

DRIVING A **COMPASSIONATE AND** **NATURE-FRIENDLY FUTURE**

STRATEGIC PLAN 2026-2030

OUR VISION: A world where
farmed animals are treated
with compassion and respect.

OUR MISSION: To end
factory farming.

Contents

- 03 The time is now: our strategy rooted in hope and impact
- 05 Our values
- 06 What is factory farming?
- 07 What is animal welfare?
- 08 How we will change the world for animals
- 11 Our pillars and objectives
- 14 Why factory farming must end by 2040
- 15 The solution: animal welfare environmentalism
- 16 One world, One Health
- 17 The world we want
- 18 How do we get there?
- 19 Join us in our mission to end factory farming



The time is now: our strategy rooted in hope and impact

Ending factory farming for a liveable future

Imagine a world where all animals are treated with compassion and respect. A world without cages and crates. Where animals roam freely on farmland teeming with wildlife. Where food is nurtured by soils rebounding from years of decline, capturing carbon from the atmosphere. Where nutritious food, produced in nature-friendly ways, becomes the norm. That is our vision. And this is our strategy for making it happen.

The great news is that animal welfare is the key to unlocking better food systems for everyone.

This truth was well understood by our founder, Peter Roberts, a dairy farmer who recognised the deep interconnection between human health, animal welfare and environmental sustainability. A win for compassion is a triple win – for animals, people and the planet.

As a global society, relearning this truth has never been more urgent.

Global crises

The world is reaching a tipping point. Planetary emergencies – climate breakdown, biodiversity collapse, pollution and rising health risks – are threatening life on this lonely planet.

Factory farming lies at the heart of what is wrong. Ending it is essential – to prevent the suffering of billions of farmed animals and to create the conditions for a liveable future.

Business as usual is not an option. Never has it mattered more what we do next.

The need to transform food systems globally is now widely recognised – thanks not least to United Nations Food Systems Summits, long championed by Compassion in World Farming.

Never has awareness been greater of the need for fundamental reform – that our shared future depends on changing how we produce and consume food. Our job is to build on that momentum and ensure there is no doubt about the changes to be made and the actions needed.





Our priorities

A core goal of our strategy is to end the use of cages and other close-confinement systems. Cages cause immense suffering to animals and anchor agriculture in the harmful practices that are undermining our ability to feed future generations.

To prevent things getting worse before they get better, a vital next step is to halt the expansion of factory farming – on land and at sea.

Global action is needed to embrace One Health – that all life is interconnected – the principle of interdependence between human wellbeing, animal health and welfare, and a thriving environment. We see this as fundamental to future-fit food systems.

Alongside transitioning to welfare- and nature-friendly production, food policies must support a shift in consumption – towards healthy, nutritious diets that respect planetary boundaries.

In high-consuming regions, this means reducing meat and dairy intake in favour of plant-rich diets and alternative proteins. To support this shift, we call for investment and innovation in alternatives to animal-sourced meat and dairy, such as cultivated meat, precision fermentation-based and plant-based options.

Inclusive solutions

Realising these ambitions will require unprecedented collaboration – between governments, corporations, food producers, the finance sector, civil society and consumers.

Public policies must incentivise nature-friendly farming, promote responsible sourcing and educate people about the benefits of compassionate, planet-friendly diets.

A just transition is essential, supporting farmers and workers with financial support and resources as they move towards more ethical and sustainable models of food production. Farmers are often the first to be affected by the consequences of climate change – droughts and floods – and hold the solutions to putting things right.

Society needs to get behind farmers and empower them to move to climate and nature-friendly farming that intrinsically delivers high animal welfare.

With time running out to address growing global challenges, the next five years (2026-2030) will be crucial.

In this era of crisis, our strategy is rooted in hope – a vision that now is the time for us to place kindness to animals at the very heart of our society. And in doing so, create a better, more sustainable world for everyone.

Working together as one team, with one aim – globally, as one Compassion – we will fearlessly bring hope through impact for animals everywhere.

Our values

Championing animal sentience

Farmed animals are sentient beings and can experience joy and wellbeing, as well as pain and suffering.

