



Albert Schweitzer Foundation

Report on Effectiveness **2020**



Albert Schweitzer
Albert Schweitzer Foundation

Welcome to our **Report on Transparency and Effectiveness 2020.**



Dear reader,

For drafting our annual report 2020, we once again followed the requirements of the Social Reporting Standard because, to our knowledge, it is the highest standard with regard to transparency. I hope you will find these deep insights into the ways we think and operate helpful.

In 2020, we further expanded our impact on the animals - with merely a single-digit percentage increase in costs. In this report, we will present to you in detail how we were able to manage this.

I would like to extend my heartfelt thanks to anybody who has made our work possible - be it full-time employees or volunteers, through donations or cooperations.

Yours truly

A handwritten signature in blue ink, consisting of stylized initials 'M. K.' followed by a surname.

Mahi Klosterhalfen | President



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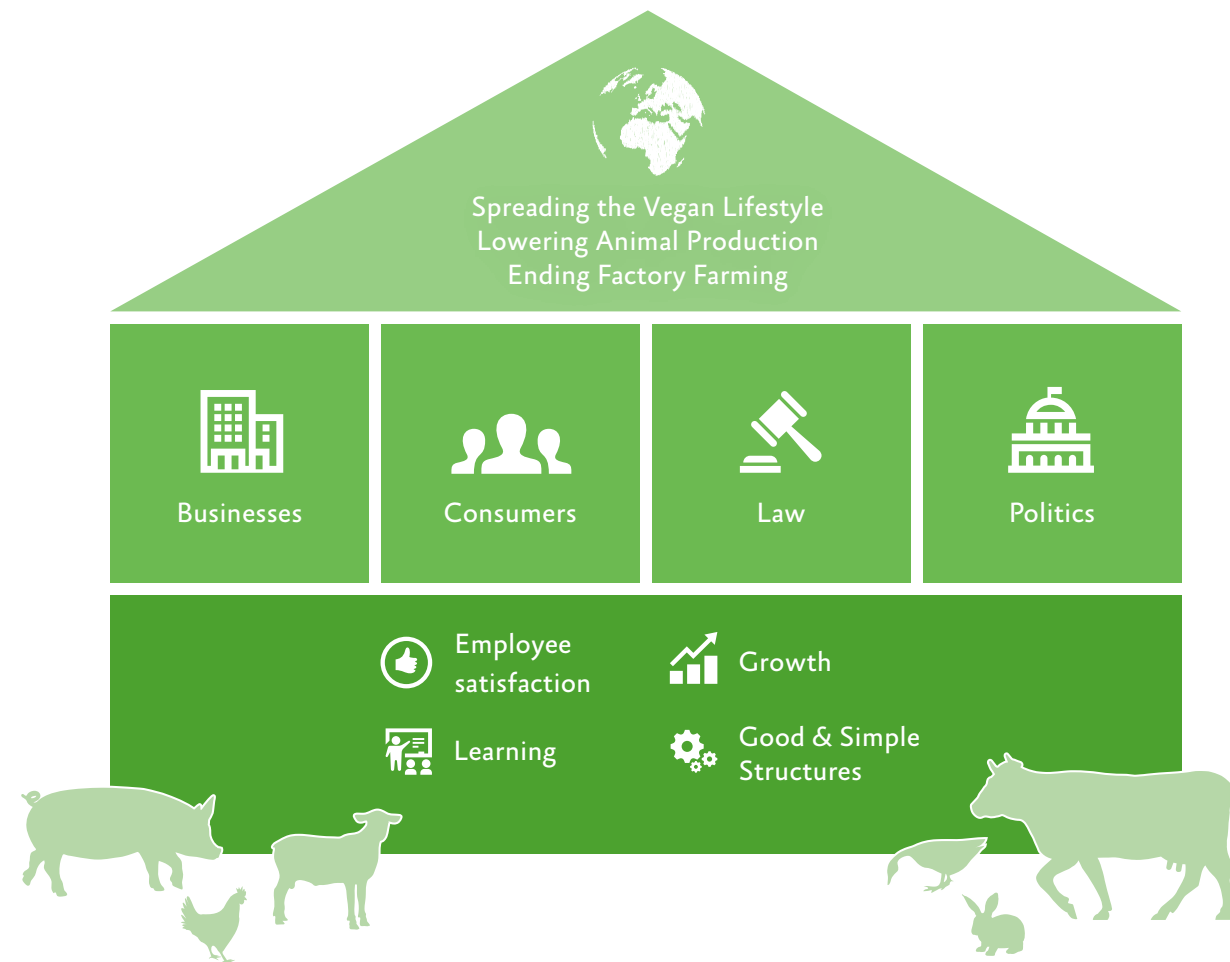
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»The ethic of Reverence for Life, therefore, comprehends within itself everything that can be described as love, devotion, and sympathy whether in suffering, joy, or effort.«

Albert Schweitzer

1. Introduction

1.1 Vision and Approach



»Vision without action is merely daydreaming«, Nobel Peace Prize winner Nelson Mandela once said. Here we present our vision and the strategy for its realization. While our vision contains long-term goals, the strategy is about implementation in the coming years.

Vision

We advocate the abolition of factory farming and a widespread adoption of the vegan lifestyle. In doing so, we deliberately take intermediate steps by continuously raising animal welfare standards and reducing the consumption of animal products.



Strategy – the four pillars

As long-term developments can only be roughly forecast, our strategy focuses on the next three years, which are relatively easy to plan. We continuously adapt the strategy to external circumstances as well as to our own possibilities and insights.

Our strategy is based on four pillars that help us to come closer to realizing our vision.

Businesses



The food industry has a huge influence on how many and in what conditions farmed animals are kept. Our work contributes significantly to more and more companies raising their animal welfare standards. We can often work constructively with the industry. However, not all companies are equally motivated, which is why, increasingly, we are also exerting pressure through campaigns.

We have been very successful in largely ending the sale and industry usage of cage eggs in Germany and beyond. Now we are focusing in particular on taking similar steps for »broiler chickens« and fishes in aquacultures. In addition, we will increasingly support companies in reducing animal products by offering them the tools to do so and by emphasizing the many benefits for animal welfare, environmental protection and health.

Working with, and in some cases against, companies is also our focus when it comes to internationalization. So far we have established a subsidiary foundation in Poland.

Consumers



In order to reach as many people as possible, to show them alternatives to the consumption of animal products and to bring about successful changes in their behavior, we have created the Vegan Taste Week. We continue to develop this online workshop and use targeted online advertising to attract even more people with an interest in plant-based eating.

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 organizations 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. It 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 into 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.

Employee 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 workload, 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 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.

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.

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.

Application of the SRS

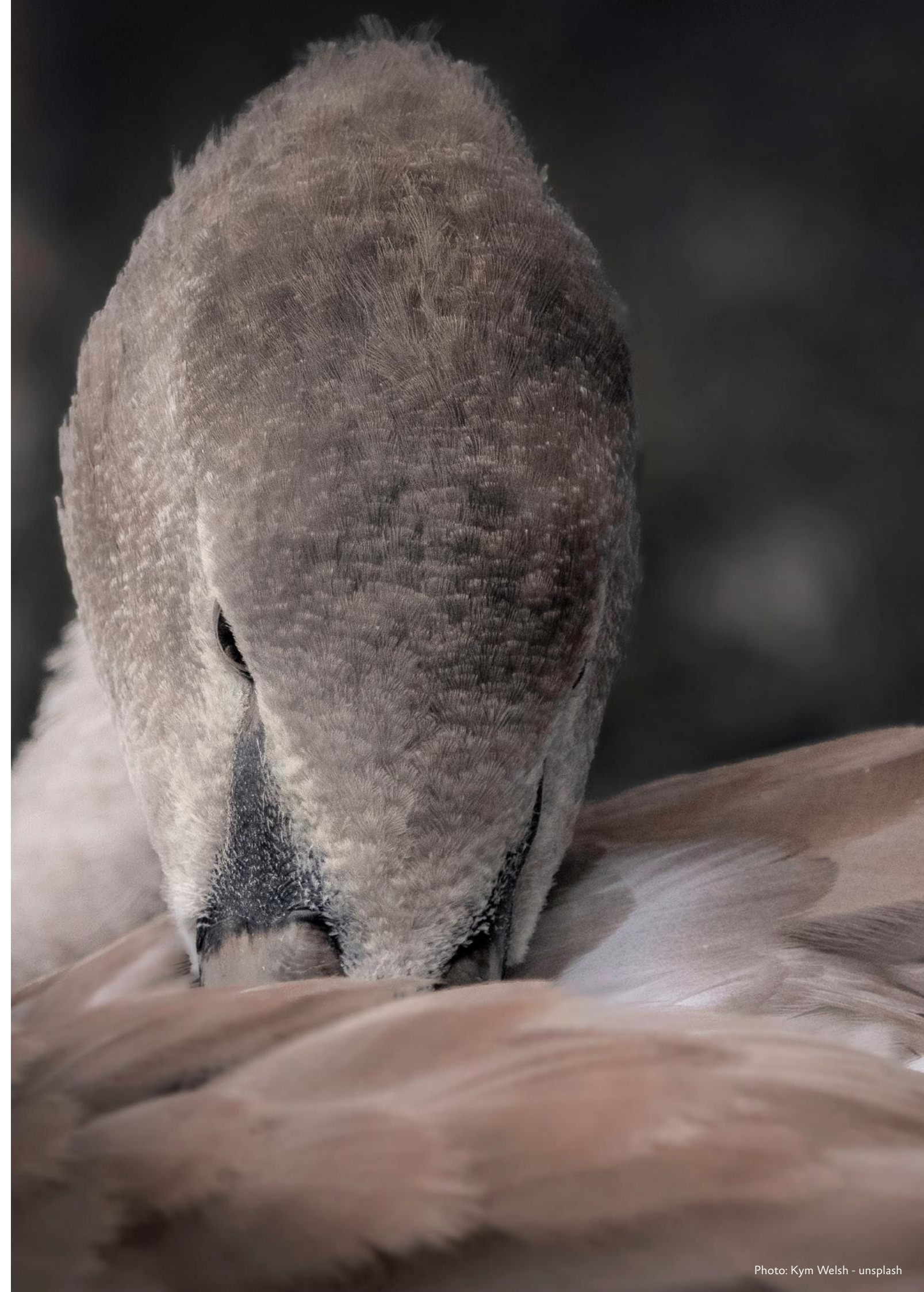
This annual report was created in accordance with the current version of the Social Reporting Standard (SRS), which was last updated in 2014. We have been publishing annual reports in line with the requirements of the SRS since 2012.

Reporting period and reporting cycle

This report covers our work in the calendar year 2020. Information relating to 2021 is also included where relevant.

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.



2. The Problem and Our Solution

2.1 The Societal Problem

Causing animals to suffer and killing them are ethical problems and, especially as it is entirely 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. Especially in industrialized countries like Germany, there are no sound reasons for doing this. Here, animal products are simply not necessary for a diverse and healthy diet.¹

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 selfish reasons to at least significantly reverse the growing

global demand for animal products.

