



**2017**  
ANNUAL  
REPORT

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# Letter from the CEO

Farm Forward occupies a unique place in the farm animal protection movement. Like other groups, we push for incremental improvements to the welfare standards adopted by companies, educational institutions, and faith communities. However, our aim is not to improve on our current factory farming system. All our efforts point beyond mitigation toward the end of factory farming. We don't hold back the truth. While incremental improvements do help animals, the only policies that represent dramatic and lasting improvements for animals are those that replace factory-farmed meat with plant-based options or with animals raised entirely outside of the industrial system.

Our work to **change policy** remains as central to Farm Forward as ever. By influencing buying practices at universities, religious institutions, and businesses, and by helping shape the animal welfare standards of GAP and other welfare certifications, we've generated self-sustaining and self-replicating changes to how food is sourced.

Equally important is Farm Forward's work to **change farming**. Our priority is working with farmers like Frank Reese to re-establish a nonindustrial poultry industry, without the fast-growing genetics that are the lynchpin of the factory farm model.



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We are educating the public about the ways that the industry's aggressive genetic modification of chickens and turkeys is at the root of much farm animal suffering. And we are constructing new supply chains from farmer to consumer that make a better future for farming possible.

Above all, Farm Forward has worked to establish genetic welfare as a major priority for the animal movement in its fight to reform the poultry industry. Our successful advocacy for genetic welfare with GAP will impact 277 million chickens per year through changes set to be phased in by GAP over the next six years.

In 2017 we helped **change the narrative** people tell about farming through our support for both book and film versions of *Eating Animals* and through our religious outreach. Our JIFA program, in particular, has provided in-depth, personal programming to thousands of Jews across the country, helping develop a community-specific approach to fighting factory farming, something we are duplicating in other communities.

In 2017 our Jonathan Safran Foer Virtual Visits reached 4,000 students in the transformative space of high school and university classrooms. We also celebrated the *Eating Animals* documentary's premiere at Telluride Film Festival and the international acclaim that followed. We are proud to have helped support the film's making in numerous ways over more than five years. Now that

the film is set to hit the big screen we are looking for the next story-changing project we can help bring to life!

In the pages that follow, you'll be introduced to the details of how Farm Forward's unique team has intervened in the last twelve months to change policy, farming, and narrative in the service of ending factory farming.

With your help, we will win!

*Aaron Gross*



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# Farm Forward by the Numbers

## CHANGING POLICY

**11**

Institutions that joined the Leadership Circle in 2017, committing to shift purchasing towards plant-based and/or higher welfare animal products

**52**

Jewish institutions that agreed in 2017 to source higher welfare and/or more plant based foods

**109**

Educational presentations about food sourcing delivered by the Leadership Circle since 2015 to universities, companies, and other institutions

**1 MIL+**

Dollars shifted annually toward higher welfare food purchasing by the Leadership Circle's first client and member, Cal Dining at UC Berkeley

**3.2MIL**

Animals annually impacted by changes to institutional food sourcing as a result of Leadership Circle's supply-chain consulting and new commitments from members

**277MIL**

Broiler chickens to be impacted annually by 2016 GAP decision to replace 100% of chicken breeds with higher welfare, slower-growing breeds by 2024

## CHANGING FARMING

**2**

Companies now selling APA certified kosher heritage poultry, available for the first time in 50 years

**35**

Villages in India receiving free and subsidized veterinary care and animal welfare education through Farm Forward's grants

**48**

Distinct lines and breeds of heritage chickens, turkeys, ducks and geese preserved by Frank Reese with Farm Forward's support

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# Farm Forward by the Numbers

## CHANGING NARRATIVE

**60+**

Jewish summer camps, synagogues, Hillels, and conferences that have participated in educational programs led by JIFA since 2016

**650**

Audience members who attended the world premiere of the *Eating Animals* documentary at Telluride and gave it a standing ovation

**1,200**

Jewish educators and students who annually utilize educational resources created by JIFA

**4K**

Students who participated in our 2017 Virtual Visits program with Jonathan Safran Foer

**500K+**

Copies of *Eating Animals* sold globally since its publication

**900K+**

People reached in 2017 through action alerts about ag-gag laws, organic rules, and the dairy industry

**900K+**

People reached by the Milk-Free Mornings Campaign of the Better Food Foundation, which Farm Forward helped launch in 2017

**1 MIL+**

People in Farm Forward's social network as of 2017

**3 MIL+**

People reached across all social media channels in 2017. Our most impactful year yet!



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## Media

### **FARM FORWARD HAS BEEN COVERED IN:**

*Bloomberg*  
*Civil Eats*  
*Fast Company*  
*FoodDive*  
*For Food's Sake* podcast  
*Forbes - Asia*  
*GQ*  
*GQ India*  
*MarketWatch*  
*the Mercury News*  
*the New York Times*  
*NPR*  
*One Green Planet*  
*Patheos*  
*SiliconValley.com*  
*World Finance*

### **THE JEWISH INITIATIVE FOR ANIMALS HAS BEEN COVERED IN**

*EJewish Philanthropy*  
*the Good Food Podcast*  
*Huffington Post*  
*the Jewish Forward*  
*Jewish Telegraphic Agency*  
*the New York Review of Books*  
*the Times of Israel*

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# Farm Forward's Roots

## Setting the Course for Corporate Campaigns

In 1999, following a grueling year-long campaign, Farm Forward's founding board chair Steve Gross led animal welfare negotiations with McDonald's for PETA. He went on to lead similarly effective negotiations with Burger King, Wendy's, Safeway, and a half-dozen more food giants. These successful negotiations directly prompted Dr. Temple Grandin, the nation's leading scientific voice for animal welfare, to declare, "During 1999 and 2000, I witnessed more improvements than I had seen previously during a twenty-five year career."<sup>1</sup>

In the years leading up to Farm Forward's incorporation in 2007 these corporate campaigns shaped the strategies for incremental welfare improvements that would impact billions of animals.

In 2008 these victories also helped transform animal welfare certification, contributing to the creation of what is now the nation's largest certification, Global Animal Partnership (GAP), which has more than 290 million animals in its system and counting.

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<sup>1</sup> Grandin, Temple. 'Avoid Being Abstract When Making Policies on the Welfare of Animals.' In *Species Matters*, edited by Marianne De Keven and Michael Lundblad, 195-217. New York: Columbia University Press, 2010.

