statute</b>	<a href="https://albertschweitzerfoundation.org/about-us/statute">https://albertschweitzerfoundation.org/about-us/statute</a>
<b>Link to our signature on Transparency International</b>	<a href="https://www.transparency.de/mitmachen/initiative-transparente-zivilgesellschaft/unterzeichner/">https://www.transparency.de/mitmachen/initiative-transparente-zivilgesellschaft/unterzeichner/</a>
<b>Non-profit status</b>	Since its founding, the foundation has always been recognized as a non-profit-making organization by the tax offices in Munich and, currently, Berlin within the meaning of Sections 51 et seq. of the Fiscal Code. Non-profit causes: To promote education, general and vocational training including assistance to students and to promote animal welfare. The last notice of assessment is dated December 8, 2017.

## Personnel profile

Individual persons (in parentheses: converted to full-time positions)

	2017	2018	2019
No. of employees	36 (31.1)	36 (33.5)	41 (38.5)
of which full-time	28 (23.1)	26 (23.5)	34 (31.5)
of which honorary	0	0	0
of which federal volunteers (honorary post)	8 (8)	10 (10)	7 (7)
Further voluntary hours worked	13,700 (9.8)	11,062 (7.9)	7,966 (5.7)

## Salary model

Our salary model for 2019 is largely based on the salary groups of the civil service, although salary increases are less than those received by civil servants.

Position	Oriented toward	Starting salary	After 3 years	After 6 years
Senior manager		-	-	€5,063
Manager	Group 13	€3,953	€4,353	€4,792
Senior department manager	Average	€3,683	€4,056	€4,466
Department manager	Group 11	€3,413	€3,759	€4,139
Senior employee	Average	€3,161	€3,481	€3,833
Employee	Group 9	€2,908	€3,203	€3,528
Trainee		€1,798	-	-
Part-time workers		€12.10 per hour		

We do not offer allowances or benefits in kind. If employees use the company pension scheme, we support this to the level that our savings allow. According to the information at our disposal, our salaries were well below those of most large NGOs. Within the animal welfare and rights movement, our salaries were, according to informal talks, somewhere in the middle range.



## 6.2 Governance

### 6.2.1 Executive and Management Body

Our executive body is the Board of Directors, which comprises:

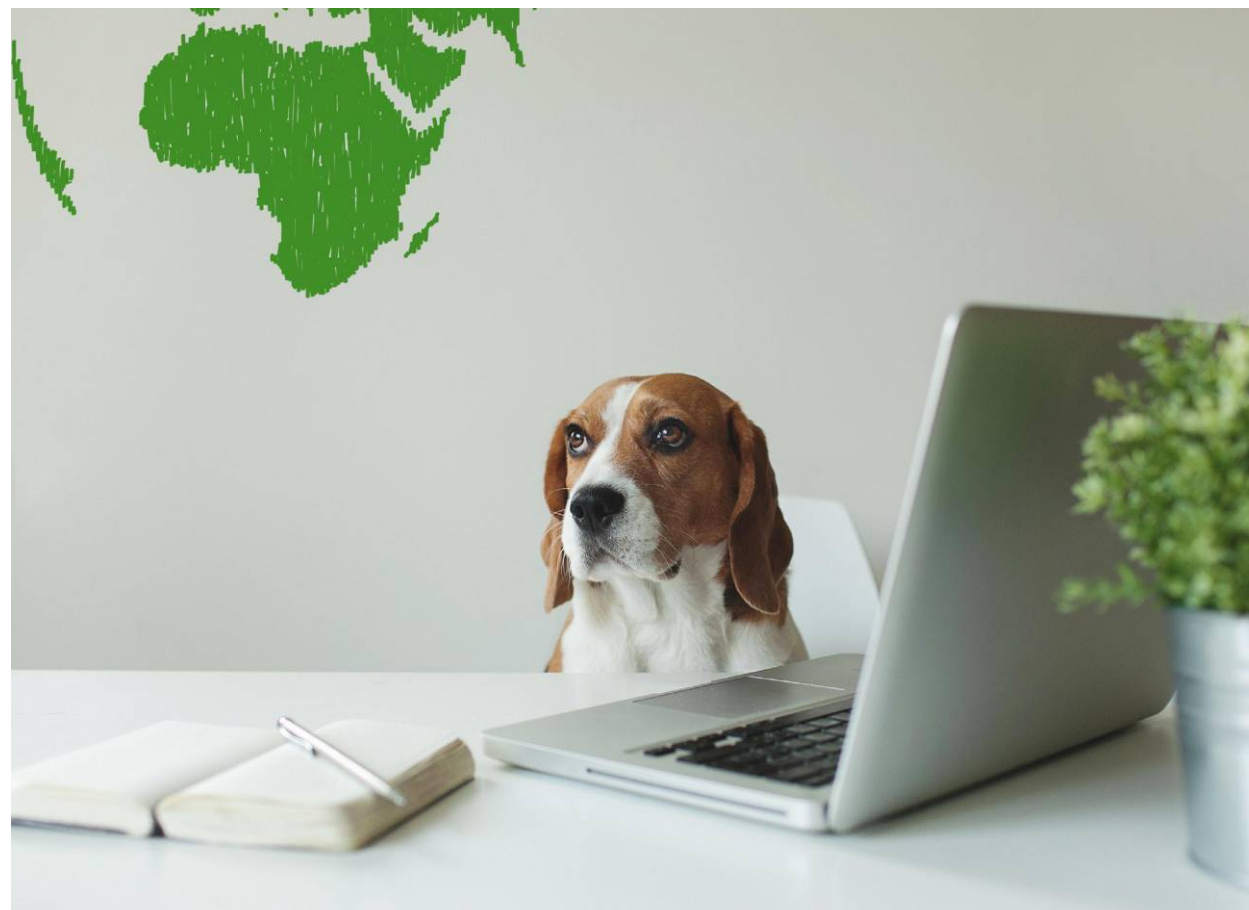
- > Mahi Klosterhalfen (Executive Board Member)
- > Rolf Hohensee (Board Member)
- > Hans-Georg Kluge (Board Member)

