



Albert Schweitzer Foundation

Report on Effectiveness **2025**

in accordance with the **Social Reporting Standard**



**Albert Schweitzer
Foundation**

Welcome to our **Report on Transparency and Effectiveness 2025**

Dear Readers,

Since 2018, we have been working tirelessly on behalf of the land animals that, by far, make up the largest number of individuals fattened and slaughtered in Germany: so-called broiler chickens. Since then, as part of the Broiler Initiative, we have been advocating for more space, an end to cruel breeding practices, more enrichment materials, and additional animal welfare criteria. Now, seven years later, we are pleased to announce that all major supermarket chains and discounters have set a goal to meet our criteria. This is a major milestone! And it's not just about setting goals: the transition to improved housing conditions is gaining momentum.

We report on this progress and other important achievements in our annual impact report. The report is closely aligned with the Social Reporting Standard (SRS), which continues to set the highest transparency criteria we are aware of. And it ensures that we report on what really matters: not just our activities, but above all our actual impact on the animals.

I am very pleased that we were once again able to make a significant difference in 2025, and I would like to express my sincere thanks for your support!

Yours,



Mahi Klosterhalfen | President



This report was translated using DeepL. As a result, minor inaccuracies or formatting issues may occur. In the past, we dedicated considerable time to preventing such imperfections. We have since streamlined the process and kindly ask for your understanding.

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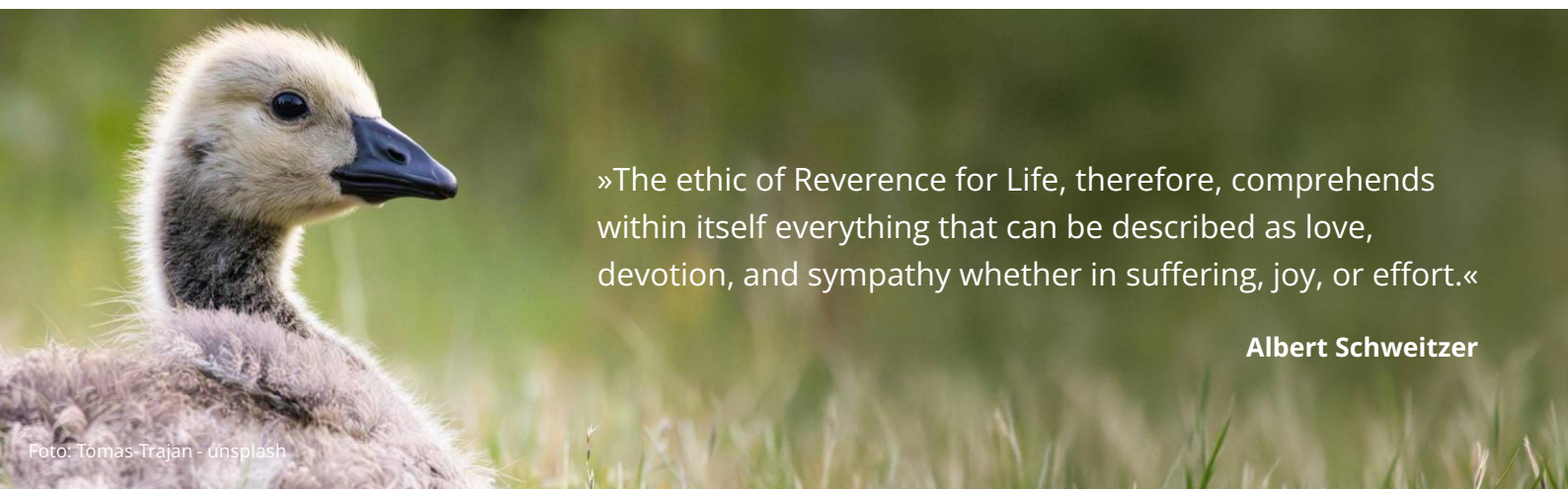
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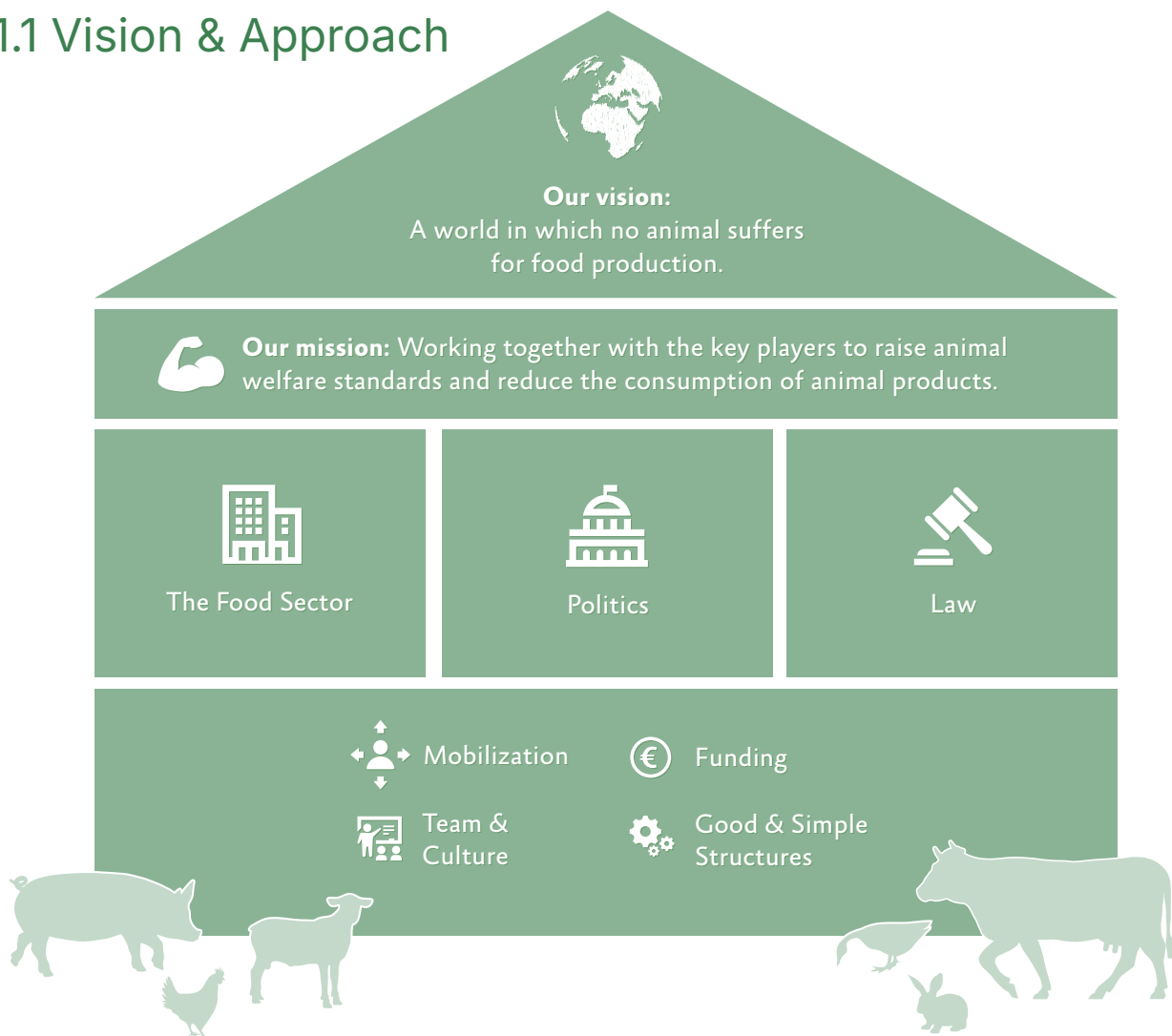


»The ethic of Reverence for Life, therefore, comprehends within itself everything that can be described as love, devotion, and sympathy whether in suffering, joy, or effort.«

Albert Schweitzer

1. Introduction

1.1 Vision & Approach



„Vision without action is merely daydreaming.“

This quote, attributed to Nelson Mandela, sums up what drives us. In this chapter, we present our long-term **vision**, our medium-term **mission**, and our **strategy** for the next three years. These three elements are intertwined, and in practice, we also set quarterly goals to implement the strategy in concrete terms.

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 and reduce the consumption of animal products.



Our Strategy: Three Pillars of Impact

Long-term developments can only be planned to a limited extent—which is why our strategy focuses on a three-year period. We adjust it annually to account for external developments, new insights, and internal capacities. Our three strategic pillars help us achieve targeted impact:

1. The Food Sector



Stakeholders in the food industry have a significant influence on how many animals are bred, raised, and slaughtered, and in what ways. Our goal is to encourage as many companies as possible to **improve their animal welfare standards**. Where possible, we work **constructively** with the industry—where necessary, we apply public pressure through **campaigns**.

A particular success of our work to date: Through our engagement with companies, we have largely ended the cage rearing of laying hens. Now we are focusing on higher animal welfare standards for **broiler chickens** and for **fish in aquaculture**. We also support companies in reducing their use of animal products—by providing information on the **health, animal, and environmental** benefits of such reductions, as well as practical ways to implement them.

2. Politics



Political changes in animal welfare are usually a long and arduous process—especially given the strong influence of agricultural interest groups. Nevertheless, experience shows that progress is possible, especially when **economic pioneers** have already set a precedent. The ban on cages of laying hens in Germany (which took effect at the end of 2025, with extensions possible in individual cases until the end of 2028) is one example of this.

The Competence Network for Livestock Farming (known as the “Borchert Commission”) and the Commission on the Future of Agriculture have shown that it would be possible to better align animal welfare with economic interests—and this is where we’re continuing our efforts.



3. Law



In the agricultural livestock sector, certain legal violations are routine. Thanks to **the right of animal protection organizations to file lawsuits** introduced in several federal states, such abuses can be addressed through legal channels. Organizations can be recognized as having standing to sue in the federal state where they are headquartered. Our headquarters are in Berlin, where, however, there is comparatively little agricultural livestock farming. Nevertheless, we are taking action here. Furthermore, we support organizations with standing to sue in other federal states both **financially** and with **legal expertise**. When courts find violations, the Federal Ministry of Agriculture, Food and Regional Identity (BMLEH) often takes the lead in drafting new regulations or amending existing ones. We support such initiatives through our political work.



Our Strategic Foundation

Our strategic pillars are built on a stable foundation that forms the basis for sustainable success:

Mobilization



People who participate in our work—both online and offline—act as a catalyst. That is why it is important that we reach as many people as possible and provide them with the right opportunities.