## Changing the Narrative of Factory Farming

In 2006, author Jonathan Safran Foer asked activist and academic Aaron Gross to help him with a book about the ethics of meat consumption. That three-year collaboration resulted in the internationally best-selling book, *Eating Animals*, which has helped inspire a generation of anti-factory-farming activists. The *Los Angeles Times* wrote of *Eating Animals*, "It is the kind of wisdom that, in all its humanity and clarity, deserves a place at the table with our greatest philosophers."

That collaboration resulted in much more than a book. The remarkable farmers and activists Aaron met through that research, including heritage poultry farmer Frank Reese, changed his perspective on how to end factory farming, and he realized there was a need for a new kind of organization – one that sees farmers as our most important allies in creating both higher welfare animal farms and plant-based food movements that will replace the factory farm system. With Jonathan Safran Foer, Frank Reese, and Steve Gross as founding board members, Farm Forward was created to carry out the mission of the book.

The intimate involvement of Farm Forward's founders in the creation of corporate campaigns and the GAP animal welfare certification still shapes our strategies. Ultimately, what makes Farm Forward the unique organization we are today is the realization that to go beyond suffering reduction and to start to bring about the end of factory farming, we need to combine **policy** work with efforts to transform animal **farming**, and, perhaps most of all, we need to change the **narrative** Americans believe about the food they eat.

# TIMELINE

Changing Policy   Changing Farming   Changing Narrative

2006

## COLLABORATING ON EATING ANIMALS

Jonathan Safran Foer and Farm Forward CEO Aaron Gross begin collaborating on the book that will become *Eating Animals*. Published in 2009, the *New York Times* bestseller is reviewed in *USA Today*, the *Wall Street Journal*, the *New Yorker*, and the *Guardian*, selling more than 500,000 copies worldwide.

*“In the most literal sense, I wouldn’t have, and couldn’t have, written this book without Aaron Gross.”*

- Jonathan Safran Foer

Photo courtesy of Abie Livesay  
Photography [www.abielivesay.com](http://www.abielivesay.com)

2007

## FARM FORWARD IS INCORPORATED

Ben Goldsmith is hired as Executive Director. Among others, founding board members include vegetarian author Jonathan Safran Foer, Whole Foods CEO John Mackey, and heritage poultry farmer Frank Reese.

2008

## GLOBAL ANIMAL PARTNERSHIP

Farm Forward’s Steve Gross is a founding board member of Global Animal Partnership (GAP), the nation’s largest animal welfare certification with more than 290 million animals and 3,400 farms in its system. He immediately raises genetics as a central welfare issue.

2011

## ASPCA

The American Society for the Prevention of Cruelty to Animals (ASPCA) contracts with Farm Forward to create the first in a series of policy briefs and campaign recommendations on farmed animal welfare, including healthier genetics.





## 2012

### VIRTUAL VISITS

The first Virtual Visits with Jonathan Safran Foer are held in 75 classrooms in 4 countries. Since then, these real-time webinars have brought Foer into high schools and colleges to discuss factory farming with more than 15,000 students.

*“This program is a wonderful opportunity for our students to connect with the wider academic world. We had a very lively discussion after the session ended. The students left class energized regarding their concern for animals and the issues covered in Jonathan’s talk.”*

—Dr. George Matejka,  
Ursuline College

### FILM ADAPTATION

Natalie Portman spearheads the project to turn *Eating Animals* into a documentary film and recruits director Christopher Quinn to make the film. Farm Forward’s Aaron Gross meets with Portman, Foer and Quinn in New York to discuss the film.

*“Jonathan Safran Foer’s book *Eating Animals* changed me from a twenty-year vegetarian to a vegan activist.”*

—Natalie Portman, in a Huffington Post article she authored

## 2014

### NETFLIX SPECIAL

Stand-up comedian Aziz Ansari relies on Farm Forward to help him write anti-factory-farming content; his ensuing Netflix special is watched by approximately five million people.

*“They genetically engineer two different types of chicken....Well, what happens to the male layer chicks? They can’t lay eggs....They just get murdered! In insane ways. Like they’ll take all the male layer chicks and they’ll throw them into a big chicken woodchipper.”*

—Aziz Ansari

## 2015

### BUYING POULTRY.COM

The Buying Poultry.com beta site launches to wide media coverage and becomes the premier online buying guide for consumers looking for higher welfare poultry products and plant-based alternatives.

*“BuyingPoultry.com provides answers to questions that institutional food buyers have been asking for years. With BuyingPoultry.com I can evaluate our suppliers, set goals for our institutional buying, and measure our success in delivering products that better match my university’s values regarding animal welfare. It’s a game changer.”*

—Shawn LaPeau, Cal Dining at UC Berkeley

## 2015

### EMMER & CO

With Farm Forward's assistance, Emmer & Co launches to sell exclusively heritage chickens in the Bay area and nationwide through Williams-Sonoma and other high-end retailers. Later Emmer & Co refocuses its efforts on filling the demand for higher welfare pasture-raised poultry with improved, but not heritage, genetics.

### FAITH IN FOOD INITIATIVE

Farm Forward's Faith in Food Initiative helps Dr. David Clough found CreatureKind to build a Christian anti-factory-farming movement. The following year, he is joined by Dr. Christopher Carter who works to connect faith with food choices in the American black church.

## 2016

### LEADERSHIP CIRCLE

Farm Forward begins to develop the Leadership Circle program to help institutions such as universities and businesses source higher welfare and more plant-based products for dining services. The first member is UC Berkeley, which serves more than 30,000 students annually.

### GOOD FOOD

#### PURCHASING POLICY

Farm Forward leads the revision of the Good Food Purchasing Policy's (GFPP's) animal welfare standards for public school systems. GFPP districts commit to purchase higher welfare animal products and are incentivized to reduce meat consumption.

### JIFA

The Jewish Initiative for Animals (JIFA) launches as the centerpiece of Farm Forward's religious outreach. In 2016 JIFA revives non-factory farmed kosher heritage chickens, trains educators, and designs the animal welfare audit section of a LEED-style certification.



2017

JAN

FEB

SEPT

OCT

**BETTER FOOD FOUNDATION**

Farm Forward helps establish the nonprofit Better Food Foundation (BFF), which advocates plant-based foods to eliminate the suffering of farmed animals. BFF’s first initiative, Milk Free Mornings, focuses on mothers and launches on Mother’s Day 2017.

