

# **Assessing Welfare: Audits, what works what doesn't**

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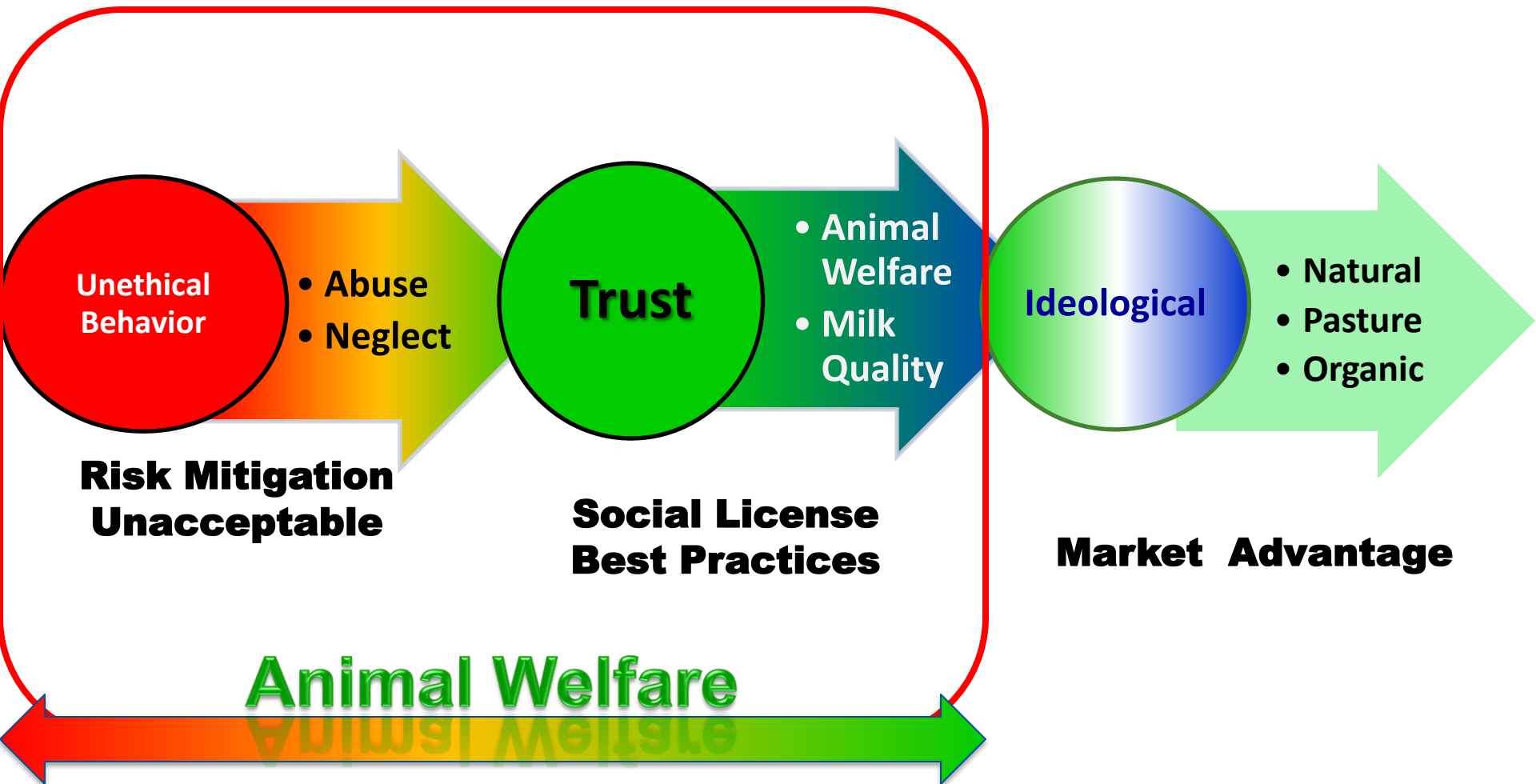
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# Brand Management Continuum



# Everything happens through people



# CHANGING TIMES, RELATIONSHIPS & EXPECTATIONS



## Social Contract –

Between the Farmer and the Cow... “I take care of you, you take care of me”

- **25% Income Spent on Food**
- **1<sup>st</sup> Generation Farmer**



## Social Growth

- **Food & \$ Security**
  - **↑ Awareness = Expansion of the Moral Circle**

# The Circle of Caring

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# The Circle of Influence





# CHANGING TIMES, RELATIONSHIPS & EXPECTATIONS



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## Social Growth

- Food & Financial Security
- ↑ Awareness = Expansion of the Moral Circle



## Social License

Between Ag & Consumers... "License to operate"

