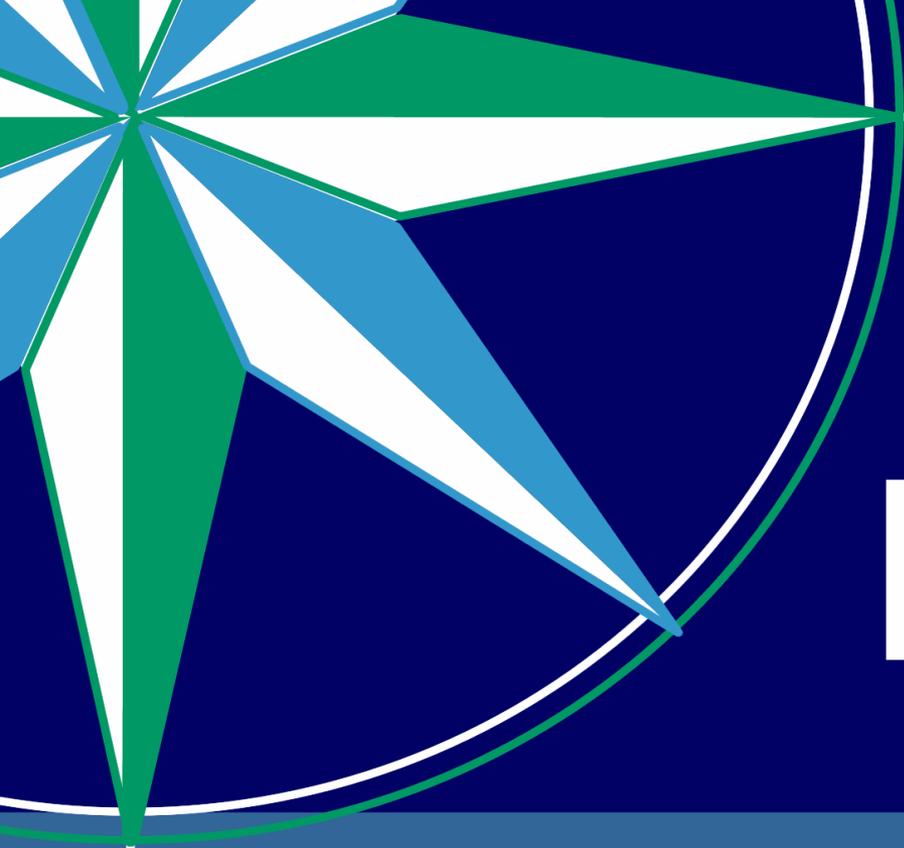


**THE HUMANE SOCIETY  
OF THE UNITED STATES**



# CHARITY NAVIGATOR



Four Star Charity



## The Cone Nonprofit Power Brand 100 In collaboration with Intangible Business



### The Cone Nonprofit Power Brand 100

To explore the unique relationship between nonprofit brand image and financial performance, Cone, in collaboration with **Intangible Business**, is pleased to share **The Cone Nonprofit Power Brand 100**, *the first public ranking in the United States to value nonprofit organizations by more than financial standing alone.*

At a time when donations are decreasing and nonprofits are continuously being asked to work across sectors to solve global issues, leading organizations are evolving and protecting their brands as powerful engines to raise critical funds in the near and long-term. In a sector where more than 1.5 million organizations compete for dwindling resources to carry out their missions, a solid brand identity helps tell an organization's story. It sets expectations, gains attention, fosters relationships and ultimately helps ensure long-term survival.

#### Available for download

- [The Cone Nonprofit Power Brand 100 Report](#)
- [Full 100 list](#)
- [Executive Summary](#)

#### Media Release

##### The Cone Nonprofit Power Brand 100 In the News

*The New York Times* - "An Analysis Ranks Brands of Nonprofits"  
*The Chronicle of Philanthropy* - "YMCA Leads List of 100 Charities with Strongest Brands"  
Marketing Daily - "YMCA, Salvation Army Dominate Nonprofit Brands"  
*PRWeek* - "YMCA Tops Cone Nonprofit Brand Rankings"  
*Puget Sound Business Journal* - "Nonprofit Brands Aren't Cheap"  
Triple Pundit - "Cone Inc Ranks Top 100 Nonprofits by Brand Affinity over Financials"



**Tenth strongest  
brand image of any  
U.S. non-profit**











MECKLENBURG  
BUREAU OF  
ANIMAL  
CONTROL  
CO.

HSUS

SCHOOL BUS  
EMERGENCY DOOR

MECKLENBURG CO. SCHOOL





***hsVma***

**HUMANE SOCIETY  
VETERINARY MEDICAL  
ASSOCIATION**

what about  
farm animals?

