Politics, Policy, Profit & People
How they help & hinder animal welfare

Pro-Dairy Herd Health & Nutrition Conference 2016

Jennifer Walker DVM, PhD, Dipl ACVPM
Director, Dairy Stewardship
jennifer_walker@deanfoods.com

What is Animal Welfare?

- **Poor Welfare**
  - Hunger, Thirst
  - Pain, Injury, Disease
  - Stress, Frustration
  - Discomfort

- **Exceptional**
  - Disease & injury minimal
  - Affect – do what you like
  - Motivation – do what you want

- **Good Welfare**
  - Well Nourished
  - Disease, Pain or Injury Managed and Addressed
  - Freedom to move/act
  - Comfortable life and death

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Everything happens through people
Why Animal Welfare Matters

Good Welfare
- Food Safety and Quality
- Public Health
- Research
- BioTech
- Health of the Planet

The EU Experience

1964 • Animal Machines
1989 • B.S.E.
2001 • F.M.D

How did we get here???

Feeding the World
The 9 Billion People Question
February 8th, 2012, Geneva

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Who’s Next???

The U.S. Experience

• Videos
  • Undercover

Animal Rights

• Protests
  • HSUS
• Legislation

MFA/PETA

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Purpose vs. Prevention

Brand Protection

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Who’s Next???

Afluenza

Social Change?

Melamine

Affluence

Population

9 billion 70% people in food

33% 20% 10%

Our Customers

• Simply Ask: “What are you doing?”…what ever that is, is generally good enough until something hits the fan

• Know: Animal Welfare is a huge concern and we have to deal with it or we will lose the fan

• Understand: What AW is, the big picture

Know: Specific issues when it comes to AW, have internal AW Councils

Understand: What AW is, the big picture

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Purpose vs. Prevention

Driving the Bus

Ethics?

Got Ethics?

Our Customers

Box Checkers

On this Bus

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The Circle of Influence

Brand Management Continuum

Unethical Behavior → Risk Mitigation
Abuse, Neglect → Trust
Animal Welfare, Milk Quality → Ideological
• Natural, Pasture, Organic

Social License → Market Advantage
Best Practices

Animal Welfare

Social Contract – Between the Farmer and the Cow...
"I take care of you, you take care of me"

- 25% Income Spent on Food
- 1st Generation Farmer

Social Growth

- Food & $ Security
- Expansion of the Moral Circle

Social Control
"I will tell you what to do and how to do it"

- Lack of Trust
- Increases Cost of Doing Business

Social License

- 10% Income Spent on Food
- 3-4 Generations Removed from the Farm

Social Control

- Mandate via contract or legal mandate

Social Growth

- Awareness = Expansion of the Moral Circle

Social Contract – Between Ag & Consumers...
"License to operate"

- Food & Financial Security

Social License

- 1st Generation Farmer

Social Control

"I will tell you what to do and how to do it"

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The Problem with Our New Reality

And We Protect Them...

56% of homeless pet owners have gone without food in order to feed their animals.

Abused women will remain in abusive situations because of concern for their pet's safety.

58% of homeless pet owners have gone without food in order to feed their animals.

Photo courtesy Kirsten Starcher


The Problem

Perceived Ethical Orientation & Trust

SELF SERVING COMPLIANCE ORIENTED ACTION BUSINESS-SOCIAL PRINCIPLE DRIVEN

Perceived Ethical Orientation & Trust

The Problem with Our New Reality

Animals as FRIENDS

Animals as FOOD

We have elevated the position of some animals we eat.

We have removed the animal from the food as animals.

We have removed the animal from the food as animals.

We have removed the animal from the food as animals.

We have elevated the concept of animal in our lives.

We like the idea of farmers as stewards.

We vilify large farms as "profit driven".

We have removed the animal from the food as animals.

We have elevated the position of some animals we eat.

We have removed the animal from the food as animals.

We have elevated the position of some animals we eat.

We have removed the animal from the food as animals.
The Need

Consumer Trust

FAIRNESS  COMPASSION

Doing the RIGHT THING

Shared Beliefs

Science  Economics

The Need

Science is NOT the answer!