Our Board Members act in an honorary capacity and receive neither allowances nor benefits in kind. All decisions made by the Board of Directors shall be taken by a majority vote. To ensure smooth processes in external relationships, Mahi Klosterhalfen holds sole power of representation with the authority to make decisions. At the request of our founder, his term of office is unlimited. The term of office of all other Board Members (including the future Executive Board Member) is three years; re-election is permitted. For more

information, refer to Section 6 of the statute. The internal regulations govern details on the frequency of Executive Board meetings, votes and minutes and on whether it is fundamentally possible in urgent cases to bring about resolutions by written circulation.

The management team (in particular those responsible for the operational implementation of strategic decisions) is appointed by the Executive Board Member. This post is held by Mahi Klosterhalfen.

The Executive Board decides above all our strategic alignment. It also receives suggestions from employees, which Mahi Klosterhalfen collects and summarizes before they are submitted for discussion. The Board of Directors meets about once every quarter, as and when required. In keeping with this schedule, the Board of Directors met four times in 2019.



### 6.2.2 Supervisory Body

We do not have our own, in-house supervisory body and are instead under the supervision of the foundation supervisory authority of Berlin. We are also audited by the auditing company Hamann & Partner (see Section 7.1).

### 6.2.3 Conflicts of Interest

No personnel overlaps or relations of dependence exist between the management and supervisory boards. Conflicts of interest could potentially arise in Mahi Klosterhalfen's dual role as Executive Board Member and Manager, especially in relation to the definition of management remuneration. To ensure transparency in this regard, we have published our salary model in this report. The law firm Röttgen, Kluge & Hund is among the few suitable firms for the filing of class action suits thanks to its expertise in the field of animal protection law. Conflicts of interest could potentially have arisen with respect to commissioning and the agreement on fees, which is why we sought to clarify this issue as well as the hourly rates quoted for us with the foundation supervisory authority of the Government of Upper Bavaria (our supervisory authority before we relocated our headquarters to Berlin); there are now no concerns in this respect. The law firm also offers us preferential conditions. In addition, we do not engage in business with persons closely linked to us.