# Consumer Preferences for Farm Animal Welfare: Results of a Nationwide Telephone Survey

---



Jayson L. Lusk

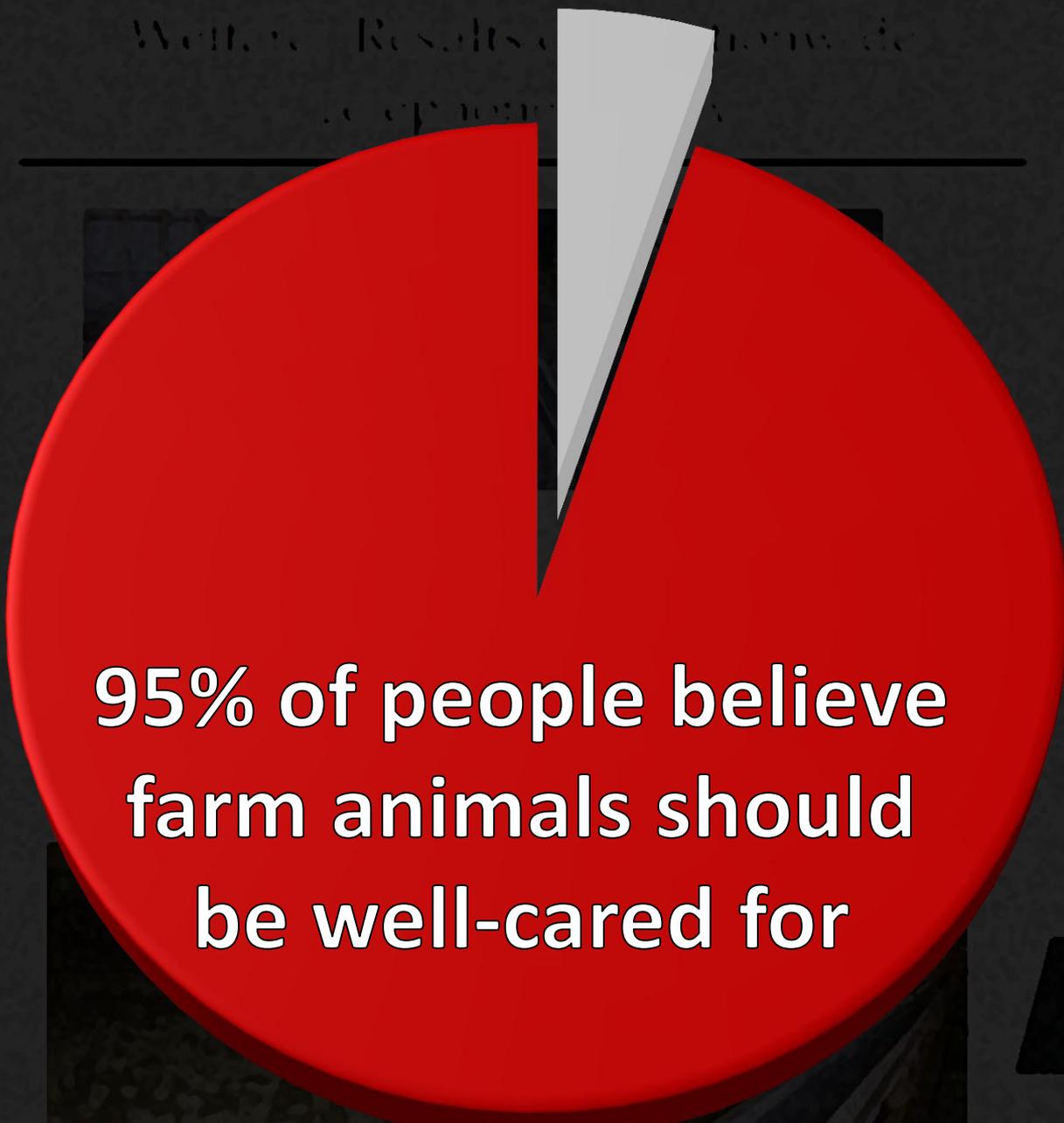
F. Bailey Norwood

Robert W. Prickett

Department of Agricultural Economics

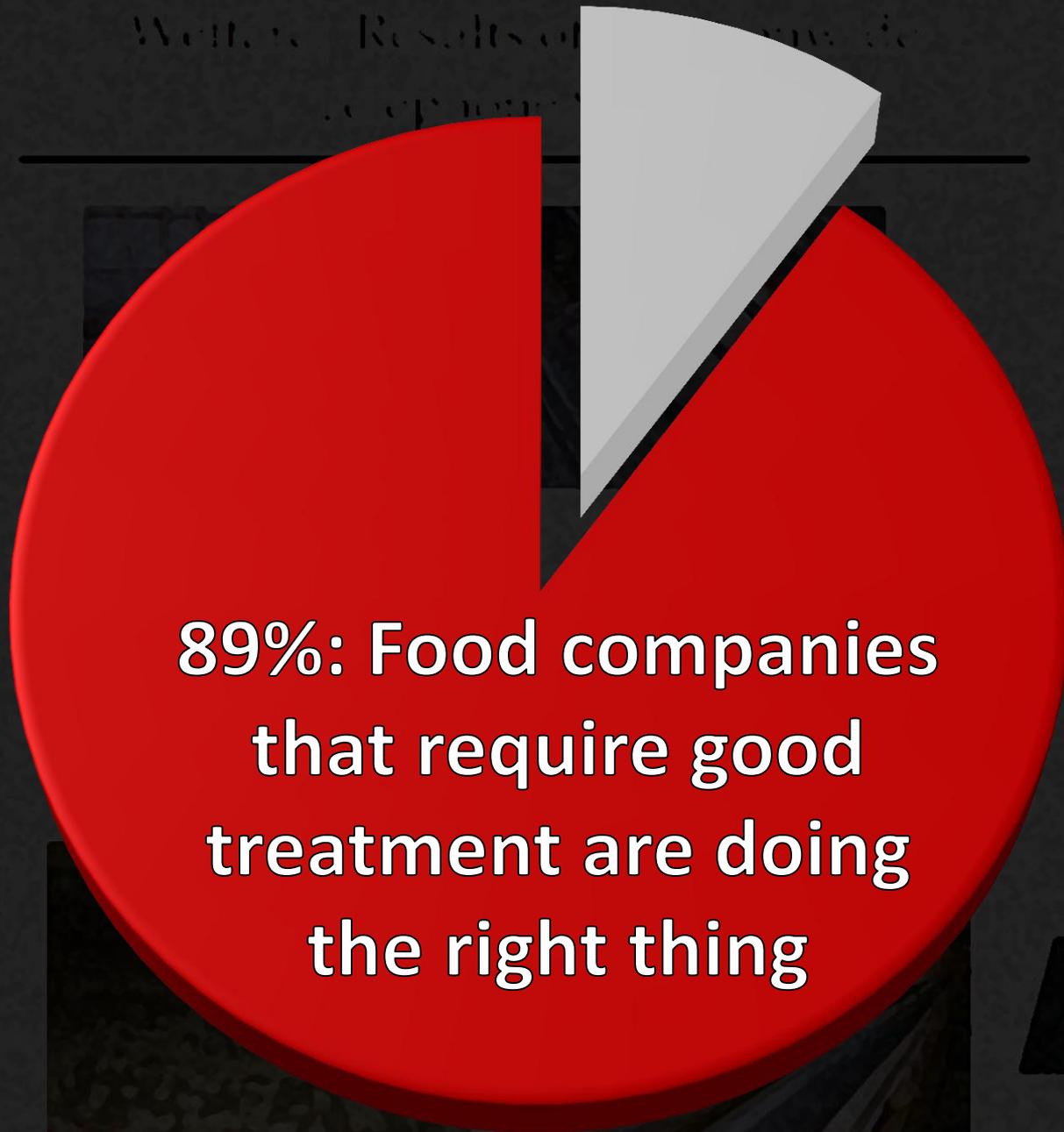
Oklahoma State University





**95% of people believe  
farm animals should  
be well-cared for**

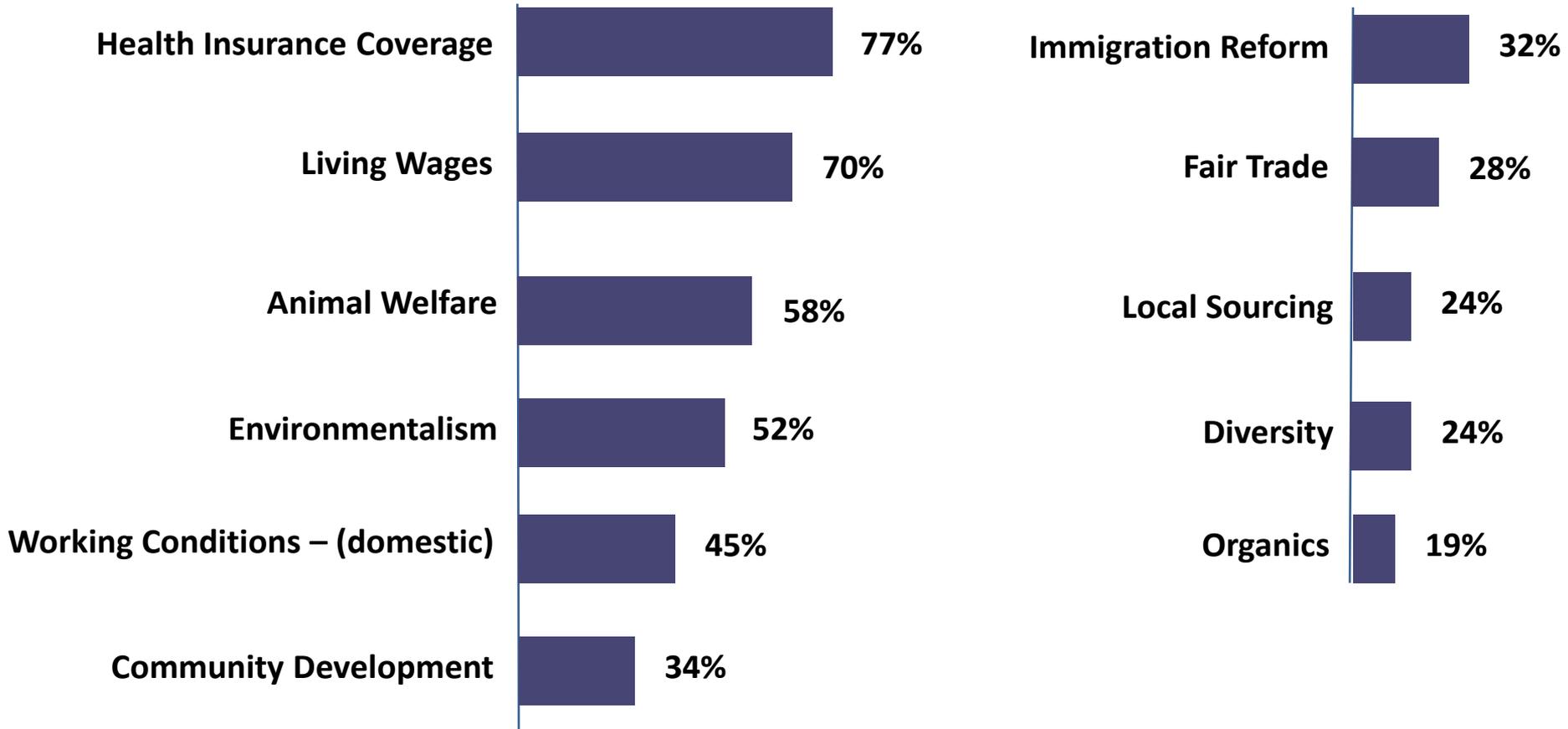






# *future* FOOD TRENDS

## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*



# Future FOOD TRENDS

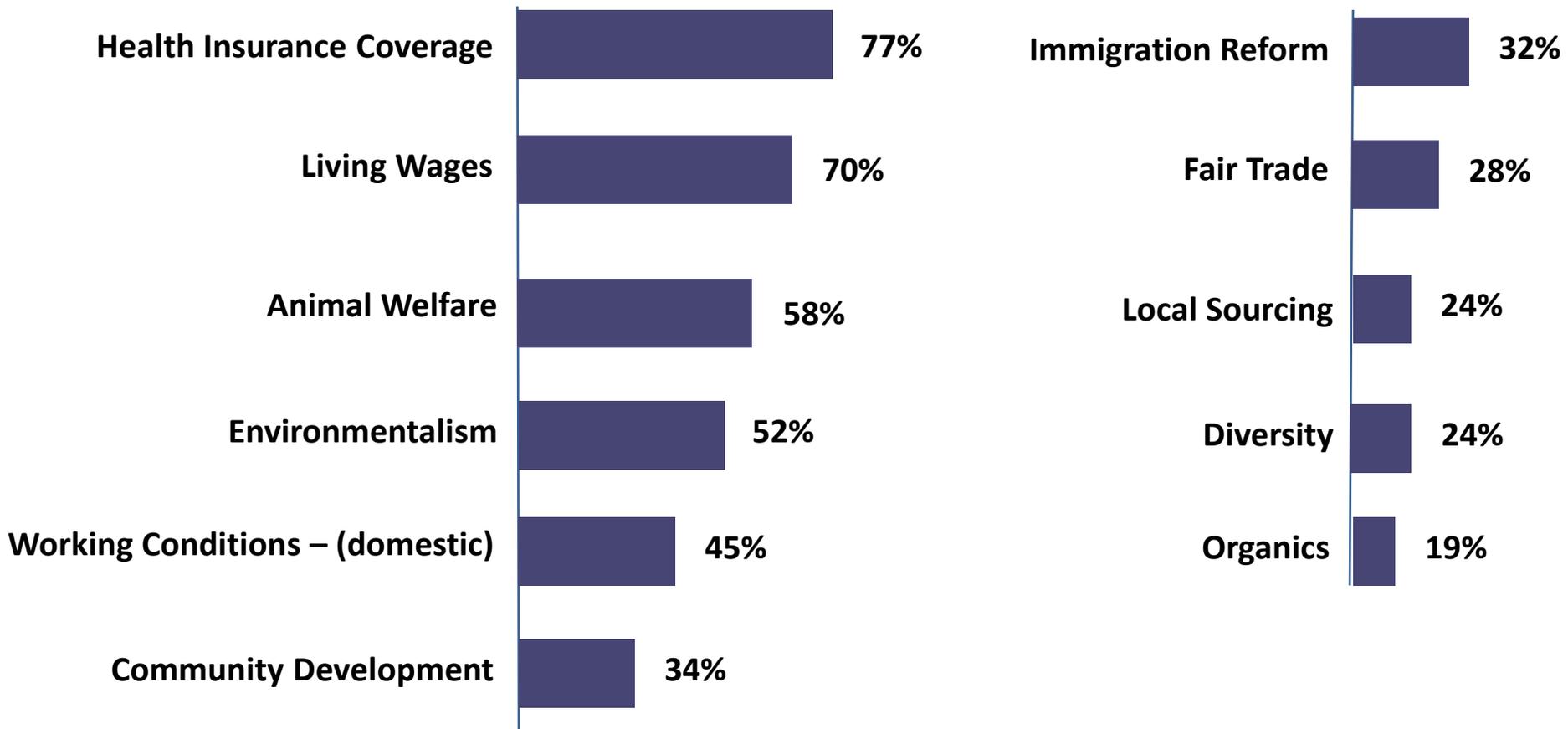
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