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



## Social Control

"I will tell you what to do and how to do it" via contract or legal mandate

- Lack of Trust
- Increases Cost of Doing Business

# The Problem with Our New Reality



Animals  
as FOOD

We have removed the  
Animal from the food  
we eat

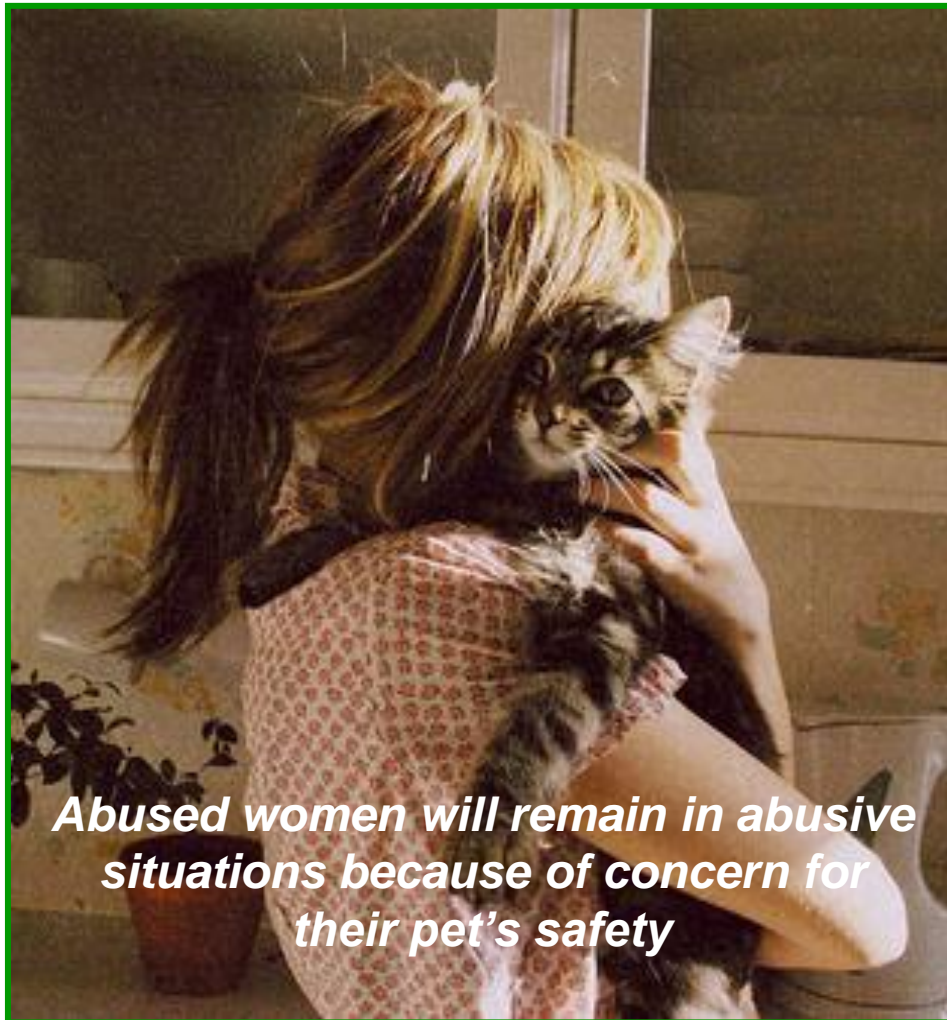


Animals  
as  
FRIENDS

We have elevated the  
position of some animals  
in our lives



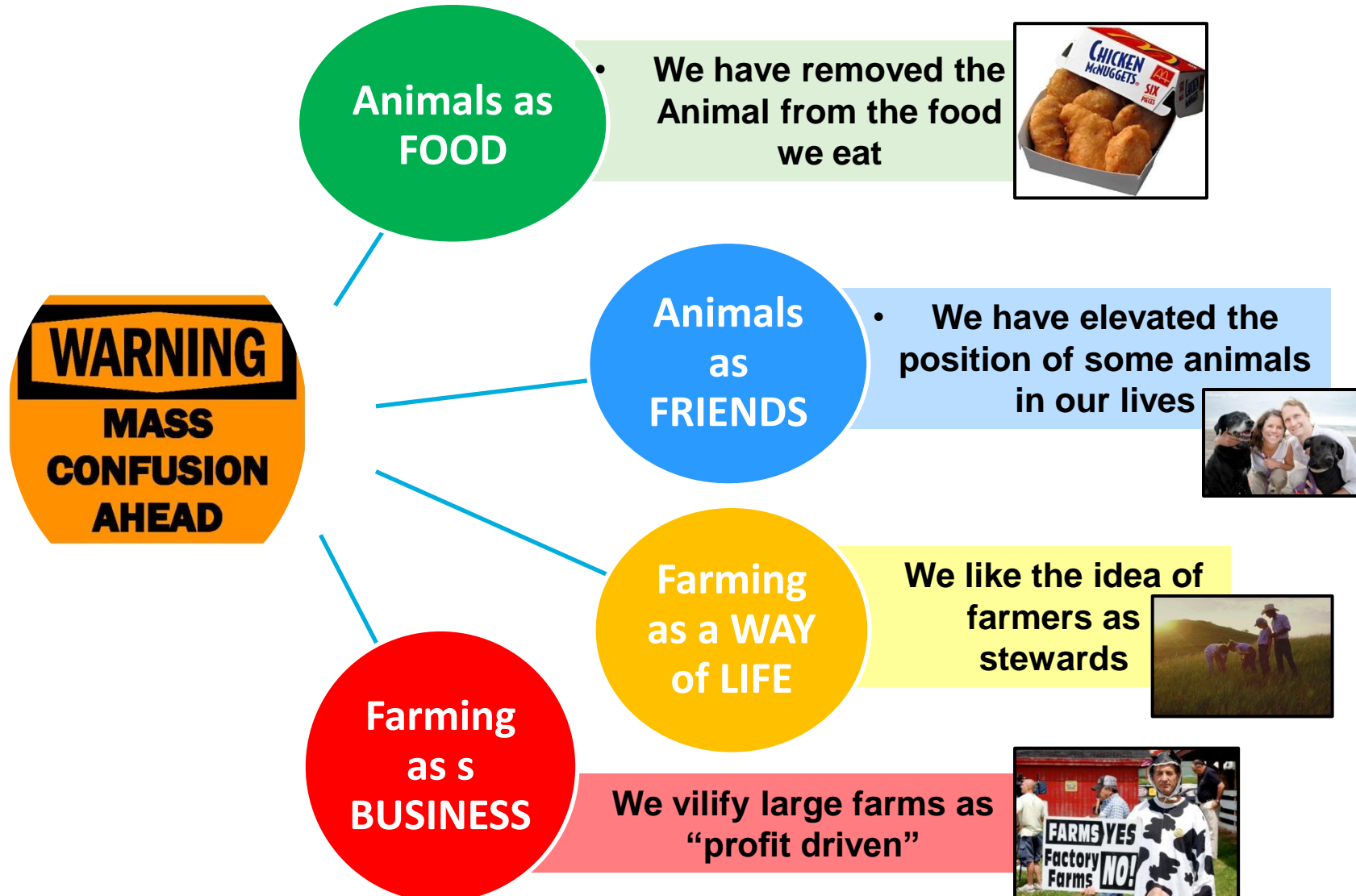
# And We Protect Them...