Funding



We carefully consider where to invest our resources most effectively. So far, this has always convinced enough donors to provide us with the funds we need. Good financial planning ensures that everything runs smoothly.

Team & Culture



Our team is the driving force behind our work. Our culture creates the framework for collaboration by setting priorities, defining values, and providing guidance in decision-making.

Good & Simple Structures



We create efficient structures that allow us to devote as much time and energy as possible to animal welfare. These include, among other things, clearly prioritized projects, streamlined administrative processes, and well-structured onboarding for new colleagues.



Internal team workshop

1.2 Subject of the Report

Scope

This report covers the vast majority of our work. However, we do not list smaller tasks and projects.

Application of the SRS

In this report, we follow the guidelines of the current version of the Social Reporting Standard (SRS), as of 2014. We have been preparing impact reports in accordance with the SRS since 2012 and have received an award for our work.

Reporting Period and Cycle

We report on our work during the calendar year 2025. In some instances, relevant information from the year 2026 is also included.

Contact

Mahi Klosterhalfen, President and CEO of the foundation, is primarily responsible for the content of this report. Inquiries can be submitted via the contact information provided in Section 6.1.



2. The Problem and Our Approach

2.1 The Social Problem

The industrial mass production of meat, fish, milk, and eggs causes animal suffering on an unprecedented scale. Particularly in industrialized countries such as Germany, there is no compelling reason for this, as a varied, tasty, and healthy diet is possible even with few or no animal products.¹ Those who still wish to consume animal products can opt for products with higher or high animal welfare standards, thereby significantly reducing animal suffering. Nevertheless, animal products with low animal welfare standards continue to be produced and consumed in enormous quantities.

Animal Welfare: From an animal welfare perspective, the main problem is that the legal regulations governing so-called livestock farming are incomplete and are essentially geared toward the practices and interests of animal users. Major improvements usually have to be fought for over a long period of time (such as the ban on cages for laying hens)..

Some of the most serious problems in current livestock farming are



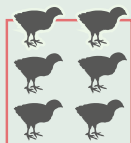
Transport and Slaughter

Many animals are transported over long distances, often without adequate care. During slaughter, animals frequently experience stress, painful stunning methods, and instances of failed stunning, meaning that some animals remain conscious during the slaughter process.



Amputations

In turkeys, cattle, pigs, and other animal species, body parts such as beaks, horns, or curled tails are routinely removed, usually without effective anesthesia.



Housing conditions

Animals often live in extremely cramped, structurally barren spaces, without sufficient opportunities for enrichment and without access to the outdoors.



Breeding

Animals are bred for ever-higher “performance”—such as faster muscle growth or increased milk or egg production.





Photo: Paralaxi - shutterstock

The mass production of animal products also has other negative impacts, which, while not the driving force behind our work, are in many cases “indirectly addressed”:

Environment: Today's animal agriculture also places a massive strain on the environment and the climate. According to the Food and Agriculture Organization of the United Nations (FAO), it is responsible for 12% of human-caused greenhouse gas emissions. Cattle farming accounts for the largest share of this, at over 60%.² Livestock farming is also one of the main drivers of deforestation: Cattle farming, in particular, contributes significantly to the clearing of tropical rainforests and accounts for about 41% of tropical deforestation.³ Intensive feed production requires enormous amounts of land and leads to soil degradation—according to estimates, an area of about four million km² (roughly half the size of the European Union) is rendered infertile worldwide each year.⁴ Added to this are the impacts on water bodies: Excess nutrients from livestock manure (e.g., liquid manure) in agricultural animal husbandry seep into the groundwater and lead to elevated nitrate levels. In Germany, nitrate levels have exceeded the permissible limit of 50 mg/L at about one in six monitoring sites for years, mainly due to agricultural runoff.⁵

Food security: Today's animal production is an inefficient waste of food. Estimates show that globally,

around 1.1 billion metric tons of edible crops (grains, soybeans, etc.) are fed to livestock to produce only about 240 million metric tons of meat, milk, and eggs—the vast majority of the calories and proteins contained in these crops are lost to the animals' metabolism and bodily maintenance.⁶ If these plant-based resources were used directly for human consumption, billions more people could theoretically be fed. One study calculated that even today, about four billion more people would have enough to eat if the global grain and soybean harvest were used directly as food rather than as animal feed.⁷ Even a moderate reduction in meat consumption in wealthy countries could lead to improvements—a simulation found that a 20% reduction in industrialized nations would “lead to a noticeable improvement in the nutritional situation in developing countries.”⁸

Health: Ultimately, high consumption of animal products also poses health risks to humans. Numerous studies show that a diet rich in red and processed meat is significantly associated with a higher risk of lifestyle-related diseases such as certain types of cancer (e.g., colorectal cancer), cardiovascular disease, and type 2 diabetes.⁹ In Germany, approximately 16.8 billion euros in annual healthcare costs are attributed to poor nutrition.¹⁰ In addition, expert panels point out that the consumption of animal-based foods carries further health risks. For example, the Scientific Advisory Board for



Agricultural Policy, Food, and Consumer Health Protection (WBAE) at the Federal Ministry of Agriculture warns that animal-based foods inherently pose risks to human health—for instance, through the development of antibiotic-resistant bacteria due to the use of antibiotics,

through various chemical contaminants from animal husbandry, and through zoonotic pathogens (such as *Campylobacter* and *Salmonella*).¹¹ New types of viruses, such as SARS-CoV-2, are also included here.



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).

Meat eaters	124
Vegetarians	104
Vegans	89



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.

Meat eaters	13,6 %
Vegetarians	9,4 %
Vegans	6,8 %



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.

Meat eaters	124
Vegetarians	1/2
Vegans	1/3



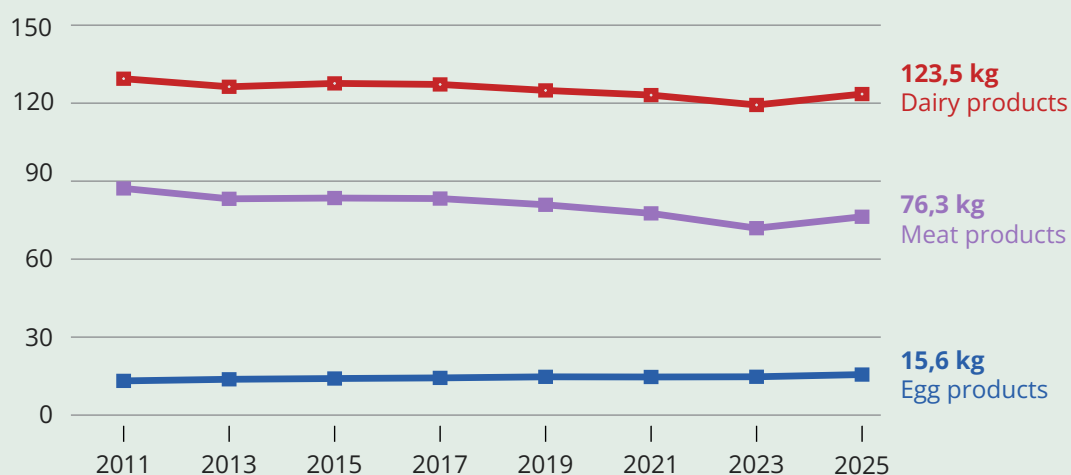
Consumption and Production of Animal Products in Germany



Foto: Hachob - shutterstock

Consumption of dairy¹, meat products and eggs in Germany (as of 2025)

Consumption² per person in kg



¹ Total of fresh milk, long-life milk, butter, and cheese products.

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

Sources: Federal Information Center for Agriculture (BZL)

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Overall, the production and consumption of large quantities of animal products cause a wide range of problems. This issue should therefore be addressed with a sense of urgency. After all, Germany saw a steady decline in per capita meat consumption and meat production through 2022. Since then, consumption has stagnated.¹² Without a significant expansion of existing measures and new, effective interventions, there is reason to fear that the production and consumption of animal-based foods will decline only very slowly or even stagnate at a high level. The export-oriented nature of

the meat and dairy industries means that declining domestic demand does not automatically lead to a reduction in livestock populations or a restructuring of animal husbandry through international trade. The renewed political support for an export-oriented approach (e.g., the BMLEH Agricultural Export Strategy 2025¹³) is the wrong path to take. Considerable additional efforts are needed to effectively counteract the trends described and to realize the positive effects mentioned.



2.2 Approaches to Date

Despite the enormous scale of animal suffering, there are only a few professional organizations in Germany that systematically advocate for the protection of animals in agriculture. A key reason for this is the comparatively small share of donations that goes to animal welfare: Of the total 5.1 billion euros donated in Germany in 2024, only about 396 million euros (7.8 %) went to animal welfare.¹⁴

It is unclear exactly how much of this actually benefits so-called farm animals. An analysis based on publicly available sources and supported by ChatGPT yielded an estimate of approximately 59 million euros—which corresponds to only about 15% of total animal welfare donations or roughly **1.2% of all donations in Germany**. Even if the actual figure were different, it highlights the imbalance: the scale of the problem is out of proportion to the available resources.

Animal welfare organizations take a wide variety of approaches to help animals in the agricultural sector. Among the most common interventions are:

- > **Information and public awareness efforts**, such as information campaigns about conditions in factory farming—often combined with a call to adopt a plant-based diet..
- > **Political advocacy**, e.g., through lobbying, petitions, or participation in legislative processes.
- > **Working with or against companies**, such as through discussions with stakeholders in the food industry, corporate rankings, or campaigns to improve animal welfare standards.

2.3 Our Approach

Maximizing Impact—with Strategy and Focus

Four key questions guide us in selecting our priorities and actions::

- > **How many animals are affected—and how much do they suffer?**
- > **How realistic is it to reduce their suffering?**
- > **Which interventions promise the greatest impact?**
- > **Where can we make a real difference within the animal welfare movement?**

These considerations have consistently led us to the issue **of factory farming**—with a particular focus on **broiler chickens and fish**, as a particularly large number of animals are affected in these sectors and their suffering is often especially severe. We also invest a portion of our resources to address other animal species such as pigs, turkeys, laying hens, and cattle. The measures presented in this report are based on the goal of achieving **maximum impact** with our available resources—that is, preventing as much animal suffering as possible with the means at our disposal.



2.3.1 Outputs & Direct Target Group

The Food Sector

Target Groups

Our main target groups in the corporate sector are decision-makers from **the food production, food retail, and foodservice industries**, as well as **producers** and, to some extent, **certification bodies**.