**MAKING CERTIFICATION MATTER**

“Not all certification seals are created equal,” explains Farm Forward’s Andrew DeCoriolis in a prominent *New York Times* article on animal welfare certifications. Farm Forward’s voice helps ensure that consumers know that while welfare certifications can be well-meaning, they are often attempts to obfuscate and mislead.

**THE FILM EATING ANIMALS**

The film *Eating Animals* premieres at the Telluride Film Festival to a sold-out audience and receives a standing ovation. Over the past five years Farm Forward put in hundreds of hours to help make the film possible by introducing the film’s director to farmers and activists, contributing to the writing and fundraising, and even providing direct financial support.

**LEADERSHIP CIRCLE**

At its formal launch, our Leadership Circle—a food purchasing program leveraging the power of universities, businesses, civic and religious institutions to change how farmed animals are raised—has already effected changes benefiting 3.2 million animals annually.

*“Exposure to documentaries and books are two of the biggest catalysts inspiring people to reduce or eliminate animal product consumption.”*

-Results of a Humane League survey of 3,000 respondents.



**GOOD SHEPHERD POULTRY INSTITUTE**

Also at Telluride, we help Frank launch a campaign to fund the Good Shepherd Poultry Institute, which will train the next generation of highest welfare heritage farmers and preserve endangered high welfare heritage breeds. We create a GSPI website and fundraising and marketing materials in anticipation of the enthusiasm and interest that the film generates for Frank’s work and vision.

## NOV

### GLOBAL ANIMAL PARTNERSHIP

Farm Forward meets with allies to draft recommendations for Global Animal Partnership on fish welfare standards that will soon impact hundreds of millions of sea animals.

### INDIA

Farm Forward takes U.S. allies to visit its Indian partner Prakrithi, which provides free and subsidized veterinary care and animal welfare education to 35 villages in the Nilgiris region. While there, we meet with Good Dot, India's plant-based meat startup, about incremental meat reduction in Indian diets.



## DEC

### CREATUREKIND

In Philadelphia, the Christian animal advocacy organization CreatureKind, which grew out of a *Farm Forward Faith in Food Fellowship* grant, holds its first retreat for Christian animal advocates from a variety of denominations.

### PERDUE

Farm Forward leads a group of senior executives from Perdue on a 2-day visit to Frank Reese's Good Shepherd Poultry Ranch. The visit helps inform our own analysis of the poultry industry's plans and thinking regarding poultry genetics, and the strategically important role that heritage genetics could play in raising the standard of what "highest welfare" looks like across the entire industry.

### CONFERENCE MEAT REDUCTION

At a Hillel conference of 850 campus professionals from around the world, JIFA presents on how Jewish values can align with food choices, and influences conference organizers to serve higher welfare meats and reduce conference meat consumption for the first time.

CHANGING  
**POLICY**

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# Changing Policy

**Farm Forward works to change the rules and guidelines that shape the future of food. We aim for government accountability, institutional integrity, and informed individual choices.**

## Work with GAP Continues

In 2008, Farm Forward's Steve Gross helped found Global Animal Partnership (GAP). This international charitable organization brought together farmers and ranchers, animal welfare organizations, scientists, and retailers to create a continually improving 5-Step® Animal Welfare Ratings program. GAP is now the nation's largest animal welfare certification with more than 290 million animals and 3,400 farms in its system. Farm Forward remains one of only four animal welfare organizations on its board.

### **A CASCADE OF CORPORATE VICTORIES**

Even as early as 2008, Farm Forward was using its voice to emphasize that poultry genetics are a central welfare issue. In March of 2016, we were instrumental in securing GAP's

**In March of 2016, we were instrumental in securing GAP's commitment to genetic changes for all poultry in the GAP system by 2024.**

commitment to genetic changes for all poultry in the GAP system by 2024, a decision that will impact over 277 million animals per year. That contributed to a cascade of over 70 corporate commitments in 2016 and 2017, as retailers like Starbucks and Subway, food processors like Campbell's and Nestle, and foodservice corporations like Aramark and Sodexo all pledged to follow GAP's lead and use broiler breeds scientifically proven to have markedly improved welfare outcomes.

Seeing the development of this new market, Perdue committed to meet all the demand for higher welfare poultry, also by 2024. We thereby initiated enormous changes to both the demand side and the supply side, as the cascade of corporate wins led to a huge market shift.

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“Farm Forward’s presence on the GAP board has been instrumental in navigating the organization through some of the most critical improvements in animal welfare in the market in the United States to date. They’ve played a vital role in the organization’s leadership and management, and continue to guide GAP’s moral compass.”

-Leah Garces, Executive Director of Compassion in World Farming USA and Chair of the GAP Board

### **PUSHING THE WELFARE CEILING**

In addition to our work “raising the floor”—ending the most inhumane practices in factory farming—we have an equally strong commitment to “pushing the ceiling”—creating higher expectations for the highest welfare products.

As an example of raising the floor in 2017, we met with allies to draft questions and recommendations for GAP on the process they will use to develop fish welfare standards that will soon impact hundreds of millions of sea animals.

As an example of our pushing the ceiling in 2017, we led the way in modifying GAP’s Step 5 and Step 5+ to require slower growth rates for all chickens and turkeys, and to promote highest welfare genetics at Step 5 and 5+, including prohibiting artificial insemination for turkeys.

### **Other leading welfare groups with campaigns focusing on genetics in**

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**2007=0** | **2017= 7**

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# BuyingPoultry.com Beta Testing Concludes

Even at the time of its beta launch in November of 2015, BuyingPoultry.com became the premier online buying guide for consumers looking for higher welfare poultry products and plant-based alternatives.

That beta site was developed with the help of a leading group of animal welfare experts, farmers, and ethicists, who created a comprehensive rating system for poultry products. The site was launched to wide media coverage and has since been used by more than 50,000 people. Although we have spent no money or time promoting the website, it continues to see about 1,000 new users each month, who arrive through organic search.

In early 2017, Farm Forward staff evaluated the beta site's metrics and usage statistics, then embarked on a redesign to launch in 2018. The new site will have faster search functionality tools to crowdsource poultry products and location data, and will be optimized for mobile use.