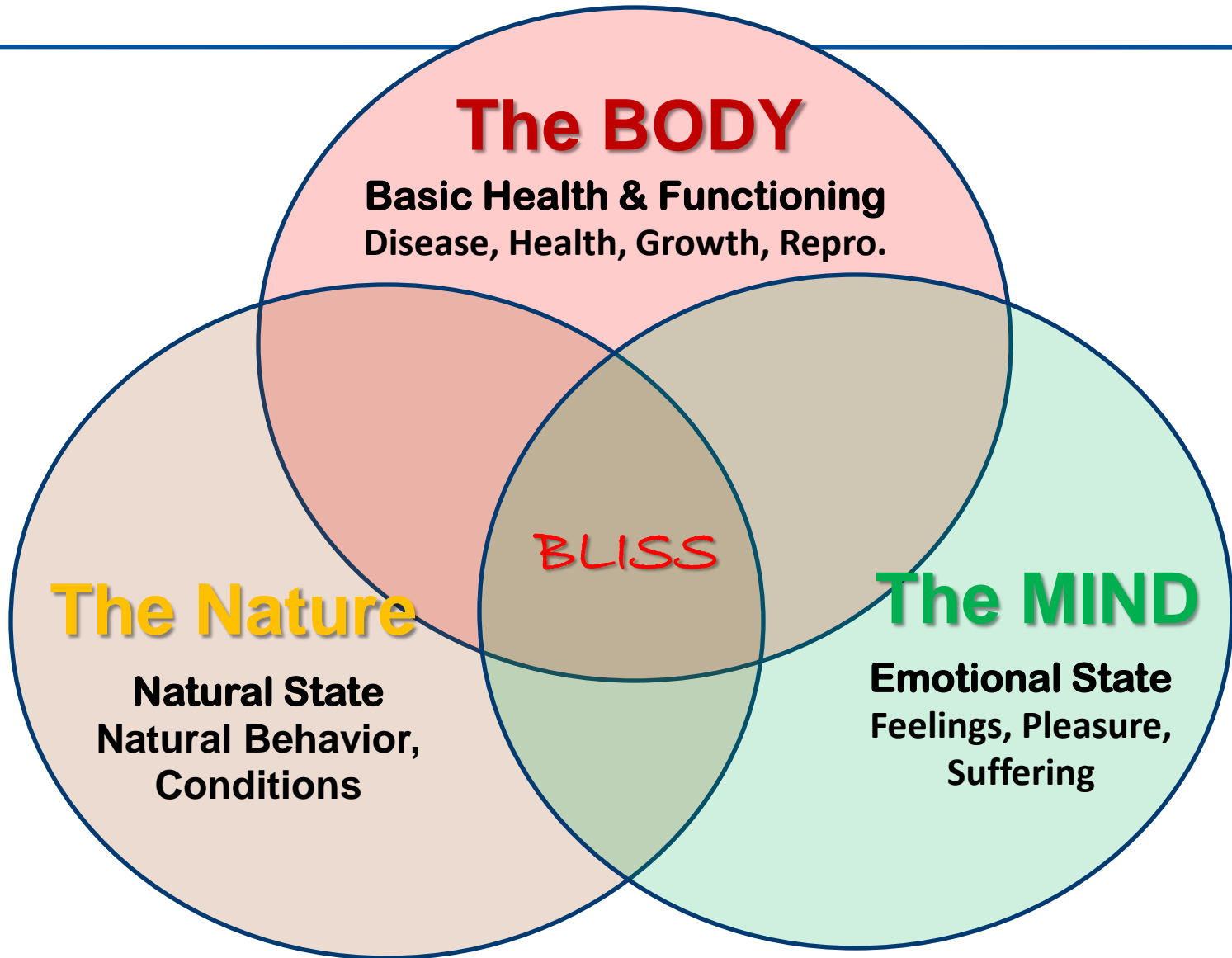


*1Kidd, A.H., & Kidd, R.M. Benefits and Liabilities of Pets for the Homeless. Psychological Reports 1994; 74:715-722.*

Photo courtesy Kirsten Starcher

# The Problem with Our New Reality





# HISTORY/TRADITION

Animal

Science

**ECONOMICS**

Environment

Human Health  
& Safety

Welfare  
SCIENCE

Public Opinion  
"Social Ethics"

# ACCEPTABLE PRACTICES

# Dairy Issues of Importance...Why?

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## Consumers are uncomfortable when we:

- Abuse, neglect or treat animals inhumanely...
  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, ...