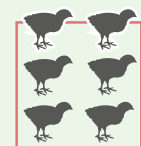
Especially problematic from an animal welfare perspective are the extremely patchy legal regulations concerning »animal agriculture«, which are oriented primarily toward the practices and wishes of animal users. This means that any significant progress in animal welfare such as the ban of battery cages for »laying 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 on a regular basis and explicitly exempt 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

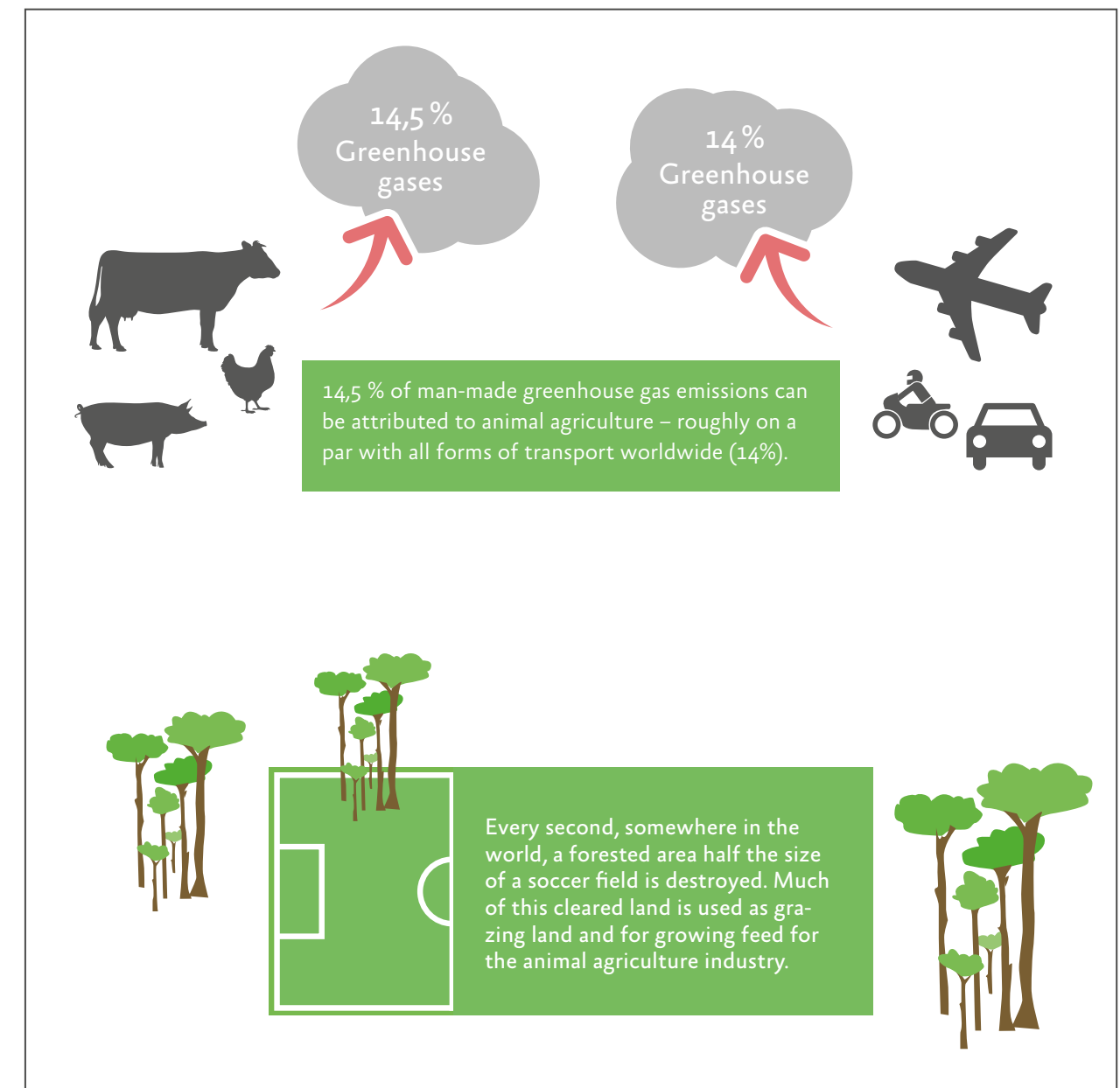
Animals suffer horrendously by being bred for rapid growth and high egg/milk »performance«



Amputations

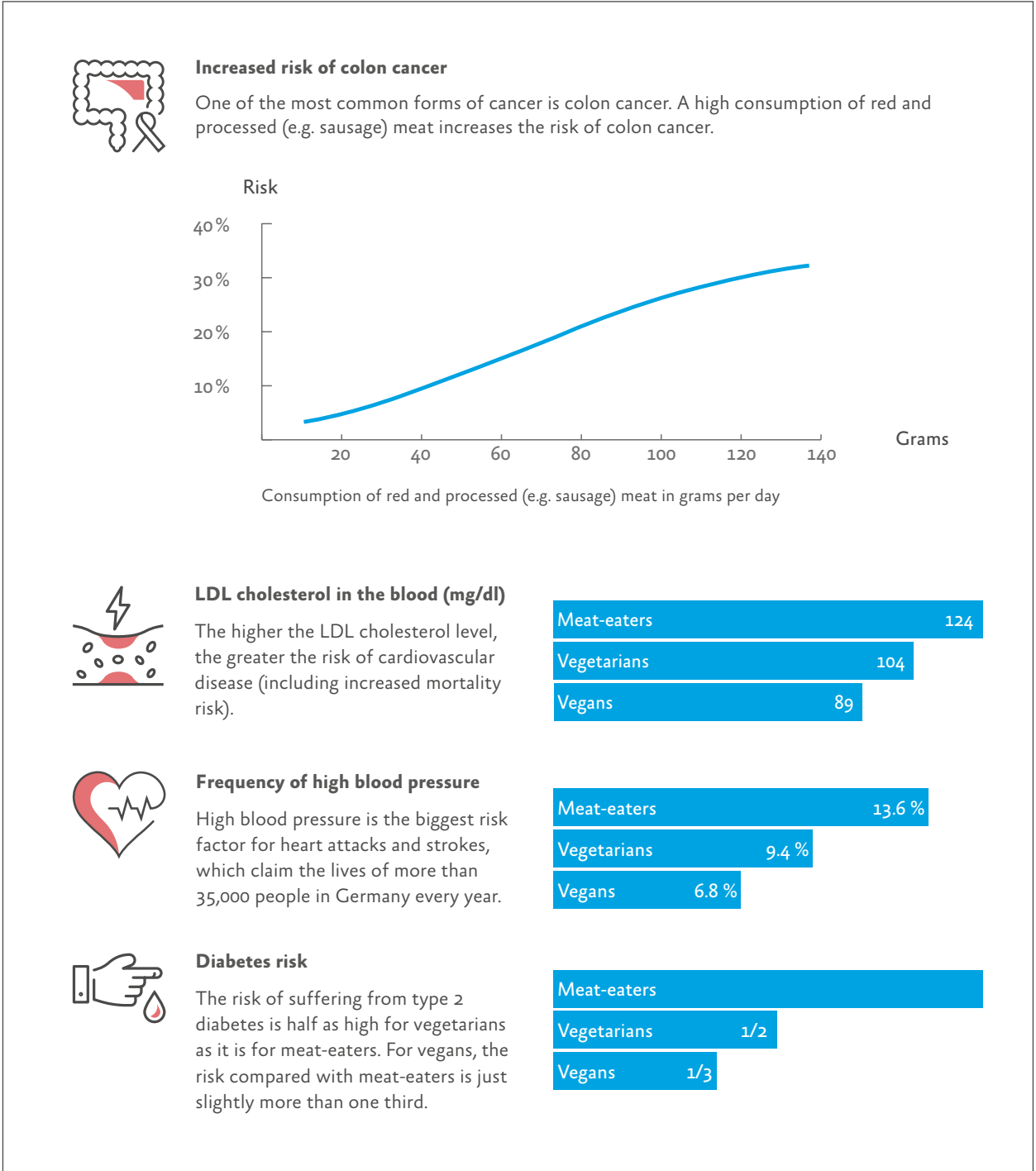
Beak tips, testicles, horns, tails and canine teeth are removed without measures to eliminate pain

Furthermore, animal agriculture causes 14.5% of global greenhouse gas emissions² and contributes heavily to the clearance of rainforests and the contamination of waterways (e.g. nitrate in groundwater).³ It also has negative effects on the 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.⁴

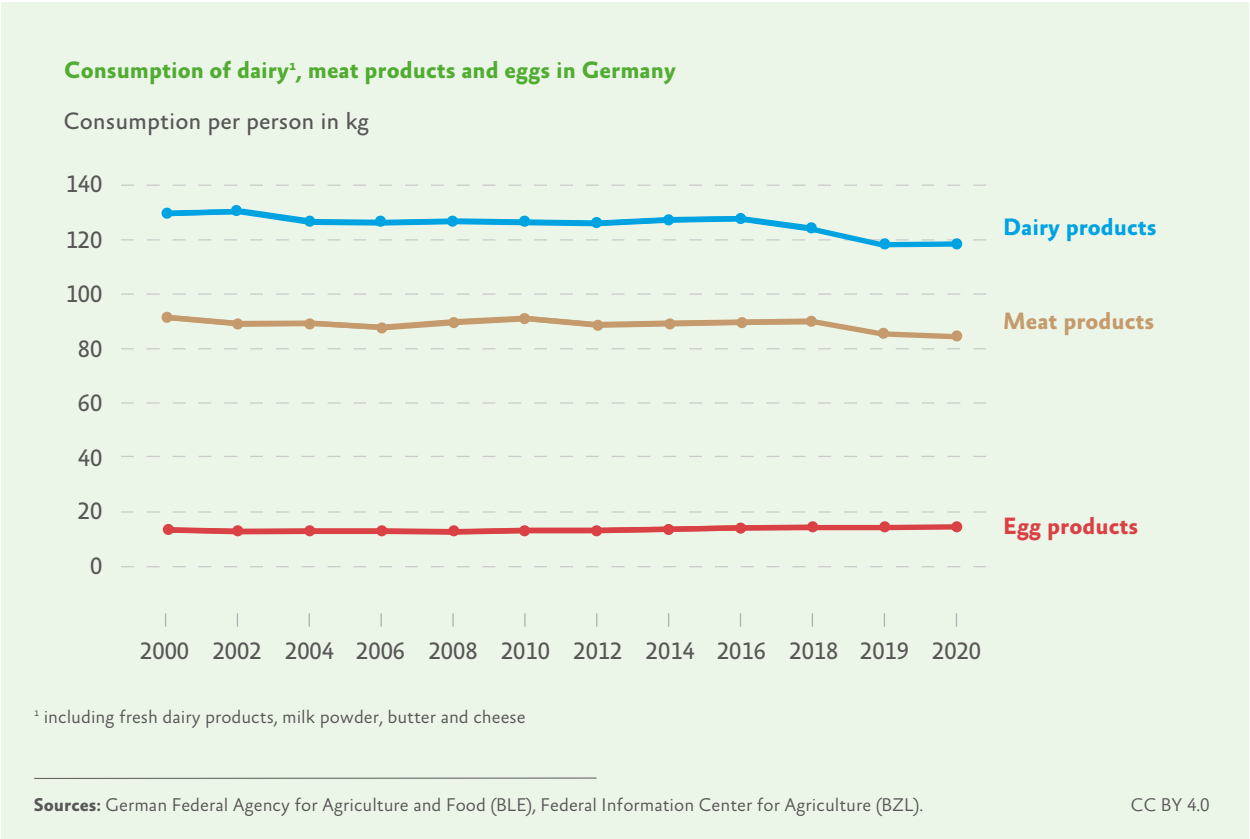


On top of this is the waste of foodstuffs. Calculations show that around 1.1 billion metric tons of field crops are used in global food production to produce just 240 million metric tons of animal products such as meat, milk and eggs.⁵ If all the grain and soy produced worldwide were not mostly fed to billions of farmed animals, the entire production volume would theoretically be sufficient to feed around four billion more people than we do now.⁶ Even a 20% reduction in meat consumption in industrialized countries would lead to »a tangible improvement of the food situation in developing countries.«⁷

