

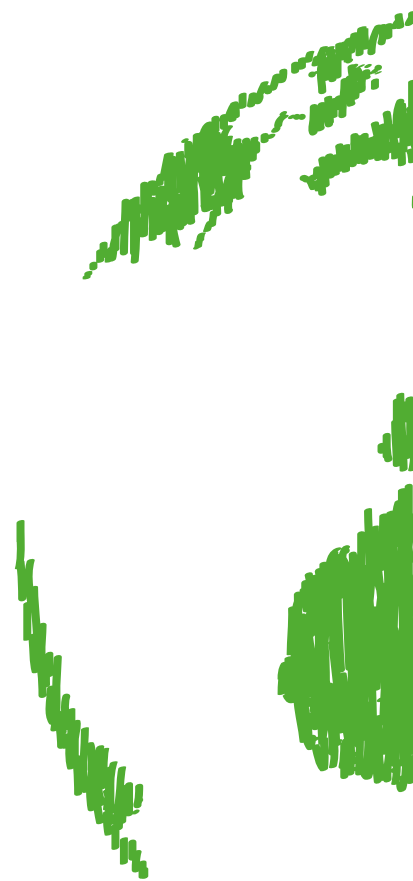


Albert Schweitzer Foundation

Report on Effectiveness **2023**



Albert Schweitzer
Albert Schweitzer Foundation



Welcome to our Report on Transparency and Effectiveness 2023



Dear reader,

In 2023, I celebrated my 15th anniversary with the Albert Schweitzer Foundation. People often ask me how I remain motivated after all these years to continue advocating for the animals. For me, the answer is simple: every year, we make a significant contribution toward the abolition of factory farming. That is what I love most about my work and why I am still passionate about the foundation after 15 years.

As you will read in this report, we once again achieved a great deal in 2023. We are laying the foundations for improving the breeding and husbandry conditions for hundreds of millions of animals over the next few years—currently primarily for so-called broiler chickens, but for other animal species too.

We still have a lot of work ahead of us. I would like to sincerely thank everyone who is contributing to getting it done—be it the foundation's employees, active members, donors or representatives from business and politics—for their commitment!

Yours truly,

A handwritten signature in blue ink, which appears to read "M. Klosterhalfen". The signature is fluid and stylized.

Mahi Klosterhalfen | President



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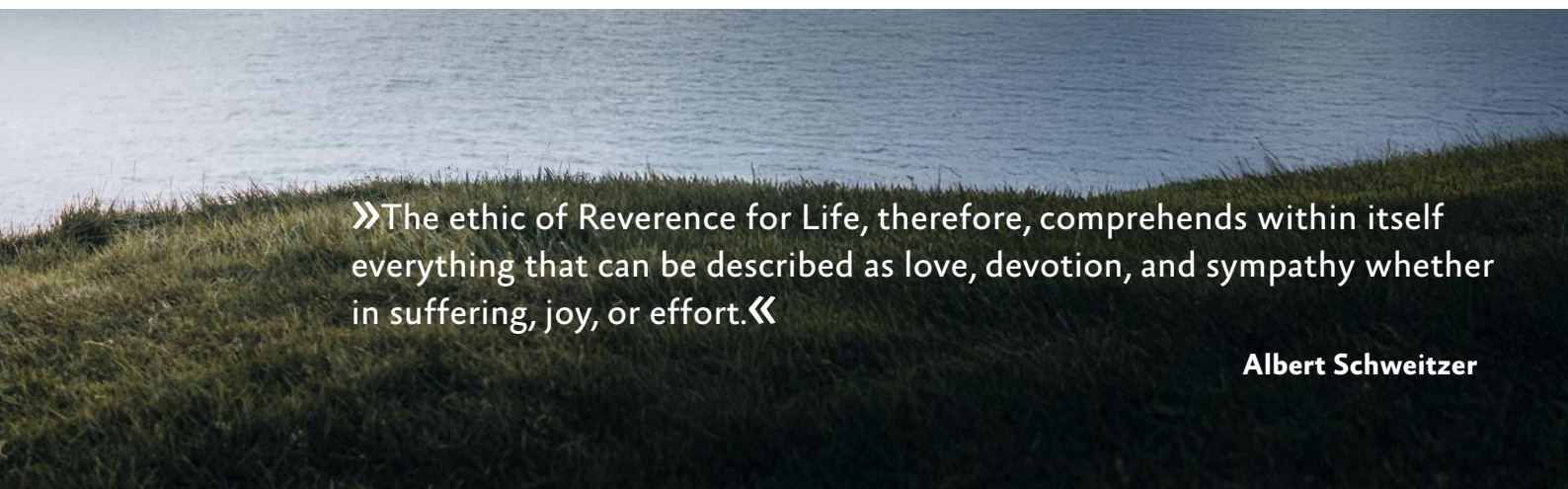
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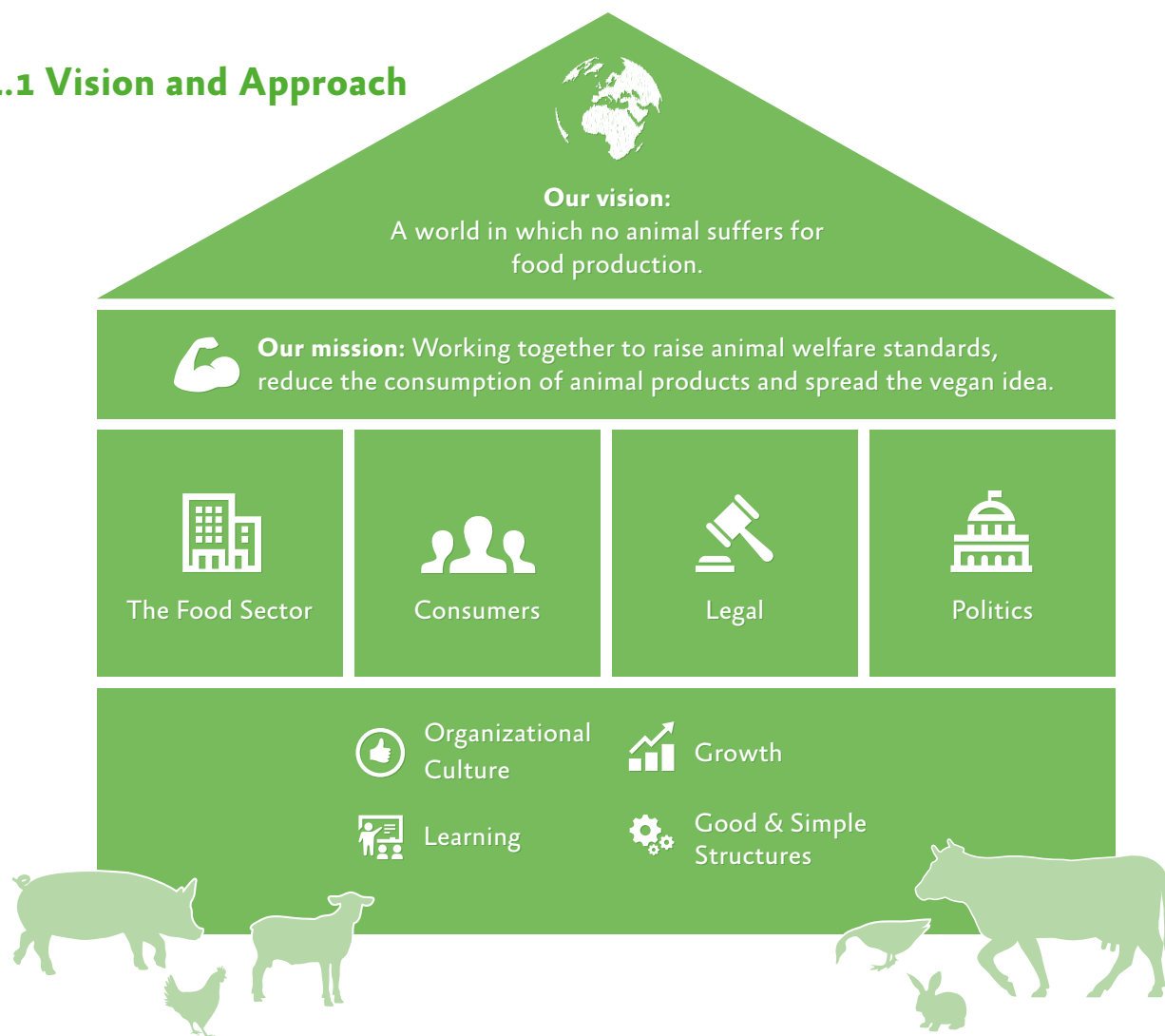


»The ethic of Reverence for Life, therefore, comprehends within itself everything that can be described as love, devotion, and sympathy whether in suffering, joy, or effort.«

Albert Schweitzer

1. Introduction

1.1 Vision and Approach



»Vision without action is merely daydreaming«, Nobel Peace Prize winner Nelson Mandela is said to have 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

Our vision is a world in which no animal suffers for food production.

Mission

Our mission is to work together to raise animal welfare standards, reduce the consumption of animal products and spread the vegan idea.



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.

The food sector



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 processing—and also, in turn, the production—of cage eggs in Germany. Now we are focusing in particular on taking similar steps for chickens raised for their meat («broiler chickens») and fishes in aquacultures. In addition, we will increasingly support companies in reducing animal products by emphasizing the many benefits for human health, animal welfare and environmental protection and by showing them how to achieve such reductions.

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 will continue developing it and are using targeted online advertising to attract even more people with an interest in plant-based eating.

Legal



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 this opportunity 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 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 »The food sector« and »Legal«.

Strategy—the Basis

The basis is an essential foundation for being able to maximize the outcomes of our four strategic pillars. We will be updating our mission statement step by step throughout 2024, so look out for some changes here too.

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: the more people actively follow us (especially through our newsletters), the higher the donations entrusted to us. We will therefore focus on reaching even more people who value our work.

The culture of the foundation



Shared values, standards and goals are an important basis for successful teamwork. The culture of our foundation begins with our vision and influences how we work.

Learning



We engage in targeted further training measures and increasingly endeavor to ensure that capacity is specially available for this purpose. We also work on our ability to handle conflict and strengthen our learning culture by dealing openly with mistakes and sharing our learning experiences with each other.

Simple and effective structures



We ensure that our time and energy is expended primarily on bringing about or supporting outcomes for the animals. To this end, we consistently prioritize and reduce tasks and projects wherever possible. We also develop efficient structures, e.g. for the induction of new team members, for project organization or for administrative processes.

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 2023. Information relating to 2024 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.

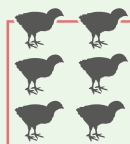
Especially problematic from an animal welfare perspective are the extremely patchy legal regulations concerning »animal agriculture«, which are oriented primarily toward the practices and wishes of animal users. This means that any significant progress in animal welfare such as the ban of battery cages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



Transport and slaughter

Long transports, lack of care, improper stunning



Husbandry conditions

Lack of space, lack of manipulable materials, no access to open-air areas



Breeding

The primary »performance goals« stipulate accelerating muscle growth and increasing »milk yield« / »laying performance«



Amputations

Beak tips, horns and tails are routinely removed without anesthesia



According to the IPCC, 22% of human-induced greenhouse gas emissions originate from »agriculture, forestry and other land use«, which includes livestock farming.² Furthermore, animal husbandry contributes massively to the clearing of rainforests and to water pollution (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

Every second, somewhere in the world, a forested area half the size of a soccer field is destroyed. Much of this cleared land is used as grazing land and for growing feed for the animal agriculture industry.