Promoting compassion

All farmed animals should be treated with compassion and respect.

Advancing high-welfare, nature-friendly farming

We advocate a pioneering approach to food that benefits farmed animals, wildlife, and thereby people and the planet too.

Focused on impact

Our objectives-led programmes aim to achieve the greatest impact for animals.

Acting with integrity

We communicate honestly and in a principled manner.

Factual and science-based

Our work is backed by scientific evidence, sound research and best practice.

Accountability

We make efficient and measurable use of resources, reporting openly on our work.



What is factory farming?



Images © Compassion in World Farming

“A system of rearing livestock using highly intensive methods, by which poultry, pigs, or cattle are confined indoors under strictly controlled conditions¹.”

English Oxford Dictionary

Factory farming is the grain-feeding of confined animals². It involves keeping animals in barren environments such as cages and crates where they may not be able to turn around; or crowding them in sheds or feedlots. The animals themselves are usually genetically selected for fast growth or high production, causing them suffering through painful, production-related diseases. Mutilations such as tail-docking or beak-trimming are frequently used as a way of altering the animals to make them ‘fit’ what are intrinsically bad husbandry systems.

As well as treating animals as production machines rather than as sentient living individuals with welfare needs, factory-style ‘intensive’ rearing is resource-intensive: it involves the use of vast acreages of land elsewhere to grow animal feed, much of it produced using chemical pesticides and artificial fertilisers.

As well as poultry, pigs and cattle, a host of other species can be factory farmed, including fishes, octopuses, rabbits and sheep.

English Oxford Living Dictionaries https://en.oxforddictionaries.com/definition/factory_farming

Whilst grain in the form of cereals is the principal form of animal feed, other important feed ingredients include soya, palm products (kernel and oil) and fish.



What is animal welfare?

“The simplest and best definition of good welfare is ‘fit and happy’.”

John Webster, Professor Emeritus of Animal Husbandry at the University of Bristol (UK)

Animal welfare is about ensuring the wellbeing of the individual animal.

This involves the physical and mental wellbeing of the animal, as well as allowing for the expression of normal behaviours.

The welfare of an animal therefore can be described as good or high if the individual is fit, healthy and happy, having what they want and need.

Truly high welfare is more than the absence of suffering: it allows animals to enjoy positive experiences, to feel the joy of life.

We believe that every farmed animal should have a life worth living and be given the opportunity to lead a good life.



How we will change the world for animals

The outcomes we want

We aim to end factory farming by 2040, achieving the following transformational changes:

Change Goal 1:

A shift from factory farming to restorative, nature-friendly production.

Change Goal 2:

Reduced reliance on animal products.

Change Goal 3:

Positive animal welfare adopted as essential for sustainable climate and nature-friendly food.

Our strategy

Is to influence those who shape, make or fund policy on animal welfare and food systems transformation through campaigning, mobilising citizens, direct engagement, research, communications, education; and by driving a global movement of people and organisations united for compassionate, climate and nature-positive change.

Our pillars and objectives

We will drive these changes for animals as sentient beings through two strategic pillars:

Pillar 1

Creating better lives for animals today: By achieving major changes in animal welfare through policy, subsidy and legislative reforms, corporate commitments and investments that improve the lives of animals currently trapped in factory farm systems.

Pillar 2

Transforming the world tomorrow: By ending factory farming for the benefit of animals, people and the planet, driving global action for food systems transformation toward climate and nature-friendly agriculture with shifts toward healthy diets and reduced consumption of animal-sourced foods.



Our approach

Animal welfare is our reason for being, at the heart of all we do.

Achieving our objectives will require the strongest possible support. We therefore lead the way in placing animal cruelty within the bigger picture; showing how factory farming – the biggest cause of animal suffering on the planet – is central to driving multiple planetary crises of climate, nature, pollution and health.

Vision of hope

We recognise that, in this era of crisis, it is important to be positive – rather than just saying ‘no’ – creating a movement based on hope.

We therefore lead with solutions, showing how doing right by animals creates a positive vision for a better world.

We emphasise that compassion toward animals as sentient beings – thinking, feeling, sensitive individuals – is fundamental to genuine solutions.