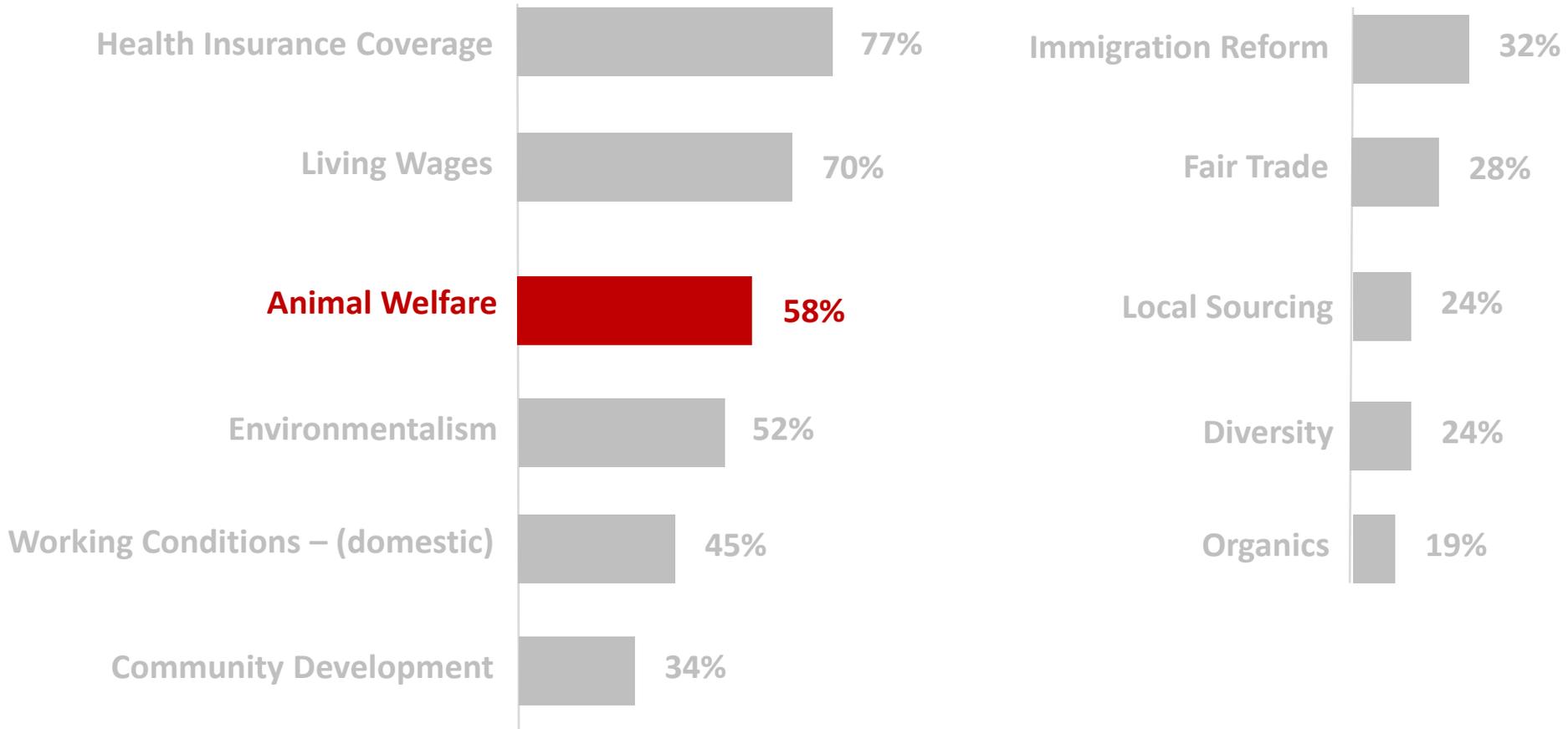
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

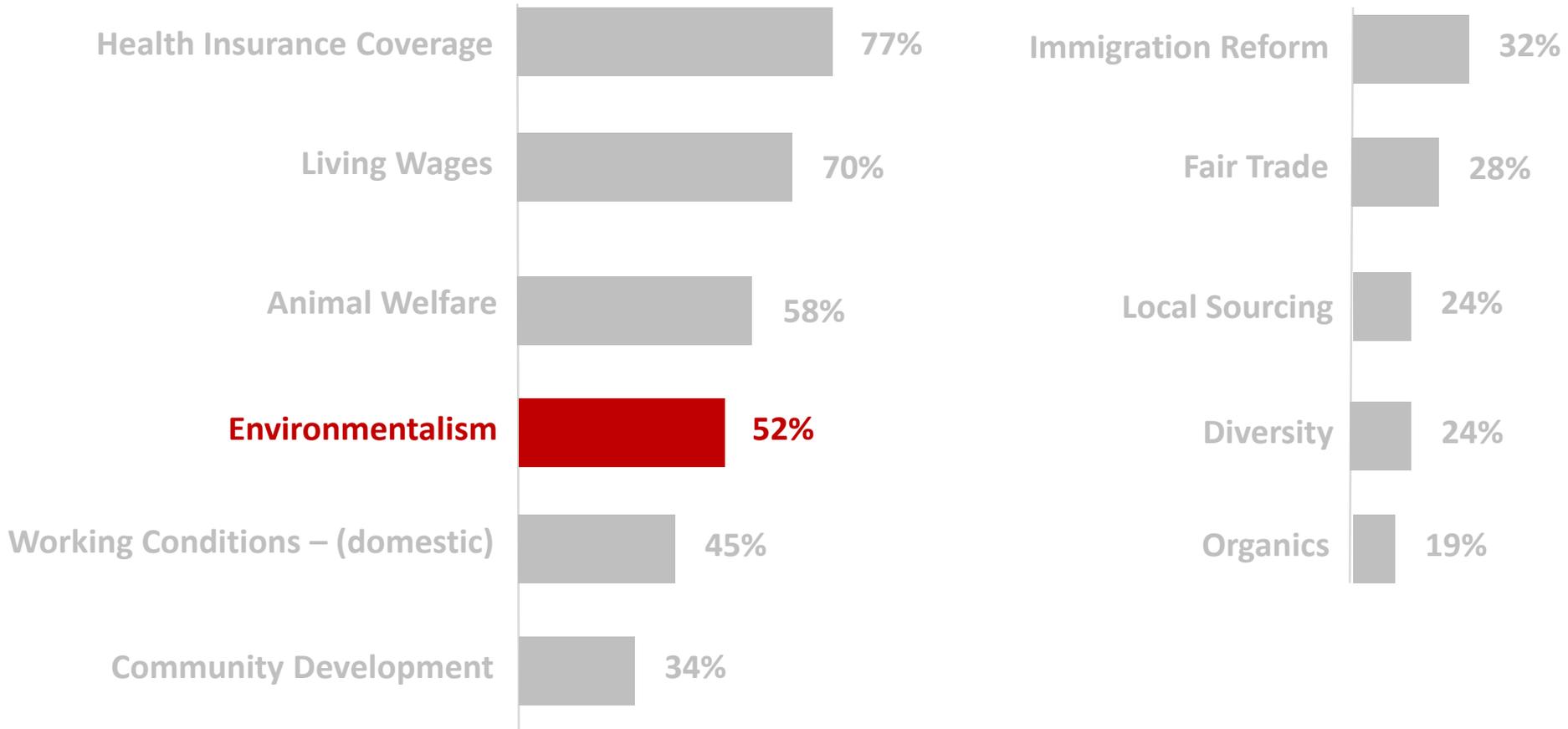
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