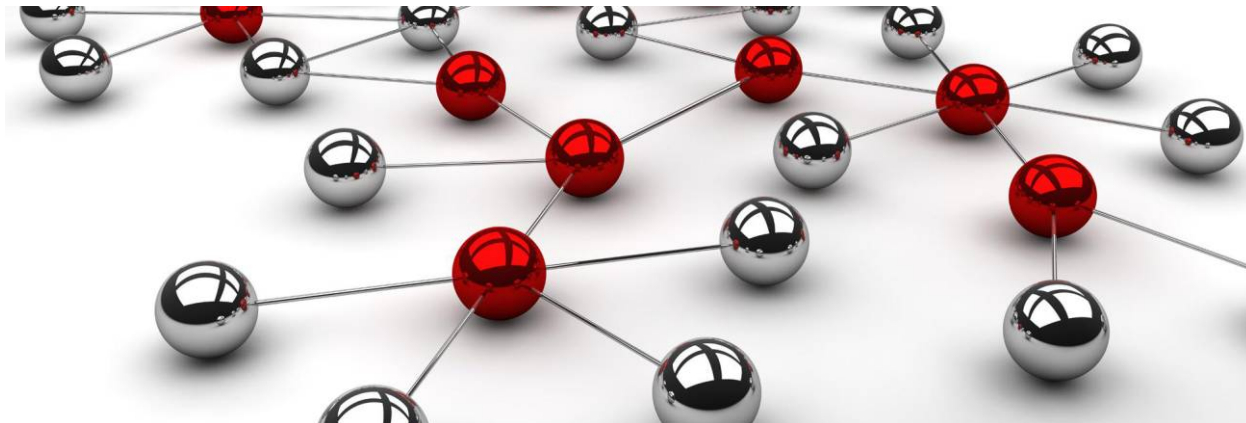
### 6.2.4 Internal Controlling System

We perform controlling on the basis of economic assessments and every month on the basis of our in-house-formulated controlling program. In doing so, we focus on aspects such as the level and distribution of income and expenditure as well as liquidity. We also perform projections to determine the extent, rate and focuses of further growth. Every month, and in addition to financial data, we also assess the extent to which we have achieved our qualitative and quantitative goals. In case of shortcomings, we analyze the causes and develop the necessary countermeasures. Controlling is performed by Mahi Klosterhalfen, with the involvement as and when necessary of our department managers. He also provides progress reports at the Executive Board meetings.

We ensure that invoices undergo double-checks. Andrea Broszio and Stephanie Knabe are responsible for this. Amounts exceeding €5,000 are passed for payment by Mahi Klosterhalfen.



## 6.3 Owner Structure, Memberships and Associated Organizations



### 6.3.1 Owner Structure

No natural or legal persons hold shares in our foundation; this would anyway be impossible because foundations are self-owned.

### 6.3.2 Memberships in Other Organizations

As at the end of 2019, we are a member of the Federal Association of German Foundations, biocyclic-vegan guidelines and certification committee and the Association FOR Healthy Food (IG FÜR).

### 6.3.3 Associated Organizations

We are not legally associated with any organizations, nor do we hold any shares in other organizations.



As at the end of 2019, three of our employees (Silja Kallsen-MacKenzie, Mahi Klosterhalfen and Konstantinos Tsilimekis), however, sit on the voluntary Supervisory Board of our Polish sister organization Fundacja Alberta Schweitzera.

Our Executive Board Member is also a volunteer board member of Compassion in World Farming and a member of the voluntary committee at the Center for Effective Vegan Advocacy.

Our Board Members Hans-Georg Kluge and Rolf Hohensee are voluntary board members of the Erna Graff Foundation for Animal Welfare.

## 6.4 Environmental and Social Profile

**We try to reduce our environmental footprint in the following ways:**

- > We use recycled paper exclusively (both for everyday office use and for print orders).
- > We order most of our office stationery from an ecofriendly provider.
- > We undertake all trips with public transport whenever possible.
- > We book domestic flights only in exceptional situations (and as far as we can remember, this has never yet happened); trips abroad are exceptions.
- > We do not own a company car (only a van for field work).
- > We use green electricity.
- > Our servers are also powered with renewable electricity.
- > All cleaning agents, soaps and so on are ecofriendly and vegan.
- > All food and drink served on our premises are vegan.