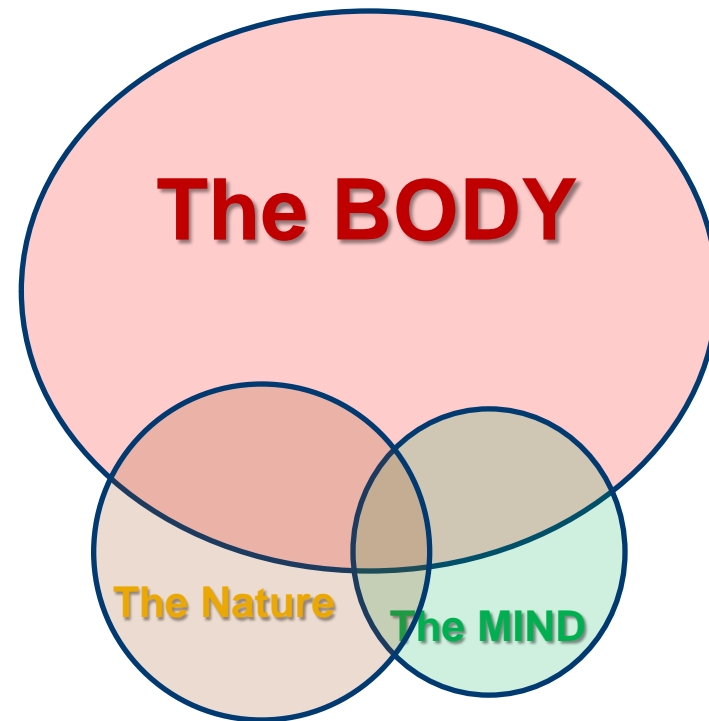




# Dairy Issues of Importance...Why?

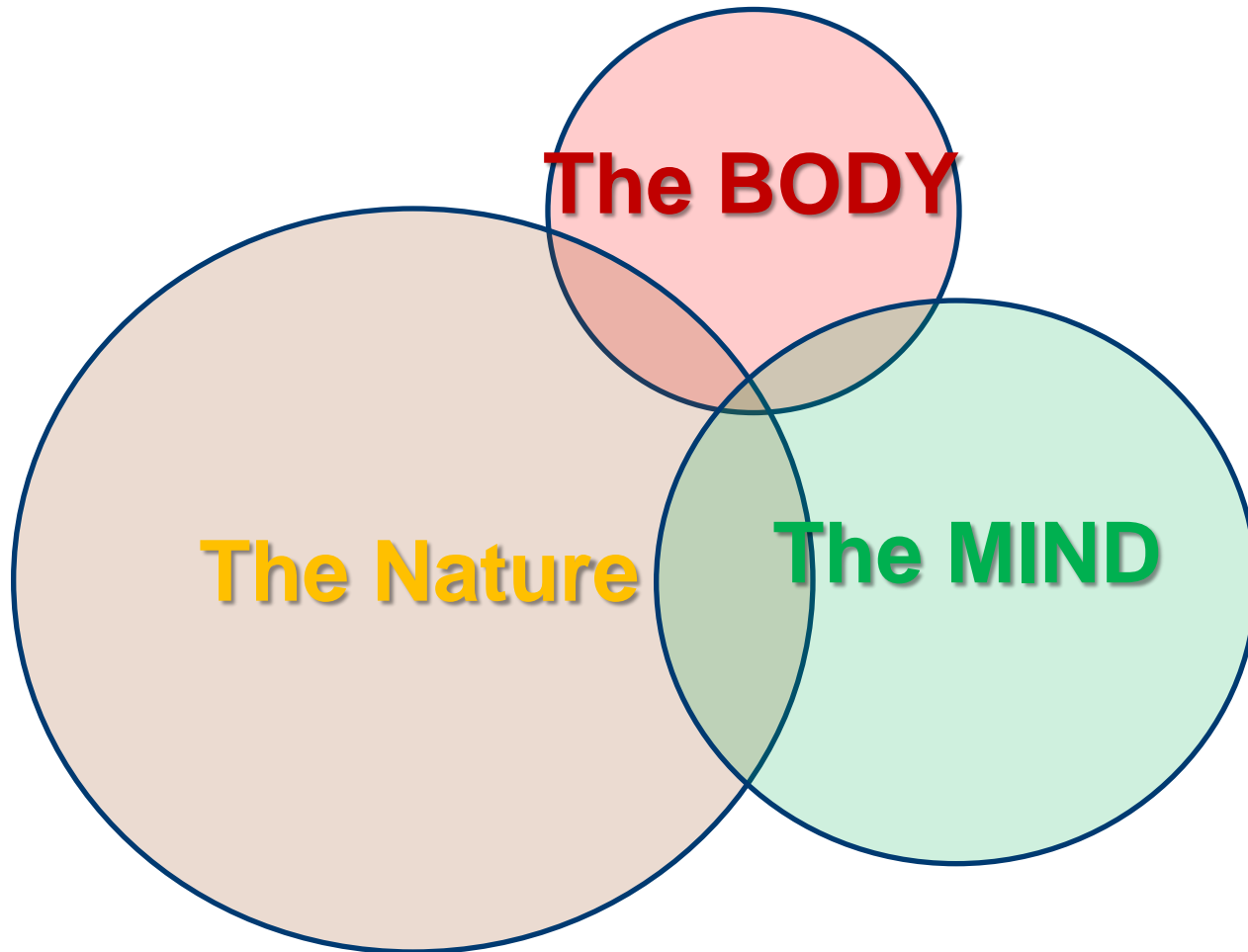
## Veterinarians, Farmers, Animal Scientists Are Concerned With:

- “Animal Health”
- Lameness
- Responsible Drug Use
- Cow Comfort
- Mastitis
- Reproduction



# Dairy Issues of Importance...Why?

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# The Current Environment

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- Consumer & Customer expectations specific to the health and welfare of dairy cattle continue to evolve and mature
- Special interest groups capitalize on this concern and advance their cause by associating customer/brands with farms that are accused of being bad actors
- There has yet to be an approach that has been accepted industry wide to get ahead of or address the issue
- This allows special interest groups to continue to pressure customers on specific issues...create chaos, uncertainty and will increase cost in the long run