Source: IPCC Synthesis Report

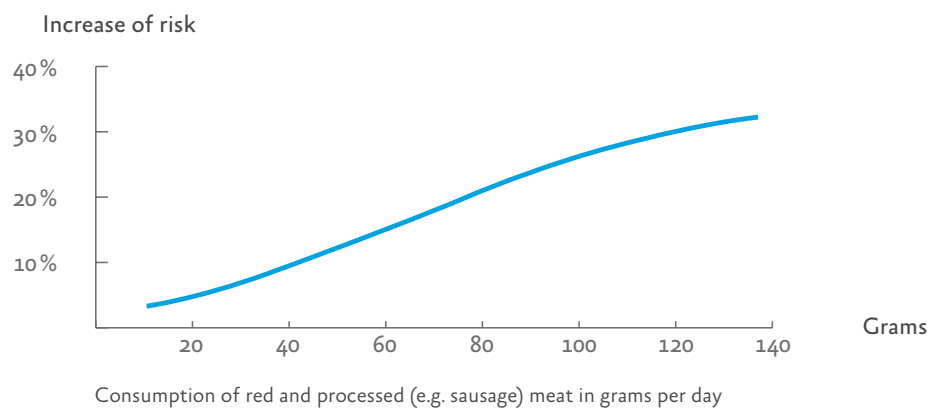
On top of this is the waste of foodstuffs. Calculations show that around 1.1 billion metric tons of field crops are used in global food production to produce just 240 million metric tons of animal products such as meat, milk and eggs.⁵ If all the grain and soy produced worldwide were not mostly fed to 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 approx. €17 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



Increased risk of colon cancer

One of the most common forms of cancer is colon cancer. A high consumption of red and processed (e.g. sausage) meat increases the risk of colon cancer



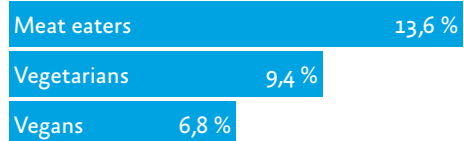
LDL cholesterol in the blood (mg/dl)

The higher the LDL cholesterol level, the greater the risk of cardiovascular disease (including increased mortality risk).



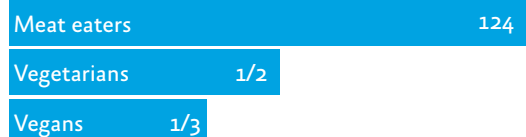
Frequency of high blood pressure

High blood pressure is the biggest risk factor for heart attacks and strokes, which claim the lives of more than 35,000 people in Germany every year.



Diabetes risk

The risk of suffering from type 2 diabetes is half as high for vegetarians as it is for meat-eaters. For vegans, the risk compared with meat-eaters is just slightly more than one third.

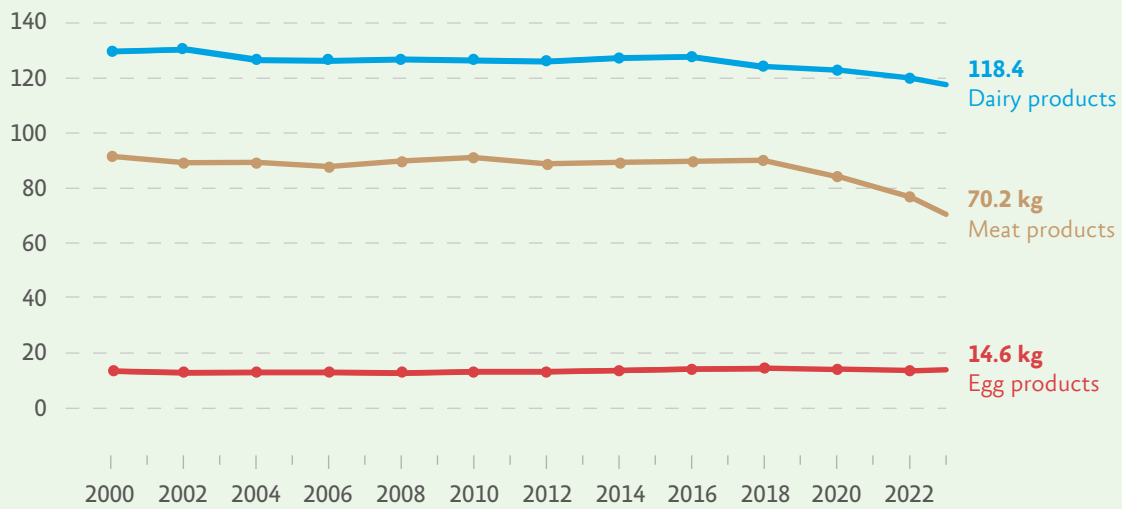


Consumption and production of animal products in Germany



Consumption of dairy¹, meat products and eggs in Germany (as of 2023)

Consumption² per person in kg



¹ including fresh dairy products, milk powder, butter and cheese.

² Consumption includes: food consumption, feed consumption, industrial utilization and losses (including bones).

Sources: Federal Information Center for Agriculture (BZL)

CC BY 4.0

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.

The continuous decline in meat consumption and the number of slaughtered animals in Germany gives reason for cautious optimism. Without a significant expansion of the current interventions and the creation of new interventions, however, we expect the production and consumption of animal products to decrease very slowly or even to stagnate at a high level. As long as agricultural exports are a political objective, production could even start growing again.



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 for animals and, consequently, 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, often goes nowhere.



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, for example, means that in the area of politics we concentrate on cultivating contacts with conservative democratic parties occupying the center ground, since the left/green spectrum is already well covered by other organizations.

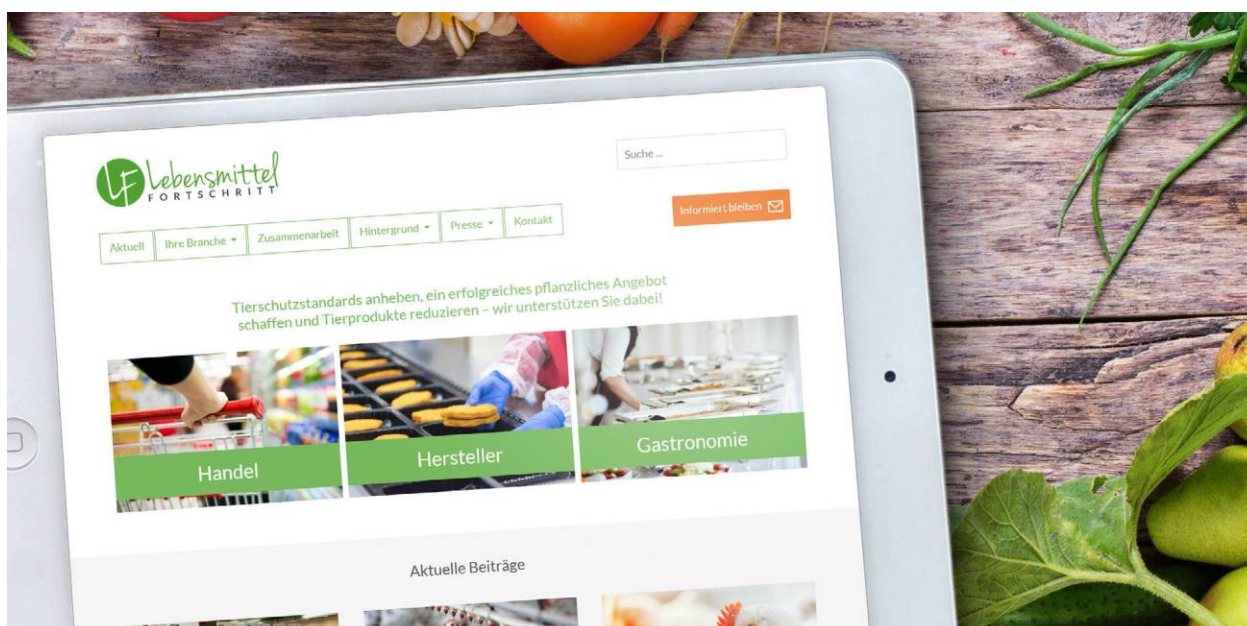
We believe that these two criteria are currently fulfilled especially in our strategic areas of »The food sector« and »Legal«, which is why these are our main areas of focus. Not only do we possess a high degree

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



Start page www.lebensmittel-fortschritt.de

The Food Sector

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, performing rankings and leading campaigns. We are currently focusing on the following aspects:

- > Raising the standard of conditions under which »broiler chickens« are kept¹¹
- > Phasing out/no longer using cage eggs (cage-free campaign)¹²
- > Raising standards in the aquaculture industry
- > Reducing the use of animal products across all stages of the supply chain
- > Formulating/expanding company-wide animal welfare guidelines
- > Addressing further animal-welfare-related issues whenever the opportunity arises in meetings

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 the 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. In doing so, we are assisted by our campaigning team and voluntary local groups.

Consumers

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

- > Our work on traditional and social media channels as well as the content on our websites: www.albert-schweitzer-stiftung.de and www.albert-schweitzerfoundation.org
- > Our Selbst-Wenn-Broschüre («Even If You Like Meat...» brochure), a 16-page information booklet outlining the reasons for dietary changes and ways to achieve this¹³
- > The www.vegan-taste-week.de website, the accompanying e-mail course 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 local volunteer groups, who organize protests designed to attract media attention, encourage people to take part in the Vegan Taste Week and distribute our «Even If You Like Meat...» brochures



Legal

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. We also participate in legislative processes relating to animal welfare law by issuing statements.

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 €224 billion (number of relevant decision-makers: unknown)¹⁴
- > Federal states where the right to file lawsuits on behalf of the animals applies: 8¹⁵
- > Veterinary inspection offices: 43¹⁶
- > Courts: number not relevant for decisions
- > People aged 16 or over: around 70 million¹⁷; of this number, those who are fundamentally open to vegan nutrition: around one third¹⁸
- > Percentage of people in Germany for whom the welfare of farmed animals is important: 92%¹⁹
- > Politicians (legislative authorities) at EU, government and state levels (government/European Commission members, members of parliament, party officials, etc.): around 3,000²⁰; relevant to our work: around 400 (estimated).

2.3.2 Intended Outcomes/Impact on the Target Groups

The food sector

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.

We stand out from many other organizations because we always attempt to constructively work with decision makers and to generate shared advantages. Only after these attempts have failed, will we make the lack of will to act public and/or launch a campaign.



Lidl campaign: Dead Rot Award (2023)

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 encourage the users of our foundation websites and our followers on social media to reduce their consumption of animal products. We do this by providing well-founded information about animal agriculture and its impact on climate, environment and health. We encourage the vegans among them to carry on eating a plant-based diet.

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.

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 to improve our message in terms of both content and how it is communicated and to maximize the impact of our information work.



© Timo Stammberger

Legal

It is our expectation that the existence and application of the right to file lawsuits on behalf of the animals for animal welfare 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.

