

Drivers and challenges of animal ethics in food companies

Type > V Place	Ethical	Attitudinal/emotional	Cultural / historical / geographical	Communicative	Practical	Economical / strategic
Responsible manager (1)	+ respect for animals, Five Freedoms, leadership, openness to new ideas, respect for animal integrity, valuing of naturalness, valuing of animal pleasure, valuing of animal quality of life, end-norms, take broad responsibility, ethical decision-making framework – Five Freedoms, own standards, fixed ideas, valuing of animal integrity above wellbeing	+ empathy with animals, obviousness, wish to make a difference, eagerness to learn, new experiences with animals, empathy with farmers, respect for farmers, thinking about children's future – obviousness, empathy with farmers (foie), liking animal-based food, conviction the food is healthy, bad taste of alternatives	+ background, closeness of animals	+ participate in debate, sensitive communication with sales colleagues	shared responsibility	+ opportunity thinking, evidence based choices, new knowledge about animals, step by step
Company (2)	+ Five Freedoms, transparency, real ethical thinking, 'internal ngo', small price increase for consumer = fair price for farmer, integrity as company value, care, authenticity, part of sustainability/CSR, formulate a view on animals, respect for animals, prevention of suffering, minimize pain, balancing purpose and infringement, quantifying wellbeing, impact-based choices, new borders of responsibility, discussion, – Five Freedoms, AW as a one manager's issue, discussion, materiality analyses with low AW, disputability (what is best, how far to go), competing values or interests, lack of an ethical decision-making framework	+ proactive attitude, real engagement, true involvement in aw, corporate pride, leadership of board and directors, courage to be in front (durf), intrinsic motivation, – obviousness	+ tradition, – AW =health =productivity =quality	+ transparency, authenticity, traditional or distinguished brand, label info on website, trend identification, issue management, newsletterS, proud organizational communication, intranet, farm visits for employees, celebration of milestones, seminars, games, short lines of communication, ethical discussion, communication budget, – no organizational communication, no organizational discussion, disagreement	+ written principles, concrete goals/ projects/ programs, empowerment, balancing contradictory requirements, prevention of mistakes, explore new markets, openness to new solutions – change, strict label requirements	+ rewarding system, continuity, goal setting, assessments, long term thinking, category spread, chance seeking image, product innovation, competitive branding, own research, sustainable existence, building AW into cost model, quality markets, USP's, extra productivity of long life, PxQ (lower price marge higher sales quantity), value creation, standard setting, science-based choices, continuous improvement, optimum balance, label, targets, own research, slow movement ór radical change – price competition, short term thinking (e.g. on ROI), rewarding system, strict label, rational money-driven culture, investment choices, conflicting interests of departments
Retail chain (3)	+ materiality analyses, intrinsic motivation – materiality analyses	+ questions, demand, platform (chain or industry level), local differentiation, proactivity, commitment, trust, continuity, personal situation of farmer, mutual understanding	+ wb =health =quality, high demands in export countries, minimum norm + extra's – cultural differences, historical efficiency focus, tradition, norm differences	+ focus groups, label, standards, code, program, openness to unexpected buyers, strategic session, meeting, mutual visits	+ standards, code, program, joint implementation, concrete goals, programs projects – traceability, production time (animal life cycle), label over- production (move to cheap segment), butchery in supermarket and label	+ training., cooperation, demand, need for brand integrity for consumer trust, square validation, think long-term for shortsighted retailer (what will consumer want), programs projects, label – square validation, balancing productivity and AW