- Ethical “knowing” is different from other knowing
  - Not science based…**but may be informed by science**
  - Not like math- not meant to describe how the world is, rather how it ought to be
  - Not solely based on feelings…we begin with some basic ethical assumptions

Good Production ≠ Good Welfare

- “If we don’t take good care of our cows, they don’t produce (economically)”
  - Not necessarily true
  - Implies that we are in it only for the money
  - Cows can produce in spite of poor husbandry

- As milk production has increased, so have lameness and *production related diseases*

Good Production ≠ Good Welfare
Why are we not getting it???

• Transparency – fundamental

• New Expectations:
  1. Authentic
  2. Honest

Dairy Issues of Importance...Why?

Consumers are uncomfortable when we, in general, Abuse, neglect or treat animals inhumanely...specifically they don’t like it when we

1. Do painful things without providing relief from pain
2. Cut parts off for unacceptable reasons
3. Stuff them in tiny spaces
4. Euthanize them in ways that are/appear inhumane
Dairy Issues of Importance...Why?

**Customers** Don’t Like it when...
- Animals appear to be neglected or abused
- Animals are experiencing unnecessary pain
- Consumers complain...see previous slide!
- Their brand gets dragged through the mud...Antibiotics, Hormones, ...

Mind the GAP!

<table>
<thead>
<tr>
<th>EXPECTATION</th>
<th>REALITY</th>
</tr>
</thead>
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Gap = Problem

I want to…. But....

Animal Welfare Audit - Motivations

- Create a Buffer
- Market Advantage
- Improve Welfare
- Animal Welfare Audits

Risk Mitigation

Animal Welfare Audit - Motivations

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Risk Mitigation
Risk Mitigation

- Identify the high risk farms and remove them
- How?
  - Create Standards and Rules and require compliance
- What works?
  - Measurable Standards that are consistently enforced on entire supply internally with external 3rd party audits
- What doesn’t?
  - Pushes farm out of field of view, doesn’t fix the problem
  - Tend to focus on “emotional issues only”
  - Tend to ignore major welfare issues
  - Creates NEW problems - competition

Create A Buffer

- Establish a “program” with limited if any enforcement, communicate it broadly
- What works?
  - Establishes a facade of assurance
  - May provide the opportunity to ID HIGH RISK FARMS
  - Establish “CAUSE” – when something goes wrong the farm or customer in dropped
- What doesn’t work?
  - Doesn’t actually mandate improvement
  - Does not offer the farm any protection
  - Establishes an expectation!!!
**Market Advantage**

- Develop a certification or “label”
  - Establish claims
  - Audit against claims

- What works?
  o Establishes a standard that must be adhered to
  o Requires 3rd party verification

- What doesn’t?
  o Requirements often focus on consumer perception rather than animal welfare
  o Who set’s the standards?
  o Tends to provide an opportunity to farms that are already doing well...doesn’t actually improve welfare, merely verifies it
  o All you need is 1 good day!!!

**Improve Welfare**

- Develop a program that requires continual attention to animal welfare
- Standards developed by animal welfare experts in that species with input from all stakeholders
- Standards set to a high bar, not the average of a “minimum standard”
- 2nd Party Assessments which identify problem areas and establish a corrective action plan (CAP)
- Follow up to ensure CAP’s are being implemented
- 3rd Party Auditing to verify integrity of reporting at the farm level
- Accept single national format

**Animal Welfare Audit - Motivations**

**What I Need to Hear and See**

- We each accept our responsibility and will be held accountable
- When you make a mistake you own it
- I need to see that you care, not just hear that you care
What I Don’t Want to Hear or See

• Excuses

"It is better to offer no excuse than a bad one."
~George Washington

What I Don’t Want to Hear or See

• Excuses
• Blame

I accept the responsibility but not the blame. Let me explain the difference. Those who are to blame lose their jobs. Those who are responsible do not.

(David Fye)

What I Don’t Want to Hear or See

• Excuses
• Blame
• Denial

It’s easy to say "It wasn’t me."

(ZZap is blaming your twin brother.)

What I Don’t Want to Hear or See

• Excuses
• Blame
• Denial

Excuse or Dismiss
What I Don’t Want to Hear or See

• Excuses
• Blame
• Denial
• Explain/Dismiss
• Take the high road!

Treating farm animals well does not make them our pets...
It makes us Good Stewards & Good Human Beings