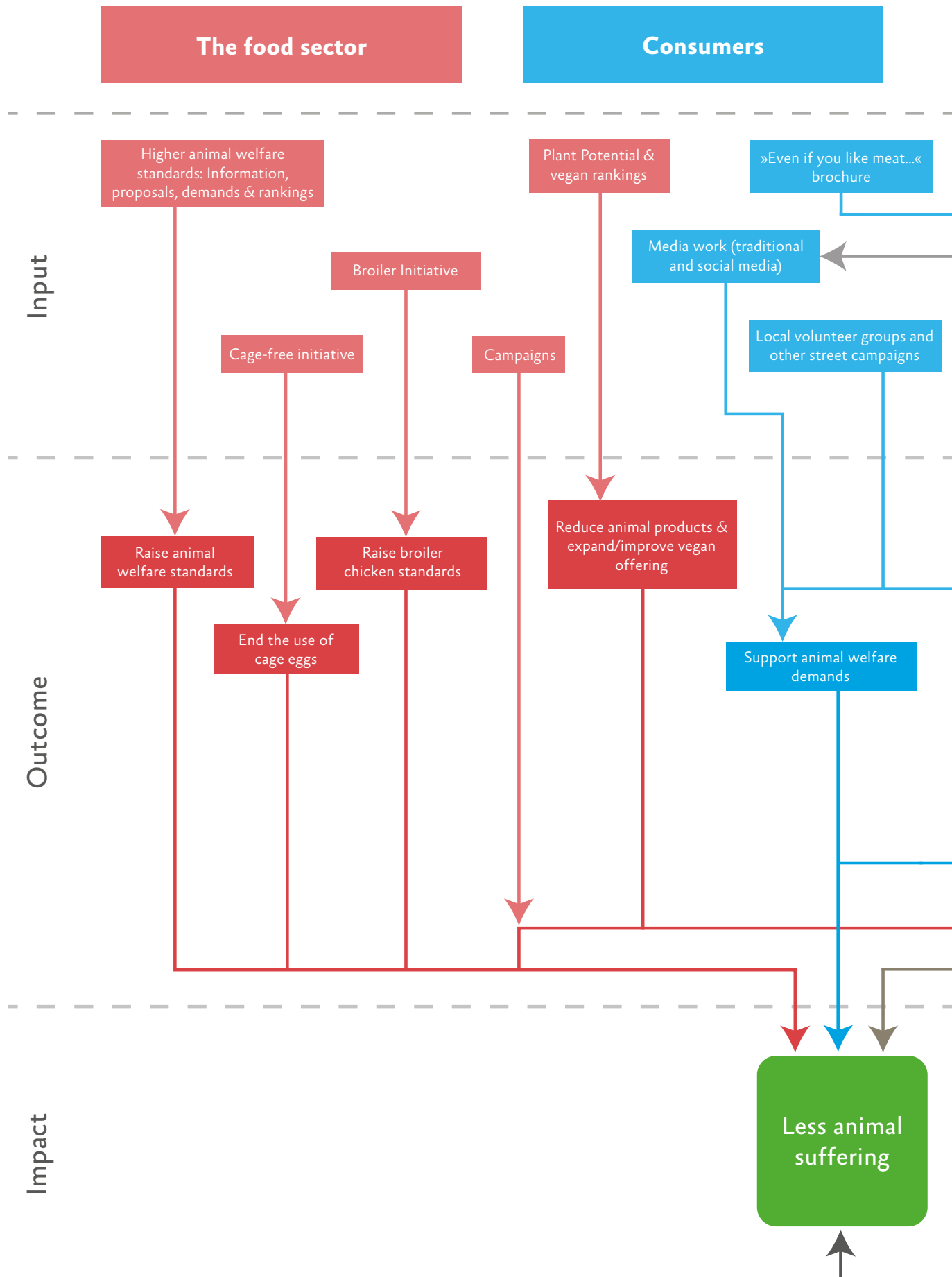
In the legal field, we distinguish ourselves by having at our disposal three fully qualified lawyers as part of our executive board and our scientific advisory council. Two of them have (independently of each other) published legal commentaries in the form of books on German animal welfare law.²¹ Additionally, we have an in-house lawyer working full-time in our team. Such an amount of legal expertise is almost unique in any German animal welfare organization.

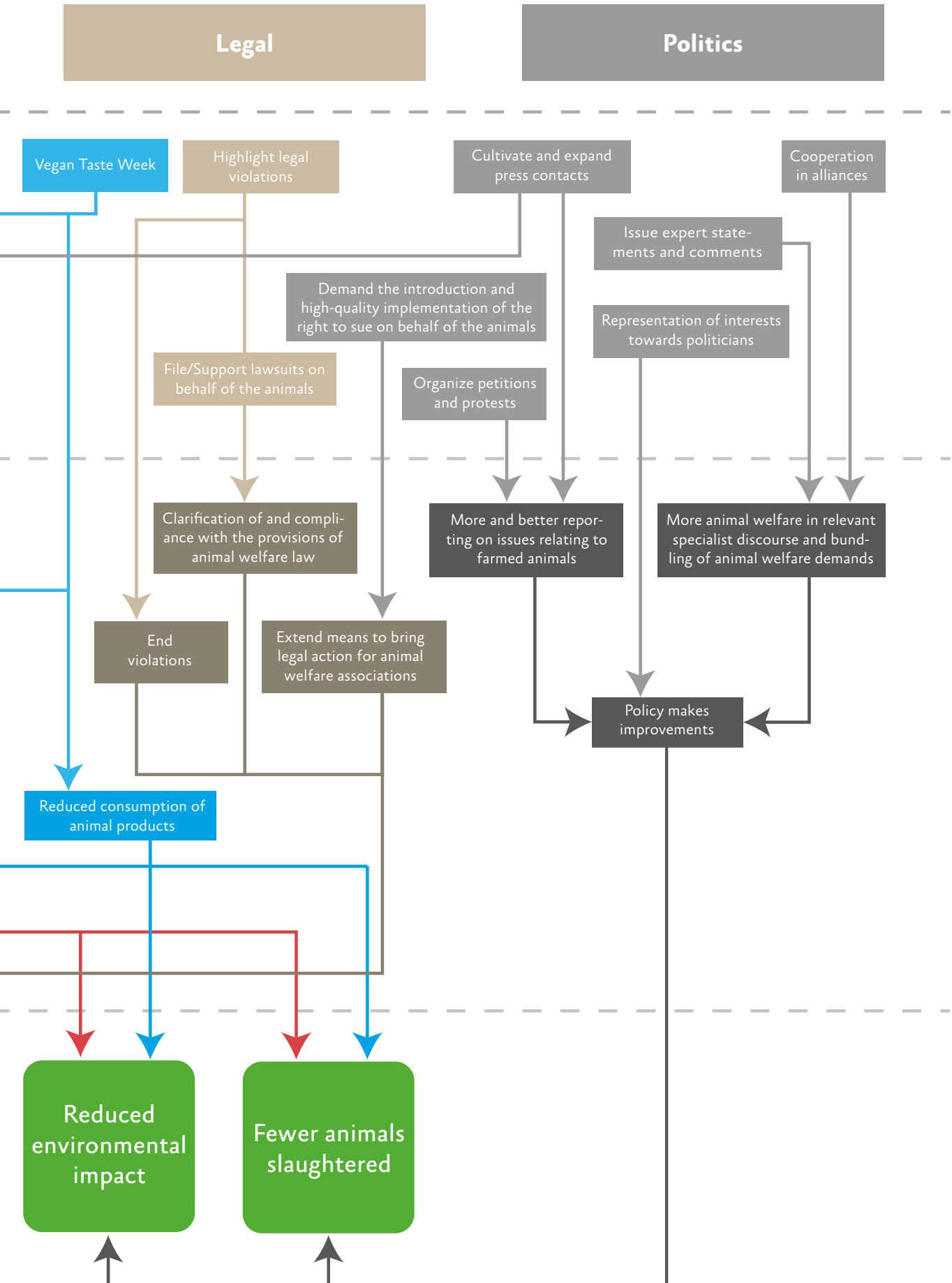
Politics

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 The Food Sector

3.1.1 Resources Deployed

Input	2021	2022	2023
Welfare of »broiler chickens«	€732,158	€701,625	€739,553
Welfare of other land animals	€101,831	€86,273	€76,026
Welfare in the aquaculture industry	€206,434	€166,978	€379,799
Animal welfare in Poland ²²	€111,933	€127,741	€132,360
International animal welfare ²³	–	€40,305	€20,484
(Expanded) Plant-based product range	€159,372	€180,084	€200,451
Total	€1,485,093	€1,431,417	€1,790,840
of which personnel costs	€734,952	€615,026	€755,394

3.1.2 Activities Performed

Quantifiable

Output	2021	2022	2023
Animal welfare: Contacts with companies and associations	237	204	277
(Expanded) Plant-based product range: Contacts with companies and associations	78	54	27
Animal welfare rankings	0	1	1
Vegan rankings	0	0	1
Vegan campaigns with university caterers	2	3	1

Non-quantifiable

Additionally, we

- > evaluated and further developed the »Plant Potential« program, the only one of its kind in Germany, to encourage the food industry to reduce animal products in their supply chains
- > again made our international ranking tool available free of charge to other NGOs in 2023, leading to the publication of another nine national projects (Chile, Costa Rica, Ecuador, Colombia, Latvia, Mexico, Peru, Portugal, Sweden) in addition to our own LEH vegan ranking
- > maintained the lebensmittel-fortschritt.de website and sent out newsletters
- > further developed our [Policy Accountability Tracker](#) in Poland together with Otwarte Klatki. To do so, we jointly surveyed all companies with cage-free commitments to determine their implementation progress and published the results for the Polish market both on the website and in a [report](#).



Logo Plant Potential

3.1.3 Impact Achieved

Outcome	2021	2022	2023
»Broiler chickens«: successes	24	16	9
Cage-free: successes	6	0	5
Plant Potential: target agreements	n/a	0	2

We achieved all our **wins for »broiler chickens«** through negotiations, not campaigning.

Despite the tense overall situation (mainly due to inflation), three university caterers and two companies from the company catering sector have joined the European Chicken Commitment. We obtained commitments from

two companies after almost two years of negotiations. In 2022, we also launched a large, multi-national Open Wing Alliance campaign against Lidl, which we are coordinating together with the Spanish organization Equalia. This campaign continued throughout 2023.

We achieved one **cage-free success** at the international level as part of a mini-campaign by the Open Wing Alliance, in which we participated. We achieved further successes in Germany with wholesalers and retailers, who no longer use processed eggs from caged hens. The fact that the percentage of hens kept in cages in Germany has now fallen to 4.9%²⁴ can be attributed largely to our work in recent years.²⁵ In Poland, four companies implemented their previously announced changeover earlier than planned and communicated this accordingly.

In improving animal welfare in **aquacultures**, we have made significant progress: the Aquaculture Welfare Standards Initiative (AWSI), which was set up and is financed by us, has developed training modules for aquaculture workers. These modules are designed to ensure especially high-quality learning outcomes and will be used both nationally and internationally.

In **Poland**, our cage-free work focuses on ensuring that companies fulfill their commitments by 2025 at the latest. To this end, we have partnered with our colleagues from the organization Otwarte Klatki and jointly developed a website (<https://politykadobrostanu.pl>) that presents all animal welfare guidelines as well as the progress made in their implementation. This includes not only guidelines on cage-free eggs but also the sale of live

carp, fur, and improvements for broiler chickens. The website promotes market transparency and highlights the need for continuous improvements. Together with the annual cage-free report published by Otwarte Klatki, it forms the foundation of our work with companies in Poland.

We published our vegan **ranking** of food retailers in 2023. Following its publication, nine out of ten companies met us to discuss the results and receive advice on how they can improve their vegan offering.

Following the announcement of our animal welfare ranking, eight companies from the food retail sector made improvements to their animal welfare guidelines. Two companies accepted our offer and sought our advice in this regard.

After launching our **»Plant Potential«** program in 2022, with which we motivate companies in the food industry to reduce animal products in their supply chains, we concluded two target agreements with companies in 2023 and gained some early insights. We work with companies in a solution- and target-oriented manner by providing concrete incentives and support for implementation.