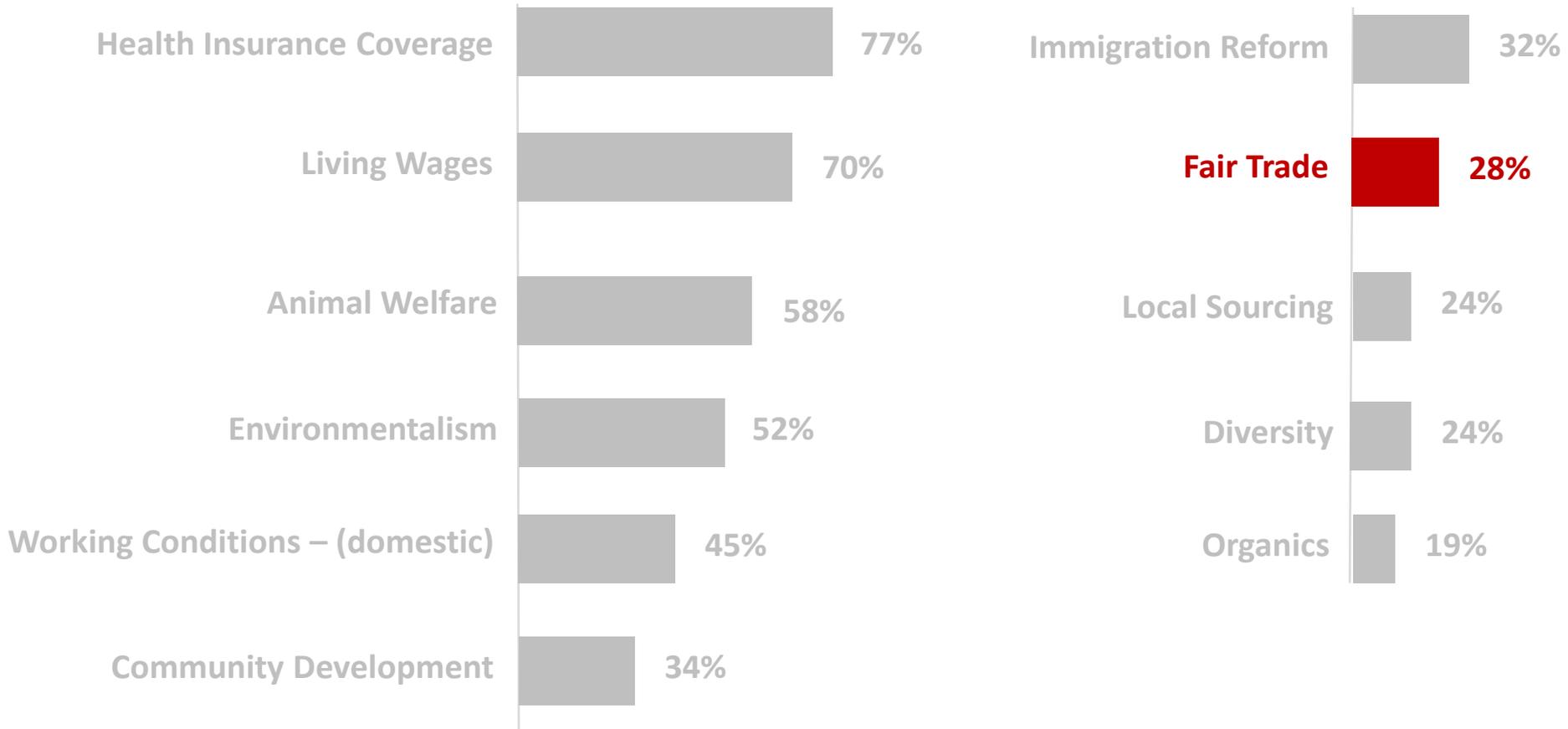
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

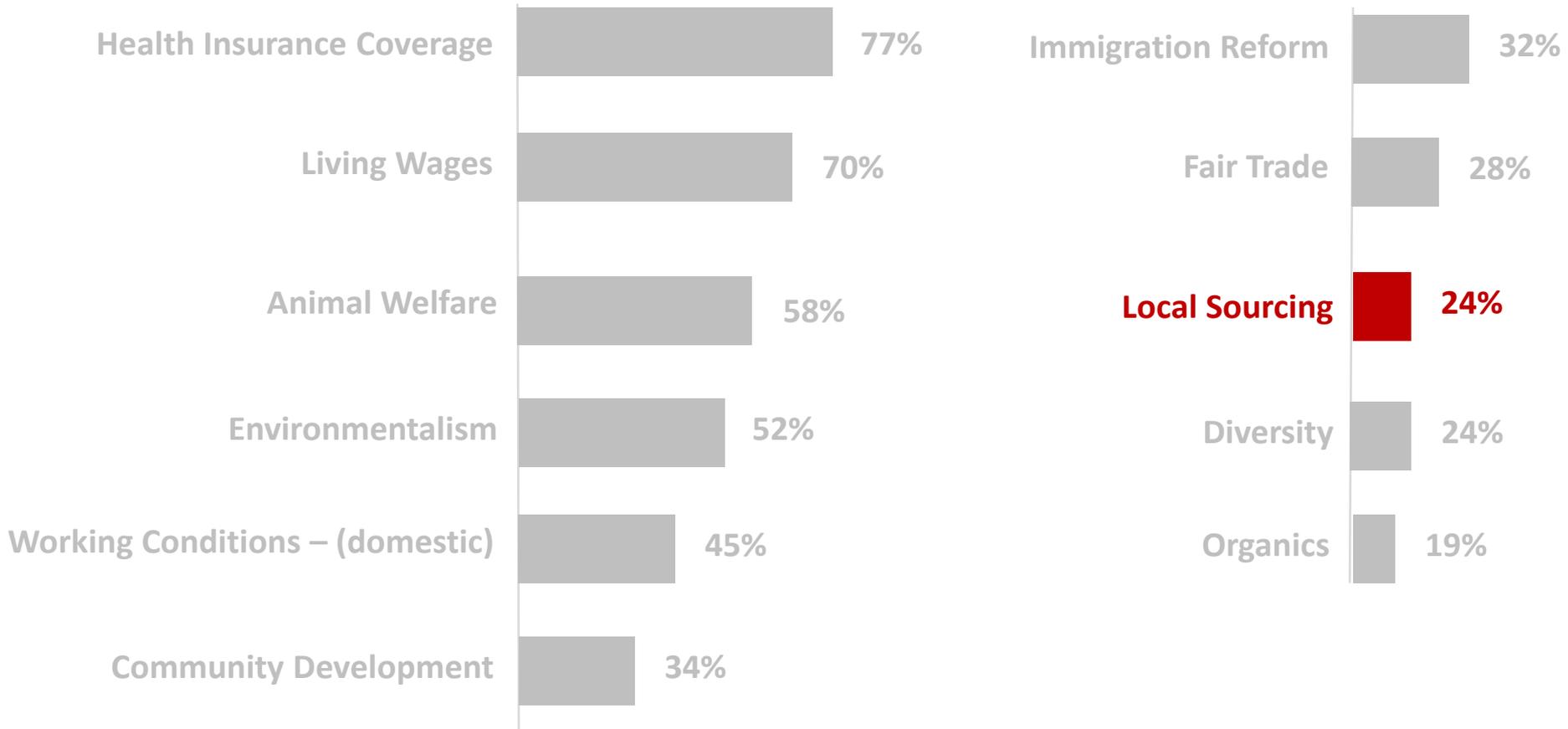
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