Activities

We rely on dialogue, information, and, when necessary, targeted campaigns to motivate companies **to raise their animal welfare standards** and **reduce their use of animal products**. To this end, we provide the following activities:

1. Raising Awareness

Through targeted information sharing, we improve our target groups' understanding of animal welfare issues in livestock farming as well as practical (partial) solutions. We also highlight the progress other companies have already made—which often increases their motivation to follow suit.

2. Increasing willingness to change

Ideally, our rankings and one-on-one discussions lead to the development of individualized improvement plans. We support the implementation of these plans and promote tailored solutions—on an equal footing, practical, and realistic.

3. Supporting Implementation

We actively assist with implementation and bring relevant stakeholders together.

4. Applying pressure where necessary

Wenn Dialoge und Rankings nicht zum Ziel führen, setzen wir ggf. öffentlichkeitswirksame Kampagnen ein: Petitionen, Medienarbeit, Social-Media-Aktionen und weitere Maßnahmen erhöhen den Handlungsdruck.

If dialogue and rankings do not achieve the desired results, we may launch high-profile campaigns: petitions, media outreach, social media campaigns, and other measures increase the pressure to act.

We distinguish ourselves from many organizations through a constructive approach: Whenever possible, we prioritize collaboration with decision-makers and

emphasize mutual benefits. Only when these efforts fail do we publicly expose obstructive attitudes and/or go on the offensive with campaigns.

Our specific priorities:

- > Improving **standards in broiler farming** (Broiler Initiative)¹⁵
- > Improving **standards in aquaculture** (through the Aquaculture Welfare Standards Initiative)¹⁶
- > **Reducing animal products** throughout the entire supply chain (Plant Potential)¹⁷
- > Improving **companies' animal welfare policies**
- > Addressing other animal welfare issues whenever the opportunity arises

Approach

After identifying suitable contacts, we reach out to them—via email, phone, or in person. We establish a direct line of communication, propose improvements, and support their implementation.

In addition, we disseminate targeted information through our platform www.lebensmittel-fortschritt.de and the accompanying **newsletter**. We use **rankings** to evaluate how well companies' policies address animal welfare and the reduction of animal products.

If discussions reach an impasse, we increase pressure through public **transparency** and **campaigns**.

To raise animal welfare standards in aquaculture, we fund the Aquaculture Welfare Standards Initiative (AWSI), which collaborates with numerous stakeholders from production, trade, certification, science, and the field to develop measures. The AWSI has published **animal welfare recommendations**,¹⁸ which its members have adopted. Certifications from Global G.A.P., ASC, and Naturland now also **comply with** these recommendations. To ensure these recommendations are effectively implemented in practice, most practitioners still have much to learn. The AWSI delivers this training content using the best-known learning method: virtual reality. To this end, it develops and distributes corresponding **virtual reality training modules** for use in education and in practice.



Politics

Target Groups

Our political target groups include members of parliament and government officials, as well as their staff, at **the federal and EU levels**, in particular:

- > Ministers, state secretaries, and EU commissioners
- > Members of **specialized working groups** in the Bundestag and the European Parliament
- > Policy analysts and political staff specializing in agricultural policy, food, livestock farming, or animal welfare

Activities

- > **Personal networking** in Berlin and Brussels, including establishing and maintaining **strategic contacts**
- > Preparation and dissemination of **policy papers** and **position statements**
- > Utilization of **media relations**

Law

Target Groups

Our points of contact in the legal sector include **veterinary offices, ministries of agriculture, courts, the legislature, and organizations with standing to sue**.

Activities

- > Pursuing promising **legal actions** (both our own and in support of others)
- > Advocacy for the **preservation and expansion of the right of animal protection organizations to file lawsuits** in the federal states, as well as its introduction at the federal level

2.3.2 Intended Outcomes/Impact on the Target Group

The Food Sector

Our work with companies aims to achieve the following outcomes:

- > Improvement of breeding, housing, and slaughter conditions for broiler chickens
- > Improving the breeding, housing, and slaughter conditions for other animal species (e.g., laying hens, turkeys, cattle, pigs, dairy cows, fish, shrimp)
- > Raising and clarifying standards in corporate animal welfare guidelines
- > Reducing sales of animal products and reducing the use of animal products as ingredients



Third roundtable, 2025





Presentation of the German Platform of Associations' Statement on the future of the CAP (Common Agricultural Policy) after 2027

Politics

Our political work aims to reduce animal suffering and achieve the following outcomes:

1. Animals are kept in significantly better conditions

Through our lobbying efforts, we help ensure that the legal framework governing agricultural animal husbandry is significantly improved (building codes, minimum standards, and labeling). This also includes economic incentives for farms with more animal-friendly conditions (subsidy programs).

2. Livestock populations and consumption of animal-based foods are declining

Raising minimum standards, combined with the continuing decline in demand for animal-based foods, leads to a reduction in livestock populations, which has benefits not only for animal welfare but also for the environment and climate.

Our particular strength: **objective, solution-oriented communication that is open to compromise.** This enhances our ability to engage in political processes.

Law

Our legal work is intended to achieve the following effects:

1. Influencing case law

Through **lawsuits**, we secure landmark rulings that demonstrate that standard practices in agricultural animal husbandry violate applicable law. Such rulings result in the termination of practices that constitute animal cruelty, for example, because legal frameworks must be amended.

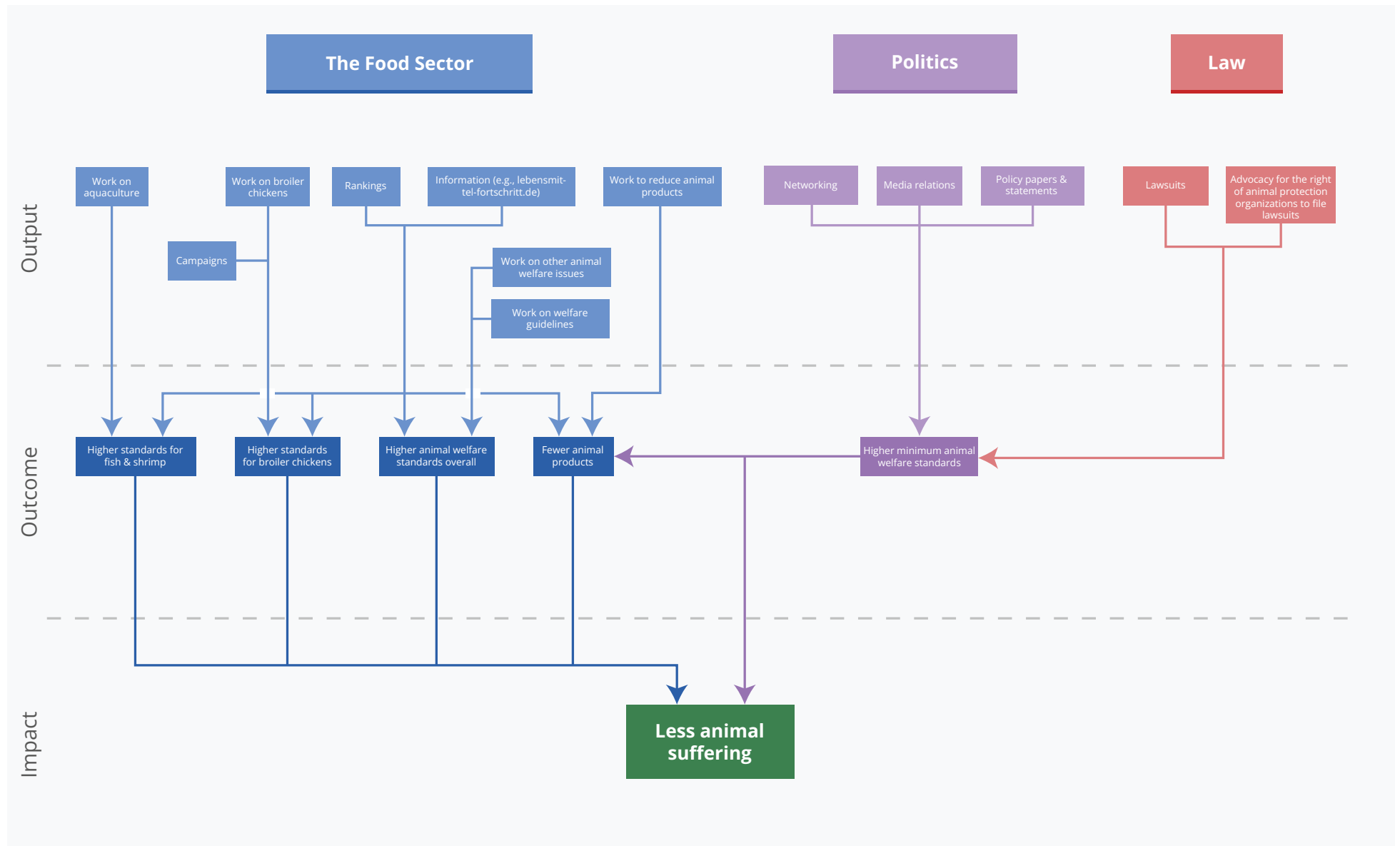
2. Strengthening animal protection through oversight and enforcement

Our lawsuits help ensure that veterinary offices, enforcement agencies, and regulators take a closer look—and that animal welfare regulations are implemented more consistently.

Our particular strength lies in the **high level of legal expertise** within the foundation: A full-time in-house counsel on the Politics & Law team enables us to work in a well-founded, strategic manner in collaboration with external attorneys.

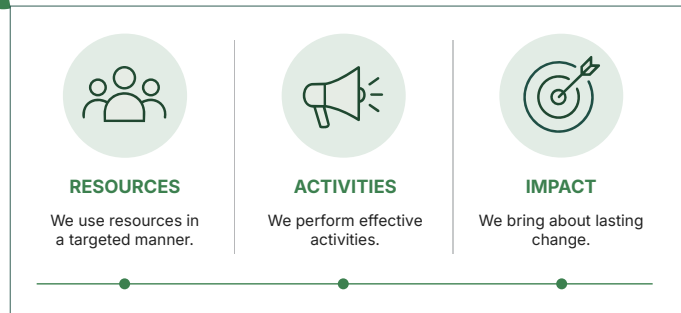


2.3.3 Illustration of the Impact Logic



3. Resources, Activities, Impact

For the year 2025, we have broken down our costs ("resources used") in greater detail than before. As a result, not all 2025 items have corresponding figures from the previous year for comparison. The totals, however, can be easily compared.