2023 Vegan Ranking of Retailers

3.2 Consumers

3.2.1 Resources Deployed

Input	2021	2022	2023
»Even If You Like Meat...« brochures ²⁶	€13,017	€32,822	€6,099
Content of the Vegan Taste Week (VTW) ²⁷	€47,941	€24,546	€53,219
Acquiring VTW participants	€74,826	€64,683	€29,820
Media work ²⁸	€78,363	€73,575	€66,283
VTW in Poland ²⁹	€37,311	€40,459	€22,149
Other	€101,732	€213,894	€196,847
Total	€353,190	€449,979	€374,372
of which personnel costs	€257,288	€297,276	€279,313

3.2.2 Activities Performed

Quantifiable

Output	2021	2022	2023
»Even If You Like Meat...« brochures printed ³⁰	0	0	0
New Vegan Taste Week subscriptions	8,715	6,402	3,066 ³¹
Street campaigns	74	150	150
Articles, etc. published on albert-schweitzer-stiftung.de	75	52	45 ³²
Posts published in our social media (Facebook, Instagram, LinkedIn)	–	–	ASS: FB and Instagram 300 each, LinkedIn approx. 30 FAS ³³ : approx. 200
Visits to our websites	–	–	approx. 1 million ³⁴
Facebook reach	12 million	12.7 million	9.9 million / FAS: 1,4 million
Instagram reach	–	–	5.7 million / 5.5 million
Followers on Instagram	6,835	9,742	17,283 / FAS: 400

Non-quantifiable

Additionally, we

- > distributed more than 8,000 Easter flyers
- > created a new action package for our activists covering the connection between meat consumption and its adverse effects on the environment and climate
- > produced several videos for YouTube and social media
- > helped to organize and hold the Berlin Vegan Summer Festival
- > organized a [mega silent line](#) with more than 60 activists in Cologne
- > played our part in recruiting a record number of Veganuary participants³⁵
- > continuously maintained and updated the [https://vegan-taste-week.de](#) website, including the recipe database and our vegan product guide³⁶; we did the same for the Polish version of the website
- > continuously maintained and updated the [https://albert-schweitzer-stiftung.de](#) and [https://albert-schweitzerfoundation.org](#) websites as well as our social media channels on Instagram, Facebook and Twitter
- > sent out our »Tierschutznachrichten« (»Animal Welfare News«) newsletter regularly about every two weeks
- > sent out the monthly Vegan Taste Week newsletter (in Polish and German)

Regarding the outputs

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



Berlin Vegan Summer Festival 2023

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. We evaluated this in 2023 by conducting a survey with 2,349 participants. With 4.4 out of 5 possible stars, the majority of respondents are very satisfied with our offer. It is also particularly gratifying that the number of people who went vegan after signing up for the VTW newsletter increased significantly: 40% of respondents are now vegan, which is over 30% more than before signing up. Simultaneously, the number of omnivores has fallen by

a full 79% to just 2%. As the survey shows, the Vegan Taste Week helps people make the switch, thanks above all to the wide range of recipes, cooking tips and nutritional information. Most respondents (over 57%) cited animal welfare as their motivation for making the switch. Other important reasons included climate and environmental protection (19%) and health (17%).

»Dear Lina Petri, thank you very much for the wonderful recipes. I have compiled them together to create a small but beautifully formed recipe book. (...) It is thanks to you + your many fellow campaigners that we are finally seeing a rethinking in society.«

»Dear Rieke, we met many years ago in the pedestrian zone in Darmstadt and I've been receiving the newsletter ever since! It is always a pleasure to add all the many suggestions to my cookbooks (private only, not for sale!).«



We also receive positive feedback via e-mail and social media all the time. Here are just a few examples:

»I wish you and your team all the best for the incredibly valuable work that you do! I think it's absolutely wonderful!«

»Many thanks for your fantastic work!«

»...I'd first like to reiterate my appreciation for your tireless commitment to improving conditions in the so-called animal industry. Thank you so much for this, and I wish you continued strength for your important and difficult work—but please don't burn out.«

»Many thanks to you and the whole team for your incredible and unceasing work! Where would we be without people like you?«

»You still have so much work ahead of you, and I am so happy and grateful that you exist! Expect to see a small donation from me in the coming days!«

»I've been vegan for the past 12 years and absolutely love the Vegan Taste Week. It comes with amazing recipes and something for everyone!«

3.3 Legal

3.3.1 Resources Deployed

Input	2021	2022	2023
Total	€211,903	€366,086	€426,879
of which personnel costs	€61,842	€50,524	€71,770

3.3.2 Activities Performed (Output)

Activity	2021	2022	2023
Lawsuits filed and supported by us (newly filed)	1	1	1
FOI (Freedom of Information) requests ³⁷	3	0	0
Involvement in BlnTSVKG ³⁸	0	0	11 proceedings

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.³⁹ The verdict also did not allow for an appeal. In 2019, we arduously achieved leave to appeal and, in 2020, we filed the comprehensive notice of appeal. In 2021, we achieved a first stage win: by »interlocutory judgment«, the court finally settled a long-standing dispute and legally decided that the lawsuit is lawful. Since then, it has finally been possible to address the actual content of the lawsuit. To this end, the court appointed a legal expert in 2022 to deal with key issues relating to turkey farming. Following an inspection of the turkey farm, the expert submitted his report in 2023. It was critically commented by a private expert appointed by the plaintiff and will prove decisive for the court in reaching its decision.

In addition, and where appropriate and expedient, we make use of our right of participation and the right to sue. The Berlin Animal Welfare Association Lawsuit Act (BlnTSVKG) provides for various participation rights, namely the right to participate in animal welfare proceedings as well as the right to sue. In 2023, we made use of the former. Since livestock farming is practiced only in a few districts of Berlin, we submitted requests for information in the relevant districts in 2023. After identifying the relevant proceedings relating to livestock farming, we examined the pertinent files. These enabled us to identify a specific issue as a leading proceeding in which we acted as a voice for the animals and submitted a statement as part of our right to participation. The proceedings are ongoing. We also filed a declaratory action against the State of Berlin be-

cause, in our opinion, it is not fully complying with its obligations under the BlnTSVKG.

We also continue to show a great deal of staying power and to be active in the other lawsuits, some of which have been pending for years. Among them are the lawsuits on behalf of the animals against crates and the keeping and live sale of lobsters. Here we carry on fighting to ensure that these lawsuits can be continued despite the fact that the right of organizations to sue has now expired in North Rhine-Westphalia; we do so because the lawsuits were filed long before the end of the time limit on the law. We are therefore still awaiting the court's decision on the applications for permission to appeal. Likewise, we are continuing to support ARIWA's lawsuit against the pig farm belonging to the

former Minister of Agriculture of North Rhine-Westphalia (NRW), Schulze Föcking, which is in violation of animal welfare law.

It remains true that achieving legal progress—especially regarding the protection of animals—is an extremely arduous journey. Our strategy remains to choose leading proceedings wisely and pursue them with all our strength so that we can achieve a broad impact in the area of animal protection.



3.4 Politics

3.4.1 Resources Deployed (Input)

	2021	2022	2023
Alliances and partnerships	€21,355	€7,210	€33,898
Political lobbying	€24,754	€33,117	€136,716
Total	€46,109	€40,327	€170,614
of which personnel costs	€34,341	€21,538	€30,375

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). We have also been involved in the alliance for the European Citizens' Initiative »End the Cage Age«. We also worked independently in this field.⁴⁰

Outputs included the following:

- > Animal Husbandry Labeling Act (TierHaltKennG):
 - Open letter to Federal Minister of Agriculture Cem Özdemir concerning the Federal Government's plan to regulate requirements regarding the husbandry of turkeys in the TierSchNutzTV (Ordinance on Animal Welfare in Farming). (Alliance for Animal Welfare Policy)⁴¹
 - Statement on the key points published by the Federal Ministry of Food and Agriculture (BMEL) in December 2022 regarding the husbandry of turkeys and chickens (with the aim of closing the gaps in the Ordinance on Animal Welfare in Farming) with a special focus on the still currently unaddressed issues of overbreeding, partial beak amputation and the parent and grandparent generation of turkeys
- > Animal Welfare Act:
 - Open letter to the federal state representatives responsible for animal welfare regarding the revision of the Animal Welfare Act by the Federal Government [Alliance for Animal Welfare Policy, together with the Deutscher Tierschutzbund (German Animal Welfare Association)]⁴²
 - Open letter⁴³ to Federal Minister of Agriculture Cem Özdemir appealing for overbreeding and tethering not to be legitimized »through the back door« in the amendment to the Animal Welfare Act⁴⁴
 - Open letter to Federal Chancellor Olaf Scholz to stop the blockade on the draft amendment to the Animal Welfare Act⁴⁵



Member organizations of the »Bündnis für Tierschutzpolitik« (as of 2022):

The »Bündnis für Tierschutzpolitik« consists of the Albert Schweitzer Foundation, the Bundesverband Tierschutz e. V. (Federal Association for Animal Protection), Bund gegen Missbrauch der Tiere e. V. (association against animal abuse), Menschen für Tierrechte – Bundesverband der Tierversuchsgegner e. V. (People for Animal Rights – Federal Association of Antivivisectionists), PROVIEH and VIER PFOTEN – Stiftung für Tierschutz (Four Paws in Germany).



Newspaper-Mockup: freepik.com

> Animal transports:

- Open letter to Federal Minister of Agriculture Cem Özdemir concerning the withdrawal of veterinary certificates for live animal transports to third countries [Alliance for Animal Welfare Policy, together with the Animal Welfare Foundation and the Deutsche Juristische Gesellschaft für Tierschutzrecht (German Legal Society for Animal Welfare Law)]⁴⁶
- Open letter to Federal Minister of Agriculture Cem Özdemir concerning a statement by the Federal Government on the export ban for live animals to third countries (official record 99/23) (Alliance for Animal Welfare Policy)

> Animal husbandry labeling: statement from Mahi Klosterhalfen concerning the 2nd and 3rd readings of the law in the Bundestag⁴⁷

> EU animal welfare legislation:

- Statement on the EU Commission’s announcement that only one of four planned revisions to animal welfare legislation will be implemented in the current term of office⁴⁸
- Placement of a full-page advertisement in the Frankfurter Allgemeine Zeitung, addressed to the EU Commission

> Formulation and large-scale dissemination of election policy questions for the parliamentary elections in Poland

> Phase-out of chick culling: update to our article on alternatives to chick culling and our assessment⁴⁹

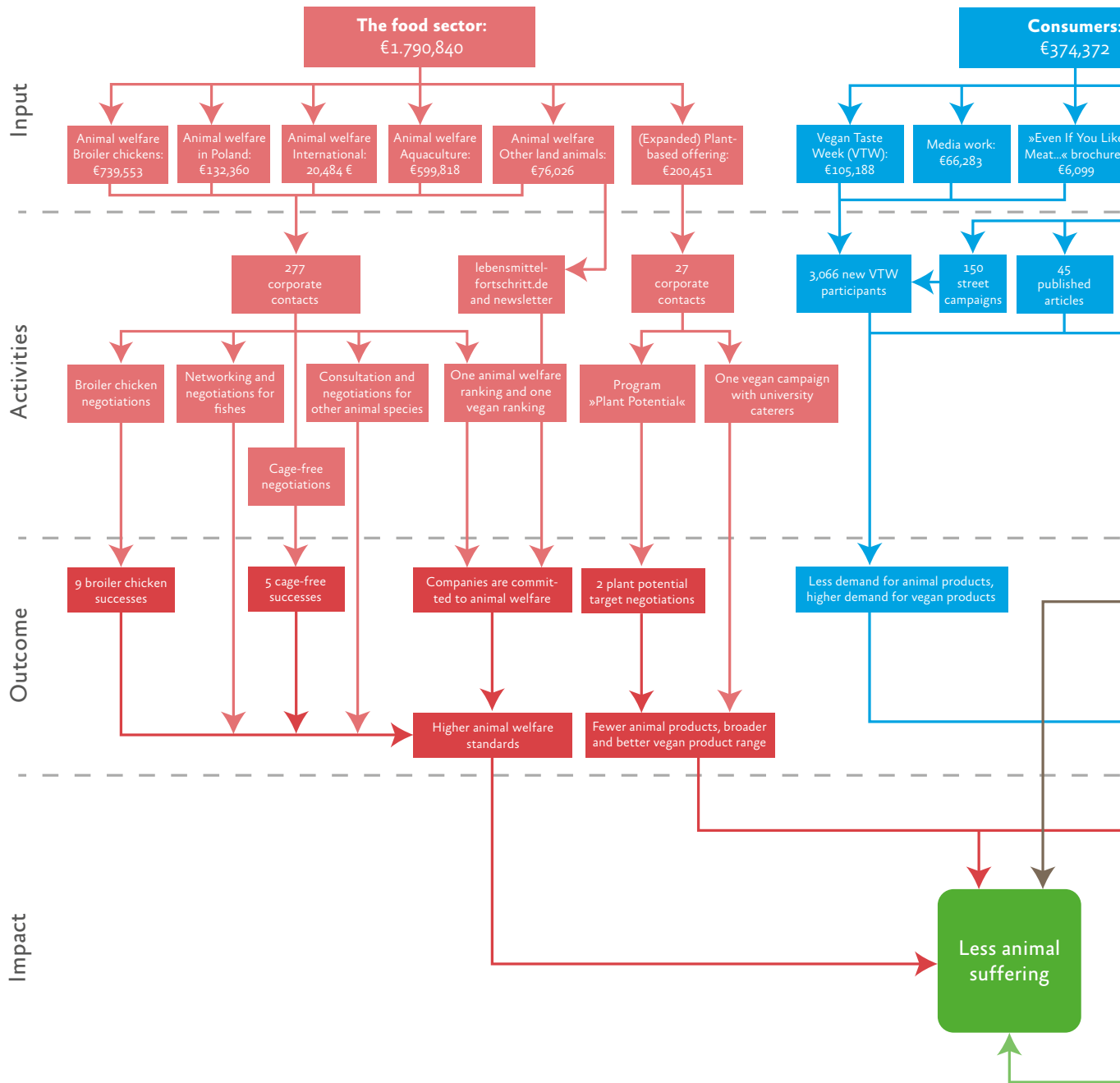
3.4.3 Impact Achieved (Outcome/Impact)