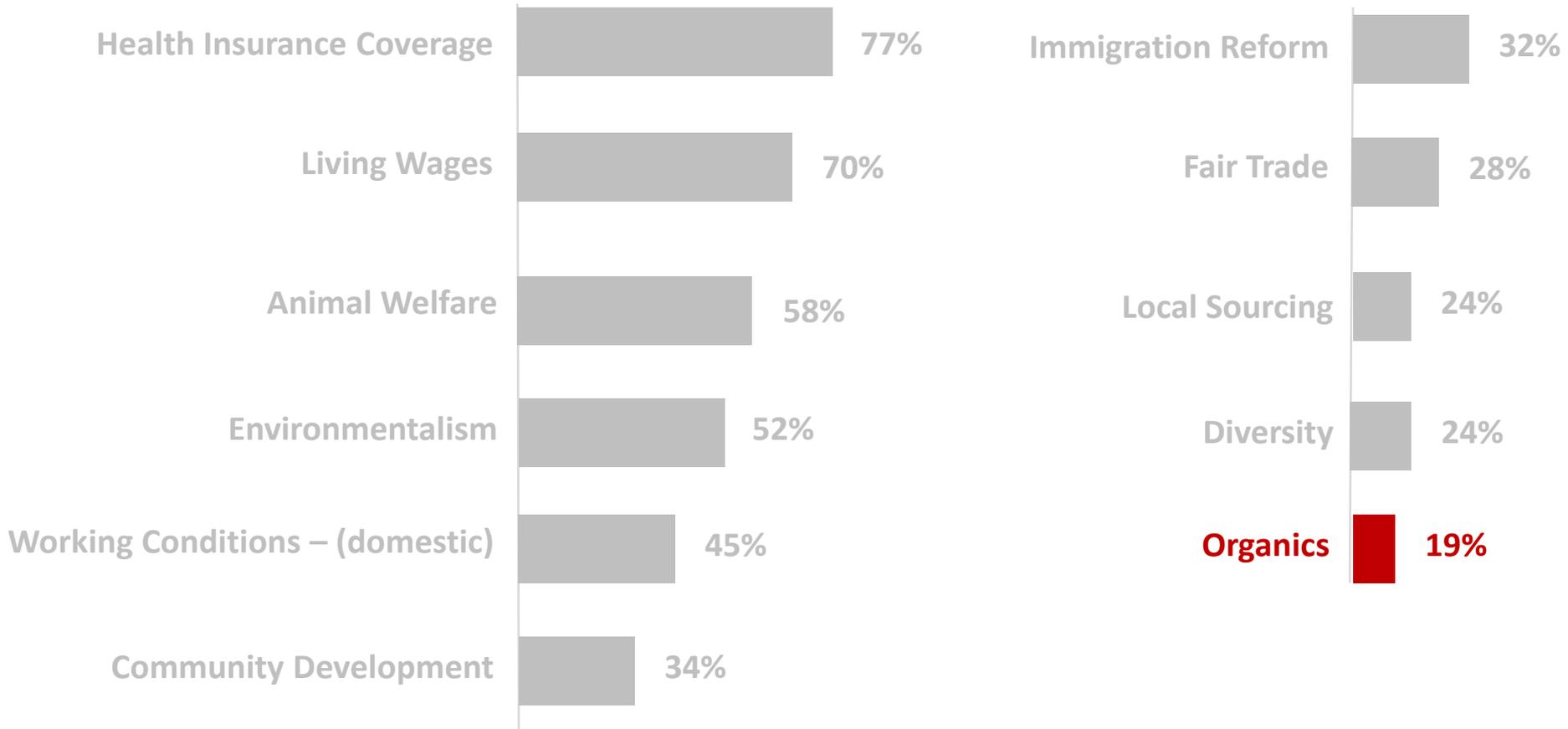
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

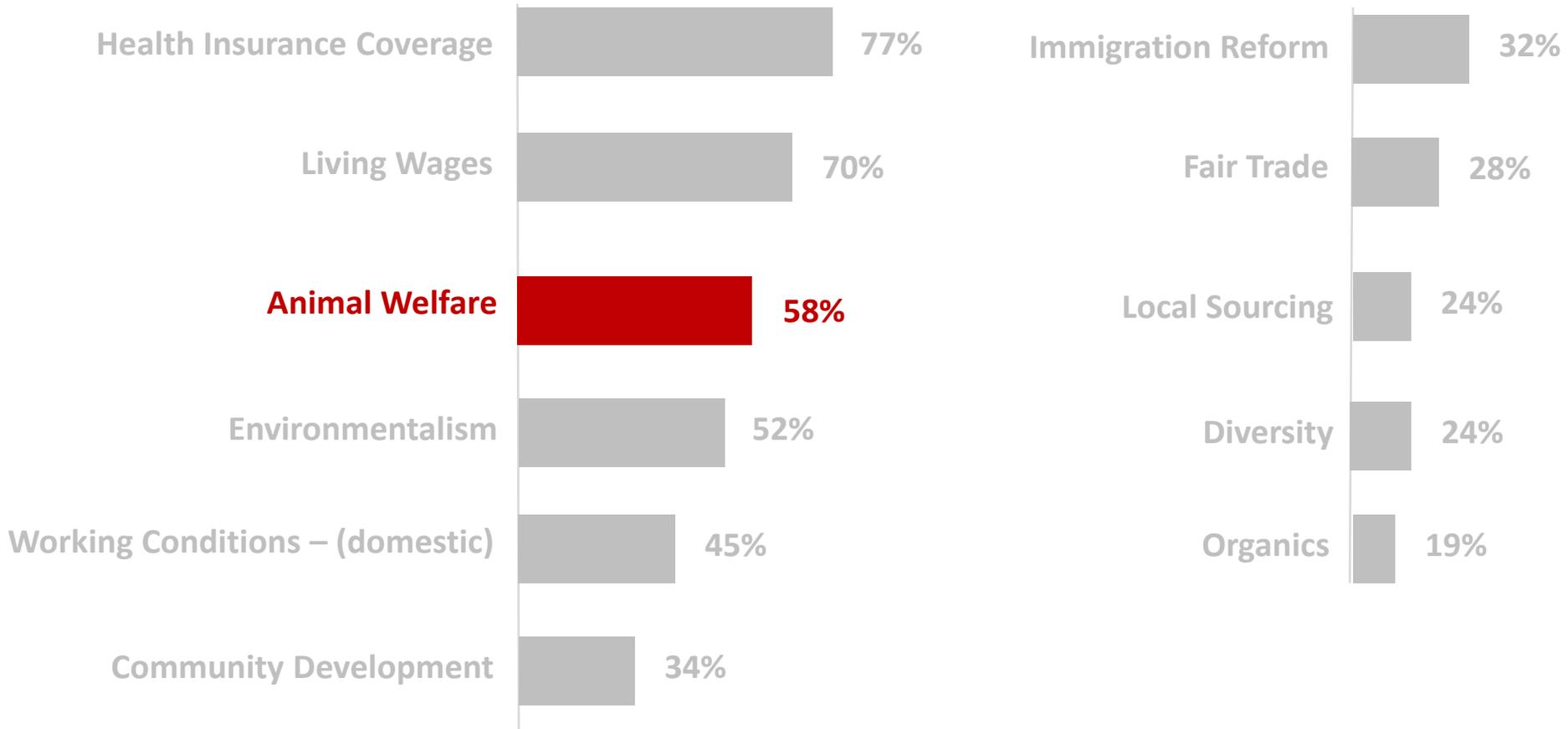
## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*





# *future* FOOD TRENDS

## MOST IMPORTANT SOCIAL ISSUES TO RESTAURANT PATRONS \*







what is  
the solution?







# Improving Animal Welfare

## A Practical Approach



Edited by Temple Grandin



**“Confining an animal for most of its life in a box in which it is not able to turn around does not provide a decent life.”**

# The Virginian-Pilot

## Temple Grandin appears in Smithfield Foods videos

By PHILIP WALZER

APRIL 10, 2011

It was a grand introduction.

She was heralded as "an internationally acclaimed animal scientist, animal-handling expert, best-selling author and groundbreaking animal advocate, despite the challenges of autism."

Duly noted were her inclusion last year in Time magazine's list of the world's 100 most influential people and a 2010 HBO biopic of her, which won multiple Emmys. Her research and speeches, the introduction said, "have inspired people all around the world."

The wave of accolades for Temple Grandin came not at an awards

The Virginian-Pilot

# “The gestation stalls have got to go.”

By PHILIP WALLER  
APRIL 10, 2011

It was a grand introduction.

She was the “Queen” of farm-to-table food, an animal-handling expert, best-selling author and groundbreaking animal advocate, despite the challenges of autism.

Duly noted were her inclusion on *Time* magazine's list of the world's 100 most influential people and a 2010 HBO biopic of her, which won multiple Emmys. Her research and speeches, the introduction said, “have inspired people all around the world.”

The wave of accolades for Temple Grandin came not at an awards

A Project  
of The Pew  
Charitable Trusts  
and Johns Hopkins  
Bloomberg School  
of Public Health

# Putting Meat on the Table: Industrial Farm Animal Production in America

Executive  
Summary



A Report of the Pew  
Commission on Industrial  
Farm Animal Production



**“The Commission recommends  
the phase-out ...of all intensive  
confinement systems that  
restrict natural movement and  
normal behaviors, including ...  
gestation crates.”**

“The Commission recommends  
the **phase-out** ...of all intensive  
confinement systems that  
restrict natural movement and  
normal behaviors, including ...  
gestation crates.”

“The Commission recommends  
the phase-out ...of all intensive  
confinement systems that  
restrict natural movement and  
normal behaviors, including ...  
**gestation crates.”**

# Smithfield



# Smithfield

ANNUAL REPORT 2007

In January 2007 (fiscal 2007), the Company announced that it is in the beginning stages of phasing out individual gestation stalls at its sow farms and replacing the gestation stalls with group pens over the next ten years. The Company believes this decision represents a significant financial commitment and was made as a result of the desire to be more animal friendly, as well as to address certain concerns and needs of our customers. The Company does not expect that the switch to penning systems at sow farms will have a material adverse effect on its operations.

In January 2007 (fiscal 2007), the Company announced that it is in the beginning stages of phasing out individual gestation stalls at its sow farms and replacing the gestation stalls with group pens over the next ten years. The Company believes this decision represents a significant financial commitment and was made as a result of the desire to be more animal friendly, as well as to address certain concerns and needs of our customers. The Company does not expect that the switch to penning systems at sow farms will have a material adverse effect on its operations.

In January 2007 (fiscal 2007), the Company announced that it is in the beginning stages of phasing out individual gestation stalls at its sow farms and replacing the gestation stalls with group pens over the next ten years. The Company believes this decision represents a significant financial commitment and **was made as a result of the desire to be more animal friendly**, as well as to address certain concerns and needs of our customers. The Company does not expect that the switch to penning systems at sow farms will have a material adverse effect on its operations.