3.1 The Food Sector

3.1.1 Resources Used (Input)

Input	2023	2024	2025
Animal Welfare Broiler Chickens	€739,553	€803,394	€607,184
Animal Welfare Other Land Animals	€76,026	€82,622	€106,503
Animal welfare Aquaculture	€599,818	€468,152	€1,182,728
More Plant-Based Options	€200,451	€177,509	€170,042
Rankings & Events	-	-	€39,710
Campaigns in general	-	-	€77,504
Other Costs Lebensmittel-Fortschritt	-	-	€58,102
Total	€ 1,615,848	€1,531,677	€2,241,773
of which personnel costs	€755,394	€901,760	€912,695

Regarding the "Animal welfare Aquaculture" line item: This work is primarily carried out on our behalf by the Aquaculture Welfare Standards Initiative (AWSI), which we support with donations. In the annual financial statements, these donations are treated as so-called "neutral expenses." For better readability and clarity, we list the-

se costs in this report together with our direct project costs. To a much lesser extent, we have also applied this approach to other items in this report (Animal Welfare Other Farm Animals, More Plant-Based Options, and Legal Matters).



3.1.2 Activities Performed (Output)

As part of our work with companies, we have carried out the following key activities:



Edeka campaign, 2025

Broiler Initiative

We have ...

- > planned and carried out a **campaign** to encourage the **Edeka Group** to join the Broiler Initiative
- > published the **second Pecking Order Report** for the **food retail, catering, restaurant, and manufacturing** sectors
- > hosted **the Albert Schweitzer Foundation's third roundtable** in Berlin—for the first time in conjunction with a parliamentary evening
- > spoken with many companies about participating in the Broiler Initiative and meeting its criteria

Cage-Free

We have ...

- > called on companies with presumably high egg consumption that had not yet made a voluntary commitment to do so
- > called on the most relevant German wholesalers to ensure that cage eggs are excluded from their private-label egg products and processed eggs as well
- > assisted a journalist with research for a report on the import of cage eggs into Germany
- > added various companies without a cage-free commitment to the blacklists on our website¹⁹

Reducing Animal Products: Plant Potential

We have ...

- > created and filled the role of a Plant Potential Expert to oversee and further develop the program and support the key account managers
- > launched the revision and further development of Plant Potential
- > engaged in regular dialogue with other NGOs working to reduce animal products



Pecking Order Report, 2025



Aquaculture Standards

The Aquaculture Welfare Standards Initiative, which we fund, has...

- > completed several VR learning modules on animal-welfare-oriented aquaculture and translated them into five languages (including topics such as low-stress salmon feeding, water quality, and the Shrimp Welfare Index)
- > conducted intensive courses at Bremen University of Applied Sciences
- > provided technical advice to other NGOs
- > presented the VR learning platform at several trade fairs and events
- > collaborated with research institutions and universities to integrate welfare learning modules
- > held discussions with its members—e.g., food retailers, producers, scientific institutions, and associations

Public Relations & Communication

We have...

- > maintained and expanded the www.lebensmittel-fortschritt.de platform
- > sent out a regular **newsletter** to stakeholders in the business community
- > shared our topics through LinkedIn posts

Additional Rankings

We have...

- > published the **Superlist Environment ranking** in collaboration with partner organizations and held a related event
- > continued to make our **international ranking tool** available to other NGOs, which have used it in at least four countries for their own publications



Third roundtable, 2025



3.1.3 Achieved Outcomes and Impact

We were once again able to achieve several concrete advances with companies:



Reduction of Animal Products: Plant Potential

- > As part of its nutrition report, **Aldi Süd** has also disclosed its ratio of animal-based to plant-based products
- > **Rewe** has published a protein strategy

Aquaculture Standards

- > Students and professors report high levels of learning success through the VR modules
- > The custom-developed VR learning platform was awarded an innovation prize at the "LearnTech 2025" trade show
- > Practitioners can implement higher animal welfare standards
- > The NGOs receiving consultation can work more effectively
- > ASC has published its revised farm standard (which meets the AWSI animal welfare recommendations; the transition will take place over two years)
- > The share of aquaculture products in the German food retail sector that are in the process of transitioning has risen from an estimated 18% (2024) to an estimated 93%. However, products that have completed the transition are still relatively rare (estimated at 4%)

Broiler Initiative: 7 Policies & Changes

- > **The Edeka Group (Edeka and Netto Marken-Discount)** has adopted key demands of the Broiler Initiative (MHI) by 2030 as part of a publication on its website. We have successfully concluded our campaign
- > **Rewe** has added **frozen products to** its voluntary commitment
- > **Kaufland** has incorporated goals in line with the Broiler Initiative into its animal welfare policy
- > A **regional retailer (V-Markt)** has made a voluntary commitment by 2030 for its entire range of fresh and frozen chicken products (brand-name and private-label)
- > A producer from Croatia has made a voluntary commitment to supply its customers with chicken meat that meets the MHI criteria
- > Two companies approached us to participate in the Broiler Initiative: a wholesaler and a hotel that has already made a 100% transition



3.2 Politics

3.2.1 Resources Used (Input)

Input	2023	2024	2025
Policy Work	-	-	€82,176
Alliance Work & Collaborations	€33,898	€78,279	€94,011
Political Advocacy	€136,716	€198,959	€131,367
Total	€170,614	€277,238	€307,554
of which personnel costs	€30,375	€105,400	€236,157

3.2.2 Activities Performed (Output)

Despite challenging political conditions (e.g., the federal election in February 2025 and a new federal government), we remained focused and committed to our goals:

Restructuring: We did not establish the new **Politics & Law** division until the fall of 2024. We used the first half of 2025 to refine our strategic focus and enhance our professional capabilities.

Advocacy for the Office of the Berlin State Animal Welfare Commissioner and Berlin's Right of Animal Protection Organizations to File Lawsuits

We have ...

- > sent letters to Berlin's political parties regarding the preservation of the office in preparation for the 2026 House of Representatives election
- > actively participated in the hearing of the Berlin House of Representatives' Committee on Science and Research on the topic of Costs and Benefits of the right of animal protection organizations to file lawsuits and submitted a statement²⁰
- > actively participated in the joint expert discussion on the right of animal protection organizations to file lawsuits at the Berlin House of Representatives²¹
- > sent letters to Berlin's political parties regarding the preservation of the right of animal protection organizations to file lawsuits in preparation for the 2026 House of Representatives election
- > conducted media and public relations work
- > engaged in lobbying efforts

Transformation of Agricultural Animal Husbandry

We have ...

- > published a policy paper on financing the transition²²
- > published a policy paper on the labeling of animal-based foods²³
- > published a policy paper on streamlining building permit processes²⁴
- > participated in expert discussions on the Animal Husbandry Labeling Act
- > sent a legal opinion on the applicability of the recommendations of the Competence Network for Livestock Farming at the EU level to members of the European Parliament
- > conducted media and public relations work
- > engaged in lobbying efforts



Networking & Alliances

We have ...

- > **become involved** the **Alliance for Animal Welfare Policy (Bündnis für Tierschutzpolitik)** and the **Eurogroup for Animals**²⁵
- > networked with many key players in environmental, climate, and nature conservation through **The German League for Nature and Environment** (Deutscher Naturschutzring, membership effective January 2026)²⁶
- > actively participated in the **End the Cage Age Alliance**²⁷

Federal Election, New Bundestag, and New Federal Government

We have ...

- > published an analysis of the animal welfare policies in the Bundestag election platforms²⁸
- > sent congratulatory letters to members of the Bundestag
- > hosted a parliamentary breakfast for staff members of Members of Parliament and from parliamentary groups
- > hosted a parliamentary evening (see the third roundtable in Chapter 3.1.2)

EU Agricultural Policy (CAP)

We have ...

- > drafted a joint statement from several associations²⁹
- > actively participated in various meetings of the Civil Dialogue Group (CDG) on the CAP's strategic plans and horizontal issues³⁰
- > submitted a statement as part of the association consultation on the CAP Direct Payments Regulation³¹
- > drafted a statement from several associations³²
- > given a presentation at a CAP event³³
- > published a policy paper³⁴
- > conducted media and public relations work
- > engaged in lobbying efforts

EU animal welfare legislation

We have ...

- > participated in two meetings with the Chief Veterinary Officer (BMLEH)
- > conducted media and public relations activities to promote the public consultation³⁵
- > participated in the public consultation³⁶
- > participated in expert interviews for two studies supporting the impact assessment for the revision of EU rules on animal welfare on farms
- > engaged in lobbying efforts



Bündnismitglieder (Stand 2025):

Alliance Members (as of 2025): The Alliance for Animal Welfare Policy (Bündnis für Tierschutzpolitik) consists of the Albert Schweitzer Stiftung für unsere Mitwelt, the Bundesverband Tierschutz e.V., the Bund gegen Missbrauch der Tiere e.V., the Menschen für Tierrechte – Bundesverband der Tierversuchsgegner e.V., PROVIEH, and FOUR PAWS Germany.



3.2.3 Achieved Outcomes and Impact



Election benchmarks graphic, 2025

2025 was a year of setting the political course and building networks, but with only limited immediate results. This is primarily because ...

- > we restructured our policy team in the fall of 2024 and focused primarily on **building strategic relationships** in 2025
- > the **federal election**—and thus the **formation of a new government**—was brought forward, meaning that the new coalition's substantive work did not begin until the summer of 2025
- > the federal government, the European Commission, and the European Parliament are **not currently** giving **high priority** to **animal welfare**

Nevertheless, our activities have great potential to make an impact:

- > To improve the Foundation's substantive policy work, we introduced the new **Policy Papers** format and published four such papers. The target audience for these Policy Papers is staff members in the Bundestag and the European Parliament, whose work we facilitate through our analyses.

- > Our new Politics & Law team has expanded key networks in Berlin and Brussels, thereby laying the groundwork for more targeted advocacy in the future. Further expanding these networks and maintaining these contacts is crucial to the success of our work. To this end, our cooperation with other organizations within the Eurogroup for Animals, The German League for Nature and Environment, and the German Platform of Associations³⁷ is very helpful.
- > We have further strengthened our positioning as **an organization that operates in an objective, constructive, and professionally sound manner**—a crucial factor for long-term political impact.
- > Our Director of Politics & Law, representing the political work of the entire team, was **honored** as one of the "Top 100 of the Table 2025" in the agrifood sector by Table.Media.³⁸ For us, this award is proof that the foundation has built a very strong team.