That transforming food systems away from factory farming, together with reduced reliance on animal products, will deliver the best outcomes for animals, people and the planet. Shifting production to high welfare, climate and nature-friendly farming practices such as regenerative, agroecological and organic, is vital.

We will strongly and consistently hold the animal welfare and nature space, showing how they belong together and form part of the same picture. Protecting welfare benefits animals, whether farmed or wild.

Working together

We drive change through our own efforts and through collaboration with a diverse range of change makers and influencers.

We aim to position ourselves at the centre of forums that are strategically important.

We strive to be at the heart of the animal protection movement as leaders and team players, exemplified by our proactive involvement in leading federations, including Eurogroup for Animals and the World Federation for Animals (WFA).

We see mobilising people and building a movement – including engaging with major faiths and civil society organisations – as key to creating a compassionate future. That is why our supporters, partners and allies are central to all we do.

Our international reach

Our programmes to end factory farming and bring better lives for all animals are operating in over 40 countries on six continents. We have offices on four continents in 10 countries: Belgium, China, Czechia, France, Italy, Netherlands, Poland, South Africa, the UK and the US.

Our scope

Our work will drive lasting impact for all sentient animals farmed for food, benefiting all animals affected, whether farmed or wild.



Our solutions

We see a portfolio of solutions – a food system based on nature-friendly farming: regenerative, agroecological and organic – together with healthy, nutritious diets leveraging plant-based, cultivated (cell-based) and fermentation-based replacements for animal products.

These solutions can create a vibrant, climate and nature-friendly future where animals, both farmed and wild, flourish in high welfare environments that nourish everyone well for all our tomorrows.

Our focal stakeholders

Achieving these much-needed solutions will require urgent and decisive action by all relevant stakeholders involved in shaping, making or funding policy in our areas of concern.

Urgency requires us to be ruthlessly focused on the most critical stakeholders for driving change; those having the biggest influence:

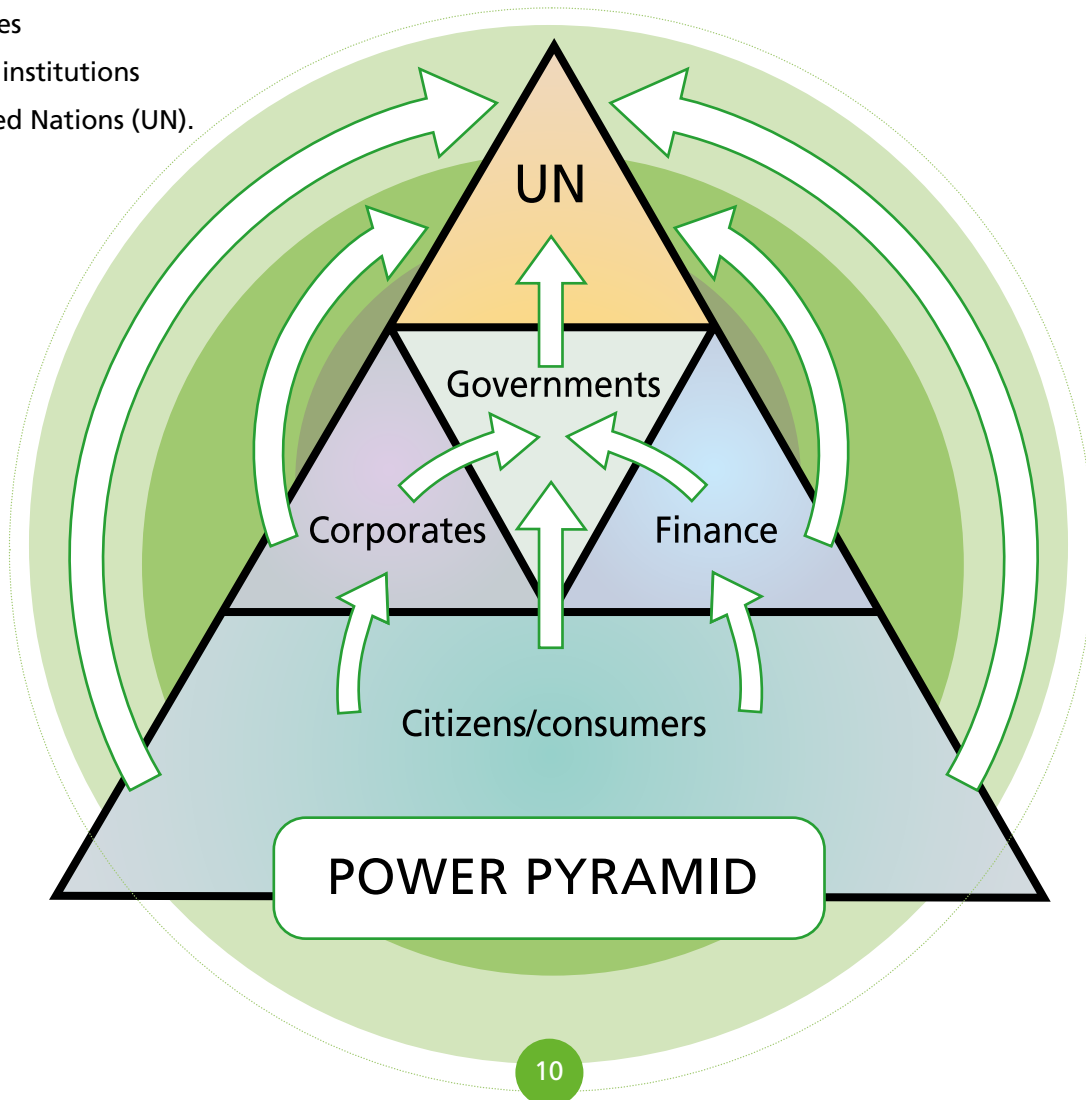
- Key national and regional governments
- Companies
- Financial institutions
- The United Nations (UN).