In January 2007 (fiscal 2007), the Company announced that it is in the beginning stages of phasing out individual gestation stalls at its sow farms and replacing the gestation stalls with group pens over the next ten years. The Company believes this decision represents a significant financial commitment and **was made as a result of the desire to be more animal friendly**, as well as to address certain concerns and needs of our customers. The Company does not expect that the switch to penning systems at sow farms will have a material adverse effect on its operations.



## NEWS ROOM

### **MAPLE LEAF ENDORSES U.S. INDUSTRY DIRECTION ON SOW STALLS**

Maple Leaf Foods Inc. today announced that it endorses the direction of the U.S. industry in phasing out the use of sow gestation stalls in favour of group housing, and will follow this initiative at all Company-owned hog production operations within the next 10 years.

While the science concerning the benefits of sow gestation stalls is sound, Maple Leaf has studied alternative housing methods for some time and actively supports initiatives which respond to consumer opinion as well as the science, in making decisions about the welfare of animals in the Company's care. The fact is that the U.S. industry has to lead such initiatives; they have and Maple Leaf endorses it fully. As this is an integrated industry in North America, it is essential these types of changes are implemented as an industry, including large U.S. producers, in order to uniformly bear related costs. In making this



## MAPLE LEAF ENDORSES U.S. INDUSTRY DIRECTION ON SOW STALLS

Maple Leaf Foods Inc. today announced that it **endorses the direction of the U.S. industry in phasing out the use of sow gestation stalls** in favour of group housing, and will follow this initiative at all Company-owned hog production operations within the next 10 years.

While the science concerning the benefits of sow gestation stalls is sound, Maple Leaf has studied alternative housing methods for some time and actively supports initiatives which respond to consumer opinion as well as the science, in making decisions about the welfare of animals in the Company's care. The fact is that the U.S. industry has to lead such initiatives; they have and Maple Leaf endorses it fully. As this is an integrated industry in North America, it is essential these types of changes are implemented as an industry, including large U.S. producers, in order to uniformly bear related costs. In making this



## MAPLE LEAF ENDORSES U.S. INDUSTRY DIRECTION ON SOW STALLS

Maple Leaf Foods Inc. today announced that it endorses the direction of the U.S. industry in phasing out the use of sow gestation stalls in favour of group housing, and will follow this initiative at all Company-owned hog production operations within the next 10 years.

While the science concerning the benefits of sow gestation stalls is sound, **Maple Leaf has studied alternative housing methods for some time** and actively supports initiatives which respond to consumer opinion as well as the science, in making decisions about the welfare of animals in the Company's care. The fact is that the U.S. industry has to lead such initiatives; they have and Maple Leaf endorses it fully. As this is an integrated industry in North America, it is essential these types of changes are implemented as an industry, including large U.S. producers, in order to uniformly bear related costs. In making this



## MAPLE LEAF ENDORSES U.S. INDUSTRY DIRECTION ON SOW STALLS

Maple Leaf Foods Inc. today announced that it endorses the direction of the U.S. industry in phasing out the use of sow gestation stalls in favour of group housing, and will follow this initiative at all Company-owned hog production operations within the next 10 years.

While the science concerning the benefits of sow gestation stalls is sound, Maple Leaf has studied alternative housing methods for some time and **actively supports initiatives which respond to consumer opinion** as well as the science, in making decisions about the welfare of animals in the Company's care. The fact is that the U.S. industry has to lead such initiatives; they have and Maple Leaf endorses it fully. As this is an integrated industry in North America, it is essential these types of changes are implemented as an industry, including large U.S. producers, in order to uniformly bear related costs. In making this

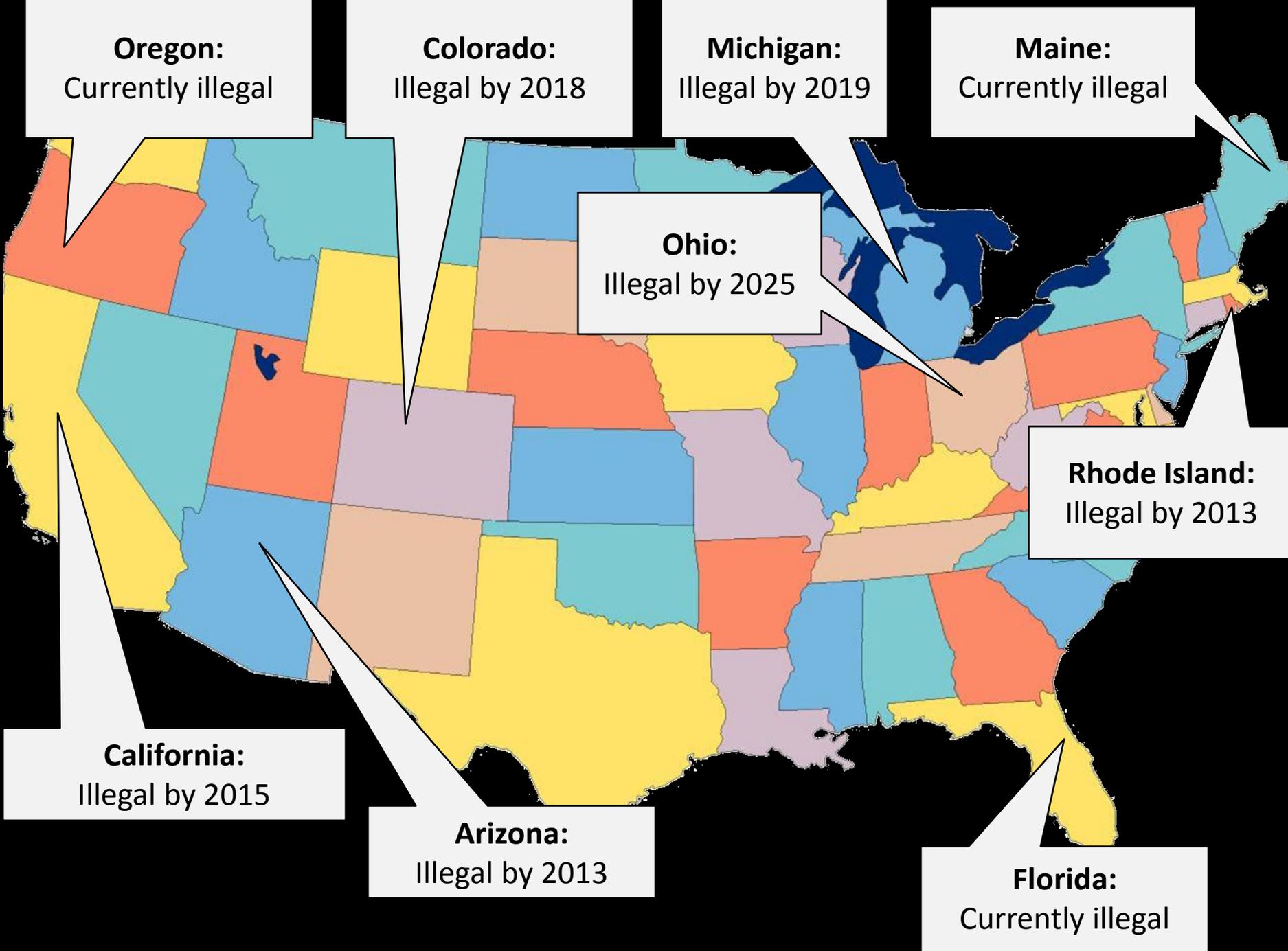


## MAPLE LEAF ENDORSES U.S. INDUSTRY DIRECTION ON SOW STALLS

Maple Leaf Foods Inc. today announced that it endorses the direction of the U.S. industry in phasing out the use of sow gestation stalls in favour of group housing, and will follow this initiative at all Company-owned hog production operations within the next 10 years.

While the science concerning the benefits of sow gestation stalls is sound, Maple Leaf has studied alternative housing methods for some time and actively supports initiatives which respond to consumer opinion **as well as the science** in making decisions about the welfare of animals in the Company's care. The fact is that the U.S. industry has to lead such initiatives; they have and Maple Leaf endorses it fully. As this is an integrated industry in North America, it is essential these types of changes are implemented as an industry, including large U.S. producers, in order to uniformly bear related costs. In making this

broad  
support



**Oregon:**  
Currently illegal

**Colorado:**  
Illegal by 2018

**Michigan:**  
Illegal by 2019

**Maine:**  
Currently illegal

**Ohio:**  
Illegal by 2025

**Rhode Island:**  
Illegal by 2013

**California:**  
Illegal by 2015

**Arizona:**  
Illegal by 2013

**Florida:**  
Currently illegal

The American  
**Conservative**

# **TORTURE** **ON THE** **FARM**

**Why Conservatives  
Should Care About  
Animal Cruelty**



# The New York Times

EDITORIAL

## A Humane Eggs

July 11, 2010

The life of animals raised in confinement on industrial farms is slowly improving, thanks to pressure from consumers, animal rights advocates, farmers and legislators. In late June, a compromise was reached in Ohio that will gradually put an end to the tiny pens used for raising veal calves and holding pregnant sows, spaces so small the animals can barely move.