3.3 Law

3.3.1 Resources Used (Input)

	2023	2024	2025
Total	€426,879	€509,258	€435,949
of which personnel costs	€71,770	€84,421	€88,699

3.3.2 Activities Performed (Output)

Strategic Lawsuits

A key focus of our work is on court proceedings that set a precedent. In close cooperation with the Lower Saxony State Animal Welfare Association (Landestierschutzverband Niedersachsen e. V.) and the Albert Schweitzer Animal Welfare Lower Saxony Association (Albert Schweitzer Tierschutz Niedersachsen e. V.), we initiated a new lawsuit in 2025 against a broiler chicken farming operation in a district of Lower Saxony. The case centered on the fundamental question of the extent to which common farming systems involving breeds bred for high meat yield—which violate animal welfare principles—are legally permissible at all. At the end of 2025, the lawsuit was withdrawn following a rather negative assessment of its prospects for success.

We actively participated in an ongoing administrative proceeding, once again reviewed the case files, and ultimately filed a lawsuit against the tethered housing of cattle.

Furthermore, we have vigorously pursued our turkey lawsuit³⁹. In early 2025, the Federal Administrative Court

decided to grant leave to appeal, so the proceedings have since continued in the third instance. We expect a decision in 2026.

Monitoring Legislation

We are authorized to file lawsuits in Berlin and therefore have a strong interest in preserving the **Berlin right of animal protection organizations to file lawsuits** (BlnTSVKG). As in the previous year, we continued to counteract any potential weakening or repeal of the law in 2025 (see subsection 3.2.2.). A key basis for this was also an analysis and critical examination of the report by the Senate Department of Justice evaluating the BlnTSVKG.

Exercising the Right to Information

Another key lever of our legal work is access to official information. In 2025, we once again filed requests under the Freedom of Information Act (IFG) as well as requests for information under the BlnTSVKG with the State of Berlin—all of which pertained specifically to animals kept for agricultural purposes in the State of Berlin.

3.3.3 Achieved Outcomes and Impact

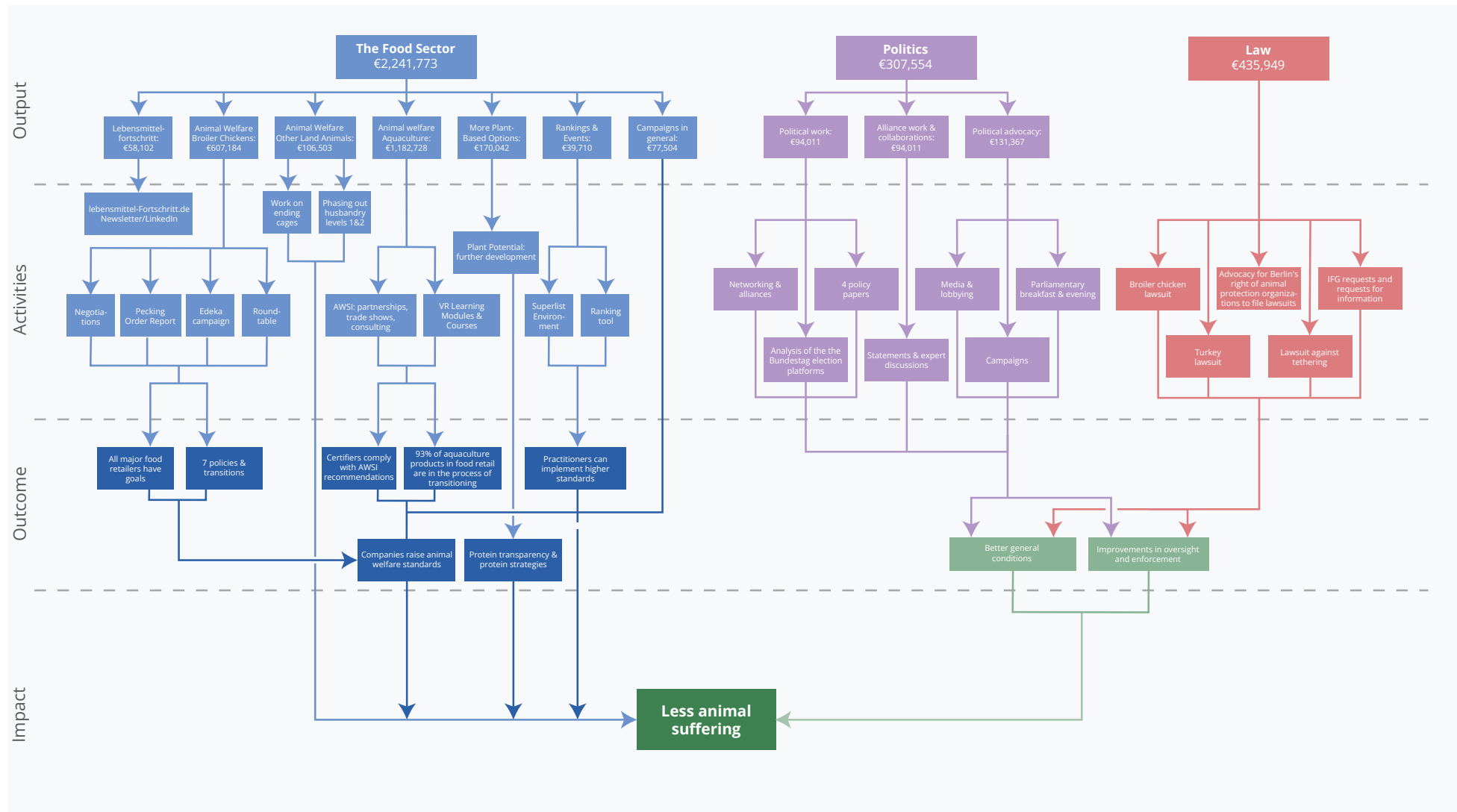
The impact of legal work rarely unfolds overnight. Years of legal work lead to real successes only at long intervals and produce the impact we intend for the animals. However, when legal proceedings are successful, they can bring about fundamental clarifications and enable lasting changes. We see this great potential in our turkey lawsuit, which we launched in 2017 in collaboration with Menschen für Tierrechte Baden-Württemberg e.V. A final ruling on the lawsuit will be handed down by the Federal Administrative Court in 2026.



Photo: BCFC - shutterstock



3.4 Overview of Resources, Outputs, and Outcomes



3.5 Measures for Accompanying Quality Assurance



	2023	2024	2025
Total	€48,285	€67,727	€126,874
of which personnel costs	€46,106	€67,727	€74,969

We have implemented the following quality assurance and improvement measures::

- > four quarterly meetings with all employees to promote collaboration and team culture
- > continuation and implementation of work on an updated mission statement (vision, mission, culture)
- > implementation and close collaboration between HR, management, and employee representatives
- > introduction of a professional, electronic human resources management system
- > introduction of an objective employee development process, including feedback and development discussions
- > introduction of objective job profiles for each position
- > introduction of overviews and standards for mandatory and other continuing education for employees
- > preparation of a standardized, annual long-term workforce planning process for qualitative and quantitative resource management
- > adaptation and implementation of a uniform, fair, and standardized compensation model
- > introduction of a tool for monthly surveys and analysis of employee satisfaction
- > evaluate regular HR KPIs and derive recommendations for action in collaboration with management and leaders
- > introduction of the Spendesk accounting program: significantly easier submission of receipts, fewer self-submitted receipts, and a quick and easy overview of expenses
- > creation of a third meeting room to provide privacy and bring quiet to the individual offices
- > simplification of office infrastructure through Skedda booking enhancements and organization
- > hired a certified bookkeeper
- > implementation of a new CRM system
- > filled two positions on the IT team
- > initiated the transition to new IT leadership
- > new work processes introduced in the IT team
- > IT asset management implemented
- > professionalization of mobile device management
- > change of service provider for newsletter distribution



3.6 Comparison to the Previous Year: Degree of Goal Achievement, Lessons Learned, and Successes

As in almost every year, we have once again been able to make a significant difference for animals and have thus come one step closer to our vision of a world without animal suffering. Among the most important developments are:

Progress for Broiler Chickens

Now that the Edeka Group has also published goals in line with the Broiler Initiative, all major food retail companies have corresponding goals and plans. This is an extremely important milestone, as the purchasing power of the food retail sector can significantly influence trends in the poultry industry.

Progress for fish and shrimp in aquaculture

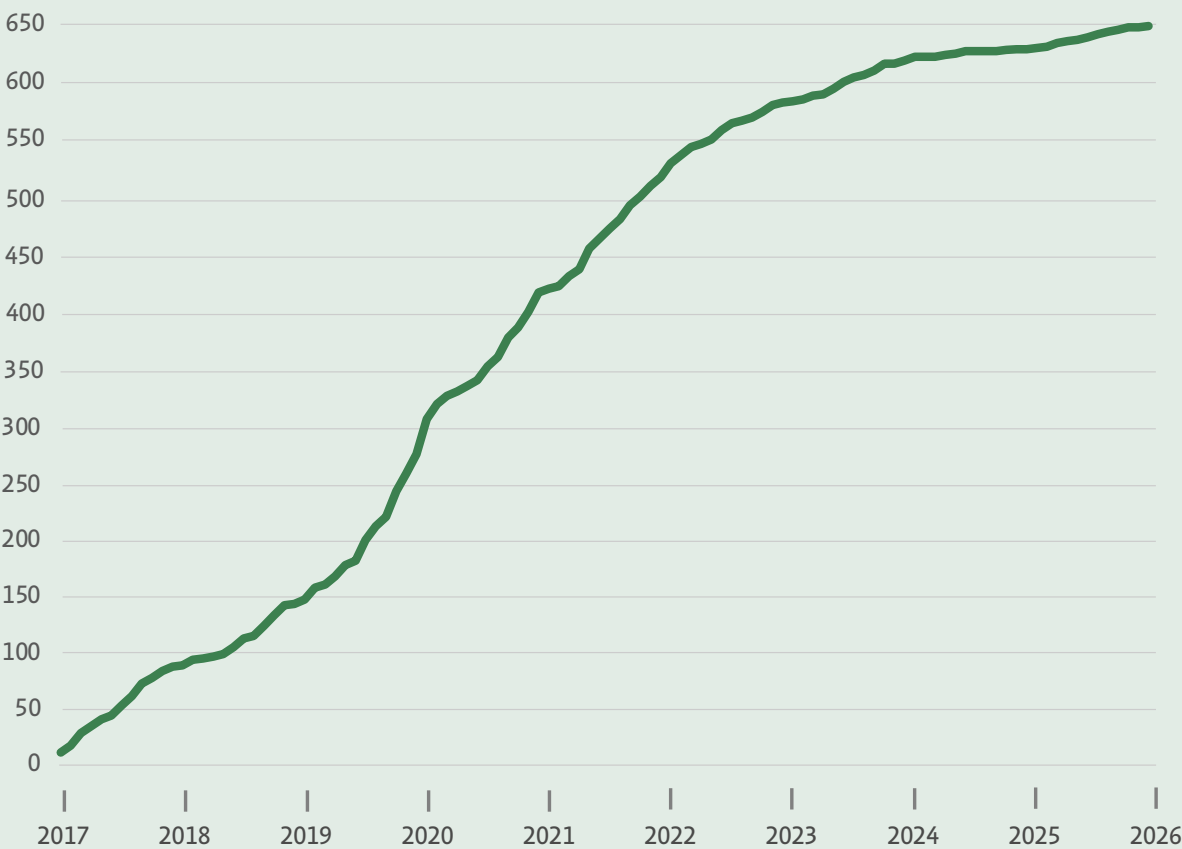
The fact that so many products are currently in the process of transitioning is also a very important milestone.