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# Leadership Circle Launches

Farm Forward's Leadership Circle is an institutional food purchasing program that leverages the buying power of universities, businesses, and civic and religious institutions to change the way animals are raised for food. The Leadership Circle assists institutional food providers, such as universities, corporations, and nonprofits, in sourcing higher welfare meat, poultry, and eggs while incorporating more plant-based proteins into the meals they serve.

The Leadership Circle publicly launched on October 12th, 2017. Even at launch, the Leadership Circle had already helped institutions make changes benefitting more than 600,000 animals annually. By the end of 2017, the number of animals benefitted has reached 3.2 million.

## LEADERSHIP CIRCLE'S LAUNCH WAS PICKED UP BY 188 SITES, INCLUDING:

*The Miami Herald*  
*LA Daily News*  
*The Post and Mail*  
*The San Jose Mercury News*  
*SiliconValley.com*

## INSTITUTIONS THAT HAVE JOINED THE LEADERSHIP CIRCLE INCLUDE:

*Airbnb*  
*Bon Appétit*  
*Case Western Reserve University*  
*The Colburn School*  
*Dr. Bronners*  
*Hazon*  
*The Institute for American Indian Arts (IAIA)*  
*The Thacher School*  
*University of California Berkeley*  
*Vassar College*  
*Washington University School of Medicine*

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Leadership Circle clients commit to purchasing 100% of at least one of their animal products from certified higher welfare sources. Members also invest in highest-welfare suppliers and support farms that raise animals entirely outside of the factory farm system.

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The Leadership Circle's work to transform institutional food sourcing benefits approximately 3.2M animals annually, at a cost of five cents per animal.

### **Leadership Circle Partners with Real Food Challenge**

The Leadership Circle is now an official partner of the Real Food Challenge, a student-led nationwide network getting colleges to offer more sustainable, healthy, and humane foods on campus. The Leadership Circle will provide technical assistance to its 40 member schools to source higher welfare animal products, encouraging them to surpass their Real Food Challenge commitments and meet the full requirements of the Leadership Circle.

### **A Unique Approach to Corporate Advocacy**

The Leadership Circle creates an incentive for change by providing its members abundant, nitty-gritty support to improve food sourcing. This high degree of pragmatic assistance sets the Leadership Circle apart and has helped Farm Forward become a trusted advisor and consultant to major food companies.

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## Jewish Institutions Adjust Food Purchasing

The Jewish Initiative for Animals (JIFA) has continued its work to secure long-term change by encouraging Jewish institutions to align food purchasing with Jewish values. We have worked with over fifty Hillels, camps, retreat centers, and Jewish community centers to design food plans that reduce meat consumption and address animal welfare. So far, 30 institutions have committed to reducing consumption and/or sourcing higher welfare, and 22 more have pledged to do so.



## Good Food Purchasing Policy Gets Better

With the ASPCA, Farm Forward led the development of animal welfare standards for the Good Food Purchasing Policy (GFPP), which supports large public school districts as they work to offer higher welfare dining options. GFPP has been adopted by public school districts in Oakland, San Francisco, Los Angeles—the largest public school system in the US—and the city of Chicago, which serves meals to 380,000 students annually.

In October, version 2.0 of the Good Food Purchasing Policy (GFPP) standards was publicly released. Farm Forward led the committee of animal welfare groups that was asked to revise GFPP's animal welfare standards. The new standards reflect important changes including commitments to purchasing at least a minimum amount of higher welfare animal products, and incentives both to source highest welfare products and to reduce overall meat consumption. As GFPP gains momentum Farm Forward will help cities to meet the requirements and assist more cities to adopt the policy.

While GFPP standards are lower than those set by our Leadership Circle, they may be an entry point to move municipalities towards higher welfare meat sourcing and decreased animal consumption that could transform markets and steer generations of students away from factory farmed meat.

CHANGING  
**FARMING**

# Changing Farming

**Farm Forward works with farmers like Frank Reese to build alternatives to the factory farm and develop food systems that put animals, farmers and communities first.**

We could take every hen out of her cage and let her roam outdoors on pasture, but the factory farm industry will still continue to grow and profit unless we change chicken genetics. With the exception of heritage, all commercially available poultry products—even if they are labeled kosher, organic, cage-free, free-range, or pastured—come from “hybrid” birds whose genetics lead to painful diseases and deformities. At a time when birds’ bodies are themselves cages, we have to pursue both incremental welfare improvements and cultivate true alternatives to factory farming in which birds have healthy, high welfare genetics.

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“Farm Forward’s unique strategy and vision have influenced the animal welfare movement to not only pursue incremental welfare improvements and suffering reduction today, but, primarily through genetic improvements, also to cultivate alternatives to factory farming for tomorrow.”

-Bernard Rollin, University Distinguished Professor, Professor of Philosophy, Professor of Animal Sciences, Professor of Biomedical Sciences, and University Bioethicist at the University of Colorado

# GENETICS & WELFARE

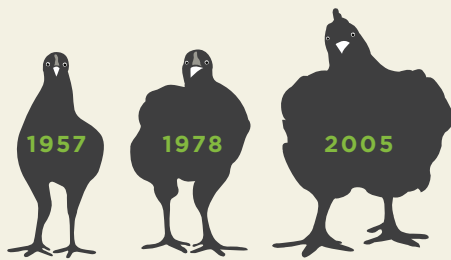
*Furthermore, one's compassion should extend to all creatures and one should neither despise nor destroy them, for the Heavenly Wisdom spreads over all of creation: inanimate objects, plants, animals and humans.*

RABBI MOSHE CORDOVERO, TOMER DEVORAH, PEREK 3, ON HOKHMAH

עוד צריך להיות רחמיו פרוסים על כל הנבראים,  
לא יבזם ולא יאבדם.  
שהרי החכמה העליונה היא פרוסה על כל הנבראים,  
דומם וצומח וחי ומדבר.