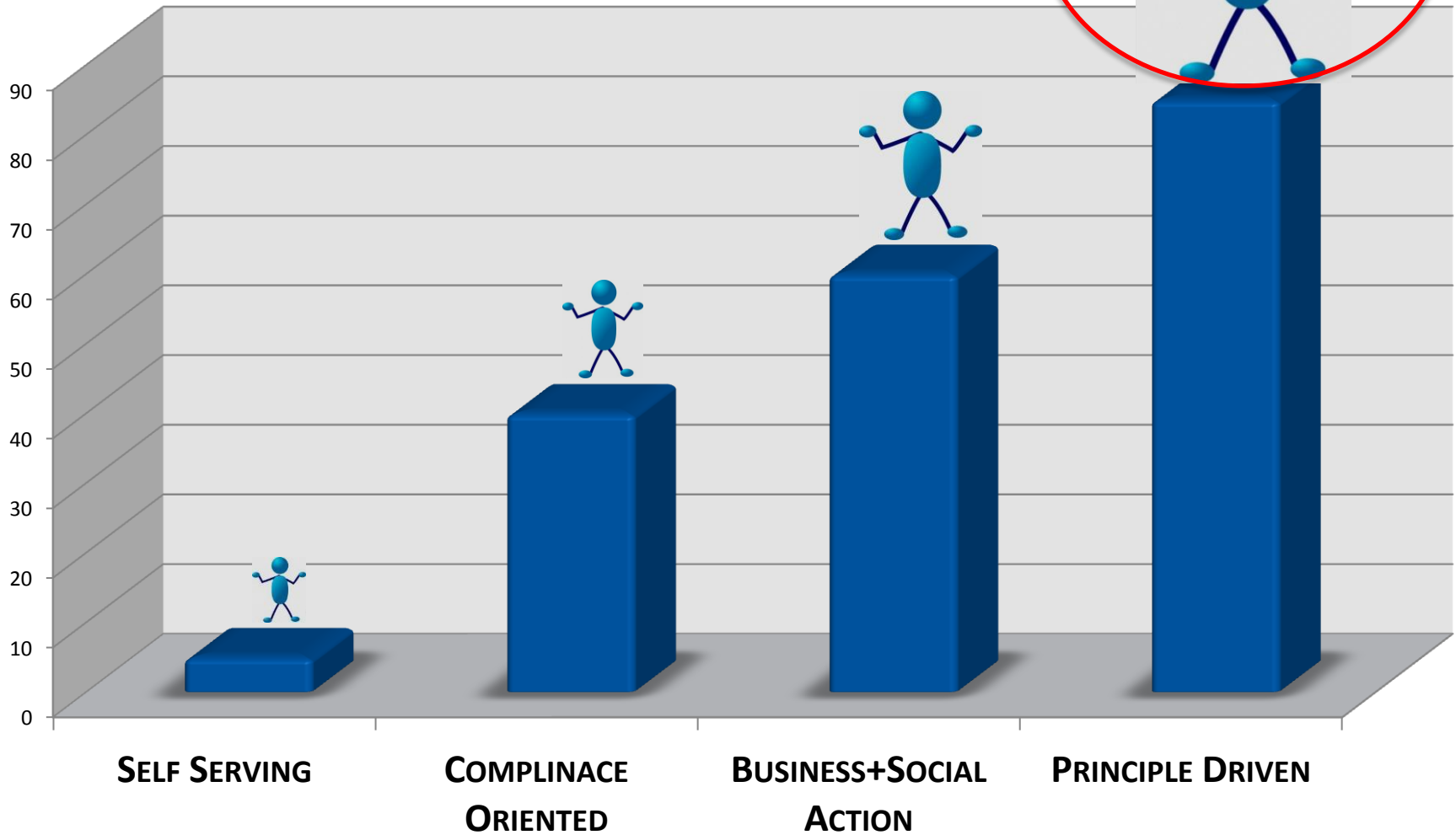
# Purpose vs. Prevention

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# The Problem

## Perceived Ethical Orientation & Trust



# Today's Consumer

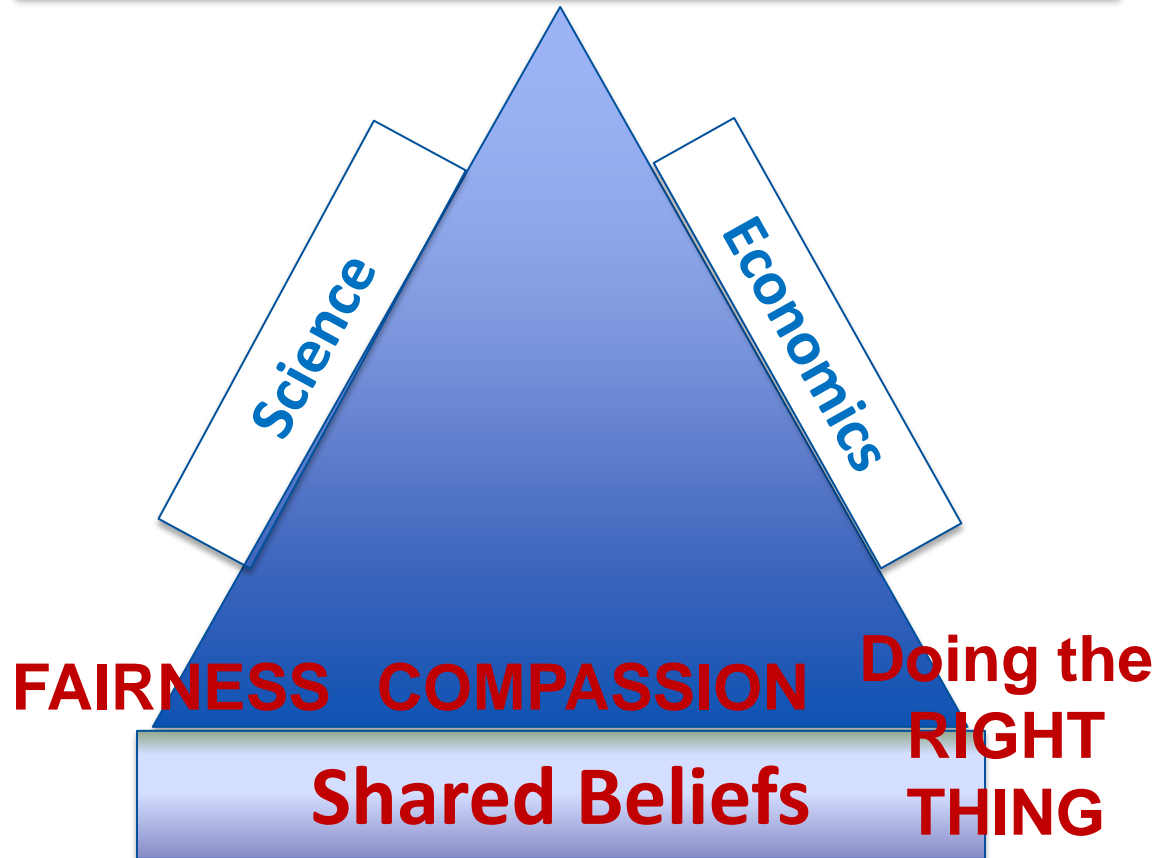
- **93% believe that how a farm animal lives matters...violating the nature of an animal strikes a chord with the public**
- **Society is beginning to demand the respect for an animals nature and that it be encoded into law...our social contract became a social license**