A Look at Our Quarterly Goals

Each quarter, we set goals that represent a mix of impact goals and internal goals. In 2025, we set 72 quarterly goals, 44 of which we fully achieved (61 %), 23 of which we partially achieved (32 %), and 5 of which we missed (7 %).

“Partially achieved” means we achieved at least 70% of a goal; “missed” means we achieved less than 70% of a goal.

Progress for Broiler Chickens – Number of Supporters



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4. Planning & Outlook



Photo: Kudla - shutterstock

4.1 Planning & Goals

We currently consider ourselves on the right track and are not making any major adjustments; instead, we are focusing on largely established goals using the familiar levers.

The Food Sector

We remain focused on ensuring the success of the Broiler Initiative. We are placing greater emphasis on phasing out husbandry levels (Haltungsformen) 1 and 2, which are particularly problematic from an animal welfare perspective. It remains very important to us to reduce the consumption of animal products, raise standards for fish and shrimp, and address other animal welfare issues when the opportunity arises—such as taking another look at the issue of cage-free eggs (there appears to be an increase in imports of cage-raised eggs from outside the EU). In addition, we collaborate with other NGOs when opportunities arise to help generate international impact.

Politics

Politically, our focus is on advancing the transformation of animal agriculture in Germany. We rely on three strategic elements to support farms in adopting better husbandry practices: funding programs, labeling, and building permits. At the same time, we are pushing for an ambitious transformation plan within the EU to ensure more animal-friendly conditions for so-called farm animals. We also advocate for higher animal welfare standards—ranging from expanded labeling of animal husbandry practices in Germany to a phased-out end to cages in the EU.

Law

Legally, we focus on enforcing and improving existing animal welfare laws. Because violations of applicable laws remain common in the rearing of so-called farm animals, there are significant opportunities here for effective legal action. We continue to support class-action lawsuits filed by regional animal welfare organizations and will—where possible—file lawsuits ourselves. We also use the IFG and the UIG to uncover abuses. The publication of relevant information can generate public pressure, which can lead to improvements for the animals.



Photo: Your-Design - shutterstock



4.2 Influencing Factors: Opportunities & Risks

We assess opportunities and risks (time horizon: three years) using a scoring method. The calculation incorporates the variables probability (x) and impact (y), which we rate on a scale from 1 to 5. The score is calculated using the formula " $x \cdot y$." This formula ensures that both opportunities and risks with significant implicati-

ons for our work are emphasized more strongly than they would be if x and y were simply added together. The listed measures describe approaches and ideas for what we can do to increase the likelihood of opportunities occurring or to reduce the likelihood of risks.

Opportunities

Opportunity	Consequences	Probability (x)	Impact (y)	Rating ($x \cdot y$)	Measures
Improvement of EU law	Higher minimum standards	3	5	20	Expand the network, make demands, represent interests, apply pressure
Improvements in German legislation	Higher minimum standards	1	4	8	Expand the network, set demands, and take a substantive stance
State-funded (or co-funded) restructuring of animal husbandry	Higher animal welfare standards	2	4	12	Help shape the design and criteria: Premiums & labeling
Federal animal husbandry labeling is being further developed	Market shifts toward higher standards	3	3	12	Set demands, apply pressure
Growing interest in reducing animal products (companies)	Greater willingness to expand and adjust product lines	4	3	15	Expand and improve Plant Potential, agree on goals, conduct rankings
Growing use of plant-based alternatives by the industry	Animal products are being phased out	4	3	15	Expand and improve information resources
Growing use of alternatives to animal products derived from fermentation	Animal products are being phased out	3	3	12	Expand and improve information resources
Use of animal products derived from cell culture	Animal products are being phased out	2	4	12	Expand and improve information resources
NGOs addressing plant-based diet topic (even) more boldly	Even greater social acceptance and support	2	2	6	Raising awareness of interconnections (environment, food security, health)
Animal welfare is (further) establishing itself as a social issue	Higher standards and lower consumption are recognized as necessary	3	4	16	Outreach



Opportunity	Consequences	Probability (x)	Impact (y)	Rating (x*y+y)	Measures
Positive court rulings	Legal Status of Animal Welfare/Animals Is Improving	4	3	15	Initiating lawsuits and providing substantive and financial support for them
Use of AI and automation	Greater efficiency, lower costs, better decisions	5	4	24	Promote professional internal use, monitor the market for AI applications, and continuously develop internal guidelines and standards
Labor market with demand > supply	High level of expertise, strong negotiating position	4	4	20	Setting high standards in recruiting and onboarding processes, employer branding

Risks

Risk	Consequences	Probability	Impact	Rating	Measures
Deterioration of EU law	Consolidation or deterioration of the status quo	3	5	20	Expand the network, issue warnings, advocate for interests, apply pressure
Deterioration of federal law	Deterioration of the status quo	1	5	6	Expand the network, raise awareness, advocate for interests, apply pressure
Dwindling interest in the media	Difficulties in disseminating our content	2	4	12	Telling and sharing good Stories
Dwindling interest among private individuals	Difficulty achieving impact	2	4	12	Doing good media relations
Dwindling interest from companies	Difficulties achieving Impact	2	5	15	Even better highlighting benefits, campaigns
Companies are not meeting their voluntary commitments	Standards are not being raised	3	4	16	Track progress, provide support for implementation, launch campaigns
Advertising measures in the agricultural industry	Reassuring consumers	4	3	15	Conduct outreach efforts; if necessary, scrutinize advertising campaigns



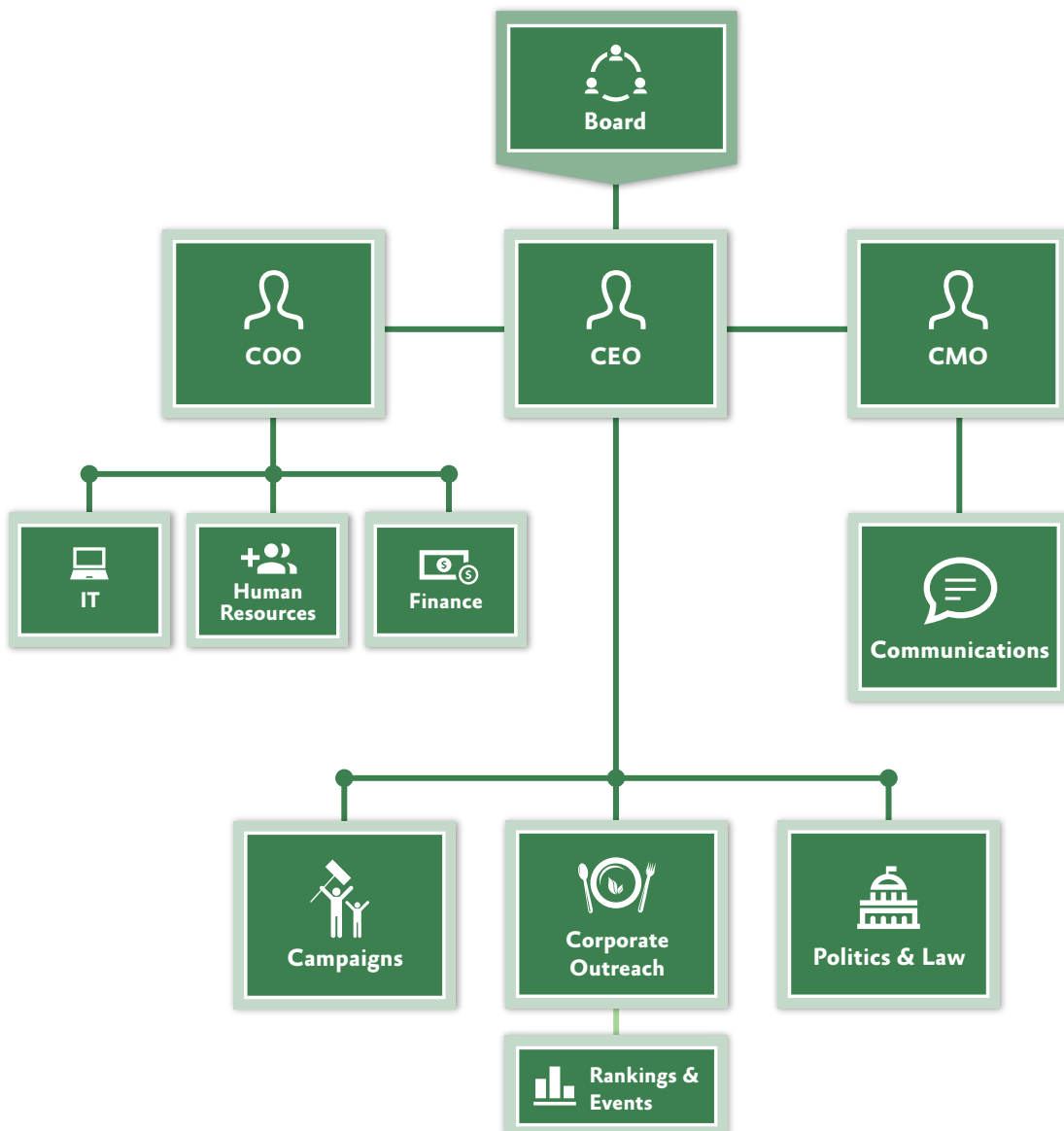
Risk	Consequences	Probability	Impact	Rating	Measures
Progressive overbreeding of animals	Increased suffering of farm animals	4	4	20	Raise awareness among consumers and retailers, take legal action
Trade agreements with low standards	Erosion of established standards	3	3	12	Warning
Increased focus on agricultural exports	Increase in production (in Germany)	5	3	18	Highlighting alternatives, criticizing export orientation
Failing to keep up with AI developments or implementing them poorly	Strategic inertia; opportunities for effectiveness and efficiency not fully exploited	2	4	12	Promote professional internal use
Cybercrime	Damage, data loss, restricted ability to act	3	4	16	Internal training, strengthening IT security standards, collaboration with established service providers
Skilled labor shortage	Open positions remain unfilled	2	4	12	Effective recruiting, attractive working conditions, on-the-job training
Data protection violations	Damage, loss of trust	2	4	12	Tighten data protection standards, provide internal training
No funding for restructuring animal husbandry	Transformation of animal husbandry is being slowed down	3	4	16	Expand the network, raise awareness, advocate for interests, apply pressure