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.⁸ In Germany, it is estimated that diseases that can also be attributed to poor diets (e.g. cardiovascular diseases, diabetes, obesity) account for costs of €16.8 billion.⁹ 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 zoonoses (e.g. campylobacter, salmonella, SARS-CoV-2), contaminants from animal agriculture and the development of resistance to medicines.«¹⁰

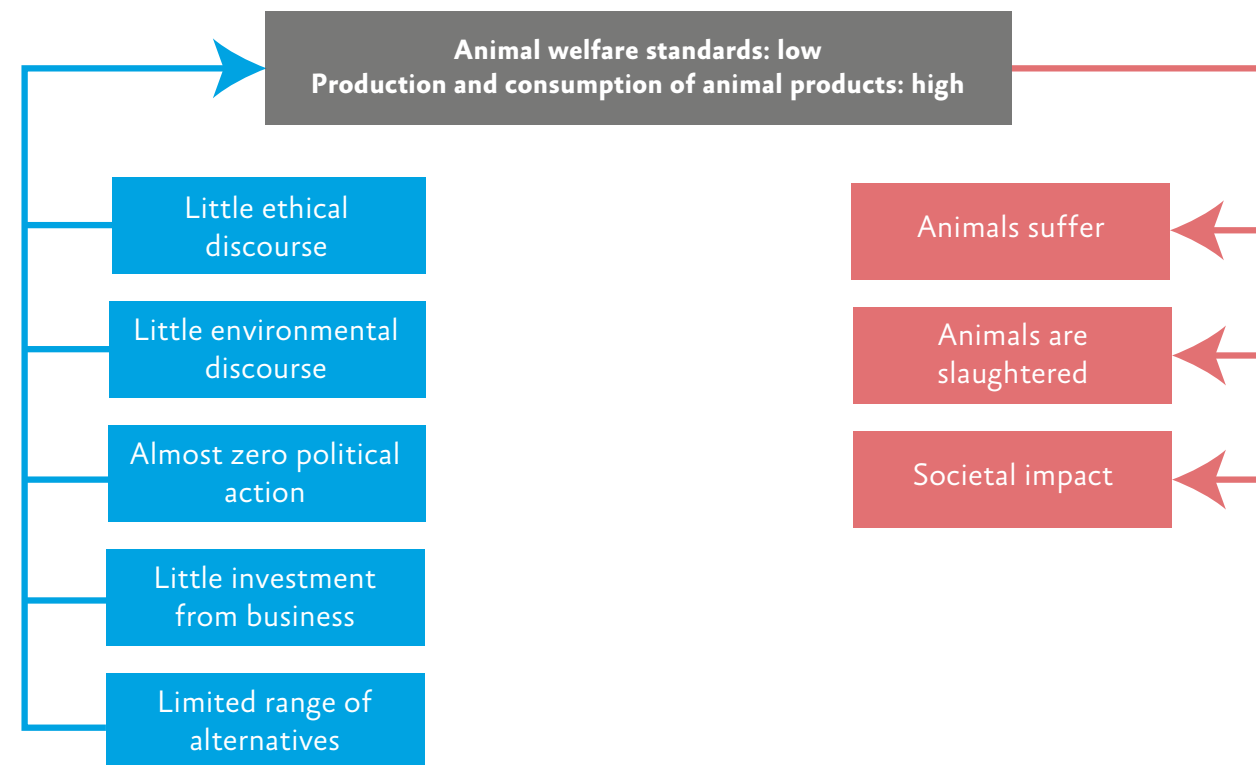


Consumption and production of animal products in Germany



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 under 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 supposedly 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 fundamental moral and legal rights of animals and, consequently, 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, often 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 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, often in terms of reformist animal welfare but also – and increasingly – with a view to reducing the quantities of animal products produced 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 results e.g. in us making only relatively minor investments in order to be active on various social media platforms. Since other organizations and private individuals already cover this type of work intensively, this is not something we focus on.

We believe that these two criteria are currently fulfilled especially in our strategic areas of »Businesses« and »Law«, which is why these are our main areas of focus. Not only do we possess a high degree of expertise in

both these areas, but they are also areas that are not the focus of intensive efforts by other organizations.

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



2.3.1 Activities (Output) and Direct Target Groups

Businesses

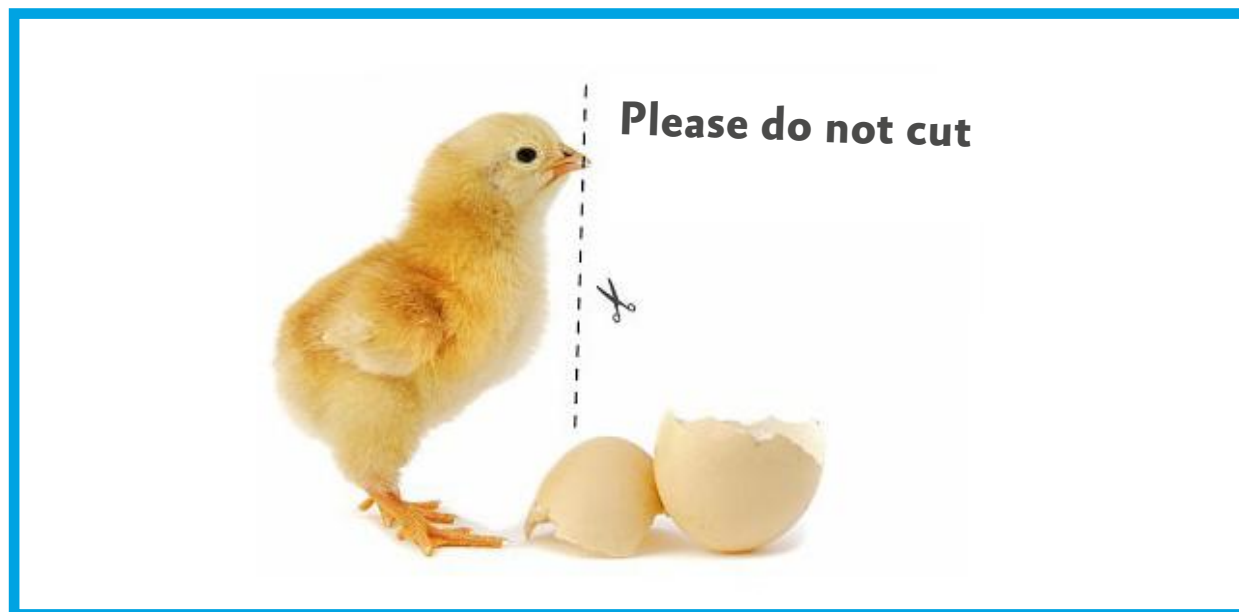
Our target groups in the food industry include decision-makers in the fields of food production, trade and food service. We encourage our target groups to continuously raise animal welfare standards, reduce the quantity of animal products and improve/expand their vegan product range. We do so primarily by sharing information, holding direct meetings, and leading campaigns. We are currently focusing on the following aspects:

- > Phasing out/no longer using cage eggs (cage-free campaign)¹¹
- > Stopping the practice of debeaking »laying hens« in a way that will actually reduce animal suffering¹²
- > Raising the standard of conditions under which »broiler chickens« are kept¹³
- > Raising standards in the aquaculture industry
- > Formulating/expanding company-wide animal welfare guidelines
- > Addressing further animal-welfare-related issues whenever the opportunity arises in meetings
- > Reducing the use of ingredients of animal origin and/or offering vegan products/dishes

Once we have identified suitable contact persons in companies, we get in touch with them via telephone, e-mail and/or in meetings. Depending on the initial situation, we provide our contacts with feasible 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 product range or modifying the recipes used in food production).

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

If it is not possible to make progress through constructive dialog, we launch campaigns targeting companies. To do so, we are assisted by our campaigning team and voluntary local groups.



End debeaking (campaign theme)

Consumers

Um möglichst viele Personen erreichen zu können, In order to reach as many people as possible, we focus our overall efforts on a broad-based target group: non-vegan consumers aged 16 or above; German-speaking or living in Germany; with Internet access and the respective skills; and having a general interest in vegan nutrition. We reach out to consumers in the following ways:

- > The www.vegan-taste-week.de website, the accompanying e-mails and the »Vegan Tipps für alle« (»Vegan Tips for All«) Facebook group, which are designed to help consumers reduce their consumption of animal products step by step or stop eating them altogether
- > Our Selbst-Wenn-brochure (»Even if you like meat ...« brochure), a 16-page information booklet outlining the reasons for changing your diet and ways to achieve this¹⁴
- > Our local volunteer 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 Berlin¹⁵
- > Our work on traditional and social media channels

Law

Our target groups for legal matters are, depending on our approach, veterinary inspection offices, ministries of agriculture, the legislative authorities or the courts having jurisdiction. Here, we cooperate with organizations who have legal standing to file lawsuits, identify promising cases, and support lawsuits both technically and financially as well as through public relations work. Additionally, we are actively advocating for the right to file lawsuits on behalf of the animals in further German federal states – or better yet, on the national level – and to provide animal protection groups with far-reaching possibilities to file actions.

Politics

Here, our target groups include the ministers in charge as well as spokespersons and working groups addressing animal welfare policy.



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 €164 billion (number of relevant decision-makers: unknown)¹⁶
- > Federal states where the right to file lawsuits on behalf of the animals applies:
 - > Number of states: 8
 - > Veterinary inspection offices¹⁷: 431
 - > Courts: number not relevant for decisions
- > People aged 16 or over: around 70 million¹⁸, of this number, those who are fundamentally open to vegan nutrition: around one third¹⁹
- > Politicians (legislative authorities) at EU, government and state level (government/European Commission members, members of parliament, party officials, 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 existing problems (see Section 2.1) and what they can potentially do to help solve them. We also make a point of informing our target groups about the steps that other companies have already implemented. We do this trusting 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 anticipate being able to cooperate with the companies in developing and implementing individual solutions.

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

What sets us apart from many other organizations is

that we always strive for constructive cooperation with decision-makers and to bring about mutual advantages. Only if this strategy fails 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 anticipate consumers taking part in the Vegan Taste Week to focus on the »Why?« and »How?« of vegan nutrition for one entire week and to eat a wholly or partially vegan diet during that week. We further anticipate seeing at least some of those taking part to make lasting behavioral changes, which we will support by regularly sending information and tips even after the Vegan Taste Week has ended.