**Our social profile encompasses the following points:**

- > Flexible working hours
- > Employees are largely free to choose when they work from home.
- > We always support employees who wish to work remotely.
- > Animals are allowed in the workplace.
- > Further training measures during working hours are supported and, in some cases, financed.
- > The workstations are ergonomically designed (including height-adjustable tables, if desired).
- > We offer a company pension scheme, which we support to the limited extent we can.
- > Employee performance reviews take place on a regular basis.
- > We organize feedback meetings (though not yet regularly enough).
- > The entire team is informed every two weeks via the intranet of the most important news and developments from all areas of the foundation to ensure that they are always up to date with the big picture.
- > Twice a year, all employees take part in half-day events that give them the opportunity to find out from each other about the plans for the new year («kick-off meetings») and the current progress («status meetings»).
- > The Executive Board Member operates an open-door policy for all employees.
- > If employees experience any problems, they have the opportunity to confide in someone.
- > Problems can also be reported anonymously.
- > We encourage applications for open positions regardless of origin, gender, gender identity, sexual orientation, religious affiliation, disability or age.
- > Job descriptions are clearly defined.
- > Salaries are calculated on the basis of a fixed salary model.
- > We have created a guideline aimed at combating sexualized violence and put in place a defined procedure for complaints.
- > We hold training sessions on the subject of sexualized violence.
- > New employees undergo a standardized onboarding process.
- > Employees can make decisions for themselves regarding expenditure of up to €100 where such expenditure enables them to perform their work more effectively.







# 7. Finances and Accounting

## 7.1 Bookkeeping and Accounting

Tax accountant Jens-Martin Müller (Berlin, external) is responsible for our bookkeeping. He is also responsible for preparing our annual financial statement – including our balance sheet – in accordance with the German Commercial Code. Our annual financial statement

is audited by both the foundation supervisory authority of Berlin and the auditing company Hamann & Partner (Berlin, external). The figures given in Sections 7.2 and 7.3 were taken from the audit report prepared by Hamann & Partner.

## 7.2 Balance Sheet

All figures are given in euros.

Assets	2017	2018	2019
I. Intangible assets (e.g. software)	3	3	3
II. Tangible assets	31,521	23,145	18,483
III. Financial assets	12,492	38,149	38,550
IV. Inventories, accounts receivables, other assets	37,899	30,517	20,765
V. Cash, bank	1,099,491	1,277,265	2,088,683
VI. Accruals and deferrals	13,140	12,220	15,145
Total assets	1,194,546	1,381,299	2,181,629

Liabilities	2017	20178	2019
I. Foundation capital	175,000	205,000	240,000
II. Revenue reserves	433,783	648,306	935,470
III. Revenue carried forward	258,468	258,467	258,467
IV. Special items: donated funds still to be used <sup>31</sup>	217,983	48,322	495,318
V. Accrued liabilities	25,561	28,025	24,939
VI. Accounts payable	83,751	193,179	226,855
VII. Other accruals and deferrals	0	0	580
Total liabilities	1,194,546	1,381,299	2,181,629

The foundation does not own any property and has not taken out any loans.