In California last week, Gov. Arnold Schwarzenegger signed a law requiring that all whole eggs sold in the state conform to the provisions of Proposition 2, the humane farming law that was embraced by state voters in a landslide in 2008. By 2015, every whole egg sold in the state must come from a hen that is able to stretch her wings, standing or lying, without touching another bird or the edges of her cage. This requirement would at least relieve the worst of the production horrors that are common in the industry now.

**“Industrial confinement  
is cruel and senseless  
and will turn out to be,  
we hope, a relatively  
short-lived anomaly in  
modern farming.”**

**“Industrial confinement  
is cruel and senseless  
and will turn out to be,  
we hope, a relatively  
short-lived anomaly in  
modern farming.”**

**“Industrial confinement  
is cruel and senseless  
and will turn out to be,  
we hope, a relatively  
short-lived anomaly in  
modern farming”**

companies  
are changing



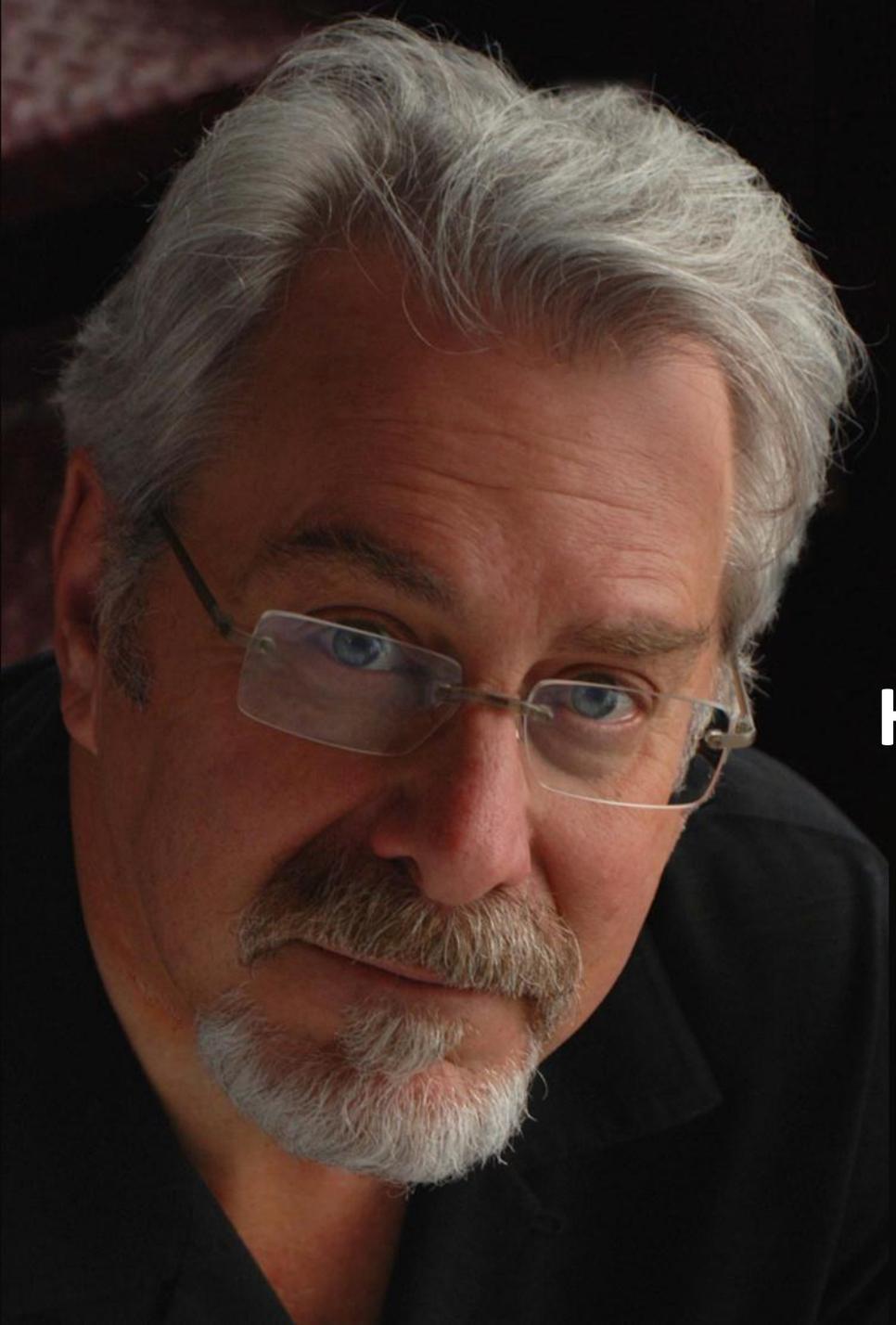
PHIL LEMPERT  
SUPERMARKET  
GURU



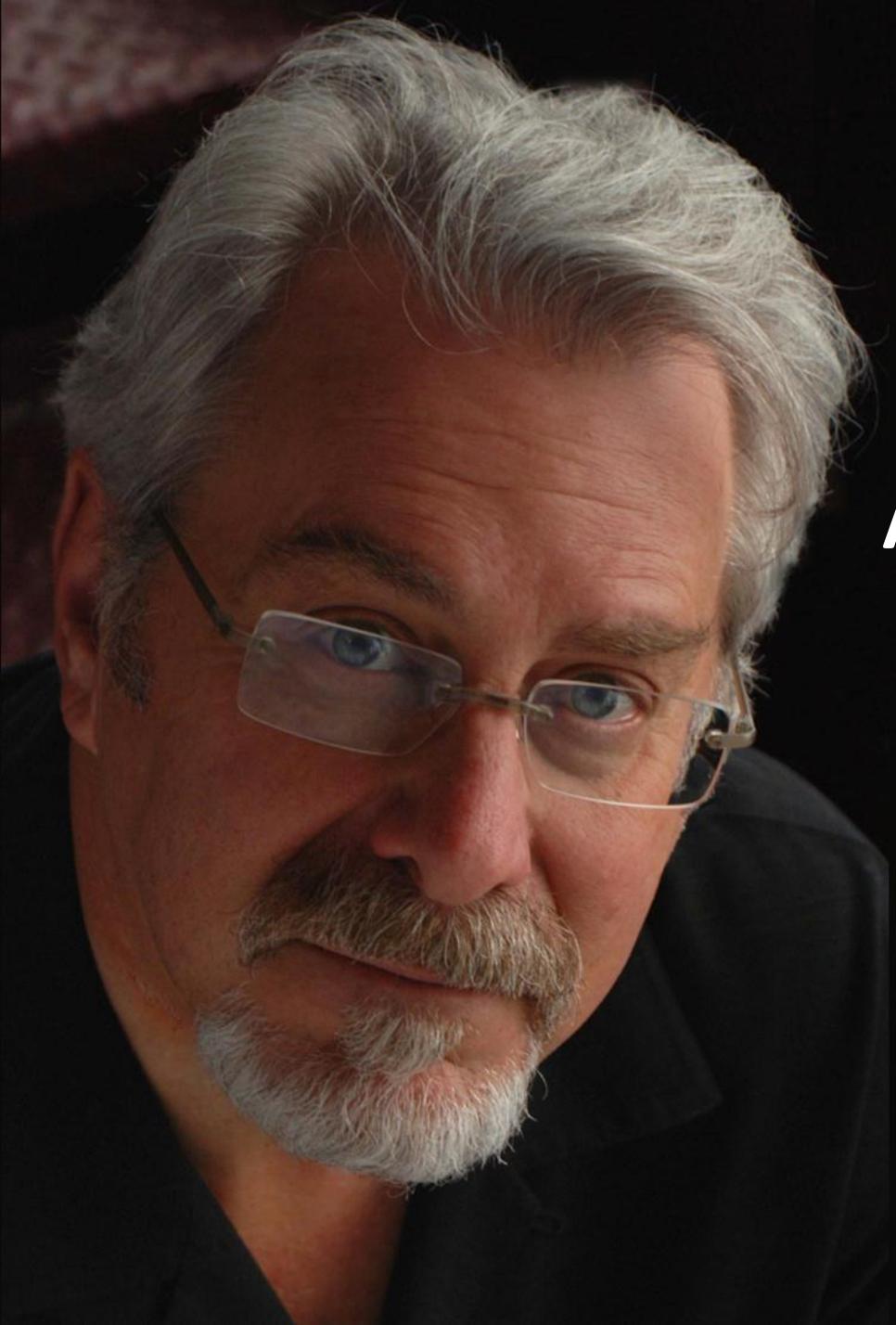
**Move over local.**



Move over local.  
**Move over organic.**



Move over local.  
Move over organic.  
**Humane is stepping in.**



**Animal welfare should  
be top of mind for  
food retailers.**



Dear Suppliers,

As you well know, Costco Members show their interest and concerns about animal welfare by contacting us on a regular basis. All of us at Costco take animal welfare seriously and consider humane animal handling a business imperative.

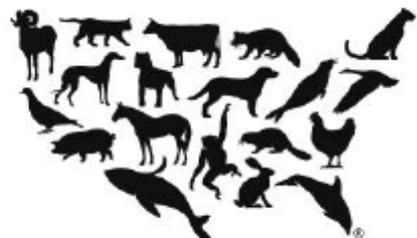
Lately, there has been concern about how farmers treat their pregnant sows. When it comes to the housing of sows, the American Veterinary Medical Association and the American Association of Swine Veterinarians have shown us that both group housing and maternity pens have advantages and disadvantages.