5. Organizational Structure & Team



5.1 Organizational Structure



5.2 Introduction of the Main Players

Our Team



André Sabosch
IT Lead



Andrea Broszio
Donor Service &
Inquiry Management



Andreas Manz
Senior Policy Officer



Dr. Anna Stief
Head of Rankings & Events



Anna-Klara Amler
Plant Potential Expert



Catharina Rubel
Senior Campaigner



Christian Rehmer
Director Politics & Law



Dario Ritter
Campaign Assistant



Dominika Juhásová
Fundraiser



Doreen Rothe
Editor



Esther Rabofski
Director
Corporate Relations



Florian Witkowski
Graphic Designer



Gesche Liebert
Assistant Media Relations



Henner Brünjes
Webmaster



Irina Fronescu
Director Campaigns



Jacques-Willi Wecke
Chief Operating Officer





Janika Kleine
Key Account Manager



Jennifer Wilke
Editor



Julia Harnal
Key Account Manager



Julian Merkle
On Purpose Associate



Katrin Landgraf
Chief Marketing Officer



Kim Treichel
HR Lead



Kirstin Messerschmidt
Senior PR and Media Officer



Lina Petri
Editor



Lisa-Marie Fuchs
Campaigner



Mahi Klosterhalfen
CEO



Dr. Mareike Klinger-Strobel
Campaigns & Volunteer Management



Marie Fleischer
Rankings & Events



Marie Gewalt
Social Media Manager



Marie Mittermeier
HR Manager



Marie Mühlen
Administration &
Team Support



Meike Röhm
Key Account Manager



Noah Wankner
Video



Sandun Mohr
IT Administration





Sven Hermann
Senior IT Specialist,
Projects & Systems



Sylvi Paulick
In-house Lawyer



Thea Ehlich
Senior Campaigner

5.3 Partnerships, Collaborations & Networks



6. Organizational Profile

6.1 General Information



Name	Albert Schweitzer Foundation for Our Fellow Creatures
Sitz	Littenstraße 108, 10179 Berlin
Founded	Year founded: 2000; Founder: Wolfgang Schindler
Legal status	Foundation with legal capacity under civil law
Contact information	Albert Schweitzer Stiftung für unsere Mitwelt Littenstraße 108 10179 Berlin Phone: 030 – 400 54 68 0 Fax: 030 – 400 54 68 69 Email: kontakt@albert-schweitzer-stiftung.de Website: https://albert-schweitzer-stiftung.de
Link to mission statement	https://albert-schweitzer-stiftung.de/ueber-uns/vision-mission-kultur
Link to statute	https://albert-schweitzer-stiftung.de/ueber-uns/satzung
Link to transparency signing	https://www.transparente-zivilgesellschaft.de/ueber-uns/unterzeichnerorganisationen
Non-profit status	Since its founding, the foundation has been continuously recognized as a non-profit organization under §§ 51 ff. AO by the tax offices in Munich and, currently, Berlin. Charitable Purposes: Promotion of animal welfare and animal rights, as well as the moral education and upbringing of the general public. The most recent certification notice is dated May 23, 2024.



Personnel profile

	2023	2024	2025
Number of employees	35	32,5	38
of whom in full-time	21	18	22
of whom in part-time	12	14,5	14
of which are Freelancers	1	2	3
of which in minor employment	1	2	2
Additional volunteer hours	approx. 2,500	approx. 3,000	approx. 11,050 hours

Salary Model (effective as of 10/25)

Position	Basisgehalt	Berufsbezogene Erfahrung	Führungsspanne
CEO	€6,650.00	up to +15%	up to +7.5 %
COO, CMO	€6,250.00	up to +15%	up to +7.5%
Directors	€5,250.00	up to +15%	up to +7.5%
Heads of Department	€4,750.00	up to +15 %	up to +7.5 %
Senior	€4,200.00	up to +15%	
Regular	€3,750.00	up to +15%	
Junior	€3,250.00	up to +15%	
Assistant	€2,850.00	up to +15%	

Benefits in kind are provided on a small (tax-free) basis. We do not pay expense reimbursements. If employees participate in the company pension plan, we match 15% of their contributions. According to our information, our salaries are lower than those of most

large NGOs. Within the animal welfare and animal rights movement, our salaries are in the upper mid-range, based on publicly available data and informal discussions.



6.2 Governance

6.2.1 Governing and Management Body

Our governing body is the executive board. Its members are:



Mahi Klosterhalfen
(Chairman of the Board)



Ria Rehberg
(Board Member)



Thorsten Dietz
(Board Member)

Our executive board members serve in an honorary capacity and receive neither expense reimbursements nor benefits in kind. Executive Board decisions must be made by a majority vote. Mahi Klosterhalfen is authorized to implement these decisions externally on his own to ensure smooth operations. At the request of our founder, his term of office is unlimited. The term of office for all other members of the Board of Directors (including the future Chairperson) is three years—re-election is permitted. Further details are set forth in § 6 of the Articles of Association. The Rules of Procedure govern details regarding the frequency of Board meetings, voting, and minutes, as well as the general possibility of passing resolutions by written circulation in urgent cases.

The executive board appoints the CEO. Mahi Klosterhalfen currently holds this position.

The executive board primarily decides on our overall direction, evaluates the CEO's performance (Mahi Klosterhalfen abstains), and is not heavily involved in day-to-day operations.⁴⁰ It meets as needed, approximately once per quarter, and communicates via email in between meetings.



6.2.2 Supervisory Body

We do not have an internal supervisory body, but we are supervised by the Berlin Foundation Supervisory Authority. In addition, we are audited by Siebeck & Tietgen Partnerschaft mbB (see Chapter 7.1).



6.2.3 Conflicts of Interest

Conflicts of interest could potentially arise from Mahi Klosterhalfen's dual role as a board member and executive director—particularly when determining the executive director's salary. To ensure transparency on this matter, we have published our compensation model in this report.

Our board member Ria Rehberg is also a member of the board of Compassion in World Farming International and, in her professional capacity, serves as Global Strategy Director at ProVeg International. In theory, conflicts of interest could arise here; in practice, we have not yet observed any, but we are monitoring the situation.

All three board members have declared in writing their willingness to recuse themselves from decision-making processes involving actual or potential conflicts of interest.

6.2.4 Internal Control System

We conduct our financial monitoring using a program based on audited financial data generated by our accounting and tax advisory teams. Jacques Wecke has been responsible for financial monitoring since April 2024. In doing so, we examine the amount and distribution of revenue and expenses, as well as liquidity. We also perform projections to determine the scope, pace, and focus of our future development. In addition to the financial data, we also review each month the achievement of our qualitative and quantitative strategic goals, which we set on a quarterly basis based on our strategy. In the event of negative deviations, we analyze the causes and develop appropriate measures as needed. Mahi Klosterhalfen also reports on these developments at board meetings.

In preparatory accounting, particularly in payment and invoice management, we follow a dual-control principle. Marie Mühlen is responsible for this area, with Andrea Broszio serving as her deputy; since April 2024, Jacques Wecke has been the primary person in charge. In terms of content, expenditures are first authorized and reviewed by the relevant departments. Amounts of 10,000 euros or more are approved by Mahi Klosterhalfen or Jacques Wecke.

6.3 Ownership Structure, Memberships, and Affiliated Organizations

6.3.1 Ownership Structure

Neither private individuals nor legal entities hold shares in our foundation. This is also not possible, as foundations belong only to themselves.

6.3.2 Memberships in Other Organizations

We are a member of the Interest Group for Healthy Food (IG FÜR), the European Movement Germany e.V., the Eurogroup for Animals, the Aquatic Animal Alliance, and the Open Wing Alliance. In addition, we collaborate with many organizations (see Chapter 5.3).

6.3.3 Affiliated Organizations

We are not legally affiliated with any organizations and do not hold shares in other organizations.



6.4 Environmental & Social Profile

We contribute to environmental protection through the following measures:

- > We use recycled paper whenever possible and as long as the additional costs remain below 50%. Otherwise, we take the next step
- > We send our donation receipts digitally by default
- > We order most of our office supplies from an “eco-fair” supplier
- > Travel generally takes place via public transportation
- > We allow our employees to work from home a significant portion of the time, which reduces commuting and all associated environmental impacts
- > All team meals are vegan
- > We book domestic flights only in exceptional circumstances (if we recall correctly: this has never happened); international travel is the exception and, whenever possible, we travel by train
- > We do not have company cars
- > We use green electricity
- > We use programmable heating systems
- > Our servers are also powered by renewable energy
- > All cleaning supplies, soaps, etc., are eco-friendly and vegan

Our social profile:

- > Largely flexible work hours
- > An employee-friendly hybrid attendance policy with a high proportion of remote work
- > Dogs are generally allowed in the workplace (though there are “dog-free” offices available as needed, e.g., for people with allergies)
- > Continuing education opportunities during work hours are supported and fully or partially funded
- > Access to the OpenUp platform for all employees to support mental health in the workplace, as well as Wellpass to support physical health
- > Workstations are ergonomically designed (including height-adjustable desks)
- > We offer a company pension plan and provide limited support for it
- > Employee reviews take place regularly, at least every two weeks
- > Feedback and development meetings, including discussions about satisfaction and career prospects, take place quarterly
- > The entire team is briefed every two weeks in an “all-hands meeting” on the most important developments across all areas of the foundation to ensure everyone always has a comprehensive overview
- > All employees participate once a quarter in a joint team day, which consists of a content-focused workshop and a team-building component
- > Management has an “open-door policy” for all employees
- > If problems arise, employees can contact our employee representative, who works closely with the HR department and management—anononymously if desired
- > We have an anti-discrimination and compliance policy, as well as a specific procedure for handling complaints that ensures the anonymity of all parties involved
- > We have an external complaints office for cases of discrimination and compliance violations
- > Role descriptions are clearly defined and are continuously refined, as are the collaboration and interfaces between roles and teams
- > Salaries are determined transparently and on a sliding scale based on a compensation model
- > New employees are guided through a structured, multidisciplinary onboarding process



7. Finance & Accounting

7.1 Bookkeeping & Accounting

Jacques Wecke was responsible for our financial and payroll accounting in collaboration with Muka-Services (payroll and financial accounting, January and February 2025) and Auren Deutschland GbR (payroll and financial accounting, annual financial statements, starting in March 2025). Auren Deutschland GbR prepared the annual financial statements, including the balance sheet and income statement, in accordance with the German Commercial Code (HGB). The annual financial state-

ments are audited by both the Berlin Foundation Supervisory Authority and an independent auditing firm.