משה קורדובירו, תומר דבורה פרק ג' על חכמה

Signage by the Jewish Initiative for Animals shows the difference between a conventional hybrid chicken and a heritage chicken



SIZE AT 8 WEEKS

## HYBRID MEAT CHICKENS

- Genetically manipulated to grow unnaturally fast
  - Bred to live indoors
  - Weak immune system
- Suffer from organ failure and skeletal deformities
  - Walk with difficulty due to chronic pain



SIZE AT 16 WEEKS

## HERITAGE CHICKENS

- Naturally slow growing
- Bred to thrive outdoors
- Strong immune system
- Have healthy organs and strong bones
  - Love to fly, run, play, and explore

אדמה  
ADAMAH

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# JIFA Builds Supply & Demand for Kosher Higher Welfare

Central to the Jewish Initiative for Animals' (JIFA's) mission is creating an adequate supply of higher welfare kosher meat by working with conscientious producers, as well as an adequate demand by helping Jewish institutions develop and implement ethical food-buying plans. By providing both consulting services and strategic financial aid, JIFA has enabled two kosher meat companies, KOL Foods and Grow & Behold, to sell heritage kosher chickens produced entirely outside the factory farm system for the first time in decades. An October 2017 sales analysis by KOL Foods revealed that after making changes suggested by JIFA and Farm Forward, KOL Foods experienced the largest monthly sales volume for certified heritage chicken since they began selling the product in 2016.

JIFA is also working with key producers in the kosher industry to pave the way for broader recognition of kosher products by major animal welfare certifications. Key to this process is JIFA's ability to help kosher producers recognize and address the welfare concerns that certifying organizations have raised about kosher.



# Building the Good Shepherd Poultry Institute (GSPI)

Frank Reese is the country's foremost expert on breeding heritage poultry. Farm Forward supports Frank's lifelong dream to build the Good Shepherd Poultry Institute (GSPI) to train the next generation of highest welfare heritage farmers and preserve endangered high welfare, genetically healthy heritage breeds. That dream came several steps closer to reality this year with our launch of a campaign to raise funds for GSPI, timed to coincide with the release of the documentary film *Eating Animals*, in which Frank appears, and the enthusiasm and interest in his work that the film is generating. In preparation for the film's debut at the Telluride Film Festival, Farm Forward built a GSPI website, created fundraising and marketing materials, and worked with Frank to update GSPI's business plan. As Frank's story is shared with the world, we are delighted to see philanthropists and organizations stepping forward to help Frank complete his vision.

The Thanksgiving holiday brought attention to Frank's heritage turkeys and the important role that genetics plays in the health and well-being of farmed animals. Articles praising Frank's birds were featured in *Bloomberg*, *Organic Authority*, the *Los Angeles Times*, and *amNY*.

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“[Frank Reese] is like a seed saver or librarian for chickens, not just because he loves the birds personally. He also believes that if he maintains these genetics, someday the chicken industry will come to its senses and want them again.”

-Maryn McKenna, author of *Big Chicken*





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The article in Bloomberg, by Deena Shankar, warns of imposters appropriating the heritage label without actually meeting the American Poultry Association's strict standards—an issue that Farm Forward has also identified and attempted to address with our work toward a heritage certification.

## Reviving a Certification for Heritage Poultry

One of the biggest challenges for would-be heritage poultry farmers is the need to convey to consumers the radical differences in welfare, flavor, and nutritional content between heritage and non-heritage birds. This challenge is amplified by the presence in the marketplace of mislabeled heritage products: chickens and turkeys with factory farm genetics marketed as heritage by unscrupulous or uneducated brands. To help combat such practices in recent years, Farm Forward collaborated with the American Poultry Association (APA) to re-launch its APA Flock Certification program, which is now in use.

The certification, defunct since the 1950s, allows producers raising genuine heritage birds to display the APA seal on their packages. To provide even more marketing support, our Certified Heritage program will allow farmers to advertise their products as meeting the strict definition of heritage poultry

developed by the Breeds Conservancy. In 2017 Tufts University's Center for Animals and Public Policy partnered with us to create an internship to advance our Certified Heritage program.

## Collaborating with the ASPCA

In August 2017 Farm Forward, in collaboration with the ASPCA, released a comprehensive report calling on the USDA to finalize the pending Organic Livestock and Poultry Practices (OLPP). The report, titled “Animal Welfare in the National Organic Program: The USDA must Act Quickly to Ensure Consumer Trust,” documents how farmers, retailers, and consumer advocates overwhelmingly support—and in fact expect—stronger welfare standards for animals raised under the organic program. Farm Forward's collaborative work with the ASPCA began in 2011, when we were hired to create policy briefs on a host of issues related to farmed animal welfare. Key among our recommendations to the ASPCA was that it campaign on poultry, with a special focus on genetic health. Farm Forward has since provided strategic consulting to the ASPCA on their poultry campaigns and the ASPCA has funded our research into the cost to producers and consumers of switching to slower-growing chickens with healthier genetics.

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# Empowering Leading Organizations to Combat Factory Farming

The Farm Forward team works behind the scenes to give high-profile animal organizations the tools they need to fight factory farming. While we've undertaken much of that work via formal, paid consulting relationships, we rely just as heavily on the personal and largely informal relationships we have cultivated with key players at each of the major animal organizations that address farming issues. Whether it's our regular inter-organizational phone meetings, or our collaboration and leadership on policy matters and group statements, Farm Forward plays a central, outsized role in guiding the animal movement's agenda.



# Internationalizing the Movement with a Focus on India

Factory farming is a global problem and effective resistance to the growth of factory farming in any one country increasingly requires a global perspective. While Farm Forward focuses its efforts on change in the US, we have identified India, the world's largest democracy, as a central player in creating a more humane and sustainable future for farming. The factory farm industry has long identified India as vital to its future and Farm Forward believes that we ignore the importance of the Indian context at our peril. In 2017, Farm Forward provided grants to India-based nonprofits to deliver free and subsidized veterinary care helping support traditional farmers and improve animal welfare in Southern India. We also worked with our Indian partners to support meat reduction in India by providing free consultation to a new Indian plant-based meat company, Good Dot, and to the plant-based meat advocacy group, the Good Food Institute, which has begun their own work in India.

Above all, these extraordinarily cost-effective efforts are building our knowledge of the Indian context and strengthening partnerships with allied Indian nonprofits like Prakrithi, a

regional sustainability organization in Tamil Nadu, and Karuna Society for Animals and Nature in Andhra Pradesh, which combines shelter work, education, and legal campaigns to improve the lives of animals. Farm Forward is actively seeking grants to continue this work in India and expand it to include a documentary film and collaborations with Indian universities.