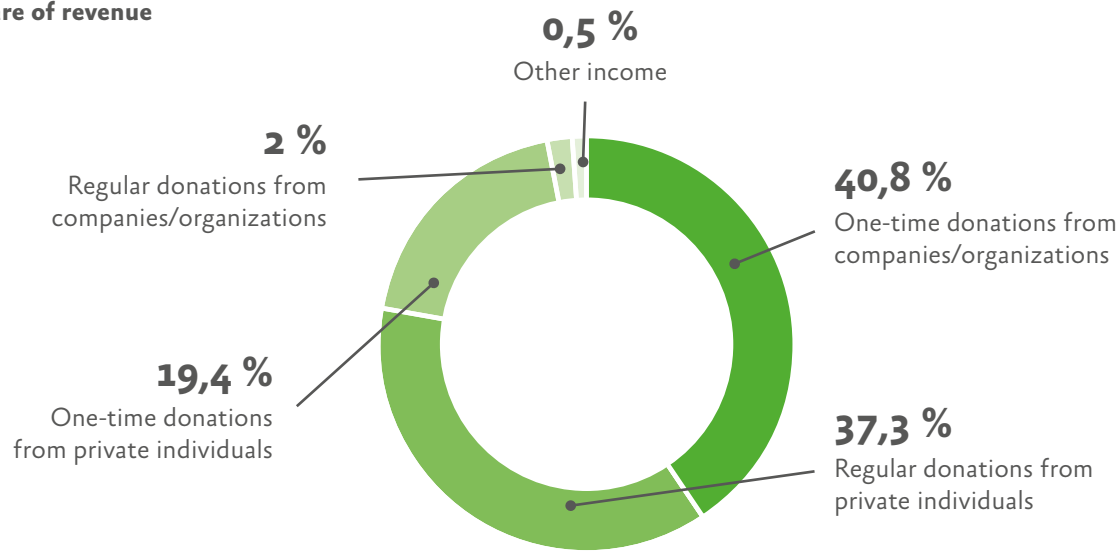
## 7.3 Income and Expenditure

All figures are given in euros.

Einnahmen	2017	2018	2019	Change between 2019 and previous year
Donations and sponsorships	1,751,056	1,923,341	2,978,277	+ 54.8 %
Inheritances	0	0	0	
Other income	40,827	17,268	22,352	+ 28.4 %
Reduction (or increase) in special items: donated funds still to be used <sup>32</sup>	/ 208,814	169,661	/ 446,995	
Total income	1,583,069	2,110,270	2,553,634	+ 21.0 %

In addition, we received endowments of €30,000 (2017: €25,000; 2016: €25,000). However, these do not legally represent income, but increase the capital of the foundation as shown in the balance sheet.

### Share of revenue



### Notes on income

Our income from donations and sponsorships has been received from 10,736 private individuals and 291 companies/organizations. Private individuals donated a total of €1,697,323 (€158 each on average). The companies/organizations donated a total of €1,280,954 (€4,402 each on average). The largest share for the latter item is €1,040,319 from the Open Philanthropy

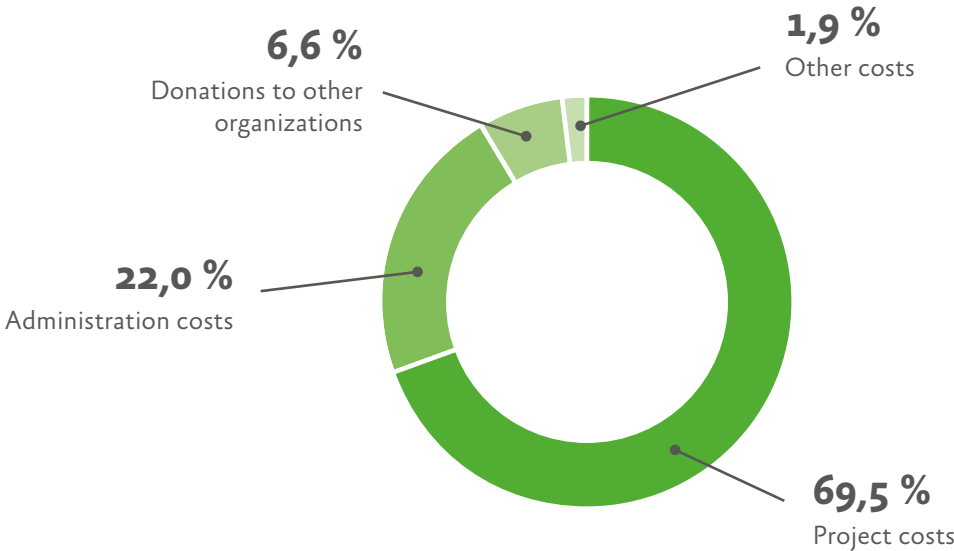
Project (OPP), which means that the OPP's share constitutes 34.9% of our donations and sponsorships. We accept donations from companies only if we can exclude any possibility of launching campaigns against them, so we are happy to accept donations from, say, software companies and tire dealers but not from supermarket chains or catering companies.



All figures are given in euros.