US Farmers & Ranchers Alliance 2011  
Rollins

# The Need

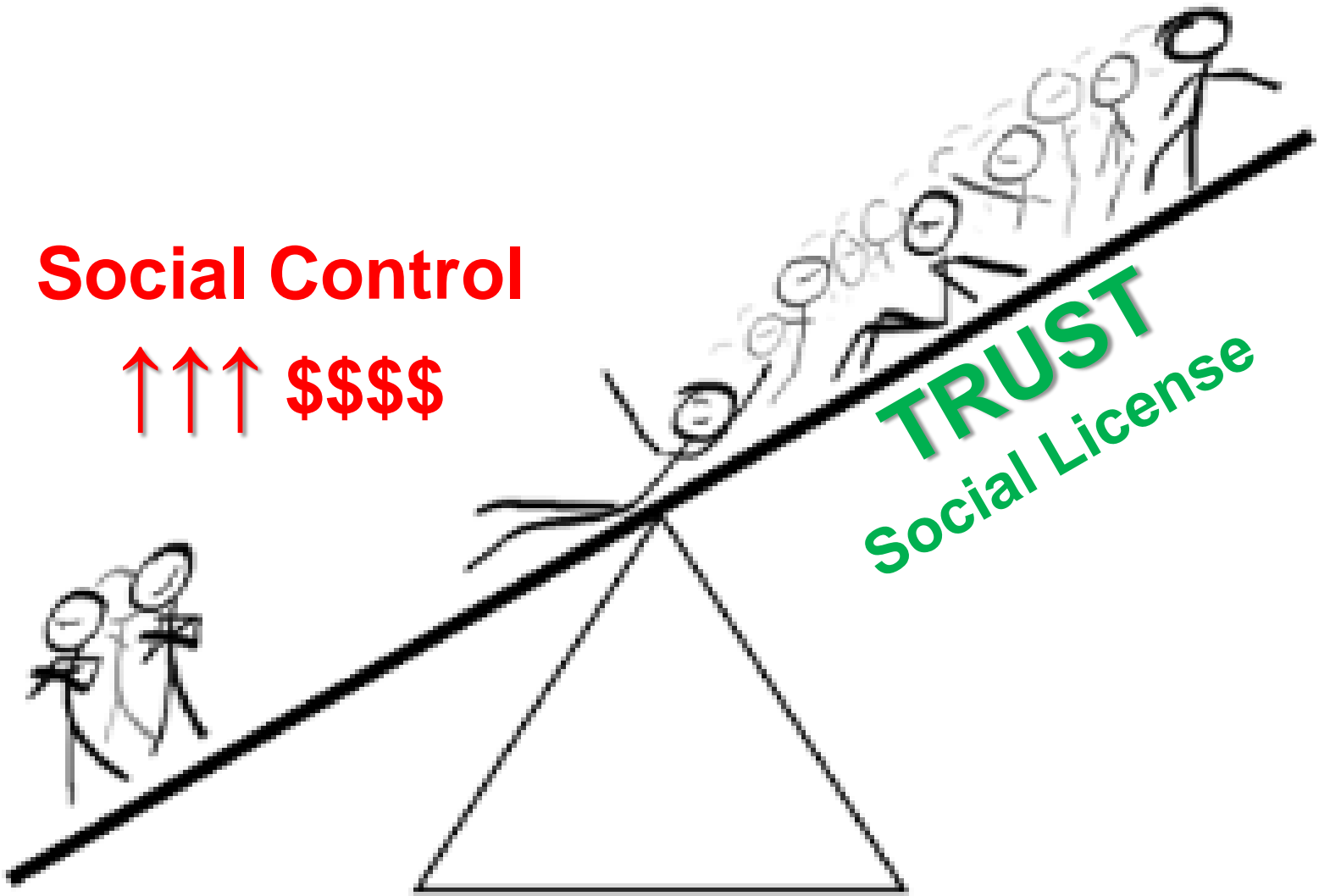
## Consumer Trust



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