**Since 2013, Farm Forward has worked to identify and help fund some of the most innovative programs working toward higher welfare, more sustainable agriculture in South Asia.**



A farmer in Tamil Nadu stands in his millet field. He is one of many traditional farmers who receives veterinary care supported by Farm Forward's grants.

CHANGING  
**NARRATIVE**

# Changing Narrative

**Farm Forward leverages the power of cultural narratives to shift cultures themselves, telling the story of how farming can and should be better.**

## *Eating Animals,* the Book

The book *Eating Animals* is perhaps the best summation of Farm Forward's institutional philosophy. Farm Forward CEO Aaron Gross began collaborating with Jonathan Safran Foer on Foer's book in 2006. Published in 2009, the *New York Times* bestseller was reviewed in *USA Today*, the *Wall Street Journal*, the *New Yorker*, and the *Guardian*. *Eating Animals* has sold over half a million copies globally and 27 countries have purchased translation rights.

Farm Forward has spearheaded efforts to bring *Eating Animals* into high school and academic classrooms around the world. Over 15,000 students have participated in our Virtual Visits program that brings Foer into direct engagement with students. 2017 was a record year with more than 4,000 students enrolled in the Virtual Visits program. The book has become a staple of college reading lists and several schools, including Duke University, UNC Chapel Hill, and Clarkson University, have made it required reading for their entire first year cohort.

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The *Eating Animals* book has sold over a half million copies internationally.

“In the most literal sense, I wouldn't have, and couldn't have, written this book without Aaron Gross.”

-Jonathan Safran Foer



# *Eating Animals,* the Film

On September 1, the film *Eating Animals* premiered to a sold-out audience of 650 people at the Telluride Film Festival and received a standing ovation. Narrated and co-produced by Natalie Portman, along with co-producers (and co-founders of Twitter) Evan Williams and Biz Stone and others, the film was followed by a panel discussion featuring celebrity chef Alice Waters.

Farm Forward had provided crucial assistance to the filmmaking team, introducing the film's director to farmers and activists, contributing to the writing and research, assisting with fundraising, and even providing direct financial support in the form of a loan. Now that *Eating Animals* has made it on to the big screen we are on the lookout for new projects and collaborators in creating another transformative and inspiring narrative about the future of food.

**Studies suggest that exposure to documentaries is one of the biggest catalysts inspiring people to reduce meat consumption**



Celebrating the premiere at the Telluride Film Festival. Left to right: Farm Forward CEO Aaron Gross, Director Christopher Quinn, Executive Producer Natalie Portman, Writer Jonathan Safran Foer, Executive Producer Evan Williams. Photo courtesy of Abie Livesay Photography [www.abielivesay.com](http://www.abielivesay.com)

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*“Eating Animals may be the most important documentary that screened this year at the Telluride Film Festival.”*

-Sasha Stone, *The Wrap*



Farm Forward’s Executive Director Ben Goldsmith talks with Natalie Portman and Twitter founder Evan Williams at the Farm Forward co-hosted *Eating Animals* film after-party. Photo courtesy of Abie Livesay Photography [www.abielivesay.com](http://www.abielivesay.com)



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# Jewish Education

## CHANGING JEWISH INSTITUTIONS

In addition to JIFA's work creating supply and demand for high-welfare certified heritage kosher poultry, and encouraging Jewish institutions to reduce meat consumption and address animal welfare in their food sourcing, JIFA provides direct and indirect education to Jewish students, families, farmers, and others. JIFA's current network of over 1,200 educators and participants is designing new projects using JIFA's resources.

The Hazon Seal of Sustainability, a LEED-style certification, partnered with JIFA to develop its materials related to animal welfare. Last year, of the 24 Jewish institutions selected for the pilot program, 13 chose to focus their work on animal welfare and food purchasing practices. These institutions have each received special consultation from JIFA, and their food plans will impact 3,000 campers, 1,500 college students, 10,500 Jewish community center or retreat participants, and 2,000 families attending synagogue programs annually.



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**Over 1,200 educators and program participants are using JIFA's resources to design new projects.**

### **CHANGING JEWISH CONFERENCES**

JIFA staff have led workshops, including three keynote addresses, in Connecticut, New York, Boston, Philadelphia, Chicago, Denver, Boulder, San Francisco, San Diego, Detroit, and Jerusalem to promote institutional food plans rooted in animal welfare. Worth particular mention is Denver, Colorado: at this year's annual conference of 850 professionals working for Hillel, the world's largest Jewish campus organization, we were honored to work with conference organizers both to replace much of the conventional meat served at the conference with higher welfare animal products and to reduce overall meat consumption for the first time. The closing plenary highlighted that the new commitment to serving higher welfare products at the conference was a meaningful expression of Jewish values.

## **Faith in Food**

We established our Faith in Food Fellowships to encourage religious leaders to work in their own traditions to change the narrative, and it is working. Some highlights from this past year: Rev. Dr. Christopher Carter, who is writing a book that explores food, race, and religion from a black Christian perspective, published a new article in *Patheos* about food justice, his work with *Farm Forward*, and evolving notions of spirituality. Meanwhile, in the UK, the *CreatureKind* initiative launched in 2015 continues to engage churches in new ways to understand Christian ethics and advocate for farmed animals. Overseen by Dr. David Clough—arguably the most important theologian of animal ethics and factory farming in the world—in 2017 *Creaturekind* held its first retreat gathering leaders from multiple Christian denominations.

Both Christopher and David joined *Farm Forward* CEO Aaron Gross to participate in the 10,000-attendee joint 2017 Annual Meeting of the American Academy of Religion (AAR) and Society for Biblical Literature in Boston, the largest gathering of religion professionals in the world. One highlight was Aaron's participation in a panel where he discussed how to teach courses addressing farmed animals and religion.

This year's Annual Meeting of the AAR had more presentations and workshops addressing animals, including



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farmed animals, than ever before. David chairs the Animals and Religion Group, which hosted most of these sessions; both Christopher and our CEO Aaron Gross serve on its Steering Committee. Aaron was a founding co-chair of the Animals and Religion Group almost a decade ago. This year, for the first time, AAR's sister organization, the Society of Biblical Literature, followed the lead of AAR and launched its own animals and religion group.