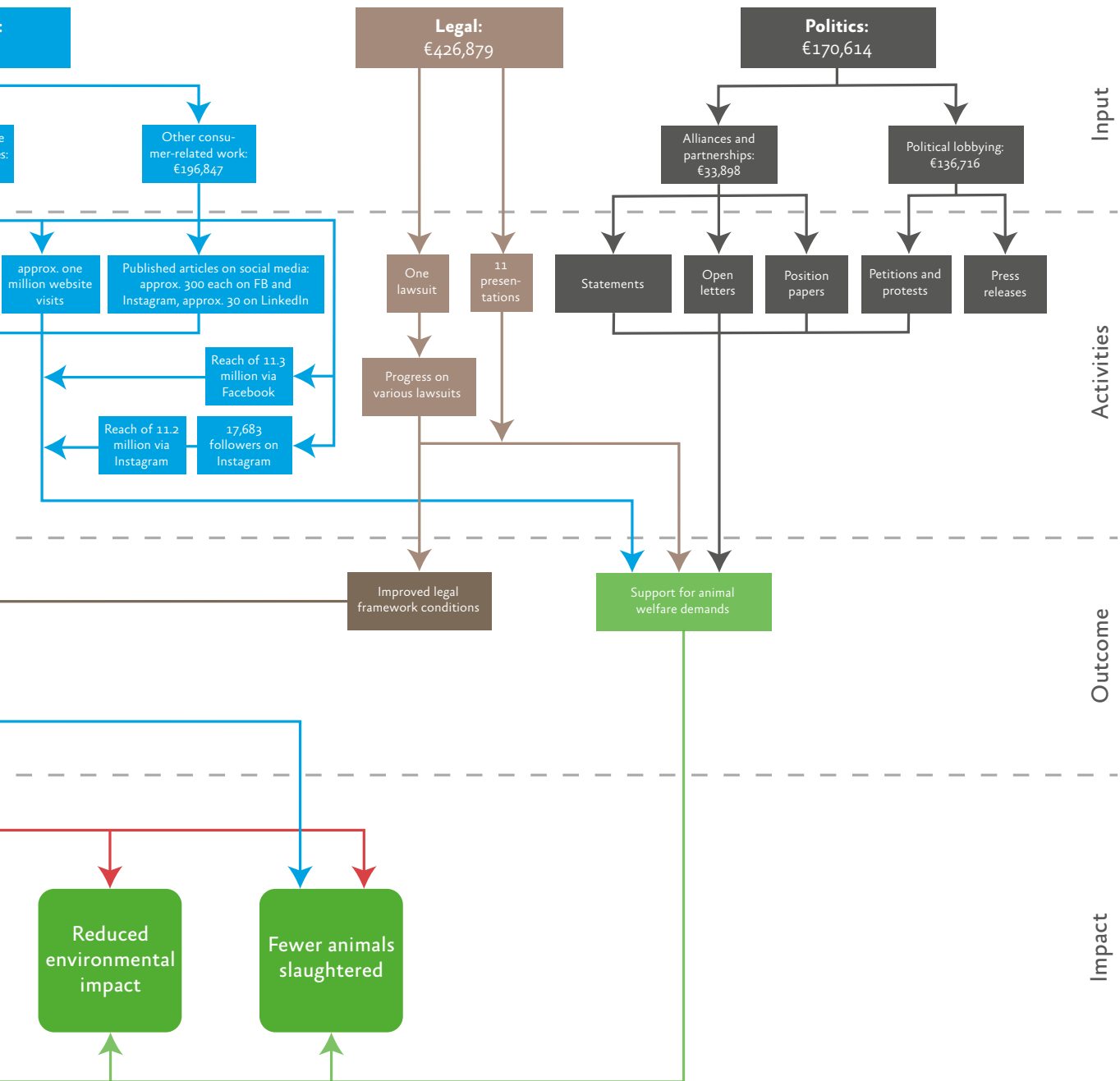
In 2023, many projects on animal welfare were negotiated at both federal and EU level (animal husbandry labeling, revision of the animal welfare legislation, various ordinances at federal and EU level) to which we contributed our input.

jects have been put on hold at EU level. We therefore consider it all the more important to strengthen our work in the policy area, which is why we advertised a position for a policy officer in 2023.

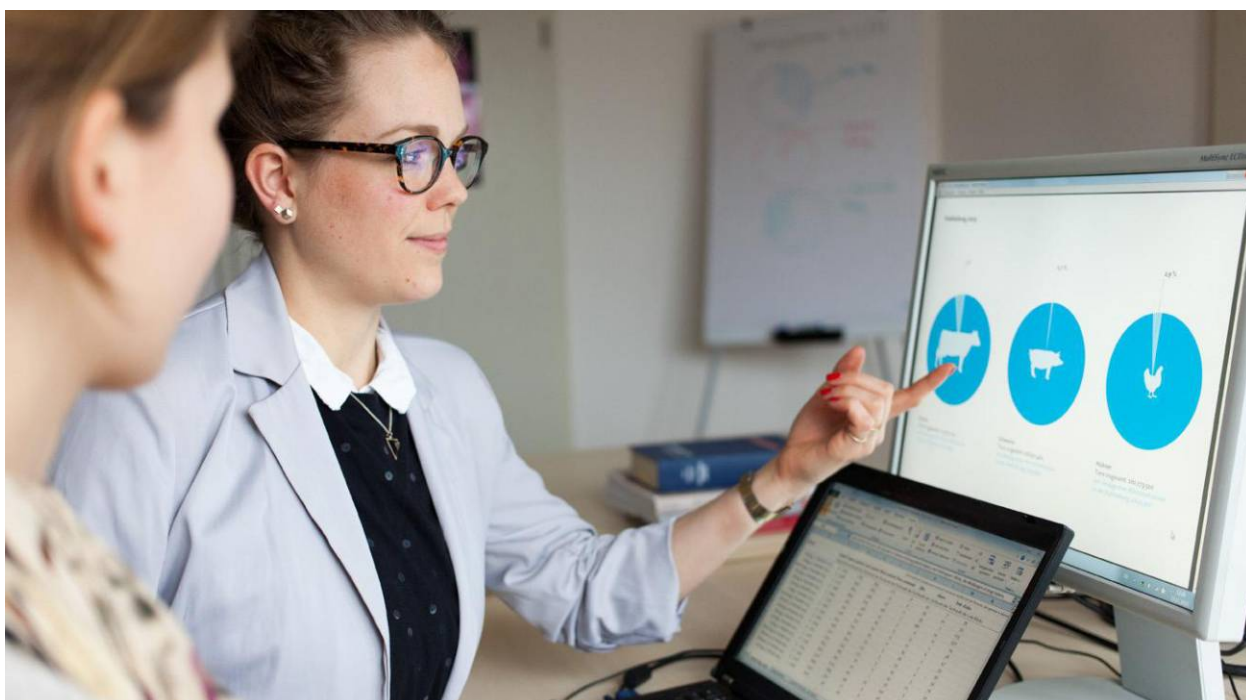
The Animal Husbandry Labeling Act ultimately proved to be more of a step backward from an animal welfare perspective. A range of ambitious animal welfare pro-

3.5 Resources, Activities and Impact





3.6 Ongoing Quality Assurance Measures



	2021	2022	2023
Total	€42,829	€18,282	€48,285
of which personnel costs	€40,114	€18,282	€46,106

We implemented the following measures in 2023:

- > Team development workshops
- > Quarterly meetings with all employees
- > Start of work on updating our mission statement (vision, mission, culture)
- > Formulation of a staff representation concept
- > Meetings to evaluate and optimize processes in our campaigns
- > Improvement of the project management workflow
- > Evaluation and implementation of a new CRM system
- > Establishment of an in-house IT newsletter
- > Start of work on the complete overhaul of our ranking tool
- > Start of work on migrating our websites to a new Content Management System
- > Redesign and partial overhaul of the [albert-schweitzer-stiftung.de](https://www.albert-schweitzer-stiftung.de) website; start of work on redesigning the [vegan-taste-week.de](https://www.vegan-taste-week.de) website
- > Consolidation of our in-house calendar system
- > Migration of our shop system for easier maintenance
- > Introduction of VPN access for secure IT usage away from the office
- > Optimization of the office workstations (docking stations, power supply, monitors, etc.)
- > Further training

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

Any comparison between 2023 and the previous year is not as straightforward as is usually the case. This is because we did not set ourselves any targets in the fourth quarter, enabling us instead to devote our full attention to the possible revision of European animal welfare legislation, the reform of German animal welfare legislation and our broiler chicken campaign against Lidl. While nothing has (yet) come of the revision of EU animal welfare legislation, we nevertheless believe it is important to take advantage of opportunities that, if successful, can significantly reduce animal suffering, even in cases where the chance of success is not high. While any reform to German animal welfare law seems unlikely, our Lidl campaign gives more reason for optimism.

Regarding our targets in the first three quarters, seven companies signed up to the European Chicken Commitment (planned: six); the total over the course of the entire year was nine. Momentum in this area has slowed for two key reasons: first, most progressively minded companies have already joined; and second, we need more companies from the food retail sector in particular to join in order to bring more movement in the overall market (which is why our campaign against Lidl is so important).

As planned, we also prepared and held the first Round Table on the European Chicken Commitment and our vegan ranking of food retailers.

Again as planned, we evaluated our relatively new Plant Potential activities and came up with ideas on how to further improve the program.

In the political arena, we exceeded our targets: not only did we create a new concept as planned, but we also advertised for a position and conducted the application process. Specific wins for the animals cannot be expected until the next few years.

We were a little slower than originally planned in creating an employee representation concept designed to improve communication between management and the first hierarchy level, but we got there in the end.