We seek to empower individuals through harnessing the power of their plate for change three times a day as consumers, and by getting involved as concerned citizens and compassionate supporters.

Working together as one team, with one aim – globally, as one Compassion – we will fearlessly bring hope through impact for animals everywhere.

Our Theory of Change

Our goal is to influence those with the power to make, shape, or fund policy. We do this through direct influence and by mobilising key stakeholders – citizens, consumers, corporations, the finance sector, and governments – to bring pressure for change upward and onto the summit of our ‘power pyramid’. In so doing, we are grateful to our generous donors and supporters. Through this combined approach, we change laws, create corporate progress, alter financial flows, and shape international norms for a more compassionate and sustainable world.



Our pillars and objectives

Pillar 1: Creating better lives for animals today

Objective: To achieve major changes in animal welfare through policy, subsidy and legislative reform, corporate commitments and investments to improve the lives of animals currently trapped in factory farm systems by:

1.1 Cages: Achieving EU-wide and UK bans on the use of all cages for animals farmed for food by ensuring legislation is agreed by end 2029.

1.2 Cages: Achieving corporate cage-free commitments and their implementation globally and regionally through company engagement, impacting 100 million animals, by end 2030.

1.3 Cages: In the US, achieving 75% market shift for cage-free (laying hens) and gestation crate-free (sows) by 2030, through a coordinated approach involving corporate engagement, public policy measures and campaign initiatives.

1.4 Broiler chickens: Achieving corporate commitments and their implementation to higher welfare broiler chicken standards through company engagement, impacting 400 million animals globally (excluding the US), by 2030.

1.5 Broiler chickens: In the US, achieving 10 million Better Chicken Commitment (BCC) breed-compliant broiler birds produced annually by 2030, through a coordinated approach involving corporate engagement, public policy measures and campaign initiatives.

1.6 Long distance transport: Achieving transformative legislation on long distance transport of animals from and within the EU through public policy and campaigning initiatives by 2030.

1.7 Aquatic animals: Achieving transformative protection for the welfare of aquatic animals regionally through legislation and certification by 2030.

1.8 Aquatic animals: Achieving corporate commitments and implementation for higher welfare slaughter and rearing of fish through company engagement, impacting one billion fish by end 2030.