Expenditure	2017	2018	2019	Change between 2019 and previous year
Project costs	1,147,375	1,465,722	1,574,877	+ 7,4 %
of which personnel costs	775,505	910,154	965,341	+ 6,1 %
Administration costs	166,847	288,573	497,920	+ 72,5 %
of which personnel costs	109,160	163,653	312,146	+ 90,7%
Donations to other organizations	64,080	127,445	150,270	+ 17,9%
Other expenditure	26,897	14,007	43,403	+ 209,9%
<b>Total expenditure</b>	<b>1,405,199</b>	<b>1,895,746</b>	<b>2,266,470</b>	<b>+ 19,6%</b>
<b>Year-end result</b>	<b>177,870</b>	<b>214,523</b>	<b>287,164</b>	<b>+ 33,9%</b>

**Share of expenditure**




**Notes on expenditure**

Our administrative costs increased significantly, which was largely due to our structure in 2019. Much of the work performed by the management team and Board of Directors was posted under administrative costs (the share of project costs used to be higher), and we have not only set up an HR department but also ex-

panded our IT team. We have also made greater investments in advanced training. Due to our changes in 2020 (see Section 4.1), the financial impact of which will be evident mainly from 2021, and the expansion of our project work, the administrative costs will fall again. We always point out that high or low administrative

costs in themselves are neither good nor bad because it is the administrative outlay that can make an organization effective in the first place and organizations with low administrative outlay do not necessarily achieve more than those with high outlay.

Other expenditure includes our shared apartment (this is intended primarily to ensure federal volunteers do not have any trouble finding accommodation in Berlin) and the costs of running our online shop.



**Notes on liquidity**

Our liquid funds amount to €1,905,716. The ratio to expenditure is 0.84 (previous year: 0.7). In other words, we have sufficient liquid funds to finance the work of our foundation for a good ten months. This is significantly better than our target value, which is to have liquid reserves sufficient for around five months.

**7.4 Financial Situation and Planning**

We are pleased to say that our income has increased significantly, a fact that can be partly attributed to the fact that the number of major donors and their donations have increased significantly.

Our expenditure has increased at an above-average rate because some of our larger donations came unexpectedly and the expansion of our work (especially our team) takes time.

For 2020, we expect income of €3.2 million and a similarly high output. Between the balance sheet date and the completion of this report, we received some major donations that exceeded our expectations. We see this as a strong incentive to further expand our operations.

We continue to see opportunities for further growth in, on the one hand, the expansion of our basis (newsletter recipients, donors, sponsors) and, on the other hand, the generation of large donations, including from the USA. The problem with the latter point, however, is that it is unclear for how long we can expect them – financial support from the OPP is generally planned for two years. Risks for the planned increase in income lie in the stagnation or reduction of large donations and sponsorships. As things currently stand, however, we have no reason to expect this.

We have defined the impact areas »companies« and »law« as the key growth areas for the next three years. Neither area is given much attention by other NGOs in Germany, which means that the opportunities for generating an impact here are significant. We are also looking to expand our corporate work at an international level.