First Round Table on the European Chicken Commitment (2023)

Further important milestones and successes can be seen in this graphic:



Organized a **round table** with companies to discuss the **European Chicken Commitment**



Supported **11 animal welfare and vegan-related lawsuits**



Helped to organize the **Berlin Vegan Summer Festival**



Conducted a detailed **analysis of the vegan-friendliness of supermarkets and discount chains**



Won **2 awards** for our VR training software **»ITA facing fish welfare«**



Raised awareness of **hazardous germs in chicken meat sold by Lidl** through **media campaigns reaching an audience of 108 million people**



Persuaded **3,066 more people** to participate in our **Vegan Taste Week**



Nine more companies and student service organizations joined the **European Chicken Commitment**



Raised awareness of **animal welfare in the aquaculture industry** among more than **600 aquaculture experts, fish farmers and multipliers**



Scrutinized **animal welfare standards for »broiler chickens«** destined for restaurants



Around **150 street campaigns** were organized by our teams of **volunteers**



Acquired well over **500,000 signatories** to our petition against **Lidl**, so far



Conducted a critical analysis of **animal welfare standards** among **supermarkets and discounter chains**



Generated more than **450 media reports** covering our work



Compiled the first ever list of **»touchstones«** assessing the **stance of political parties on animal welfare issues** ahead of the elections in Poland



Reached more than **2 million people** in Germany and **5.5 million**, in Poland on **Instagram**



Signed up the **first 2 companies** to our animal product reduction program **Plant Potential**



Published a report on progress toward the abolition of the **practice of keeping »laying hens«** in cages in Poland

Although we always aim to achieve more than we actually do, 2023 was from a neutral perspective another highly successful year, especially in view of the overall economic situation.





4. Plans and Outlook



4.1 Plans and Goals

We are getting closer to our vision (see Chapter 1.1), step by step, by focusing on levers that promise a high impact in the short and medium terms. Furthermore, we focus on approaches that have a high additional benefit for the animal welfare and animal rights movements. The latter are often fields of activity that, so far, have been covered relatively sparsely or with little success/less professionally by the other organizations.

In Germany, the strategic pillars »The food sector« and »Legal« are still highly promising in the short and medium terms and not being given much attention by other NGOs. What is less clear is what we can achieve politically over the coming years. Since the impact of successful outcomes can be enormous, however, we are getting involved anyway.

The difficult political and economic situation overall makes our work highly challenging. We can counter this a little by making it clear to decision-makers and the public that there is no alternative to our work: factory farming not only causes animal suffering but also has a negative impact on various aspects vital to human existence (groundwater, fertile land, antibiotic efficacy and a reasonably stable climate).

The food sector

The European Chicken Commitment and fishes in aquacultures will keep being our main focus with regard to animal welfare projects. At the same time, we will also increasingly tackle other animal welfare issues that are currently especially relevant in the food industry. We will also be expanding our rankings. Furthermore, through our »Plant Potential« initiative, we are working to reduce the amount of animal products in the supply chains of the companies.

Consumers

We will make greater use of our Vegan Taste Week (VTW) as a way of getting more people excited about our work as a whole.

In addition, we will increasingly address consumers with the various topics that make up our strategy (information and opportunities to get involved) in order to expand the synergies among our various levers.

Legal

In industrial animal farming, animal protection laws are regularly violated. Accordingly, there are numerous opportunities for high-quality legal work. We will continue to provide content-related support for and also fund lawsuits on behalf of the animals. In those federal states where this is possible and reasonable, we will ourselves apply for standing to sue (in Berlin, we already have the capacity to bring proceedings).

We will also continue to make use of the Freedom of Information Act and the Environmental Information Act to reveal how vigorously federal and state governments and the authorities are supporting the interests of the animal industry. This will cause public pressure, which may result in improvements.

Politics

We are focusing our political activities on the plan to reactivate the Borchert Plan (whereby the German government finances the restructuring of animal husbandry). We are also examining whether and how a similar plan can be implemented throughout the EU. In both cases, the aim is to raise animal welfare standards, prevent the import of products with low standards as far as this is possible and simultaneously reduce the quantity of animal products.



4.2 Influencing Factors: Risks and Opportunities

We evaluate opportunities and risks according to a scoring method. We include their variables »probability of occurrence« (x) and »impact« (y) on a scale of 1 to 5. The evaluation is conducted by using the formula

»x*y+y« This formula better emphasizes both opportunities and risks with a high probability of occurrence than would be the case if we simply added x and y.

Chancen

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«), represent interests, apply pressure
Improvement of legislation (federal)	Higher minimum standards	4	4	20	Make demands, give our view on the content, apply pressure
Improvement of legislation (states)	Improvements for specific animal species	3	3	12	When implemented, push for implementation in other federal states as well
Development of a federal label	Shift to higher standards on the market	1	4	8	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	Expand and improve »Plant Potential«, set targets, conduct rankings
Growing consumption of plant-based alternatives	Animal products get replaced	4	4	20	Provide more and better information
Growing consumption of fermented alternatives to animal products	Animal products get replaced	4	4	20	Provide more and better information
Growing consumption of cell-cultured alternatives to 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 welfare/animal rights as social issue	The reduction of animal production is recognized as necessary and is supported	3	4	16	Expand and improve information services
Positive court rulings	Improvement of legal status of animal welfare/animals	4	4	20	Filing lawsuits as well as providing content-related and financial support for them

Risks

Risk	Consequences	Probability	Influence	Rating	Measures
Deterioration of EU law	Reinforcement or decline of status quo	3	5	20	Warning, represent interests, apply pressure
Deterioration of federal legislation	Reinforcement or decline of status quo	2	4	12	Warning, represent interests, apply pressure
Declining interest of media	More difficulty to spread our content	2	4	12	Tell and offer good stories
Declining interest of public	Difficulty achieving planned impact	2	4	12	Perform 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	16	Track progress, launch campaigns
Establishment and proliferation of poor labeling systems	Reassurance of consumers, consolidation of the current husbandry conditions	5	3	18	Warn public, represent interests, apply pressure
Promotional activities by agricultural industry	Reassurance of consumers	4	2	10	Spread information
Continued overbreeding of animals	More suffering for »live-stock«	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	1	4	8	Warnings, lobbying



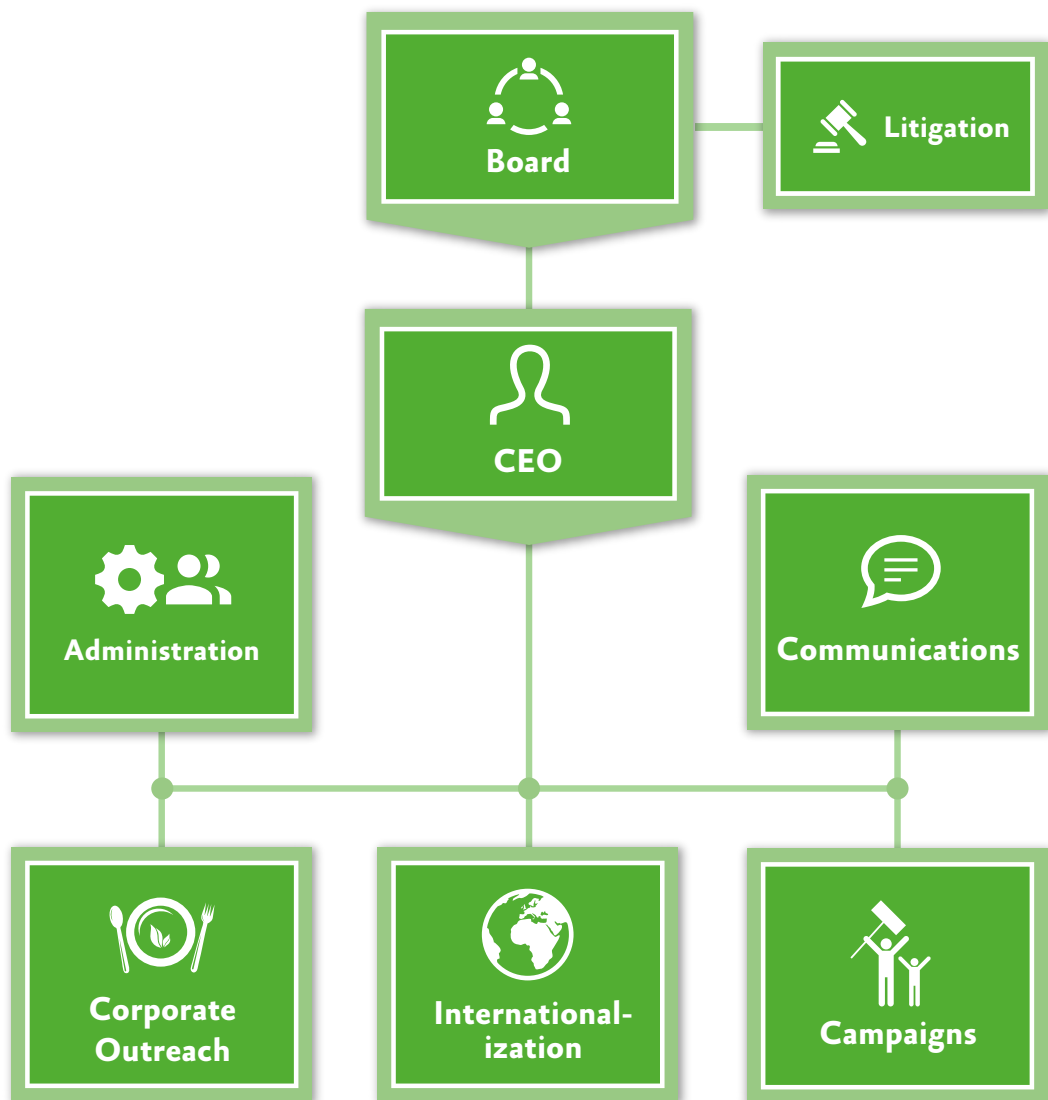
Photo: Bunting Wild - unsplash



5. Organizational Structure and Team



5.1 Organizational Structure



5.2 Introduction of the Main Players – Our Management Team

Our team in Germany (as of 2023)



André Sabosch

Director IT

Since: 2018



Andrea Broszio

Assistant to the President

Since: 2016



Dr. Anna Stief

Animal Welfare and
Vegan Projects

Since: 2016



Anna-Maria Renner

Consumer &
Corporate Campaigns

Since: 2019



Anne Schäfer

Human Resources

Since: 2014



Diana von Webel

Director Communications

Since: 2019



Dirk Reuter

Director Administration

Since: 2013



Doreen Rothe

Campaigns &
Volunteer Management

Since: 2015



Elisa Volkmer

Consumer &
Corporate Campaigns

Since: 2016



Esther Rabofski

Animal Welfare and
Vegan Projects

Since: 2020



Florian Witkowski

Graphic Designer

Since: 2017



Henner Brünjes

Webmaster

Since: 2015



Inken Jakob-Thome

Animal Welfare and
Vegan Projects

Since: 2015



Irina Fronescu

Director Consumer &
Corporate Campaigns

Since: 2022



Janika Kleine
Animal Welfare and
Vegan Projects
Since: 2016



Jennifer Wilke
Editor
Since: 2017



Jeremias Endres
Co-Director
Internationalization
Since: 2022



Jonas Becker
Consumer &
Corporate Campaigns
Since: 2018



Kathleen Frech
Consumer &
Corporate Campaigns
Since: 2023



Kinga Zurawski
Assistant to the President
Since: 2023



Lina Petri
Editor & Vegan Taste Week
Since: 2019



Linda Eickelau
Campaigns &
Volunteer Management
Since: 2018



Loretta Schulte
Animal Welfare and
Vegan Projects
Since: 2020



Luisa Kucz
Director Corporate Outreach
Since: 2014



Mahi Klosterhalfen
President & CEO
Since: 2008



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



Marie Fleischer
Assistant to the Director &
Project Assistance
Since: 2022



Milena Henn
Social Media & Newsletters
Since: 2020



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



Robin Rader
Animal Welfare and
Vegan Projects
Since: 2013



Sylvi Paulick
Assessor
Since: 2020



Silja Kallsen-MacKenzie
Co-Director
Internationalization
Since: 2010

Our team in Poland (as of 2023)



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



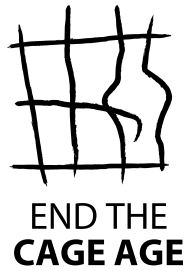
Ewa Prokopiak
Corporate Relations Manager
Since: 2017



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 Foundation

Sitz Littenstraße 108, 10179 Berlin

Gründung Year of establishment: 2000; Founder: Wolfgang Schindler

Rechtsform Foundation under civil law with legal capacity

Kontaktdaten 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: contact@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.transparente-zivilgesellschaft.de/ueber-uns/unterzeichnerorganisationen>

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 animal welfare and animal rights and the raising of awareness among the general public concerning related ethical aspects. The last notice of assessment is dated July 30, 2021.