**We established our Faith in Food Fellowships to encourage religious leaders to work in their own traditions to change the narrative, and it is working.**

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# Better Food Foundation

Farm Forward provided a range of consulting services to help establish a new organization called the Better Food Foundation (BFF). With Farm Forward's ongoing support, BFF advocates healthy, values-based food choices that reduce or eliminate the suffering of farmed animals. BFF's first initiative, Milk Free Mornings, launched on Mother's Day with a focus on mothering. The campaign video raises awareness about the inherent cruelty of the dairy industry, and promotes plant-based alternatives and plant-based diets in response.

**BFF's content about health, animal agriculture, and plant-based diets has reached almost one million people since its May launch.**



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# Thank You to Our Supporters

Farm Forward receives generous support from hundreds of people and organizations. We'd like to extend special thanks to key supporters who, in recent years, have made our work possible.



*Elizabeth and Patrick Arnold*  
ASPCA

*Margaret Atwood*

*The Barnwood Foundation*

*Belroy*

*BLT Helps*

*Dr. Bronner's*

*Mary Burns*

*Adam Feild*

*Jeremy & Leslie Fischer Family Foundation*

*Jonathan Safran Foer*

*Emanuel J. Friedman (EJF) Philanthropies*

*GRACE Communications Foundation*

*Archie Gottesman*

*Hachette Book Group*

*Foundation for Jewish Camps*

*KH Dominion Foundation*

*Elizabeth Kolbert*

*Tatiana Mandel*

*The Neuman Family Foundation*

*The Open Philanthropy Foundation*

*Natalie Portman*

*The Robinson-Acevedo Foundation*

*The Fred J. Rosenau Foundation*

*Natalie Shahmiri*

*The John Sobrato and Timi Sobrato Fund*

*The Stone Family Charitable Trust*

*Trish Tieger*

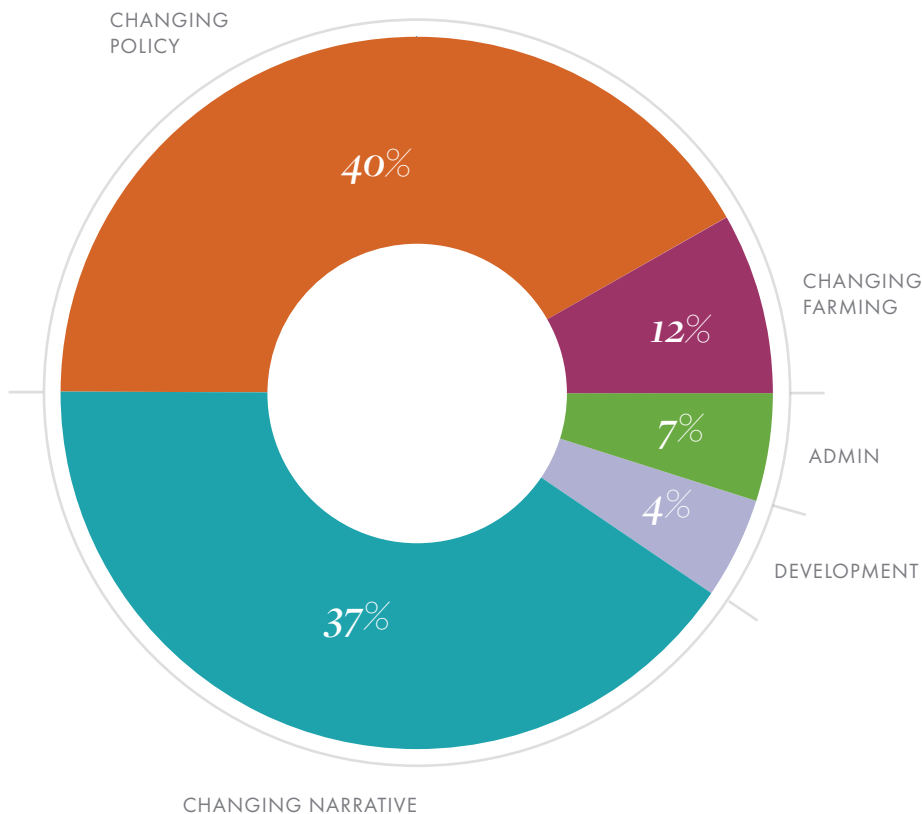
*Jeff Thomas*



# FARM FORWARD FINANCIALS

## 2017 IN DETAIL

*Farm Forward's team is unique among organizations working to end factory farming. Your generous support helps us continue and expand our work.*