Ranking: Vegan Pizza in the Food Service Sector 2020



© Timo Stammberger

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 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 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 the right to file lawsuits on behalf of the animals for animal rights organizations will result in court decisions declaring that many standard factory farming practices are illegal and therefore must be ended. It is also our expectation that veterinary inspection offices, law enforcement agencies and regulators operate more thoroughly and, in turn, in a more animal-friendly manner.

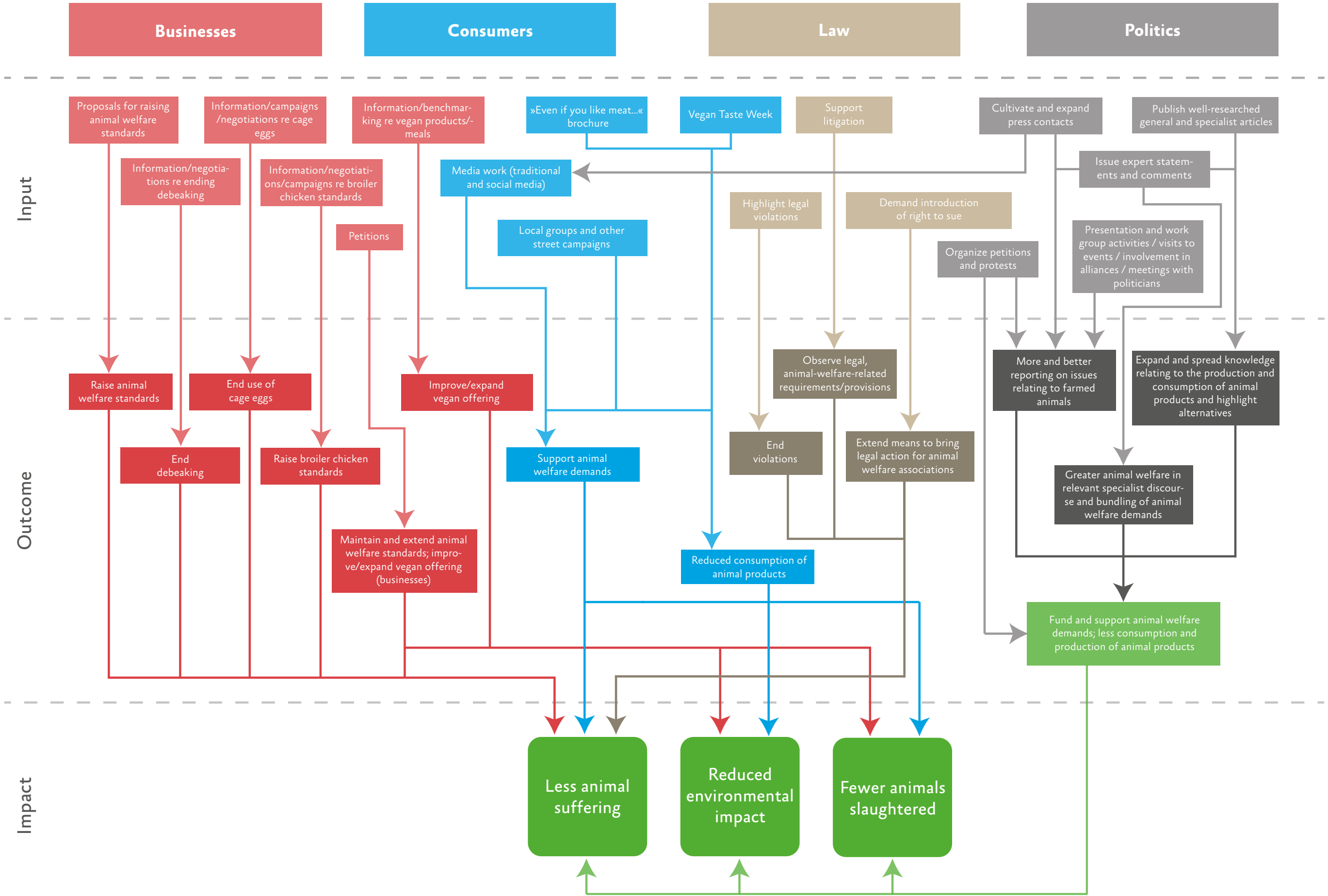
In the legal field, we distinguish ourselves by having at our disposal three fully qualified lawyers as part of our executive board and our scientific advisory council. Two of them have (independently of each other) published legal commentaries in the form of books on German animal welfare law.²⁰ Additionally, we have an assessor of law working full-time in our team. Such an amount of legal expertise is almost unique in any German animal protection organization.

Politics

Through our networking, media relations, statements, petitions and protests, it is our expectation that the societal relevance of our work becomes clearer to our target groups, resulting in them addressing animal-welfare-relevant issues with greater urgency and making more animal-friendly decisions.

Our political activities are characterized by an approach to work and communicate based on objectivity, dialog and solutions. We cooperate only with parties that do not question the free, democratic constitution of Germany and that 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	2018	2019	2020
Welfare of »broiler chickens«	€148,343	€358,770	€491,887
Welfare of other land animals	€100,319	€229,795	€109,729
Welfare in the aquaculture industry	€179,385	€206,434	€166,978
Animal welfare in Poland ²¹	€119,518	€133,041	€142,173
(Expanded) Plant-based product range	€185,974	€160,170	€113,524
Total	€733,539	€1,088,210	€1,024,291
of which personnel costs	€390,674	€604,609	€617,660

3.1.2 Activities Performed

Quantifiable

Output	2018	2019	2020
Business contacts regarding animal welfare	125	124	157
Business contacts regarding (expanded) plant-based product range	53	48	23
Caterers provided with Vegan Guides	714	590	1
Vegan rankings	1	2	1
Vegan campaigns with university caterers	2	5	2

Not quantifiable

We have also:

- > worked on making the process of discontinuing the debeaking practice for laying hens somewhat »animal-friendly«;
- > worked on improving animal welfare standards in the aquaculture industry;
- > maintained the lebensmittel-fortschritt.de website and sent out newsletters;
- > provided caterers with our vegan guide, available as download and in print (we have not collected numbers)²²

3.1.3 Impact Achieved

Outcome	2018	2019	2020
»Broiler chickens«: successes	2	19	17
Cage-free: successes	8	21	4
Carp: successes	-	4	1
Improved animal welfare policies	-	7	-

To achieve the wins with regard to improving the lives of chickens raised for meat, we successfully persuaded, negotiated and/or prepared campaigns - in three cases (Domino's, HelloFresh and Aldi) together with other organizations. Two successes involved a mix of campaigning and negotiating. There was a campaign against Domino's led by L214 in France. In Germany, we were able to make progress through negotiations.

We succeeded in winning over three more companies as part of our cage-free campaign, all of which have since already made the transition to cage-free eggs.

The fourth one has publicly committed itself to transitioning in the coming years - this was achieved through a campaign led by an international alliance.

To achieve the successes for carp, our Polish team, together with other NGOs, was able to convince retailers and wholesalers to stop selling live carp. While some companies initially only agreed to commitments applying to a few of their sales locations, they eventually agreed to extend to full commitments after further negotiations. In leading this campaign, we are contributing to changing a Christmas tradition suffused with animal suffering (farming, transport and killing are particularly cruel) in Poland.

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



E.Leclerc (campaign theme)

3.2 Consumers

3.2.1 Resources Deployed

Input	2018	2019	2020
Selbst-Wenn-brochuresn (»Even If You Like Meat ...« brochures) ²³	€8,924	€363	€1,523
Content of the Vegan Taste Week (VTW) ²⁴	€65,523	€65,924	€40,634
Acquiring VTW participants	€174,044	€80,030	€69,968
Media work	€41,518	€34,668	€61,081
VTW in Poland ²⁵	€39,839	€44,347	€47,391
Other	€145,744	€103,570	€77,586
Total	€476,328	€328,902	€298,183
of which personnel costs	€307,988	€205,827	€214,053

3.2.2 Activities Performed

Quantifiable

Output	2018	2019	2020
No. of Selbst-Wenn-brochures (»Even If You Like Meat ...« brochures) printed ²⁶	150,000	0	60,000
New Vegan Taste Week subscriptions	44,106	26,081	12,914
New members of »Vegan Tipps für alle« (»Vegan Tips for All«) ²⁷	20,660	14,858	6,509
Street campaigns	507	324	110 ²⁸
Articles etc. published on albert-schweitzer-stiftung.de	85	84	75
Visits to our websites	4.0 Mio.	4.3 Mio.	4.5 Mio.
Facebook reach	8 Mio.	7 Mio.	13 Mio.

Not quantifiable

We have also

- > created an e-book (»Vegane Weltreise«, translating to Vegan Trip Around the World)²⁹
- > constantly maintained and updated our vegan-taste-week.de website as well as our vegan product guide.³⁰

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 hard to measure the effect of our consumer-related work. However, there is some data as well as anecdotal evidence revealing positive outcomes.

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

»Dear Rieke, thank you very much for the delicious recipes. I have cooked and baked most of the dishes and I am thrilled - so are my family and friends. Warmest regards, Gabi.«

»Hello Rieke and team,

I have been receiving your newsletter for a while now. [...] Now, I finally want to tell you: Thank you so much! The work you do is important and very good. The research for the articles is done well, the layout is beautiful and the many great recipes are simply superb!!

Please keep it up! And thank you very much again. Kind regards,

Stefan«

»Hello Rieke! I finally want to thank you for the healthy recommendations. I have tried one or the other already, it was always good, and I am happy to read from you every time. Kind regards / Anna«

This feedback was received by our Vegan Taste Week colleagues in Poland: »Good morning! I have been receiving information from your foundation for a while now and I have never thanked you for it. Now I finally will: Thank you. The work you do is great. Kind regards!«



Vegan Taste Week newsletter

Our »Vegan Tipps für alle« Facebook group is also extremely popular and, as the feedback below shows, highly impactful:



»I have been vegan for a year and I have to say that it was one of the best decisions of my life; a lot has changed for me since, especially when it comes to friendships, because some people did not accept me taking this step. This group has lent me support many times, it is so nice to be able to exchange thoughts with like-minded people here.«

»I just wanted to say thank you. Thank you for this group, that I can be part of it, for your posts, tips, stories, recipes, questions and answers, thanks to you I do not feel alone!«

»I have recently transitioned to being vegan and came to this group. I love how much information I can find here. You are simply great. THANK YOU«

»I have only been in this group for a short time and really enjoy the posts, I have already saved one or two!«

»Wow, what a cool and informative group.«

3.3 Law

3.3.1 Resources Deployed

Input	2018	2019	2020
Total	€156,174	€151,915	€106,212
of which personnel costs	€13,539	€28,199	€12,117

3.3.2 Activities Performed (Output)

Activity	2018	2019	2020
Lawsuits filed and supported by us (newly filed)	5	2	1
FOI (Freedom of Information) requests	1	1	0

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

3.3.3 Impact Achieved (Outcome/Impact)

In 2018, we lost our lawsuit against the catastrophic conditions in turkey farming in a court of first instance.³¹ The verdict also did not allow for an appeal. Although it is generally very difficult, in 2019 we did achieve leave to appeal, giving us an important first victory and enabling us to bring this action before higher-ranking courts. In 2020, we filed the comprehensive notice of appeal. Since then, the proceedings have been under way in the court of second instance, the competent administrative court.