Personnel profile

	2021	2022	2023
No. of associates	35	34	35
of which in full-time	24	20	21
of which in part-time	6	12	12
of which federal volunteers (honorary post)	3	–	–
of which cost-plus-fixed-fee contract workers	1	1	1
of which in minor employment	1	1	1
Further voluntary hours worked	approx. 2,000	approx. 2,000	approx. 2,500

Salary model

Position	Base salary	Role-related expertise	Social and professional competence	Responsibility for direct reports	Other responsibilities	Bonus
Executive Director	€5,560	up to +7.5%	up to +7.5%	up to + 10%	up to +10%	up to +10%
COO	€5,028	up to +7.5%	up to +7.5%	up to + 10%	up to +10%	up to +10%
Directors	€4,496	up to +7.5%	up to +7.5%	up to + 10%	up to +10%	up to +10%
Heads of Department	€3,785	up to +7.5%	up to +7.5%	up to + 10%	up to +10%	up to +10%
Associates	€3,312	up to +7.5%	up to +7.5%	up to + 10%	up to +10%	up to +10%

Benefits in kind are provided on a small (tax-free) scale. We do not pay expense allowances. If associates 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 welfare and animal rights 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 future Executive Board Members) is three years; re-election is permitted. For more infor-

mation, 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 decisions about by way of written circulation procedure.

The Executive Director (in particular with regard to responsibility 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. The Board meets about once every quarter, as and when required. In 2023, however, only two meetings took place (instead, regular 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).

6.2.3 Conflicts of Interest

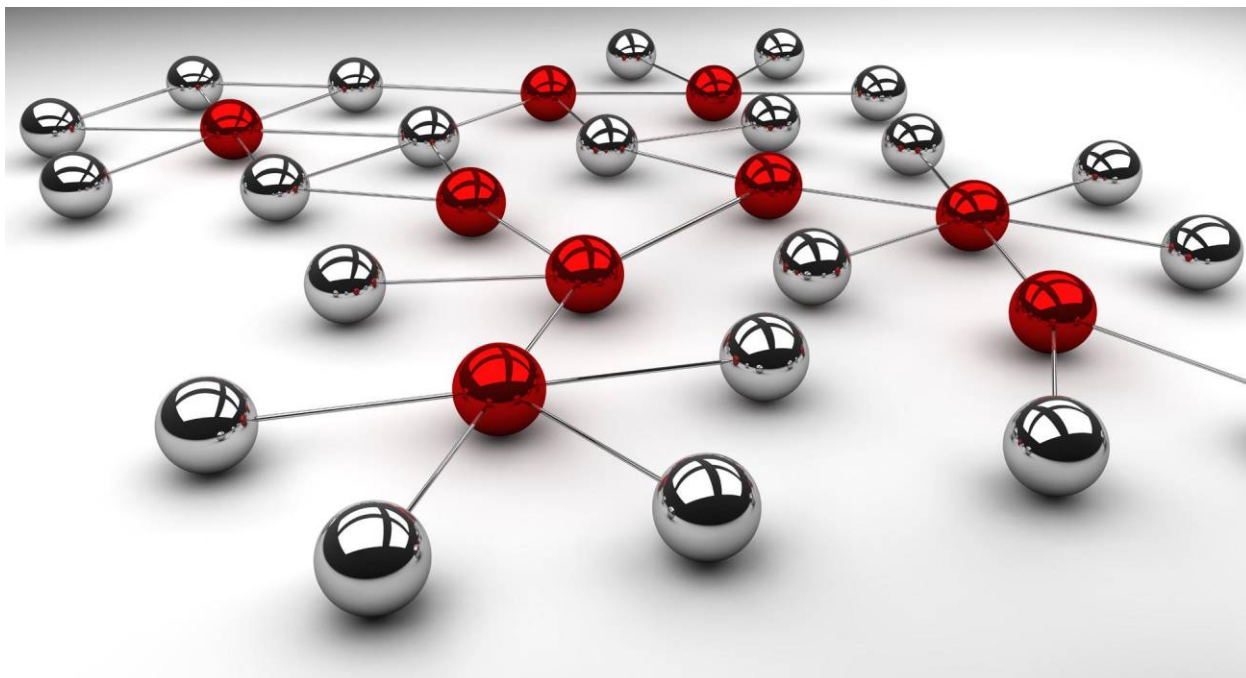
No personnel overlaps or relations of dependence exist between the management and the supervisory bodies. Conflicts of interest could potentially arise from Mahi Klosterhalfen's dual role as Executive Board Member and Manager, especially in relation to the definition of management remuneration. To ensure 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 welfare 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 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 Control System

We use a program to perform controlling. In doing so, we regard the amount and distribution of income and expenditures as well as liquidity. Furthermore, we perform extrapolations to determine the extent, pace, and focus of further growth. Beside our financial data we also regard the achievement of our qualitative and quantitative goals every month. If there is an adverse variance, we analyze the causes and develop the appropriate measures, if necessary. Controlling is performed by Mahi Klosterhalfen together with the directors of the departments and the financial management. Mahi Klosterhalfen also reports on the developments in executive board meetings.

Invoices are subject to the four-eye-principle, for which Andrea Broszio and Jacques Wecke are responsible. Amounts exceeding €10,000 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 2023, we are a member of the »Interessengemeinschaft für gesunde Lebensmittel«, a community of interests for healthy foods, and in the Eurogroup for Animals. 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 2023, three of our associates (Silja Kallsen-MacKenzie, Mahi Klosterhalfen and Jeremias Endres), however, sit on the voluntary Supervisory Board of our Polish sister organization Fundacja Alberta Schweitzera.

Our Executive Board Member is a member of the voluntary advisory committee of the Center for Effective Vegan Advocacy.

Our Board Member Hans-Georg Kluge is a voluntary board member of the Erna-Graff-Stiftung für Tierschutz.

6.4 Environmental and Social Profile (end of 2023)

At the beginning of the Ukraine war, we reached an agreement with our landlord to make parts of our office space available for refugees with pets.

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

- > We use recycled paper wherever this is possible and where the additional costs make up less than 50% of the original price; otherwise, we choose the next best option.
- > 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.
- > 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:

- > We have flexible working hours whenever possible.
- > Associates are largely free to choose when they work from home.
- > We always support associates who wish to work remotely.
- > Dogs are allowed in the workplace (but there are »dog-free« offices, if required, e.g. for people suffering from allergies).
- > Further training measures during working hours are supported and, in some cases, financed.
- > The workstations are ergonomically designed (including height-adjustable tables).
- > We offer a company pension scheme, which we support to a limited extent.
- > Associate performance reviews take place on a regular basis.
- > We organize feedback meetings on a regular basis.
- > The entire team is informed every two weeks in an »all hands meeting« of the most important news and developments from all areas of the foundation to ensure that they are always up to date.
- > All associates take part in regular team workshops.
- > The Executive Board Member operates an open-door policy for all associates.
- > If associates experience any problems, they have the opportunity to confide in a trusted person.
- > We have an anti-discrimination and compliance guide as well as a specific plan of procedure in case of complaints.
- > We have an external entry point for complaints in case of discrimination and compliance violations.
- > Problems can also be reported anonymously.
- > Job descriptions are clearly defined.
- > Salaries are calculated on the basis of a fixed salary model.
- > New associates undergo a standardized onboarding process.
- > Associates can make decisions for themselves regarding expenditure of up to €100 where such expenditure enables them to perform their work more effectively.



Photo: Sudhakar Chandra - unsplash



7. Finances and Accounting

7.1 Bookkeeping and Accounting

In 2023, Dirk Reuter was responsible for bookkeeping and accounting in cooperation with Muka-Services and our tax consultant Katrin Vogel (external). Katrin Vogel composed 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 of sections 7.2 and 7.3 were extracted from the annual financial statement drafted by Katrin Vogel. As soon as the audit report is available, we will publish an updated version of this report.

7.2 Balance Sheet

All figures are given in euros.

Assets	2021	2022	2023
I. Intangible assets (e.g. software)	3	3	3
II. Tangible assets	8,715	10,445	8,328
III. Financial assets	50,252	159,804	169,002
IV. Inventories, receivables and other assets	9,513	13,025	10,174
V. Cash	2,489,024	4,705,694	2,820,654
VI. Prepaid expenses	29,252	0	4,108
VII. Other assets	0	5,204	0
Total assets	2,586,759	4,888,972	3,012,269
Equity and liabilities	2021	2022	2023
I. Foundation capital	265,000	770,000	770,000
II. Revenue reserves	1,757,004	2,220,469	2,220,469
III. Special items: donated funds still to be used ⁵⁰	376,210	1,682,957	0
IV. Retained profits	16,090	24,005	37,005
V. Liabilities	172,454	191,541	116,982
VII. Other deferred income	2	0	0
VII. Foundation income	0	0	-136,684
Total equity and liabilities	2,586,759	4,888,972	3,007,772

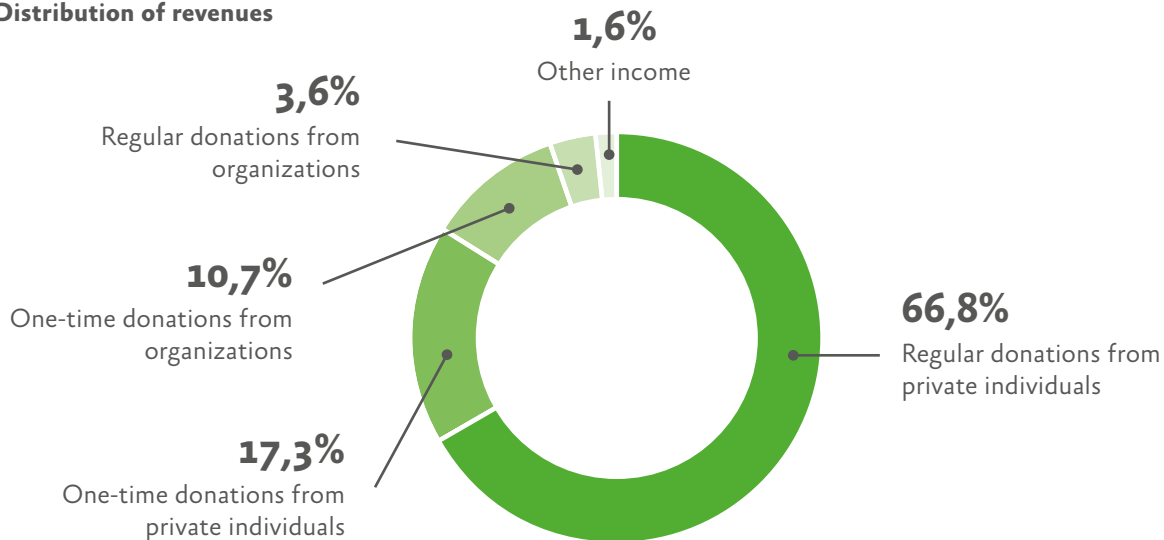
The foundation does not own any property and has not taken out any loans.

7.3 Income and Expenditure

All figures are given in euros.