Pillar 2: Transforming the world tomorrow

Objective: To achieve global action for food systems transformation to replace factory farming with climate and nature-friendly agriculture, and shifts towards healthy diets with reduced consumption of animal-sourced foods by:

2.1 Global action: Achieving a post-2030 Agenda that includes our UN-level North Star principles¹ by embedding them into the goals, targets and indicators of the UN's new development framework to support food systems transformation, animal welfare and reduced industrial animal farming.

2.2 One Health: Achieving a Sustainable Development Goal (SDG) on One Health, recognising the need for food systems transformation to align with approaches embracing the interdependency between human wellbeing, animal health and welfare and a thriving environment, as part of a post-2030 agenda.

2.3 Integrated principles: Ensuring that One Health principles are integrated into UN-level food systems transformation frameworks, establishing animal welfare as a critical pillar of resilient, health-promoting food systems in climate and development indicators, and national action plans by 2030.

2.4 Building blocks: Achieving UN agreements to reduce and mitigate the impacts of industrial animal farming on health and the environment – particularly antibiotic resistance and nitrogen pollution – through resolutions, national plans, targets and financing by 2030.

2.5 UN champions: Establishing a coordinating group of aligned UN Member States and key stakeholders (a 'Champions' group) committed to the recognition of animal welfare as a key driver of food systems transformation, by end 2027.

¹ To gain the widest possible support, our mission at United Nations (UN) level is framed around three North Star principles:

Feeding people first – the world already produces enough food to feed everyone, yet systematic inefficiencies and inequities mean that crops that could feed billions of people are wasted as animal feed.

Consumption within planetary boundaries – to reduce the amount of animal-sourced foods we eat in line with scientific EAT-Lancet Planetary Health Diet guidelines, essential if we are to ensure what we eat doesn't cost the Earth.

One Health – future-fit food systems that embrace the interdependence of all living things, embracing high animal health and welfare and thriving ecosystems as essential for ensuring human well-being.



2.6 'Net Zero' for food: Achieving leadership from the UK Government through exemplary action on food systems – such as an innovative commitment to a Food Systems Law – that reduces consumption of animal products within climate and nature targets, including policy and financial steps towards nature-friendly farming practices, by 2029.

2.7 Mapping transformation: Developing a transition roadmap, a structured plan that outlines the steps, processes, timelines and responsibilities needed to move from the current state to our desired future state – initially for the UK. This will be used to influence leaders in diverse stakeholders, including governments, corporates, investors and civil society, showing transformational change for farmed animal welfare and healthy diets as economically positive and beneficial for climate and nature-friendly food systems, by 2027.

2.8 No expansion of factory farming: Achieving regional and national policy recognition of the need for no further expansion of factory farming on land and sea through public policy and campaigning initiatives. This is with the aim of accelerating the transition toward climate and nature-friendly farming and more plant-rich diets within planetary boundaries by 2030.

2.9 Mobilising the movement: Achieving legislative and policy reforms for food systems transformation by 2030 through mobilising a broad movement internationally calling for global action.

2.10 Finance sector mobilisation: Mobilising the Finance sector through benchmarking, briefing and engagement to accelerate investment in food systems transformation, including research, development and commercialisation of nature-friendly production and alternative proteins by 2030.

2.11 Corporate engagement: Achieving corporate commitments toward climate and nature-friendly production and measurable targets on the reduction of animal-sourced foods through corporate engagement and public awareness within five years.

2.12 Business influence: Achieving support and involvement from key business allies for food systems transformation to climate and nature-friendly farming and reduced reliance on animal-sourced foods, including targeted asks at the UN, starting 2027.

2.13 Global South: Creating a Global South strategy by end 2026 to guide our work in the region, including a future-fit vision for food and farming that is context-specific and locally relevant.



Why factory farming must end by 2040



“The future of food is the future of humanity. Let us work together to build food systems that nourish every person, restore our planet, and grow prosperity from the ground up.”

António Guterres, Secretary-General of the United Nations

Factory farming is the world’s largest source of animal suffering and a major driver of the climate, nature and health emergencies confronting humanity. Each year, more than 92 billion land animals are farmed for food, with over two-thirds confined in cages or crowded sheds, in ways that cause immense suffering while generating substantial greenhouse gas emissions and degrading ecosystems.