# 3. Imprint



Albert Schweitzer Foundation for Our Contemporaries

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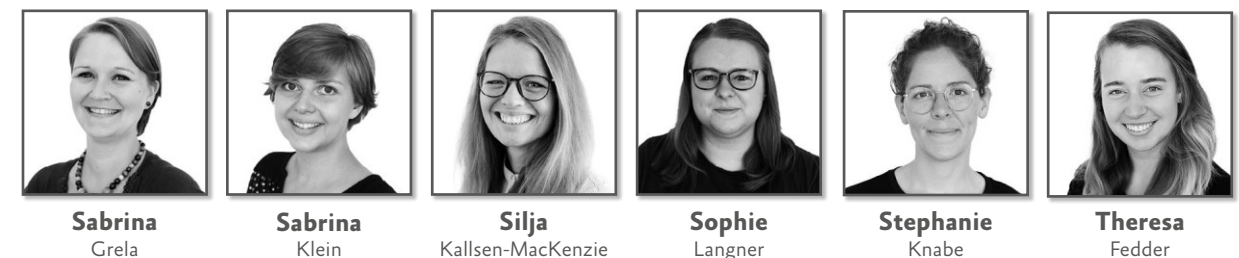
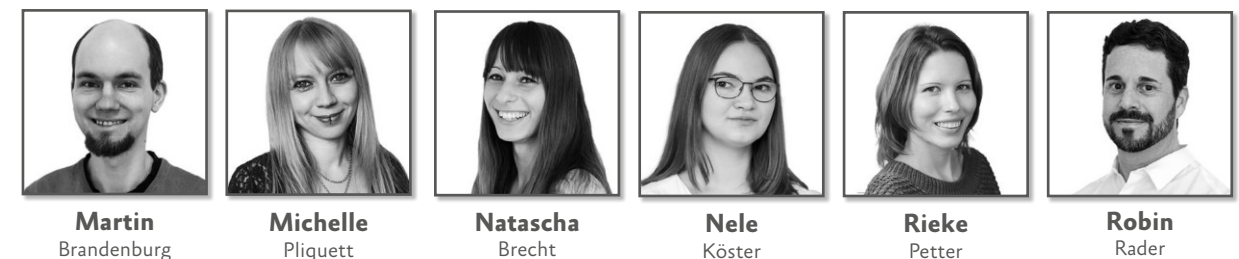
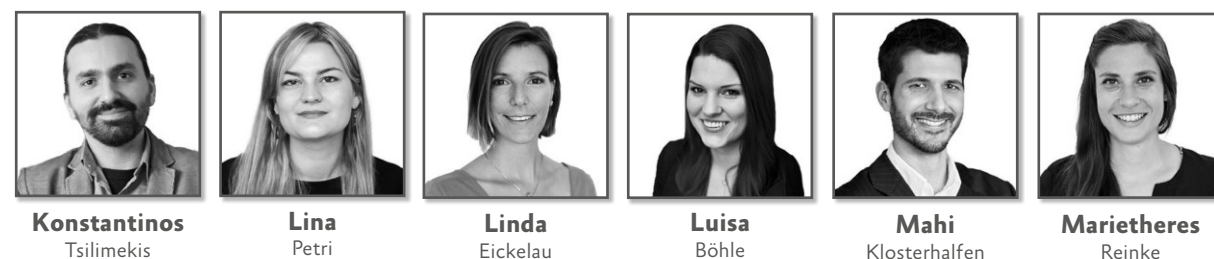
E-Mail: [kontakt@albert-schweitzer-stiftung.de](mailto:kontakt@albert-schweitzer-stiftung.de)

Website: <https://albert-schweitzer-stiftung.de>

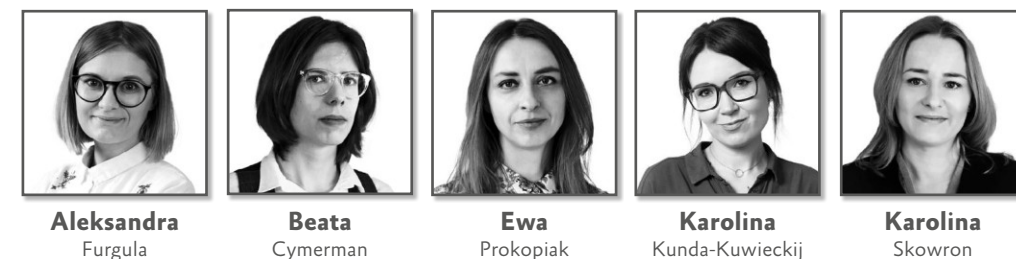
Person responsible in terms of press law: Mahi Klosterhalfen