The lawsuits on gestation crates and on the caging and live sale of lobsters we support were dismissed in a court of first instance in 2020. As with the turkey lawsuit, these decisions came as little surprise. However,

the courts took advantage of procedural circumstances, among other things: After the lawsuits had already been filed, the right to file lawsuits on behalf of animals in the state of North Rhine-Westphalia expired. The court took advantage of this circumstance to dismiss the lawsuits. We are not accepting this because we filed both lawsuits in time before our right to do so expired. In both proceedings, we applied for leave to appeal, which we are still fighting for to this day.

Additionally, we are supporting a vegan federal police officer and his lawsuit, which he filed against the Federal Republic of Germany in 2020. With his complaint, the officer objects to the fact that he is not offered a vegan option for communal meals during assignments



Protest against gestation crates in front of the »Bundesrat« (German Federat Council) in Berlin

outside of his place of residence, while still having a contribution towards expenses for these meals withheld from his separation allowance. We are supporting this complaint financially and content-wise because we are hoping for this to be a turning point for people living a vegan lifestyle in Germany: On the one hand, ethical veganism could be subject to freedom of conscience as protected by the German Constitution and the European Convention on Human Rights. On the other hand, public institutions could be obliged to offer vegan options. In any case, they would have to grant the right to provide for oneself without bearing any financial loss.

Also in 2020, we were able to settle a legal dispute with the German Federal Ministry for Food and Agriculture. In 2019, we had submitted a request to the ministry under the Freedom of Information Act (FOI). We wanted to know what information the ministry actually had on in-ovo sexing technology and whether the claims made by the minister before the German Federal Administrative Court were true. After the request remained unanswered, we proceeded to file a lawsuit against the ministry in the same year. As a result, we were finally granted access to the requested information, although

attempts were made to put as many obstacles in our way as possible.

Another procedure, the outcome of which does not seem particularly successful at first glance, provided us with important insights. Again, everything started with us submitting a request to the Federal Chancellery under the Freedom of Information Act in 2017. We were looking to obtain access to documents providing information on Chancellor Merkel's stance on animal welfare issues. After the inspection of documents was surprisingly unproductive, we filed an action. Since we later received further, albeit little, information, the lawsuit was declared as settled. In the course of the trial, it became clear how superficial and rudimentary governmental search for information is. From this, we drew important conclusions for the filing of future FOI requests in order to obtain as much information as possible and to fill the Freedom of Information Act with life.

In July 2020, together with numerous other organizations, we were able to obtain assurance by court order that the planned mega farm for pigs in Haßleben would conclusively not go into operation as the ori-

ginally granted permit for the facility with a capacity to house 37,000 pigs had been unlawful. This successfully concluded a 16-year-long struggle of associations, initiatives and private individuals to put an end to this planned industrial animal farming complex in the Uckermark region.

We also continued to be active in other lawsuits, some of which have been pending and ongoing for years.

Some examples are ARIWA's lawsuit on behalf of the animals against the former Minister of Agriculture of North Rhine-Westphalia, Christina Schulze Föcking; the supported constitutional complaint of an animal activist; as well as several FOI lawsuits regarding Schulze Föcking's pig farm. We are still waiting for the verdicts. Legal processes can be slow and it takes a lot of patience, as always, to achieve legal progress for the protection of animals.

3.4 Politics

3.4.1 Resources Deployed (Input)

	2018	2019	2020
Alliances and partnerships	€42,857	€61,772	€8,170
Political lobbying	€12,532	€22,856	€32,832
Total	€55,389	€84,628	€41,003
of which personnel costs	€48,032	€63,593	€36,866

3.4.2 Activities Performed (Output)

We have continuously been working in partnership with other animal protection groups as part of the »Bündnis für Tierschutzpolitik« (Alliance for Animal Welfare Policy).³² We have also been involved in the alliance for the European Citizens' Initiative »End the Cage Age«. In addition, we also attained achievements on our own.



Members of the German Alliance for Animal Welfare Policy as of 2020



Mega farm for pigs in Haßleben

Outputs include:

- > »End the Cage Age«: Appeal to the Commission on the Future of Agriculture, open letter to German Federal Minister for Agriculture Julia Klöckner, various press releases, handover of the 1.4 million signatures collected by many organizations to the European Commission
- > 2 petitions (regarding animal transports)
- > petition against gestation crates (with other organizations)
- > various open letters in cooperation with other organizations and the »Bündnis für Tierschutzpolitik« (on gestation crates, animal transports, »laying hens«, Commission on the Future of Agriculture, use of cages)
- > proposal regarding the farming of sows in Germany (»Bündnis für Tierschutzpolitik«)
- > 4 protests against gestation crates
- > introduced into legislative procedure: statements regarding draft laws in cooperation with the »Bündnis für Tierschutzpolitik« (on the amendment of the Animal Protection Act and on the amendment of regulations on experimental animals, on the amendment of the Animal Welfare and Dog Regulation Act and the Animal Welfare Transport Regulation, on the draft of a sixth law amending the Animal Protection Act)
- > statements and open criticism (on the Borchert-Kommission, a network of experts in animal farming; gestation crate tradeoff; chick culling; statement of the German National Ethics Council; »animal welfare levy«)

3.4.3 Impact Achieved (Outcome/Impact)

In recent years, we have fervently fought for a right to sue for foundations based in Berlin. On August 20, 2020, the House of Representatives of Berlin finally passed a law to introduce the right to sue on behalf of the animals for organizations, which also allows for foundations to file lawsuits.

Our work regarding gestation crates has contributed to preventing the permanent legitimacy of gestation crates and the implementation of worse solutions.³³

With our petition against animal transports to non-European countries, we contributed to the states of Brandenburg and Lower Saxony issuing transport bans.

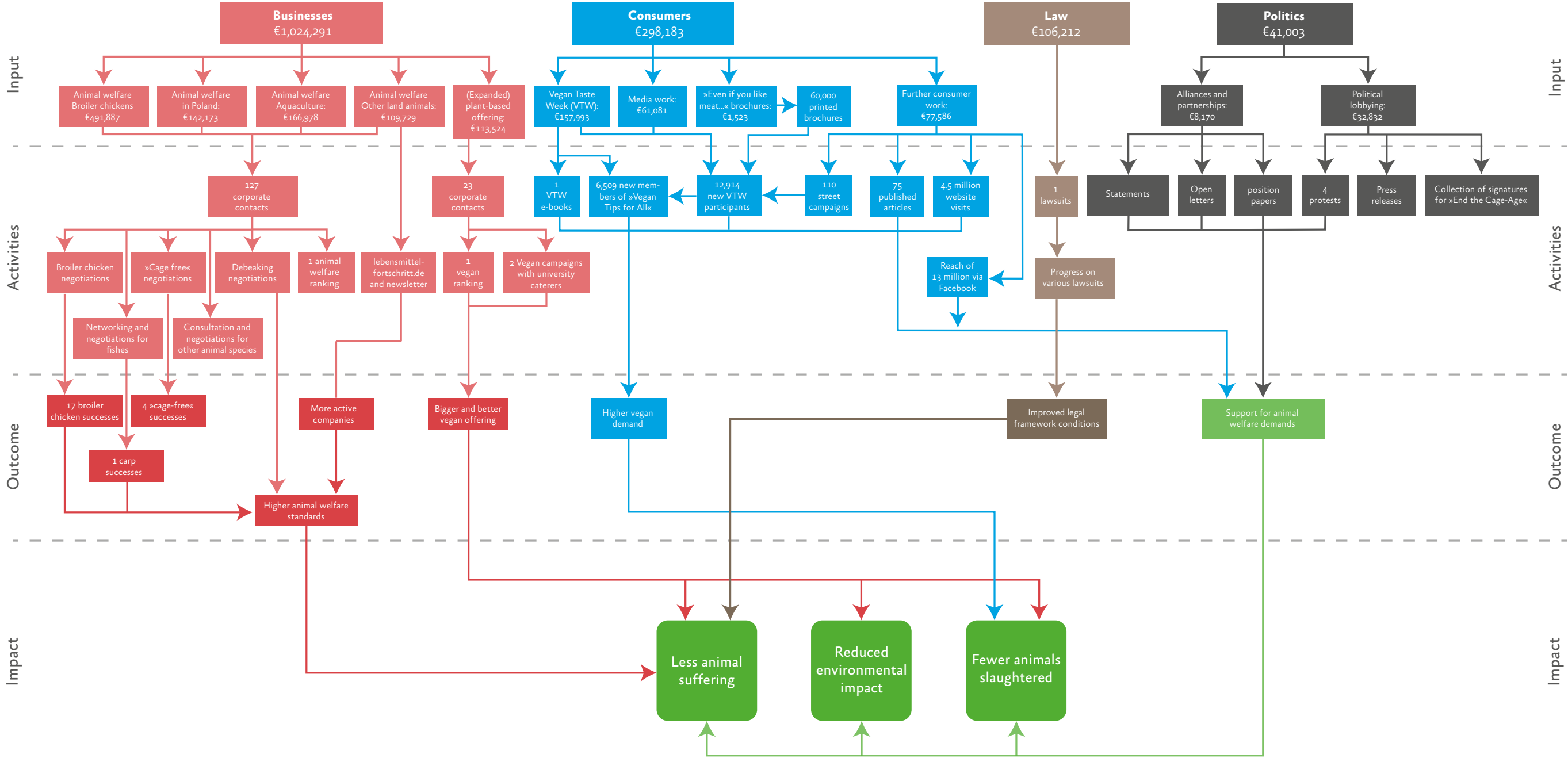


Illustration for petition against animal transports



Online action against gestation crates (Topic: »Lasst die Sau raus« (Set the sow free))

3.5 Resources, Activities and Impact



3.6 Ongoing Quality Assurance Measures







	2018	2019	2020
Total	€44,616	€107,248	€170,119
of which personnel costs	€40,402	€96,854	€152,558

We implemented the following measures in 2020:

- > held several conflict resolution and communication workshops
- > implemented a new salary model
- > revised job descriptions for all employees
- > implemented two days of structuring working hours freely
- > transitioned to 100% remote work (Covid-19)
- > provided information on how to internally deal with Covid-19
- > introduced virtual all-hands meetings
- > introduced optional team meetings
- > provided further information regarding burnout prevention

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

In 2020, we switched to setting quarterly targets and did not have any targets defined in Q1 of the year. Here are the main targets of our strategy pillars for quarters 2–4, the results for this period, and the results for the entire year:

	Targets Quarters 2–4	Results Q 2–4	Results 2020
Businesses 	Win over 17 companies for European Chicken Commitment	14	17
	Introduce new CRM tool	Not achieved	Not achieved
	Establish groundwork for animal-product-reduction work	95%	95%
	Inform 250 aquaculture producers about our work	353	353
Consumers 	Put online three basic articles on environmental topics	3	3
Law 	File/Support another lawsuit	0	1
Politics 	Start two constructive petitions	2	2



We are only satisfied to a limited extent with these results. However, we were also able to achieve important progress that cannot be derived from the mentioned targets:

- > Aldi (North & South), which is probably the most influential retailer in Germany, has joined the European Chicken Commitment (including its branches in Spain). This means higher welfare standards for a nine-figure number of animals per year.
- > KAT has decided to introduce welfare standards for the farming of young hens, thereby considerably improving the standards. This means higher animal welfare standards for 80 million animals per year.
- > The most important supermarket chains and many other stakeholders in Germany have signed a position paper on the improvement of standards for fishes and other animals (like shrimps) in aquacultures. This could have a positive impact for a number of animals ten- to eleven-figures high per year.
- > Together with other NGOs, we managed to win the lawsuit against the reopening of the mega farm for pigs in Haßleben.
- > We successfully sued to receive information via the Freedom of Information Act.
- > Against all odds, we managed to have our turkey lawsuit be heard by a court of second instance.
- > We contributed to the introduction of the right to sue on behalf of the animals that also allows for foundations to be applicants in Berlin.
- > Together with other NGOs, we were able to win at least a small political victory against the use of gestation crates.