While group housing offers more space for the sows, when certain breeds of pigs share a space, they can become aggressive, with dominant sows physically attacking others, biting them and stealing their food. Maternity pens were designed to protect sows from this bullying when they are most vulnerable, during their pregnancies.

We understand that there may be certain times during a sow's gestation period during which it would be best for her to be separated from the rest of the group; we find that separation acceptable, as long as it meets the intended needs and provides the appropriate protection and safety for the sow. Furthermore we believe that animals

**“We want all of the hogs throughout our pork supply chain to be housed in groups...and expect that this transition should be accomplished no later than 2022.”**

FOR IMMEDIATE RELEASE



**THE HUMANE SOCIETY  
OF THE UNITED STATES**

## **Safeway Announces Progress Toward Gestation Stall-Free Pork Supply Chain, The Humane Society of the United States Supports Retailer's Move**

*Nation's Second-Largest Grocery Chain Will Formulate Plan to Reach a Gestation Stall-Free Supply Chain*

**PLEASANTON, CALIF. and WASHINGTON, DC. (May 7, 2012)** — Safeway Inc. (NYSE: SWY) announced today that it will begin formulating plans to have a gestation stall-free supply chain.

Gestation stalls have been criticized in recent years due to animal welfare concerns, and Safeway has been working to address the issue. Over the last several years, the company has substantially increased the quantity of pork it buys from producers that have made commitments to decreasing gestation stalls in their breeding facilities.

“It is Safeway’s goal to have a gestation stall-free supply chain,” said Safeway vice president of public affairs Brian Dowling. “With that in mind, the company is formulating plans to determine how it can reach that goal.”

**“It is Safeway’s goal  
to have a gestation  
stall-free supply  
chain.”**

**“The company is  
formulating plans to  
determine how it  
can reach that goal.”**



**“Kroger believes that a gestation crate-free environment is more humane and that the pork industry should work toward gestation crate-free housing for pregnant sows...The Company is encouraging its suppliers to accelerate this already-occurring transition in the Kroger supply-chain.”**



**“Kroger believes that a gestation crate-free environment is more humane and that the pork industry should work toward gestation crate-free housing for pregnant sows...The Company is encouraging its suppliers to accelerate this already-occurring transition in the Kroger supply-chain.”**



“Kroger believes that a gestation crate-free environment is more humane and that **the pork industry should work toward gestation crate-free housing** for pregnant sows...The

Company is encouraging its suppliers to accelerate this already-occurring transition in **the Kroger supply-chain.”**



“Kroger believes that a gestation crate-free environment is more humane and that the pork industry should work toward gestation crate-free housing for pregnant sows...The

**Company is encouraging its suppliers to accelerate this already-occurring transition in the Kroger supply-chain.”**



**SAFeway**  
Ingredients for life..



Old Country Store





**SAFeway**  
Ingredients for life.™



**COSTCO**  
WHOLESALE





**SAFeway**  
Ingredients for life.™



**COSTCO**  
WHOLESALE





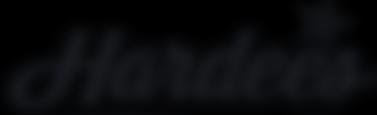
**SAFeway**  
Ingredients for life.™



**COSTCO**  
WHOLESALE



**K**  
kmart







**FOR IMMEDIATE RELEASE**



## **McDonald's Takes Action Toward Ending Gestation Stall Use; Humane Society of the United States Supports Effort**

(Feb. 13, 2012) — McDonald's Corporation today announced that it will require its U.S. pork suppliers to outline their plans to phase out the use of sow gestation stalls, a move supported by The Humane Society of the United States (HSUS).

"McDonald's believes gestation stalls are not a sustainable production system for the future. There are alternatives that we think are better for the welfare of sows," said Dan Gorsky, senior vice president of McDonald's North America Supply Chain Management. "McDonald's wants to see the end of sow confinement in gestation stalls in our supply chain. We are beginning an assessment with our U.S. suppliers to determine how to build on the work already underway to reach that goal. In May, after receiving our suppliers' plans, we'll share results from the assessment and our next steps."

"The HSUS has been a long-time advocate for ending the use of gestation crates, and McDonald's announcement is important and promising," said Wayne Pacelle, The HSUS' president and CEO. "All animals deserve humane treatment, including farm animals, and it's just wrong to immobilize animals for their whole lives in crates barely larger than their bodies."

McDonald's actions are backed by leading independent animal welfare experts, including renowned scientist Dr. Temple Grandin. "Moving from gestation stalls to better alternatives will improve the welfare of sows and I'm pleased to see McDonald's working with its suppliers toward that end. It takes a thorough plan to address the training of animal handlers, proper feeding systems, and the significant financial investment and logistics involved with such a big change. I'm optimistic about this announcement," said Dr. Grandin.

**“McDonald’s wants  
to see an end of sow  
confinement in  
gestation stalls in our  
supply chain.”**

**“McDonald’s wants  
to see an end of sow  
confinement in  
gestation stalls in our  
supply chain.”**



**“There are alternatives that we think are better for the welfare of sows.”**



“There are  
**alternatives** that we  
think are better for  
the welfare of sows.”



“There are alternatives that we think are **better for the welfare of sows.**”

# The New York Times

## McDonald's Set to Phase-Out Suppliers' Use of Sow Crates

By STEPHANIE STROM

February 13, 2012

The McDonald's Corporation said on Monday that it would begin working with its pork suppliers to phase out the use of so-called gestational crates, the tiny stalls in which sows are housed while pregnant.

Animal rights advocates have signaled out the crates, known as sow stalls, inhumane, and several states have moved to ban or restrict their use not only in pork production, but also in the production of eggs and veal.

“McDonald's believes gestation stalls are not a sustainable production system for the future,” Dan Gorsky, senior vice president for supply chain management for McDonal's North America said in a statement. “There are alternatives we think are better for the welfare of sows.

# McDonald's Asks Pork Distributors for Humane Reforms



# THE WALL STREET JOURNAL

## **McDonald's Asks Farmers for a Kinder McRib**

By BILL TOMSON and JULIE JARGON

McDonald's Corp is pushing its pork suppliers to stop confining sows in small pens known as gestation stalls, moving to address concerns raised by animal-welfare advocates—and catch up with some competitors.

The burger giant on Monday said the pens are “not a sustainable production system” and there are alternatives that “are better for the welfare of sows.” The move was announced in conjunction with the Humane Society of the U.S., which praised the decision.

Gestation stalls confine adult female hogs whose offspring are raised and slaughtered for bacon and sausage. The pens are typically about two feet wide, preventing sows from turning around, leaving only enough room to stand up and sit down.



# 'EARTHQUAKE' IN THE PIG BUSINESS: MCDONALD'S TO END USE OF RESTRAINING CRATES

*By Miranda Leitsinger, msnbc.com*

McDonald's says it will require its U.S. pork suppliers to detail their plans to phase out using sow gestation stalls -- in which pigs cannot turn around -- following similar moves by a number of countries, states and other companies to end a practice that activists say is inhumane and can lead to health problems in the animals.



**Miranda Leitsinger** msnbc.com

 Like 1,922

 Follow @mimileitsinger { 717 followers }

More than 5.8 million pigs are used for breeding in the U.S. pork industry, with an estimated 60 to 70 percent confined to gestation crates, or sow stalls, during their 112- to 115-day pregnancies. The metal crates are only

a little bigger than the sow and are typically placed side-by-side in rows -- often with more than 20 sows to a row, according to a 2011 [report](#) by The Humane Society of the United States.



**“Now, you can trot out arguments ... but on the issue of gestation-sow stalls, at least, it’s increasingly apparent that you will lose the battle.”**

# Feedstuffs

**“Gestation stalls no longer defensible.”**

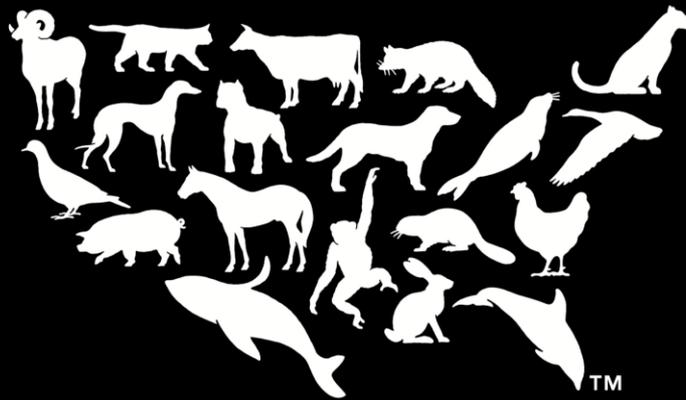
# **THE WESTERN PRODUCER**

**“Gestation stalls don’t seem to pass the modern smell test of acceptable treatment of animals.”**

# meetingplace

**“Game over. For any  
pork producer still on  
the fence...the move is  
inevitable.”**

so what  
next?



**THE HUMANE SOCIETY**  
**OF THE UNITED STATES**