Cover page photo: Zelle Duda - unsplash.com

## 3.1 Our team in Germany (as at 2019)



## 3.2 Our team in Poland (as at 2019)





## End notes

1. See <https://albert-schweitzer-stiftung.de/themen/vegan-gesund>.
2. Greenhouse gas emissions: [http://www.fao.org/ag/againfo/resources/en/publications/tackling\\_climate\\_change/index.htm](http://www.fao.org/ag/againfo/resources/en/publications/tackling_climate_change/index.htm), clearance of rainforests: <http://vegan-taste-week.de/hintergruende/umwelt> (no. 4) and <https://www.chathamhouse.org/sites/files/chathamhouse/publications/research/2016-01-28-agricultural-commodities-brack-glover-wellesley.pdf> und zur Belastung von Gewässern <https://www.umweltbundesamt.de/daten/land-forstwirtschaft/landwirtschaft/naehrstoffeintraege-aus-der-landwirtschaft#textpart-1>.
3. See <https://www.welttagarbericht.de/aktuelles/nachrichten/news/de/33275.html>
4. See <https://www.sciencedirect.com/science/article/pii/S0308521X16302384>.
5. See <https://iopscience.iop.org/article/10.1088/1748-9326/8/3/034015/meta;jsessionid=CB5A3D1F66C65E7FCE5D24787C2FA242.ip-10-40-2-115>.
6. See [https://biooekonomie.uni-hohenheim.de/uploads/tx\\_newspmf/pm\\_Fleischverzicht\\_2013-05-24\\_status\\_10.pdf](https://biooekonomie.uni-hohenheim.de/uploads/tx_newspmf/pm_Fleischverzicht_2013-05-24_status_10.pdf).
7. See <https://albert-schweitzer-stiftung.de/themen/vegan-gesund>.
8. See <https://www.brain-biotech.com/de/presse/gesundheitsoekonomische-betrachtungen-ernaehrungsabhaengiger-krankheiten>.
9. See [https://www.bmel.de/SharedDocs/Downloads/DE/\\_Ministerium/Beiraete/agrarpolitik/GutachtenNutztierhaltung.pdf?\\_\\_blob=publicationFile&v=2](https://www.bmel.de/SharedDocs/Downloads/DE/_Ministerium/Beiraete/agrarpolitik/GutachtenNutztierhaltung.pdf?__blob=publicationFile&v=2), S. 155.
10. See <https://albert-schweitzer-stiftung.de/kampagnen/kaefigfrei>.
11. See <https://albert-schweitzer-stiftung.de/kampagnen/schnabelkuerzen-beenden>.
12. See <https://albert-schweitzer-stiftung.de/kampagnen/masthuhn-kampagne>.
13. <https://shop.albert-schweitzer-stiftung.de/shop/selbst-wenn-broschuere-25er-pack>.
14. <https://veganes-sommerfest-berlin.de>.
15. See <https://de.statista.com/statistik/daten/studie/164959/umfrage/umsatz-der-nahrungsmittelindustrie-in-deutschland-seit-2005>.
16. See <https://de.statista.com/statistik/daten/studie/1365/umfrage/bevoelkerung-deutschlands-nach-altersgruppen>.
17. See <https://de.statista.com/statistik/daten/studie/1023242/umfrage/interesse-an-vegetarischer-bzw-veganer-ernaehrung-bei-ueberzeugenderen-alternativen>.
18. »Tierschutzgesetz: Kommentar mit den wichtigsten auf der Grundlage des Tierschutzgesetzes ergangenen Rechtsverordnungen und einschlägigen europarechtlichen Texten« by H.-G. Kluge and »Tierschutzgesetz: Kommentar«, 3rd edition, by A. Hirt, Dr. C. Maisack, Dr. med. vet J. Moritz.
19. Includes primarily donations to the Fundacja Alberta Schweitzera.
20. See <https://shop.albert-schweitzer-stiftung.de/shop/selbst-wenn-broschuere-25er-pack>.
21. See <https://vegan-taste-week.de>.
22. See <https://tydzien-na-weganie.pl>.
23. We had a sufficient number of brochures available in 2019.
24. See <https://www.facebook.com/groups/vegantippsfueralle>.
25. See <https://vegan-taste-week.de/produktguide>.
26. See <https://vegan-taste-week.de/e-book-download>.
27. It should be pointed out here that the lawsuits are not ours, but we make it possible for other organizations to file lawsuits by providing them with financial and content-related support. We are not yet able to file lawsuits ourselves because the ability to bring court action depends on the location of the organization's headquarters and the organization's legal status. As a Berlin-based foundation, we do not yet have the ability to bring court action. This is likely to change in 2020 or 2021, although we will continue to support other organizations even then since court action can only ever be brought in one's own federal state and the state of Berlin is home to relatively few "livestock farms."
28. See <https://albert-schweitzer-stiftung.de/aktuell/urteil-zum-kuekentoeten-erfolg-fuer-den-tierschutz>.
29. See <https://www.buendnis-fuer-tierschutzpolitik.de>.
30. Read more: <https://albert-schweitzer-stiftung.de/aktuell/tierschutzsiegel-mehr-schein-als-sein>.
31. Balance sheet prepared in accordance with the IDW RS HFA 21 guidelines. These special items will be used in subsequent years.
32. According to the IDW guidelines, the special item from the previous year is to be added to the donations and the special item for year-end deducted. To represent the actual income through donations, we instead indicate the actual donations received (row 1) and the difference with respect to the special item (row 4) separately from each other. The absolute amount of special items can be found in Section 7.2 under "Liabilities."