<p><i>Supply chain (4)</i></p>	<p>+ materiality analyses, naturalness, respect for animals, responsibility for animals down the chain, natural behavior of animals, integrity, reciprocity – other values, attitude differences, different ideas about animal preferences, farmer autonomy, distance towards animals, materiality analyses, naturalness</p>	<p>+ obviousness, pride of craftsmanship, pride of meeting standards, healthy paternalism, passion for the profession, commitment, financial peace of mind, flexibility, dedication, feelings for animals of specific species, empathy for animals, love for animals, connection to animals, trust, pleasure, leadership, connection to animals, constructive attitude, learning attitude (of the buyer), mutual understanding – obviousness, paternalism reproach, inflexibility, feelings for animals of different species, feeling not empowered to change, envy among farmers</p>	<p>+ obviousness, tradition, animal exhibitions, fixed ideas, wb =health =beauty =production, minimum norm + extra's, change of what is normal (borstels), culture knowledge (vertrap) – climate, landscape, habits, culture, tradition, old norms, fixed ideas, wb =health =beauty =production, norm differences</p>	<p>+ knowing the farmer (trust), farmer reputation in the village from media issues, mutual visits, extranet, newsletter, meeting, focus group, explaining why, framing (armpje), extranet ('intranet'), stakeholder newsletter</p>	<p>+ cooperation, contact, empowerment, guidance, support, workshop, training, implementation guide, platform (chain or industry level), audits, program, tools, standard/code, strict purchasing aw criteria, self-assessment, distribution technology, new housing types, aw assessment monitoring and improvement tools, affordable measures, projects, programs, goals, flexible systems(!) – find right concept race farm type, non-match of concept farm type, volume/scale (under-supply, over-supply, over-labeling), chain complexity, environm. effects, strict label criteria, transport distance, production time (life cycle), need for stable quality, need for animal friendly life cycle, less producers =one manageable product flow</p>	<p>+ cooperative form, differentiation, step by step, long term thinking, few large suppliers, label, local differentiation, sanctions, rewards, animal productivity, animal health, preferred suppliers, size, price, square validation, sales guaranties by programs, reliable supply (volume, quality, etc.), encouraging of new measures, constitute programs / projects, roll-out, scale-up, KPI's – availability, size, price, investments needed, square validation, cooperative form, money-driven culture</p>
<p><i>Investors (5)</i></p>	<p>+ strong AW in materiality analyses – weak AW in materiality analyses</p>			<p>+ stakeholder newsletter, responsibility event</p>		
<p><i>Partnerships (6)</i></p>	<p>+ ISO, joint tackling of conflicting interests</p>	<p>+ leadership, contact with other leading organizations, trust</p>		<p>+ Consumer Goods Forum, speaking on seminars, engage in talks, stakeholder newsletter</p>	<p>+ concept development, cooperation with vets, Consumer Goods Forum, projects and programs, work with architects</p>	<p>+ Label (investments worthwhile), think out of the box, starting chain partnerships (investments worthwhile, joint search for alternatives, joint programs and projects</p>
<p><i>Research institutions (7)</i></p>	<p>+ animal ethical research</p>	<p>+ cooperative attitude, show animal point of view</p>	<p>– history of veterinary medicine</p>	<p>+ mention of cooperation on website</p>	<p>+ research (Rond), AW assessment and improvement tools, research into business case of AW and environment, practical advice for farmer, label (Germany), hire AW specialists, new insights from research, tackle conflicting interest (kracht) – lack of AW specialists</p>	<p>+ think out of the box, cooperate in innovative research</p>

NGO (8)	+ materiality analyses, transparency – competing values of different NGO's, materiality analyses	+ awards, leadership in cooperating with NGO's, leadership of NGO director, personal involvement of NGO director, open dialogue – opinion without knowledge, negative attitude	– less NGO influence	+ awards, recognition, showing practices, campaigns, amount of supporters, tune in on campaign topic, exchange views, professional campaigns, targeted campaigns, label publicity – contradictory messages, show extreme abuse, quarreling	+ advice, clear criteria, tools for explaining label, achievable requirements, benchmark, cooperation in label introduction	+ complementary approaches (WD en DB), label (worthwhile), step-by-step-label on demand, Business Benchmark on animal Welfare, find common interests (plan), connect with branch org, constitute programs / projects, linking pin, intensive cooperation
Consumer / public / media (9)	+ transparency req., traceability req., aw req., choice, accountability, health paternalism, integrity, naturalness – conflicting demands, claim bias, prejudices, extreme demands (vegan), lack of intrinsic motivation to be publicly accountable (x does not ask, private label producer), fear of paternalism, no priority of reporting	+ enjoyment of seeing cows in the landscape, awareness of animals behind food, critical questions, nostalgia – farming nostalgia	+ quick change (China), Dutch polder model, similar values, strong connection of farmers to the community – less interest in AW (US)	+ publication of audit reports, label reputation, Open Door Days, food scandals, quality stick factor, social media, authentic and indigenous image, storytelling, shared info on website, shared pride in media, communication of resonating theme, reporting rules, consumer topics, (chain) reputation risks, (chain) reputation chances, farmer's face, expressed commitment, consumer and media events, consumer tv – no own media exposure, low ingredient proportion, old-fashioned website >	+ education, inspiration, recipes, clear and simple info on pack, AW label, product tracking tool	+ step by step, offering choice, AW label, predictability by research, informed choice, trust > loyalty, following demand, demand creation, long term thinking about demand, bringing outside thinking into the company, valuing of quality, fun in product – demand differences, cheap shopping, unpredictability, offering choice, loud social media (representing who), demand of stable quality
Government (10)	+ standard setting – conflicting demands	+ restraint if branch acts responsible	– slowness, capitalist system	+ debate, campaign	+ laws enforcement, independent inspectors	+ legislation, aw standard strategy, industry agreement, ECI, knowledge exchange, tax incentives, investment support, program support, research support, innovation climate, program initiatives, level playing field creation, prevention of overproduction – rules on competition