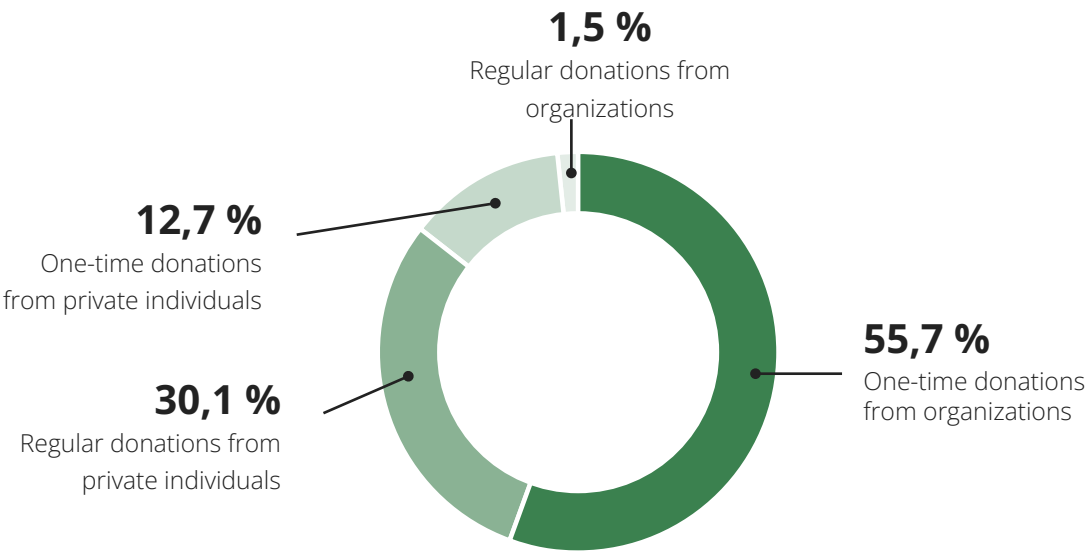
We have decided to no longer publish our balance sheets because they are not particularly meaningful and tend to cause more confusion than they provide clarity.⁴¹ Far more relevant are our revenues and expenses, our liquidity status, and the status of our foundation's assets, which we present below.

7.2 Revenue & Expense

All figures are in euros.

Revenue	2023	2024	2025	Change in 2024 compared to the previous year
Donations and Grants	1,697,538	4,842,946	3,988,654	-16,9 %
Inheritances	0	0	38,170	-
Other revenue	18,646	26,088	40,441	55 %
Total Revenue	1,716,184	4,869,034	4,067,265	-16,5 %

Breakdown of Revenue



Notes on Revenue

The decline in revenue is due to the fact that we still had above-average reserves from 2024 that needed to be used up. Accordingly, we requested a smaller budget from our major donors.

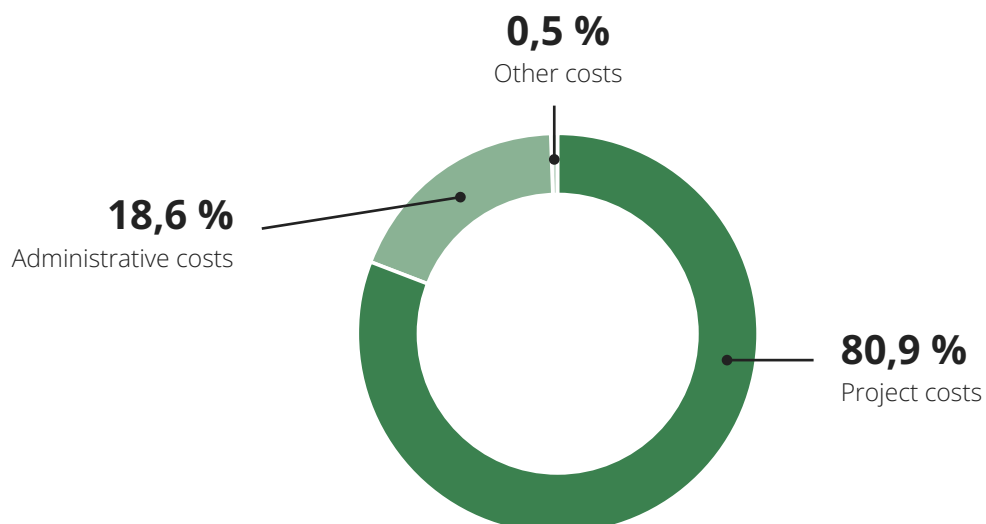
Other revenue increased primarily because we received higher compensation payments from health insurance companies in 2025 for sick days (slightly higher sick leave rate, slightly larger team).

We only accept donations from companies if there is absolutely no possibility that we might consider launching a campaign against them: For example, software companies and tire retailers can donate to us, but super-market chains and catering companies cannot.

All amounts are in euros.

Expenditures	2023	2024	2025	Change in 2025 compared to the previous year
Project costs	2,802,649	3,133,738	3,611,057	+15,2 %
of which personnel costs	1,245,844	1,434,858	1,696,275	+18,2 %
of which donations to other organizations	110,567	221,704	1,172,945	+429 %
Administrative costs	705,486	820,092	827,902	+1 %
of which personnel costs	479,616	472,105	511,641	+8,4 %
Other expenses	36,672	8,415	17,406	+106,8 %
Total Expenses	3,544,807	3,962,245	4,456,365	+12,5 %
Net income	-1,828,623	906,789	-389,100	

Breakdown of Expenses



Notes on Expenditures

We increased our project expenditures as planned. This was primarily due to the expansion of our corporate outreach efforts, specifically the expansion of the aquaculture work we support. The significant increase in donations to other organizations is because the Aquaculture Welfare Standards Initiative (AWSI), which we support, is now a nonprofit organization to which we donate. In previous years (before it was recognized as a nonprofit), AWSI had still been billing us for its services.

Our administrative expenses have risen only slightly. Since our total expenses have increased more significantly, our proportion of administrative costs has decreased. We consistently emphasize that a high or low level of administrative overhead is neither good nor bad in and of itself, as administrative costs are essential to an organization's ability to operate effectively, and organizations with a low proportion of administrative costs

do not automatically achieve more than those with a higher proportion. Furthermore, the administrative costs of different organizations are hardly comparable, as there is considerable leeway in determining which costs are allocated to projects and which to administrative expenses.

Although other expenses have increased significantly in percentage terms, they account for only about 0.5% of our total expenses. Other expenses include, for example, asset management fees and costs for our online store.

Overall, our expenditures have risen as planned, and the annual result has slipped into the red as planned (drawdown of reserves).

Amount of the Foundation's Assets

The foundation's assets (also known as "the endowment to be preserved") must not be depleted. We invest them, and the returns are either used to increase the foundation's assets or channeled into our work.



All amounts are in euros.

	2023	2024	2025	Change in 2025 compared to the previous year
Assets	770,000	770,000	803,290	+4,3%



Notes on Liquidity

Previous calculation: Our cash and cash equivalents as of December 31, 2025, amount to €2,106,253. Relative to expenses (€4,456,365), this results in a ratio of 0.47 (previous year: 0.94). In other words: Our liquid assets are sufficient to finance the foundation's work for just under six months. This falls exactly within our target range of maintaining a liquidity reserve of five to seven months.

New Calculation: We have decided to deduct the foundation's assets from our liquid assets because we cannot use them for our day-to-day operations. In addition, we have decided to exclude the donations we have made, since AWSI itself already sets aside reserves, so we do not need additional reserves for AWSI donations. Accordingly, our actual liquid funds amount to €1,302,963, which is offset by expenses totaling €3,283,420—corresponding to a reserve of 4.8 months. This is slightly below our target range, so we will increase our reserve somewhat in the future.



7.3 Financial Situation & Planning

For 2026, we expect a slight increase in revenue compared to 2025, as our largest institutional grants are long-term and tend to increase. We also expect private donations to rise.

Our expenses in 2026 are expected to be slightly higher than in 2025 due to an expansion of our work and inflation.

In addition to our areas of focus—companies, politics, and law—we plan to expand our expertise in the key areas of communication, fundraising & engagement, as well as technology and AI over the next few years.

8. Legal Notice

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**Albert Schweitzer
Foundation**



Endnotes

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3. See <https://ourworldindata.org/drivers-of-deforestation>
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- 37. See <https://www.verbaende-plattform.de/start>
- 38. See <https://table.media/agrifood/heads-category/die-entscheidenden-koepfe-der-agrifood-szene-stiftungen>
- 39. To be precise: This lawsuit, like others in the past, is not our own; rather, we enabled other organizations to file lawsuits by providing them with substantive and financial support. This approach was necessary because we ourselves were not able to file a lawsuit. In June 2021, we then received recognition from the Senate Administration as an organization authorized to file class-action lawsuits. Since then, we too have had the right to file lawsuits. However, our approach of supporting other organizations in their lawsuits will not change. This is because the recognition always applies only to the federal state in which an organization is headquartered. This means that we are only permitted to take action in Berlin, where, however, there is very little so-called livestock farming.
- 40. Based on <https://www.cold-takes.com/nonprofit-boards-are-weird-2>
- 41. We have provided a more detailed explanation of this in the 2024 Impact Report (https://albert-schweitzer-stiftung.de/track/uploads/ass_-_srs-2024_1.1.pdf).