Under all these aspects, the year 2020 was very successful all in all. Measured on the amount of animals positively impacted, it was even by far the most successful year in the history of our foundation.



4. Plans and Outlook



4.1 Plans and Goals

In the course of 2021, it became apparent that politics could play a greater role in our work in the future. For one thing, there is a possibility that the next elected federal government will be more progressive with regard to animal welfare issues than the old administration (the 2021 federal elections will not have taken place at the time this report was written). For another, by deciding to no longer sell any fresh meat of the lowest-standard farming conditions (standards 1 and 2) from 2030 onwards, Aldi, Rewe and Edeka have generated pressure to restructure at least parts of conventional animal farming in Germany as a first step. We assume that the politicians will have their part in this process and that, therefore, it will be worthwhile for us to get involved politically as well.

This step taken by Aldi & Co. will most likely also impact our work with businesses. In the past, we had to concentrate on only a few species (first »laying hens«, later chickens raised for meat and fishes) to really make a difference. Since Aldi, Rewe and Edeka address chickens raised for meat, turkeys, pigs, and cows, thereby generating lots of momentum already, we can focus on a broader spectrum of species in the future. However, it will remain one of our main goals to achieve as much as possible for chickens raised for meat and fishes since

far more than 90% of individuals used for the production of food are found in these categories.

We also see both opportunities and risks in the ever growing climate movement. Risks, because of the rather narrow view on climatic effects, which has led to recommendations such as »eat more chicken and fish rather than beef«. Opportunities lie in emphasizing the various environmentally harmful aspects of all animal products as well as in implementing a drastic reduction in the use of animal products. We are also getting increasingly involved in this area.

Internally, we are working on improving our ability to deal with and solve conflicts. With regard to the General Equal Treatment Act (GETA), we also plan on taking adequate measures, such as training and a comprehensive guideline, so that unequal treatment will not occur and conflicts are not hastily interpreted as unequal treatment.

To ensure that our targets are in line with our strategy, we derive them directly from our three-year strategy. Here are some examples of quarterly targets:

Businesses

- > Win 6 companies over to join European Chicken Commitment
- > Replace old CRM with new one
- > Motivators and measures for animal-product-reduction work are developed

Law

- > Update legal information on our websites
- > Complete tasks for various ongoing lawsuits

Politics

- > Explain main focus topics and approaches (see above)
- > Start a constructive petition

Consumers

- > Create explanatory video on the European Chicken Commitment

Satisfaction

- > Hold conflict workshop
- > Conduct feedback meetings

Training

- > Every employee has a new topic for further training
- > One measure to enhance leadership skills is in progress

Growth

- > Choose next country to expand to
- > Put new fundraising system into operation

Well-working and simple structures

- > Replace online shop
- > Clean up Asana portfolios and prioritize projects (Asana is our project management tool)



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 both opportunities and risks entailing very significant Impact.

Opportunities

Opportunity	Consequences	Probability	Influence	Rating	Measures
Improvement of EU law	Higher minimum standards, less animal farming	3	5	20	Make demands (»End the Cage Age«), apply pressure
Improvement of legislation (federal)	Higher minimum standards	2	4	12	Make demands, apply pressure
Improvement of legislation (states)	Improvements for specific animal species	3	3	12	When implemented, push for implementation in other states as well
Development of a federal label	Shift to higher standards on the market	3	4	16	Make demands, apply pressure
Growing interest in the »vegan« topic (private)	More willingness to test changes in diet	4	3	15	Further improve our support
Growing interest in the »vegan« and »reduction« topics (businesses)	More willingness to expand and change product ranges	4	4	20	Provide more and better information, set targets, conduct benchmarking
Growing consumption of plant-based alternatives for animal products	Animal products get replaced	4	4	20	Provide more and better information
Growing consumption of fermented alternatives for animal products	Animal products get replaced	3	4	16	Provide more and better information
Growing consumption of cell-cultured alternatives for animal products	Animal products get replaced	3	4	16	Provide more and better information
NGOs addressing »plant-based diet« topic (even) more boldly	(Even) Higher social acceptance and support	3	3	12	Point out correlations (environment, food security, health)
(Further) Establish animal protection/animal rights as social issue	Appreciation for need to reduce animal products and to promote respective measures	3	4	16	Provide more and better information
Positive court rulings	Improvement of legal status of animal protection/animals	4	4	20	Content-related and financial support of lawsuits
Good legislation on federal level	Higher animal welfare standards	2	4	12	Demand improvement of animal protection law

Risk

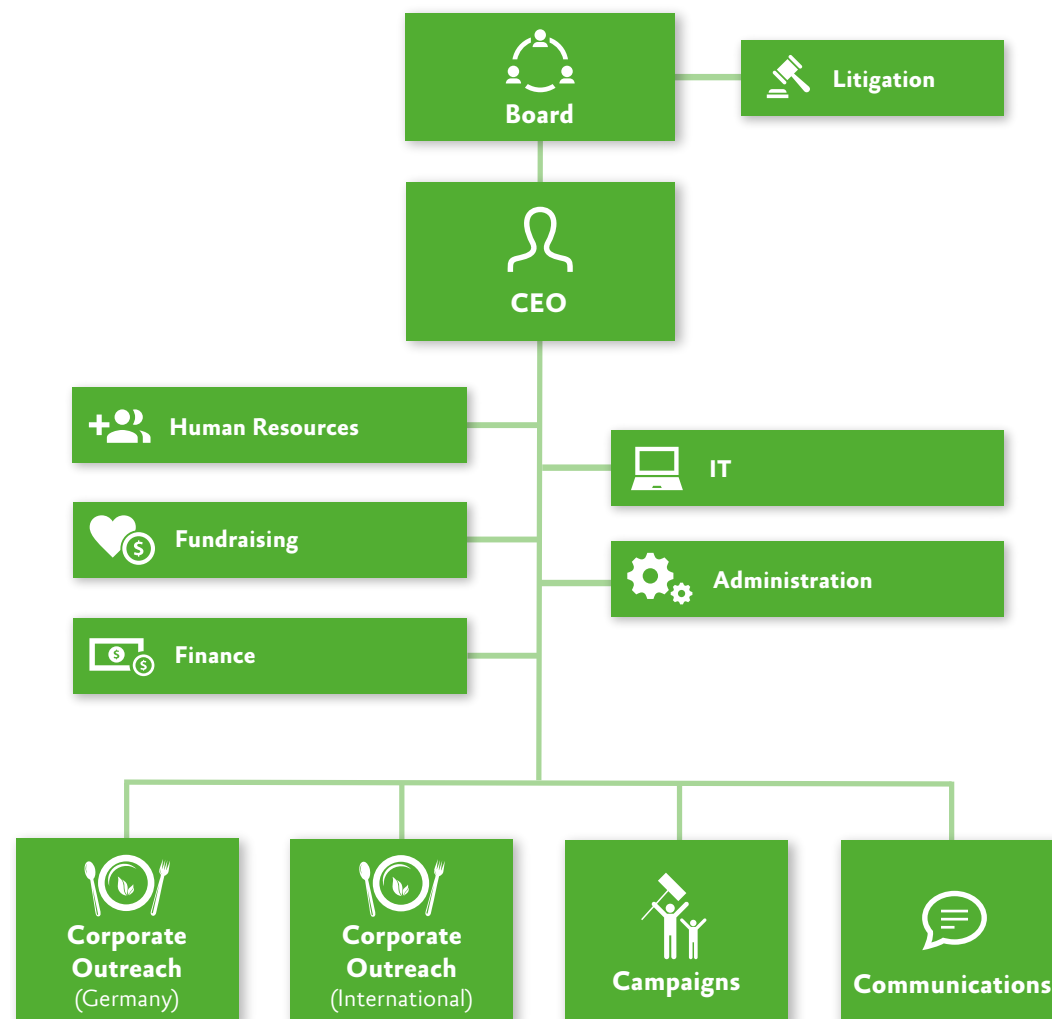
Risk	Consequences	Probability	Influence	Rating	Measures
Deterioration of EU law	Reinforcement or decline of status quo	3	4	16	Warnings
Deterioration of federal legislation	Reinforcement or decline of status quo	3	3	12	Make demands, apply pressure
Declining interest of media	Difficulty spreading information	2	4	12	Tell and offer good stories
Declining interest of public	Difficulty achieving planned impact	2	4	12	Affort good media work
Declining interest of businesses	Difficulty achieving planned impact	2	5	15	Outline advantages even better, campaigns
Businesses do not adhere to commitments	Standards do not get raised	3	4	12	Track progress, start campaigns
Proliferation of meaningless labels supposedly signifying higher animal welfare ³⁴	Reassurance of consumers, reinforcement of meat consumption	3	3	12	Warn public
Promotional activities by agricultural industry	Reassurance of consumers	4	2	10	Spread information
Continued overbreeding of animals	More suffering for »livestock«	3	5	20	Sensitize consumers and retail for issue, take legal steps
Trade agreements with low standards	Erosion of achieved standards	3	3	12	Warnings
Continuation of export-oriented agricultural trade	Increase of production (in Germany)	5	2	12	Point out alternatives
Legislator takes action against investigations by animal rights activists	Investigations decrease, public pressure decreases	3	4	16	Warnings, lobbying



5. Organizational Structure and Team



5.1 Organizational Structure



5.2 Introduction of our Team

Our team in Germany (as at 2020)