Food production accounts for up to one-third of global greenhouse gas emissions, much of it from animal agriculture. The livestock sector alone produces more emissions than all the world’s cars, planes and trains combined.

Since the rise of factory farming half a century ago, global wildlife abundance has collapsed by more than 70 per cent, driven by habitat destruction, pollution and the spread of intensive monocultures. Continuing on today’s path risks pushing wildlife close to total collapse by the middle of the century.

Factory farming also fuels grave health risks. The routine misuse of antibiotics in intensive systems accelerates antimicrobial resistance, while crowded, stressed animals increase the likelihood of new pandemics emerging.

Existential threat

Without decisive action, the convergence of climate breakdown, biodiversity loss, soil degradation, and public health threats poses an existential risk to humanity.

These impacts will fall heaviest on developing nations and people on low incomes, while also worsening the suffering and extinction risk of many animal species through droughts, wildfires, floods and other climate driven disasters.

By 2040, with more than a billion additional people to feed, industrial agriculture could leave us with one-third less fertile soil, undermining global food security.

92 billion
land animals are
farmed for food
each year

The solution: animal welfare environmentalism

In this growing age of planetary crisis, there is a pressing need for bigger, bolder, more urgent solutions, ones that join the dots, making for game-changing solutions that bring multiple benefits.

Fusing animal welfare and environmentalism – ending animal cruelty as a global imperative for a sustainable future – brings a richness of beautiful, visionary solutions: landscapes bursting with life, providing healthy, nutritious food in ways that allow animals to experience the joy of life.

Global action is needed to secure the future for our children and all living creatures by truly embracing animal sentience and the concept that protecting people means protecting animals too.



83%

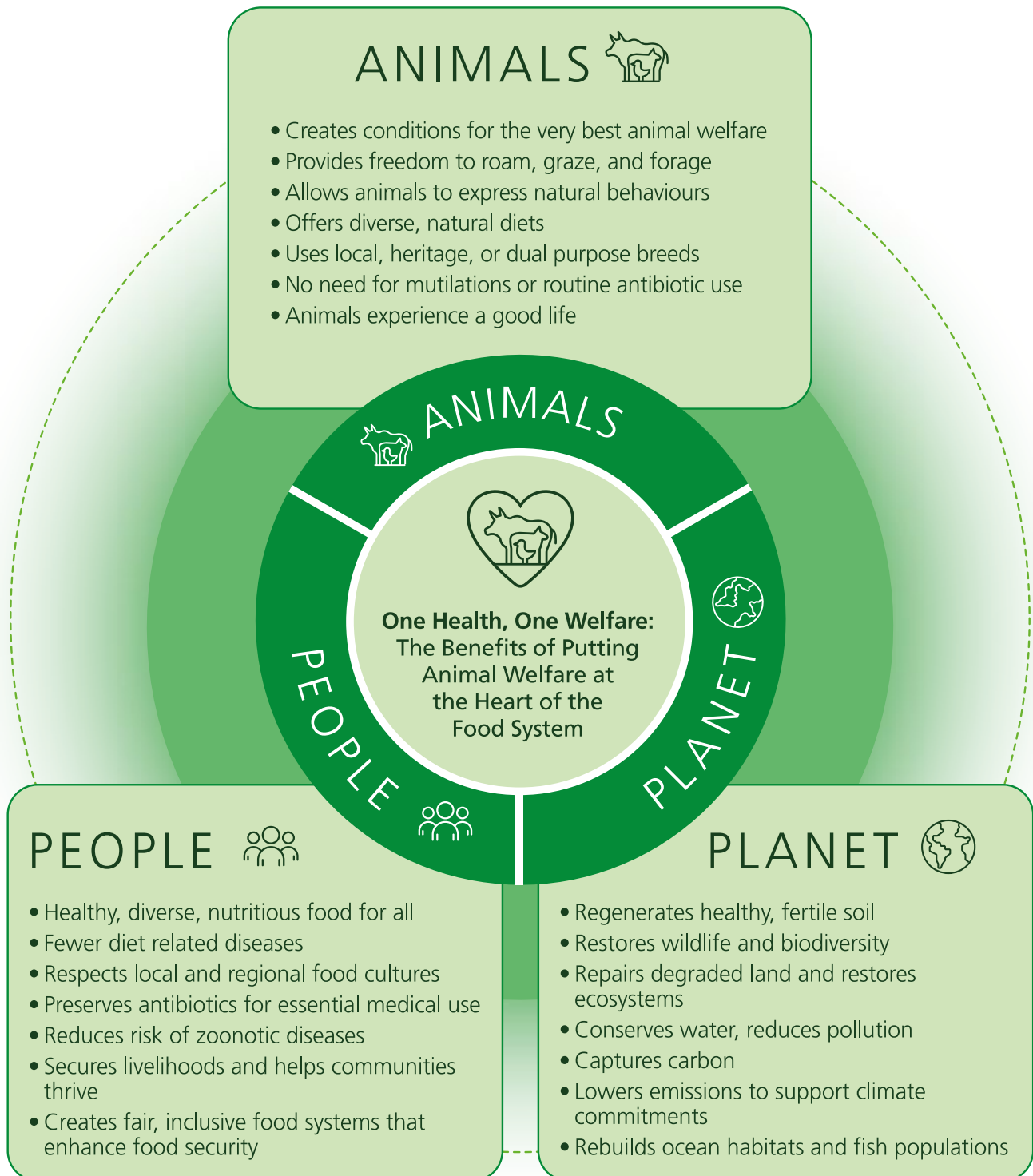
of the world's
farmland is
used to rear
livestock