Income	2021	2022	2023	Change between 2023 and previous year
Donations	2,192,090	4,617,609	1,697,538	-63,2 %
Inheritances	14,423	0	0	
Other income	32,414	8.884	27,628	-9,9%
Reduction (or increase) in special items: Donated funds still to be used ⁵¹	779,119	./ 1,306,747	1,682,957	+228,8%
Total income	2,791,892	3,319,746	3,408,123	+12,9%

Distribution of revenues



Information regarding income

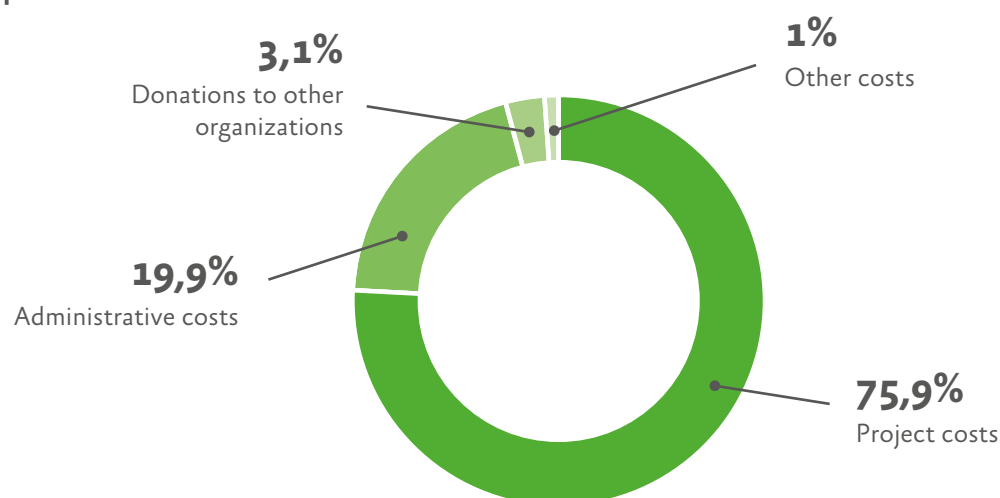
The significant decrease in donations and sponsorships was planned. This is mainly because we had already received a major donation planned for 2023 in 2022. In 2023, we focused on our program-based work, did not apply for any major donations and reduced our reserves as planned. In the table above, the reduction in the special items (i.e. our reserves) is allocated to income in accordance with the IDW RS HFA 21 guidelines, meaning that our income appears to have increased slightly overall.

Our income from donations and sponsorships is spread among 9,110 private individuals and 230 companies/organizations. The private individuals donated an average of €159. The companies/organizations together donated an average of €640. We only accept donations 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	2021	2022	2023	Change between 2023 and previous year
Project costs	2,089,598	2,214,109	2,692,082	+21.6%
of which personnel costs	1,088,963	1,219,202	1,245,844	+2.2%
Administrative costs	676,868	512,458	705,486	+37.7%
of which personnel costs	363,077	234,799	479,616	+104.3%
Donations to other organizations	124,000	86,000	110,567	+28.6%
Other expenditure	34,471	66,477	36,672	-44.8%
Total expenditure	2,795,051	2,878,044	3,544,807	+23.2%
Year-end result	222,997	463,465	-136,684	-129.5%

Distribution of expenditures



Information regarding expenditures

As planned, we increased our project expenditure. This was due above all to a higher budget for our campaign work.

Our administrative costs also increased significantly in nominal terms, which is mainly due to two factors: first, we allocated a large proportion of our IT personnel costs to administration in 2023; and second, we allocated a proportion of our managers' working hours—during which they deal with employee management, qua-

lity management and culture—to administration. 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 expenditure includes expenses for asset management and costs for our online shop.



Notes on liquidity

Our liquid assets total €2,820,654. This equals a ratio of 0.79 (previous year: 1.64) in relation to expenditure (€3,544,807). In other words, our liquid assets are sufficient to fund the foundation's work for 0.79 years—so almost nine and a half months. This goes well beyond our target of having a liquidity reserve of at least five months.

7.4 Financial Situation and Planning

We are anticipating significantly higher income in 2024 than in 2023 thanks to not only new large donations but also a positive development of donations from private individuals. Expenditure will be at a similar level to 2023.

As predominant growth drivers for the next three years, we are increasingly focusing on the strategic area »Politics« in addition to »Food sector« and »Legal«. We see enormous potential here for creating added value in terms of animal welfare by strengthening our political activities in both Germany and Brussels. We also plan to expand our fundraising work and broaden our base, particularly in the area of private donations.



8. Legal Notice

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Person responsible according to the German Press Law (V.i.S.d.P.): Mahi Klosterhalfen



Albert Schweitzer
Albert Schweitzer Foundation

Photo on cover page: Brett Jordan - unsplash

Endnotes

1. <https://albert-schweitzer-stiftung.de/themen/vegan-gesund>
2. <https://de.statista.com/statistik/daten/studie/1131374/umfrage/treibhausgasemissionen-landwirtschaft-nach-bereichen>
3. On deforestation of rainforests see <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. <https://www.weltagrabericht.de/aktuelles/nachrichten/news/de/33275.html>
5. <https://www.sciencedirect.com/science/article/pii/S0308521X16302384>
6. <https://iopscience.iop.org/article/10.1088/1748-9326/8/3/034015/meta;jsessionid=CB5A3D1F66C65E7FCE5D24787C2FA242.ip-10-40-2-115>
7. 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 see <https://pubmed.ncbi.nlm.nih.gov/15644544/>; on meat consumption and diabetes: <https://pubmed.ncbi.nlm.nih.gov/21831992/>; on meat consumption and cardiovascular diseases: <https://pubmed.ncbi.nlm.nih.gov/20479151/>
9. <https://www.kzvbw.de/aktuelles/2024/ungesunde-ernaehrung-kurzstudie-weist-direkte-gesundheitskosten-in-hoehe-von-jaehrlich-17-milliarden-euro-nach/>
10. https://www.bmel.de/SharedDocs/Downloads/DE/_Ministerium/Beiraete/agrarpolitik/GutachtenNutztierhaltung.pdf?__blob=publicationFile&v=2, p. 155
11. <https://albertschweitzerfoundation.org/campaigns/european-chicken-commitment>
12. <https://albertschweitzerfoundation.org/campaigns/ending-use-battery-cages>
13. <https://albert-schweitzer-stiftung.de/helfen/shop>
14. <https://de.statista.com/statistik/daten/studie/321192/umfrage/umsatz-der-lebensmittelindustrie-in-deutschland-nach-segmenten/>
15. These are Baden-Wuerttemberg, Berlin, Bremen, Hamburg, Lower Saxony, Rhineland-Palatinate, Saarland, and Schleswig-Holstein.
16. <https://www.bmel.de/DE/themen/tiere/tiergesundheit/veterinaerwesen-aufbau-laender.html>
17. <https://de.statista.com/statistik/daten/studie/1365/umfrage/bevoelkerung-deutschlands-nach-altersgruppen>
18. <https://de.statista.com/statistik/daten/studie/1023242/umfrage/interesse-an-vegetarischer-bzw-veganer-ernaehrung-bei-ueberzeugenderen-alternativen>
19. <https://europa.eu/eurobarometer/surveys/detail/2996>
20. On the Bundestag (Federal Parliament): https://www.bundestag.de/leichte_sprache/wer_arbeitet_index/abgeordnete/abgeordnete-inhalt-961956; on the State Parliaments: https://de.wikipedia.org/wiki/Landesparlament#Aktuelle_Sitzverteilungen; on the EU Commission: [https://de.wikipedia.org/wiki/Liste_der_deutschen_Abgeordneten_zum_EU-Parlament_\(2019%E2%80%932024\)#Aktuelle_Mandatsst%C3%A4rke_der_Parteien](https://de.wikipedia.org/wiki/Liste_der_deutschen_Abgeordneten_zum_EU-Parlament_(2019%E2%80%932024)#Aktuelle_Mandatsst%C3%A4rke_der_Parteien); für die EU-Kommission: https://commissioners.ec.europa.eu/index_de
21. »Tierschutzgesetz: Kommentar« by H.-G. Kluge and »Tierschutzgesetz: mit TierSchHundeV, TierSchNutzV, TierSchVersV, TierSchTrV, EU-Tiertransport-VO, TierSchIV, EU-Tierschlacht-VO – Kommentar« (Third edition) by A. Hirt, C. Maisack, J. Moritz.
22. Comprises donations to Fundacja Alberta Schweitzera for the most part.
23. Comprises donations to the Romanian foundation currently being established.
24. https://www.destatis.de/DE/Presse/Pressemitteilungen/2024/03/PD24_104_413.html
25. <https://albert-schweitzer-stiftung.de/aktuell/kaefighaltung-in-deutschland-unter-6-prozent>
26. <https://albert-schweitzer-stiftung.de/helfen/shop>
27. <https://vegan-taste-week.de>
28. Comprises press and media work as well as social media.

29. <https://tydzien-na-weganie.pl>
30. In 2022 and 2023, we had a sufficient number of brochures in stock.
31. The decline in the number of participants since 2021 can be attributed to the fact that we have hardly advertised the Vegan Taste Week online. In 2023, we have started a revision and will also start online advertising again after completion.
32. In addition, we have published 13 articles on albertschweitzerfoundation.org, the majority of them translations of German articles.
33. Fundacja Alberta Schweitzer—our Polish subsidiary.
34. Due to a technical error, we have listed an excessively high number of website visits (page impressions) here in recent years. From this year onwards, we are changing our counting method to website visits (sessions). However, sessions will only be recorded if the visitors agree to the cookie policy. We are therefore rounding the number up.
35. <https://albert-schweitzer-stiftung.de/aktuell/veganuary-beliebter-denn-je>
36. <https://vegan-taste-week.de/produktguide>
37. These are requests for information to state and federal authorities under the relevant Freedom of Information Act.
38. These are procedures within the scope of our participation rights as animal welfare organization recognized in Berlin and entitled to file lawsuits under the law on participation and right to sue of recognized animal welfare organizations in the state of Berlin (Berlin Animal Welfare Association Lawsuit Act (BlnTSVKG)).
39. To be more precise: In the past, the lawsuits were not filed by us, but we enabled other organizations to do so by supporting them financially and regarding content. This procedure was necessary because we were not able to file lawsuits ourselves. In June 2021, we received the approval from the senate administration, now making us an organization permitted to sue on behalf of the animals. However, we will keep supporting other organizations, since an organization can only sue in its respective own federal state. This means we can only sue in Berlin, where only very little factory farming is taking place.
40. <https://www.buendnis-fuer-tierschutzpolitik.de>
41. https://www.buendnis-fuer-tierschutzpolitik.de/assets/docs/brief_bm_oezdemir_regelungen_haltung_mastputen.pdf
42. https://www.buendnis-fuer-tierschutzpolitik.de/assets/docs/verbaendesreiben_novellierung_TierSchG.pdf
43. <https://albert-schweitzer-stiftung.de/aktuell/anbindehaltung-nicht-legitimieren>
44. <https://albert-schweitzer-stiftung.de/aktuell/tierschutzgesetz-blockade-beenden>
45. https://www.buendnis-fuer-tierschutzpolitik.de/assets/docs/brief_bm_oezdemir_tiertransporte_veterinaerbescheinigungen.pdf
46. https://www.buendnis-fuer-tierschutzpolitik.de/assets/docs/stellungnahme_lebendtierexporte.pdf
47. <https://albert-schweitzer-stiftung.de/aktuell/haltungskennzeichnung-rueckschritt-fuer-tiere>
48. <https://albert-schweitzer-stiftung.de/aktuell/eu-kommission-streicht-tierschutzvorhaben>
49. <https://albert-schweitzer-stiftung.de/aktuell/kuekentoeten-ausstieg-schlechte-umsetzung>
50. 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.
51. 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«.