André Sabosch
Director IT
Since: 2018



Dr. Anna Stief
Animal Welfare and
Vegan Projects
Since: 2016



Anne Schäfer
Human Resources
Since: 2014



Corinna Schumann
Consumer &
Corporate Campaigns
Since: 2020



Doreen Rothe
Campaigns &
Volunteer Management
Since: 2015



Esther Rabofski
Animal Welfare and
Vegan Projects
Since: 2020



Florian Witkowski
Graphic Designer
Since: 2017



Andrea Broszio
Assistant to the President
Since: 2016



Anna-Maria Renner
Consumer &
Corporate Campaigns
Since: 2019



Carsten Halmanseder
Director Campaign
Since: 2011



Diana von Webel
Director Communications
Since: 2019



Elisa Volkmer
Consumer &
Corporate Campaigns
Since: 2016



Felice Lewandowski
Consumer &
Corporate Campaigns
Since: 2020



Henner Brünjes
Webmaster
Since: 2015



Inken Jakob-Thome
Animal Welfare and
Vegan Projects
Since: 2015



Jennifer Wilke
Editor
Since: 2017



Lea Tahnee Budna
Vegan Taste Week Editor
Since: 2020



Linda Eickelau
Campaigns &
Volunteer Management
Since: 2018



Luisa Böhle
Director Corporate Outreach
Since: 2014



Malou-Anne Wahn
On Purpose Associate
Since: 2020



Dr. Martin Brandenburg
IT-Administration
Since: 2018



Rieke Petter
Management of
Vegan Taste Week, Editor
Since: 2014



Janika Kleine
Animal Welfare and
Vegan Projects
Since: 2016



Jonas Becker
Consumer &
Corporate Campaigns
Since: 2018



Lina Petri
Editor
Since: 2019



Loretta Schulte
Animal Welfare and
Vegan Projects
Since: 2020



Mahi Klosterhalfen
Präsident & Geschäftsführer
Since: 2008



Dr. Mareike Klinger-Strobel
Campaigns &
Volunteer Management
Since: 2020



Milena Henn
Social Media & Newsletters
Since: 2020



Robin Rader
Animal Welfare and
Vegan Projects
Since: 2013



Silja Kallsen-MacKenzie
Director Internationalization
Since: 2010



Sylvi Paulick
Assessor
Since: 2020



Stephanie Knabe
Financial Management
Since: 2019



Virginia Sebastian
Research Corporate Outreach
Since: 2020

Our team in Poland (as at 2020)



Aleksandra Furgala
Administration &
Vegan Taste Week Project Manager
Since: 2019



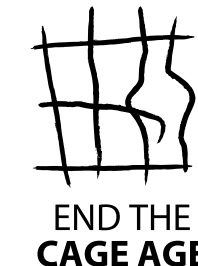
Ewa Prokopiak
Corporate Relations Manager
Since: 2017



Karolina Kunda-Kuwieckij
Communication &
Campaigns Manager
Since: 2019

5.3 Partnerships, Collaborations and Networks

Alliances



Partnerships and cooperations





6. Organizational Profile

6.1 General Information



Name	Albert Schweitzer Stiftung für unsere Mitwelt
Headquarters	Littenstraße 108, 10179 Berlin
Founding	Year of establishment: 2000; Founder: Wolfgang Schindler
Legal status	Foundation under civil law with legal capacity
Contact details	Albert Schweitzer Stiftung für unsere Mitwelt Littenstraße 108 10179 Berlin Tel.: +49-30-400 54 68 0 Fax: +49-30-400 54 68 69 E-Mail: kontakt@albert-schweitzer-stiftung.de Website: https://albertschweitzerfoundation.org
Link to our mission statement	https://albertschweitzerfoundation.org/about-us/mission
Link to our statute	https://albertschweitzerfoundation.org/about-us/statute
Link to our signature on Transparency International	https://www.transparency.de/mitmachen/initiative-transparente-zivilgesellschaft/unterzeichner/
Non-profit status	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 seqq. 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 July 30, 2021.

Personnel profile

	2018	2019	2020
No. of employees	38	42	39
of which in full-time	21	26	26
of which in part-time	4	6	5
of which federal volunteers (honorary post)	10	7	6
of which cost-plus-fixed-fee contract workers	1	1	1
of which in minor employment	2	2	1
Further voluntary hours worked	11.062	7.966	ca. 3.000 ³⁵

Salary model

Position	Base salary	Role-related expertise	Social and professional competence	Responsibility for other employees	Other responsibilities	Bonus ³⁶
Management	€4,700	bis + 7.5%	bis + 7.5%	bis + 10%	bis + 10%	bis + 3.3%
Directors	€3,800	bis + 7.5%	bis + 7.5%	bis + 10%	bis + 10%	bis + 3.3%
Head of	€3,200	bis + 7.5%	bis + 7.5%	bis + 10%	bis + 10%	bis + 3.3%
Employees	€2,800	bis + 7.5%	bis + 7.5%	bis + 10%	bis + 10%	bis + 3.3%

Benefits in kind are provided on a small (tax-free) scale. We do not pay expense allowances. If employees choose to use the foundation’s pension scheme, we subsidize this with 15% of the contributions made. To our knowledge, our salaries lie below those of most large NGOs. Inside the animal protection and animal welfare movement, our salaries lie in the upper middle range, according to publicly available data and informal information.

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 by the Board of Directors must be made by majority vote. With regard to external relationships, Mahi Klosterhalfen holds sole power of representation with the authority to make decisions to ensure smooth processes. 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 frequen-

cy of Executive Board meetings, votes and minutes and on whether it is fundamentally possible in urgent cases to bring decisions about by way of written circulation procedure.

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

The main decisions made by the Executive Board refer to our strategic direction. In this regard, the Board 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 2020, however, there was no official meeting because of the Covid situation. Instead, all exchanges took place via phone and e-mail.



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 Siebeck & Tietgen Partnerschaft mbB (see Section 7.1).

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.

6.2.3 Conflicts of Interest

No personnel overlaps or relations of dependence exist between the management and the supervisory bodies. Conflicts of interest could potentially arise from 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 filing lawsuits on behalf of the animals thanks to its expertise in the field of animal protection law. Conflicts of interest could potentially arise 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 were no

6.2.4 Internal Control 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 the level and distribution of income and expenditure as well as on liquidity. We also perform projections to determine the extent, rate and foci 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 countermeasures, if relevant. Controlling is performed by Mahi Klosterhalfen, with the involvement, as and when necessary, of our directors. He also presents progress reports at the Executive Board meetings.

Invoices are subject to the four-eye-principle, for which Andrea Broszio and Stephanie Knabe are responsible. Amounts exceeding €15,000 get authorized for payment by Mahi Klosterhalfen.

6.3 Ownership Structure, Memberships and Associated Organizations



6.3.1 Ownership Structure

No natural or legal persons hold any shares in our foundation; this would not be possible either way because foundations are self-owned.

6.3.2 Memberships in other Organizations

As of the end of 2020, we are a member of the »Interessengemeinschaft für gesunde Lebensmittel«, a community of interests for healthy foods. Additionally, we collaborate with many organizations (see chapter 5.3).

6.3.3 Associated Organizations

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

As of the end of 2020, three of our employees (Silja Kallsen-MacKenzie, Mahi Klosterhalfen and Diana von Webel), 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 advisory committee of the Center for Effective Vegan Advocacy.

Our Board Members Hans-Georg Kluge and Rolf Hohensee are voluntary board members of the Erna-Graff-Stiftung für Tierschutz.

6.4 Environmental and Social Profile (End of 2020)

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 deliver our donation receipts electronically by default.
- > We order most of our office stationery from an eco-friendly and fair provider.
- > We undertake 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 eco-friendly and vegan.
- > All foods and drinks served on our premises are vegan.

Our social profile:

- > Flexible working hours whenever possible.
- > 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.
- > Employees can make decisions for themselves regarding expenditure of up to €100 where such expenditure enables them to perform their work more effectively.
- > 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 a limited extent.
- > Employee performance reviews take place on a regular basis.
- > We organize feedback meetings on a regular basis.
- > 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.
- > Twice a year, all employees take part in half-day events that give them the opportunity to inform each other about the plans for the new year (»kick-off meetings«) and the current state of affairs (»status meetings«) (in 2020, these meetings were not possible because of Covid-19).
- > The Executive Board Member operates an open door policy for all employees.
- > If employees experience any problems, they have the opportunity to confide in a trusted person.
- > Problems can also be reported anonymously.
- > 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.
- > 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

Our employee Stephanie Knabe is responsible for bookkeeping and accounting in cooperation with our tax consultant Katrin Vogel (external). Katrin Vogel composes the annual financial statement including the balance sheet according to the commercial code. The annual financial statement is audited by the foundation supervisory authority of Berlin and by the auditing firm Siebeck & Tietgen, Stuttgart. The figures in sections 7.2 and 7.3 were extracted from the audit report by Siebeck & Tietgen.

7.2 Balance Sheet

All figures are given in euros.

Assets	2018	2019	2020
I. Intangible assets (e.g. software)	3	3	3
II. Tangible assets	23,145	18,483	14,616
III. Financial assets	38,149	38,550	38,550
IV. Inventories, receivables and other assets	30,517	20,765	14,851
V. Cash	1,277,265	2,088,683	3,055,143
VI. Prepaid expenses	12,220	15,145	14,000
Total assets	1,381,299	2,181,629	3,137,163

Equity and liabilities	2018	2019	2020
I. Foundation capital	205,000	240,000	265,000
II. Revenue reserves	648,306	935,470	1,275,539
III. Retained profits	258,467	258,467	258,468
IV. Special items: Donated funds still to be used ³⁷	48,322	495,318	1,161,237
V. Accruals	28,025	24,939	19,548
VI. Liabilities	193,179	226,855	157,371
VII. Other deferred income	0	580	0
Total equity and liabilities	1,381,299	2,181,629	3,137,163

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

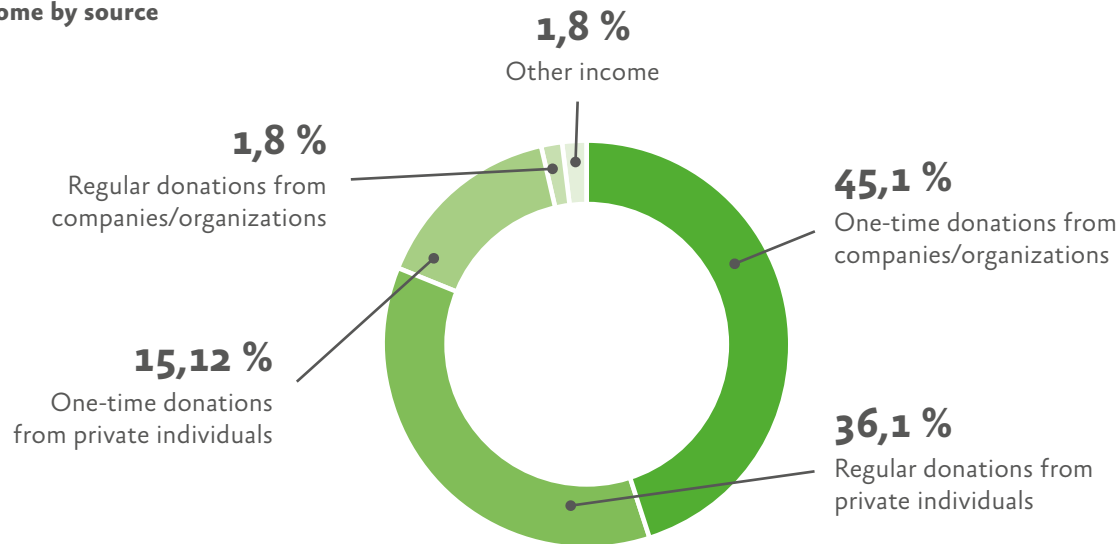
7.3 Income and Expenditure

All figures are given in euros.