70%

collapse in
global wildlife
abundance

One world, One Health

A One Health future powered by nature-friendly farming



The world we want

We embrace the complexity of the world's food system and thereby a range of solutions meshing together to create a sustainable future.

These include:

Farming with nature

Nature-friendly farming, such as organic, agroecological and regenerative, involves restoring animals to the land as rotational grazers or foragers where they can express their natural behaviours – running, flapping, grazing – making for happier animals with better health too. Nature-friendly farming cuts reliance on chemical pesticides, fertilisers and antibiotics, reducing costs to farmers. It creates a varied landscape bursting with wildflowers that lure back pollinating insects like bumblebees, as well as providing seeds and insects for birds and other wildlife.



Sustainable diets within planetary boundaries

Scientific assessments, including the EAT-Lancet Planetary Health Diet, make clear that safeguarding the planet requires drastic cuts in animal-sourced foods. To be sustainable, global consumption of animal-sourced meat and dairy needs to fall by more than half by the middle of this century. Rethinking protein is central to this transformation. Meat, dairy and eggs from farmed animals should come only from high welfare, nature-friendly farms, where animals live in harmony with healthy soils, thriving biodiversity and resilient landscapes. At the same time, consumption of animal-sourced foods must drop through a rapid expansion of plant-based and alternative proteins – including cultivated meat and precision fermented foods – alongside diets richer in fruits, vegetables and legumes.



How do we get there?

Getting there – and fast – relies on us all playing our part: governments, business, finance, the UN and civil society, working in partnership to transform the food system.

There is an urgent need for governments to create policy environments for change, using directives, incentives and subsidies to steer food and farming away from cages and confinement toward this new animal and nature-friendly era. The opportunities for greening food production are enormous: governments globally provide \$700 billion a year in farm subsidies, more than \$1m per minute, much of which currently drives industrial farming, the climate crisis and destruction of wildlife. That money could be far better spent redirecting it toward nature-friendly farming and reducing demand for meat.

Food companies can play their part by shifting supply chains and achieving measurable targets

for welfare- and nature-friendly products and the reduction of animal-sourced foods. Cage-free commitments are a key prerequisite to higher welfare, sustainable food.

The financial sector can focus funding in support of the transition towards positive transformation of our food systems.