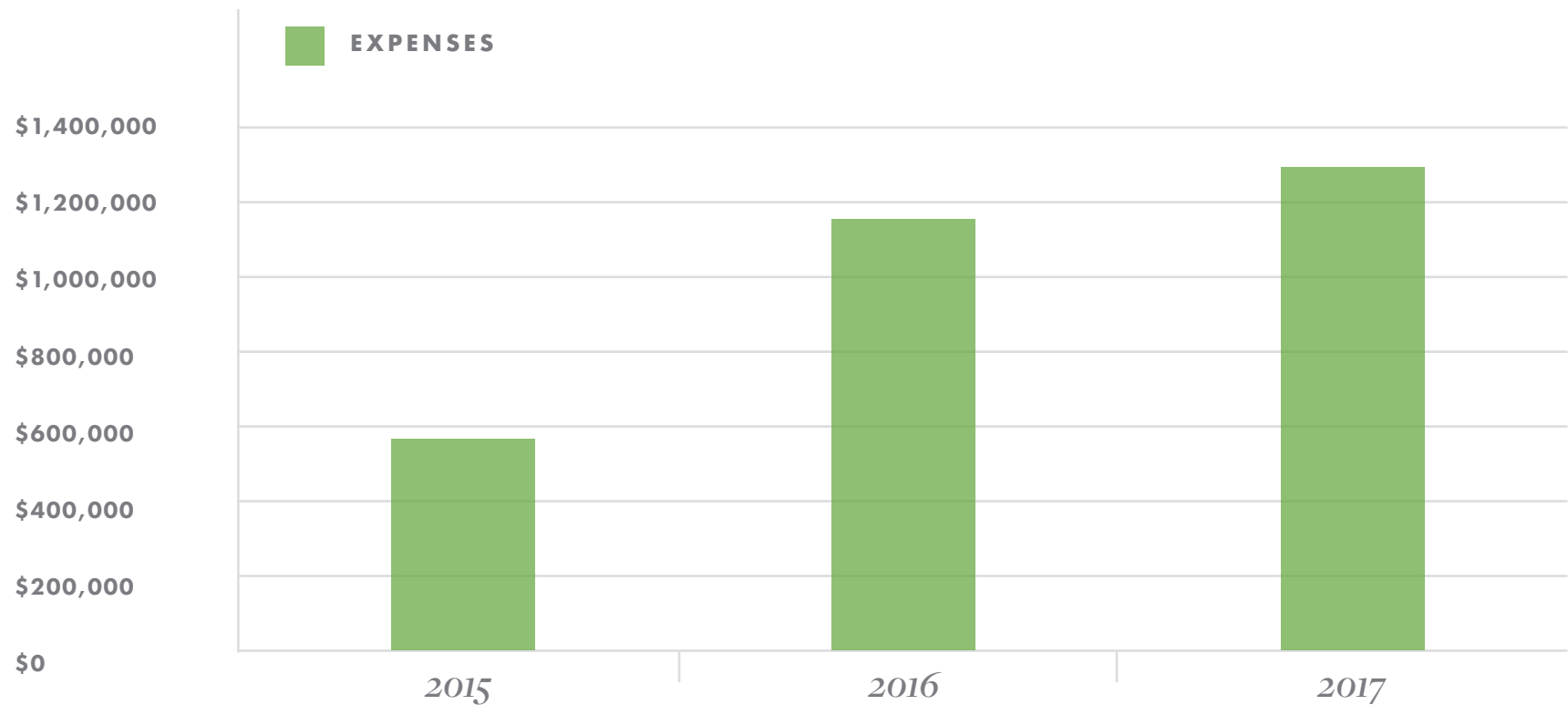
CHANGING POLICY	CHANGING FARMING	CHANGING NARRATIVE
Religious (JIFA) \$323,266	Kosher (JIFA) \$70,359	Eating Animals Outreach \$289,402
Buying Poultry & Leadership Circle \$179,444	Expanding Heritage \$42,074	Religious Outreach \$81,460
Certifications \$18,488	Farming in India \$41,687	Public Outreach \$76,317
Religious (Non-JIFA) \$9,514		Academic Outreach \$34,885
<b>Total:</b> \$530,712	<b>Total:</b> \$154,120	<b>Total:</b> \$482,064

**TOTAL 2017 SPENDING: \$1,317,472**

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# Continued Growth in Program Scope and Size

As you can see from the information below, the scope and reach of our programs has grown over the last several years. With your continued generous support, we can achieve even more significant change in the intensive industrial farmed animal system in the years ahead.



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# In Closing

I'd like to provide some background about Farm Forward's 2017 activities that will shed additional light on our Financial Statement. Farm Forward's budget has grown steadily over the past several years, and 2017 was our largest year ever in terms of income and spending.

This increase has changed not only our ability to do our advocacy work effectively, but the nature of how we work together. **In 2017 we have expanded our capacity in several areas crucial to executing our programs while maintaining organizational health: human resources, finances, information management, technology, and development.** We hired our first-ever development staff person, Jennifer Channin, who began working for Farm Forward as a part-time consultant in 2016 and joined the staff full-time as our Director of Development Operations in January 2017. Kabrina Miller joined us as Office Manager in May. Our long-time General Counsel, Policy & Program Director Michael McFadden devoted much of this year to implementing a new HR system and working with accountants to improve our financial tracking systems. In 2018 we will bring on board a Chief Financial Officer and an Executive Administrator.

We've also had the opportunity to work with some phenomenal consulting professionals who have stepped up Farm Forward's web presence dramatically. For the first half of 2017, Heather Armstrong, who Forbes has called one of the "Most Influential Women in Media" joined our team to improve our online and social media outreach, and worked with the Better Food Foundation to launch their first campaign, called "Milk Free Mornings," on Mothers Day. Famous veterinarian and whistleblower Dr. Jim Keen joined our team in an advisory capacity as our Director of Animal Welfare Science and has helped us develop research proposals to advance understanding of heritage genetics and welfare. World-class web developer Don Bradford—a tech insider with more than 30 years experience—has been working with us since the beginning of 2017 on a relaunch of all our web platforms, optimized for our work with JIFA, which will greatly enhance our effectiveness online when they go live in 2018. **People have always been Farm Forward's greatest asset, and we have been incredibly fortunate this year to have the means to say "yes" when some of the world's most talented professionals, like Heather and Don, have offered us their services at rates far below what their reputations command in their industries.**

We also grew our programmatic team in 2017. At the beginning of the year we launched a partner organization, the Better Food Foundation, whose executive director Rev. John Millspaugh also serves as our new Director of Educational

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Campaigns. In May, Claire Fitch joined our Leadership Circle team as Director of Outreach. In December, JIFA's Chief Compassion Officer Sarah Chandler completed her two-year contract, but remains an admired and close collaborator.

Ensuring a fair, safe, and affirming experience for staff is of utmost importance to us. The ratio of our highest-paid employee (our Executive Director) salary to the median employee salary is 1.3 to 1. All staff receive healthcare benefits. In 2017 we implemented a new system for salaries, raises, and bonuses that is transparent and based on a variety of factors that include cost-of-living and student debt payments. We also increased funding for professional development and wellness benefits. In 2018, we'll be working with an outside consultant to review and expand our anti-harassment policies and training.

At the close of 2017, several efforts are underway that will require new sources of funding in 2018: building the Good Shepherd Poultry Institute, advancing our efforts in South Asia, expanding our religious outreach, finding ways to better integrate sea animals into our anti-factory farming efforts, and supporting anti-factory farming efforts that integrate anti-racism and anti-sexism advocacy.

My staff and I would love to have a conversation with you about ways you can support Farm Forward's existing and new initiatives. I am deeply thankful for all the people who have encouraged and supported us during our ten-year journey.

Sincerely,  
Dr. Aaron Gross







WE ARE A TEAM OF STRATEGISTS,  
CAMPAIGNERS, AND THOUGHT  
LEADERS GUIDING THE MOVEMENT  
TO CHANGE THE WAY OUR  
WORLD EATS AND FARMS.

**CONTACT US AT**

INFO@FARMFORWARD.COM

TEL. 877-313-3276

PO BOX 4120

PORTLAND, OR 97208