Income	2018	2019	2020	Change between 2020 and previous year
Donations	1,923,341	2,978,277	3,396,106	+14,0%
Inheritances	0	0	0	
Other income	17,268	22,352	61,706	+176,1% ³⁸
Reduction (or increase) in special items: Donated funds still to be used ³⁹	169,661	./ 446,995	./ 665,920	
Total income	2,110,270	2,553,634	2,791,892	+9,3%

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.

Income by source



Information regarding income

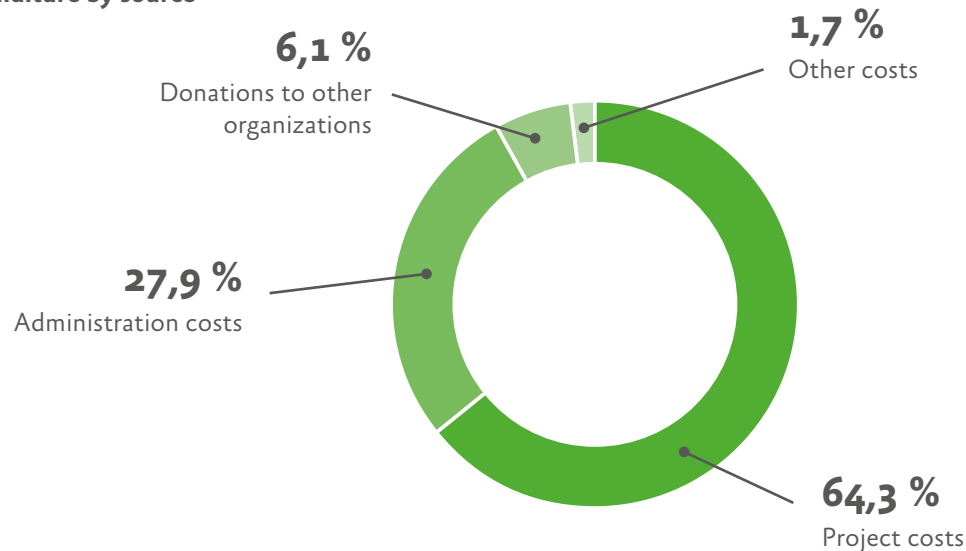
Income we received in the form of donations came from 11,186 private donors and 297 companies/organizations. The private donors donated 1,772,111 € in total (158 € on average). The companies/organizations donated 1,623,995 € in total (5,468 € on average). The largest part of the latter came from the Open Philanthropy Project (OPP). The OPP therefore provided 19.9% of the total donations. We only accept donati-

ons from businesses if we can rule out the possibility of potentially having to start a campaign against them: software companies and tire retailers can therefore make a donation, for example, supermarket chains and catering companies cannot.

All figures are given in euros.

Expenditure	2018	2019	2020	Change between 2020 and previous year
Project costs	1,465,722	1,574,877	1,575,586	+ 0,05 %
of which personnel costs	910,154	965,341	1,110,473	+ 15,0%
Administrative costs	288,573	497,920	684,678	+ 37,5%
of which personnel costs	163,653	312,146	490,680	+ 57,2%
Donations to other organizations	127,445	150,270	150,468	+ 0,1%
Other expenditure	14,007	43,403	41,091	+ 5,3%
Total expenditure	1,895,746	2,266,470	2,451,823	+ 8,2%
Year-end result	214,523	287,164	340,069	+ 18,4%

Expenditure by source



Information regarding expenditures

Our project costs barely increased, which was due to the fact that our situation regarding personnel as well as our internal structures were not ready for growth just yet. We made progress in this area in 2021, which means that we expect increasing project expenses especially from 2022 onwards. Our administrative costs, on the other hand, did increase, which was mainly an ac-

counting effect. When having had to allocate estimated costs, we tended to enter them as administrative costs more so than in previous years. Especially with a prospective increase in project expenses, our share of administrative costs will decrease again. In general, we like to point out that neither high nor low administrative expenses are good or bad per se. Administrative

expenses can allow an organization to be effective in the first place and having low administrative resources does not necessarily entail that an organization will accomplish more.

Other expenditures include expenses for the shared apartment we rent (so that especially federal volunteers can find accommodation in Berlin without difficulty) as well as costs for our online shop.



Information regarding liquidity

Our liquid assets total 2,843,309 €. This equals a ratio of 1,16 in relation to expenditures (previous year: 0,84). In other words: Our liquid assets are sufficient to fund the foundation's work for more than a year. This goes well beyond our target value to have a liquidity reserve of at least five months.

7.4 Financial Situation and Planning

Our income has further increased, which can also be accredited to the fact that the number of large donors is increasing as well as the amount donated by them.

As already mentioned, our expenditures in turn increased at a disproportionately low rate because our situation regarding personnel and our structures were not ready for further growth at the time.

For 2021 we anticipate a total income of around 2.2 Mio. euros and expenditures of around 3.0 Mio. euros. This would slightly diminish our liquidity cushion, which was larger than we planned.

For one thing, we still see chances for further growth in the expansion of our base (recipients of newsletters, donors) and, for another, in generating large donations. The disadvantage of the latter is that it is uncertain for how long we can include them in our prognosis - donations from OPP are usually made for two years at a time. Risks for our planned income growth therefore lie in a stagnation or a decrease of large donations. However, there are no indicators for this happening any time soon.

We will focus on the strategic areas of »Businesses« and »Law« as main drivers for growth in the next three years. Both are being covered much less by the other NGOs in Germany than many other approaches to generate impact, therefore they offer great opportunities. We will also further expand our corporate work on an international scale.



8. Legal Notice



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Person responsible according to the German Press

Law (V.i.S.d.P.): Mahi Klosterhalfen

Image on cover page: Joel George - unsplash.com

End notes

1. See <https://albert-schweitzer-stiftung.de/themen/vegan-gesund>.
2. See <https://de.statista.com/statistik/daten/studie/1131374/umfrage/treibhausgasemissionen-landwirtschaft-nach-bereichen>.
3. On deforestation of rainforests <http://vegan-taste-week.de/hintergruende/umwelt> (item 4) and <https://www.chathamhouse.org/sites/files/chathamhouse/publications/research/2016-01-28-agricultural-commodities-brack-glover-wellesley.pdf> and regarding stress on water <https://www.umweltbundesamt.de/daten/land-forstwirtschaft/landwirtschaft/naehrstoffeintraege-aus-der-landwirtschaft#textpart-1>.
4. See <https://www.weltagrabericht.de/aktuelles/nachrichten/news/de/33275.html>
5. See <https://www.sciencedirect.com/science/article/pii/S0308521X16302384>.
6. See <https://iopscience.iop.org/article/10.1088/1748-9326/8/3/034015/meta;jsessionid=CB5A3D1F66C65E7FCE5D24787C2FA242.ip-10-40-2-115>.
7. See https://biooekonomie.uni-hohenheim.de/uploads/tx_newspmf/pm_Fleischverzicht_2013-05-24_status_10.pdf.
8. On the correlation of meat consumption and colon cancer <https://pubmed.ncbi.nlm.nih.gov/15644544/>; on meat consumption and diabetes: <https://pubmed.ncbi.nlm.nih.gov/21831992/>; on meat consumption and cardiovascular disease: <https://pubmed.ncbi.nlm.nih.gov/20479151/>.
9. See <https://www.brain-biotech.com/de/presse/gesundheitsoekonomische-betrachtungen-ernaehrungsabhaengiger-krankheiten>.
10. See https://www.bmel.de/SharedDocs/Downloads/DE/_Ministerium/Beiraete/agrapolitik/GutachtenNutztierhaltung.pdf?__blob=publicationFile&v=2, S. 155.
11. See <https://albert-schweitzer-stiftung.de/kampagnen/kaefigfrei>.
12. See <https://albert-schweitzer-stiftung.de/kampagnen/schnabelkuerzen-beenden>.
13. See <https://albert-schweitzer-stiftung.de/kampagnen/masthuhn-kampagne>.
14. <https://shop.albert-schweitzer-stiftung.de/shop/selbst-wenn-broschuere-25er-pack>.
15. <https://veganes-sommerfest-berlin.de>.

16. See <https://de.statista.com/statistik/daten/studie/164959/umfrage/umsatz-der-nahrungsmittelindustrie-in-deutschland-seit-2005>.
17. See <https://www.bmel.de/DE/themen/tiere/tiergesundheit/veterinaerwesen-aufbau-laender.html>.
18. See <https://de.statista.com/statistik/daten/studie/1365/umfrage/bevoelkerung-deutschlands-nach-altersgruppen>.
19. See <https://de.statista.com/statistik/daten/studie/1023242/umfrage/interesse-an-vegetarischer-bzw-veganer-ernaehrung-bei-ueberzeugenderen-alternativen>.
20. »Tierschutzgesetz: Kommentar« by H.-G. Kluge and »Tierschutzgesetz: mit TierSchHundeV, TierSchNutztV, TierSchVersV, TierSchTrV, EU-Tiertransport-VO, TierSchIV, EU-Tierschlacht-VO – Kommentar« (Third edition) by A. Hirt, C. Maisack, J. Moritz.
21. Comprises donations to Fundacja Alberta Schweitzera for the most part.
22. See <https://pages.lebensmittel-fortschritt.de/leitfaden-grossverpflegung/>.
23. See <https://shop.albert-schweitzer-stiftung.de/shop/selbst-wenn-broschuere-25er-pack>.
24. See <https://vegan-taste-week.de>.
25. See <https://tydzien-na-weganie.pl>.
26. In 2019, we had a sufficient amount of brochures available.
27. See <https://www.facebook.com/groups/vegantippsfueralle>.
28. The decline was driven by Covid-19 as well as our changed approach.
29. See <https://vegan-taste-week.de/e-book-download>.
30. See <https://vegan-taste-week.de/produktguide>.
31. To be more precise: The lawsuits are not filed by us, but we enable other organizations to do so by supporting them financially and regarding content. We are not yet able to file lawsuits ourselves, as the right to sue depends on the organization's geographical location and legal form. As a foundation based in Berlin, we have not yet been able to obtain the right to sue, but this should change soon. However, we will keep supporting other organizations, since one can only sue in one's own federal state and there is relatively little factory farming taking place in Berlin.
32. See <https://www.buendnis-fuer-tierschutzpolitik.de>.
33. See <https://albert-schweitzer-stiftung.de/aktuell/kastenstaende-kein-herz-fuer-schweine>.
34. Read more here: <https://albert-schweitzer-stiftung.de/aktuell/tierschutzsiegel-mehr-schein-als-sein>.
35. Decrease esp. due to Covid.
36. The bonus is a team bonus for the extent of target achievement of all targets in a quarter. This bonus is paid only once a quarter (up to +10%). For the sake of clarity, we have included it in the table on a monthly basis.
37. Balanced in accordance with the standard IDW RS HFA 21 (a statement on the characteristics of accounting for organizations that collect donations). This special item will be used in the subsequent years.
38. The big difference to the previous year stems from the liquidation of accruals and from higher rental incomes.
39. According to the IDW standards, special items from the previous year should be added to donations and special items from the end of the year should be subtracted. We decided to display the received donations (row 1) and the difference to the special items (row 4) separately from one another in order to better illustrate the true income through donations. The total of the special items can be found in chapter 7.2 under »Equity and liabilities«.