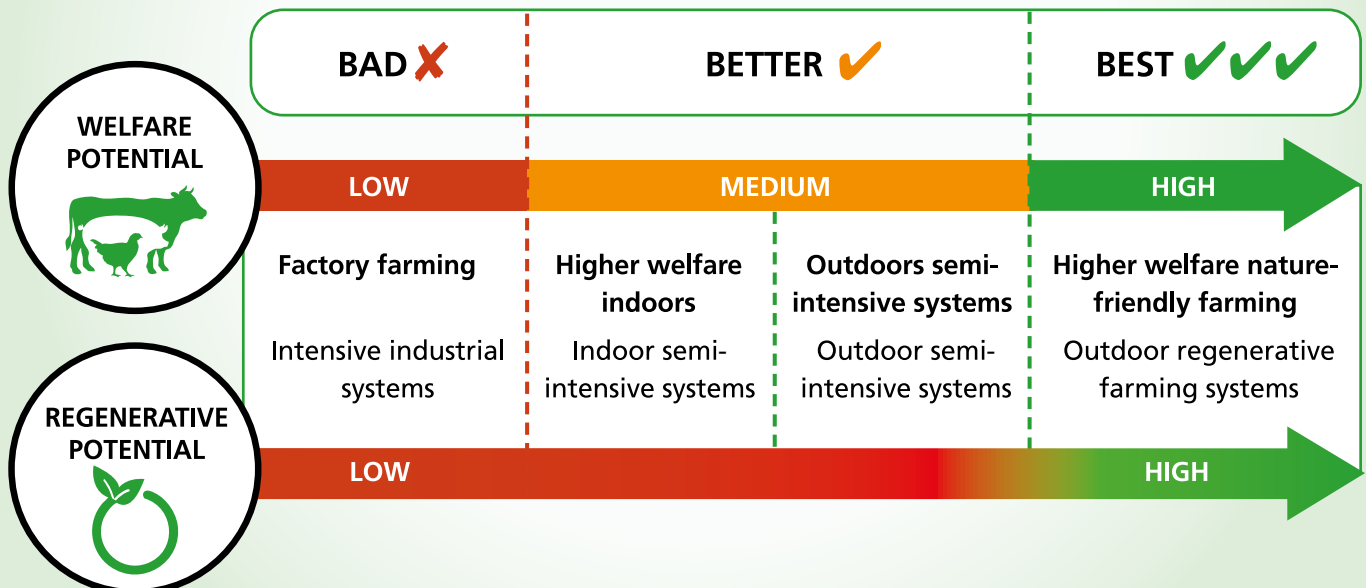
Global action is needed to transform food systems toward feeding people first, in line with planetary boundaries, and embracing the principle of One Health if the world is to achieve the UN's 2030 Sustainable Development Goals (SDGs).

What this means is that leadership is crucial to moving the world away from factory farming and recognising animal welfare as essential to achieving sustainable food systems for the benefit of the planet and people everywhere.

FARMING SYSTEMS

Compassion in World Farming assesses farming systems according to their impact on both animal welfare, soil health, and the wider environment.

At the worst end of this spectrum, factory farming delivers the poorest outcomes for animals and the environment. As systems improve, welfare, and in some systems environmental impact, also improve. The most positive outcomes are achieved in outdoor, high-welfare, nature-friendly systems, where animals are integrated into rotational farming, reconnecting them with the land.



Join us in our mission to end factory farming

Aspiration: To raise £30 million annual gross income by 2030 to accelerate ending factory farming by 2040.

Our supporters and donors are at the heart of our shared achievements to date for improving farmed animal welfare around the world. Without their generous support and commitment, we would not have the resources to deliver our ambition for a compassionate and nature-friendly future. We are truly grateful for their belief and trust.

Our goal is to create a growing and significant supporter and donor community around the globe, that stands by us ensuring we can deliver our mission today and in future years, efficiently and strategically.

We will do this through engaging and inspiring our supporters and donors to partner with us, investing in our corporate engagement, policy and campaign work, volunteering to sign petitions or engage their local politicians and networks, and being our ambassadors to drive the change needed to bring an end to factory farming by 2040.

Thank you! We would like to thank all our donors for joining us in the fight to end cruelty to farmed animals.

How can you help? To explore ways to get involved and help create a kinder world for animals, people and the planet, please visit ciwf.org/support-us/



“This isn’t about whether **we** can end factory farming by 2040 – it’s that, as a society, we **must.**”

Philip Lymbery, Global CEO, Compassion in World Farming



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