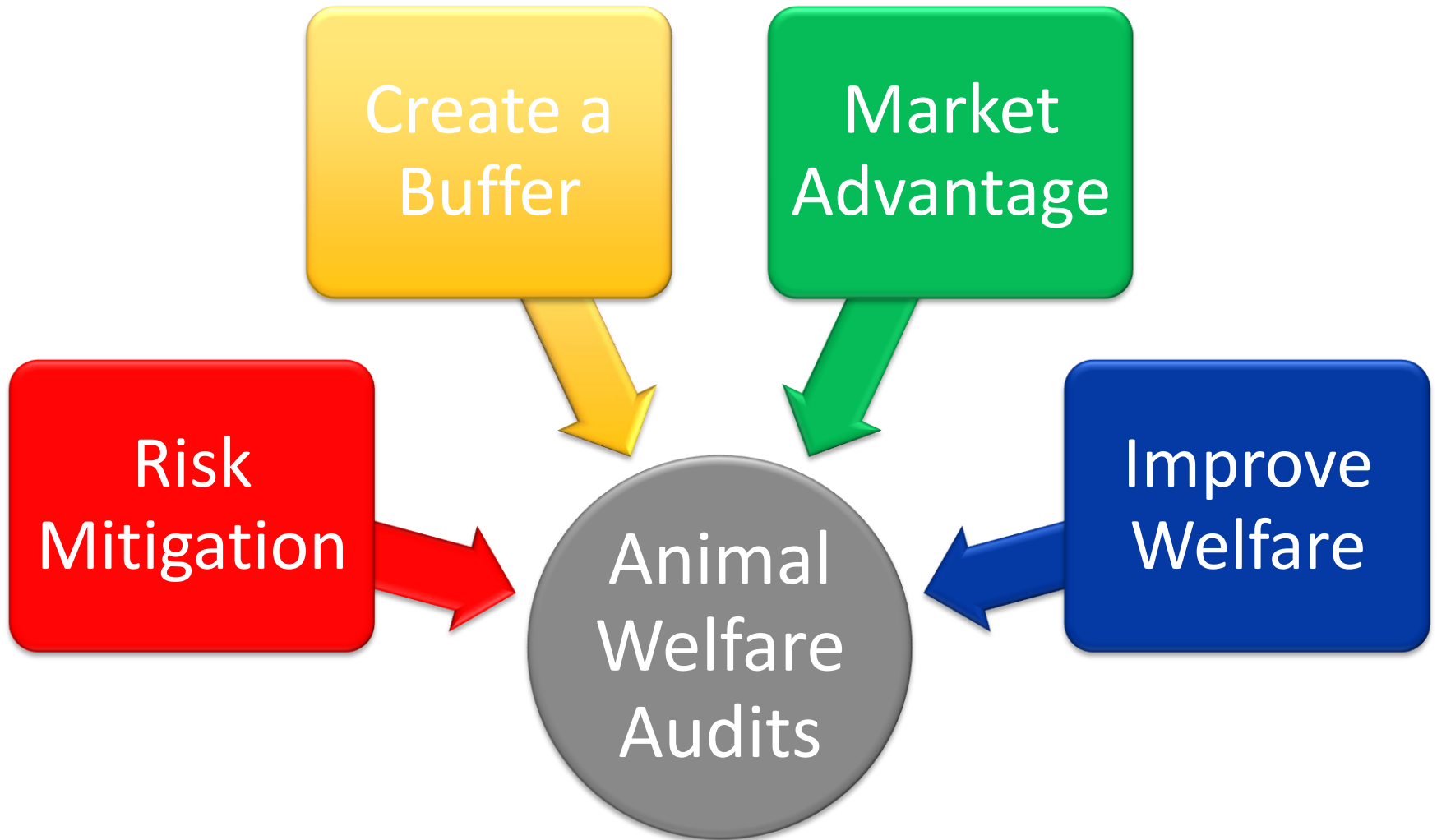
Slide adapted from Charles Arnot, Center For Food Integrity. [www.foodintegrity.org](http://www.foodintegrity.org)

# The RISK

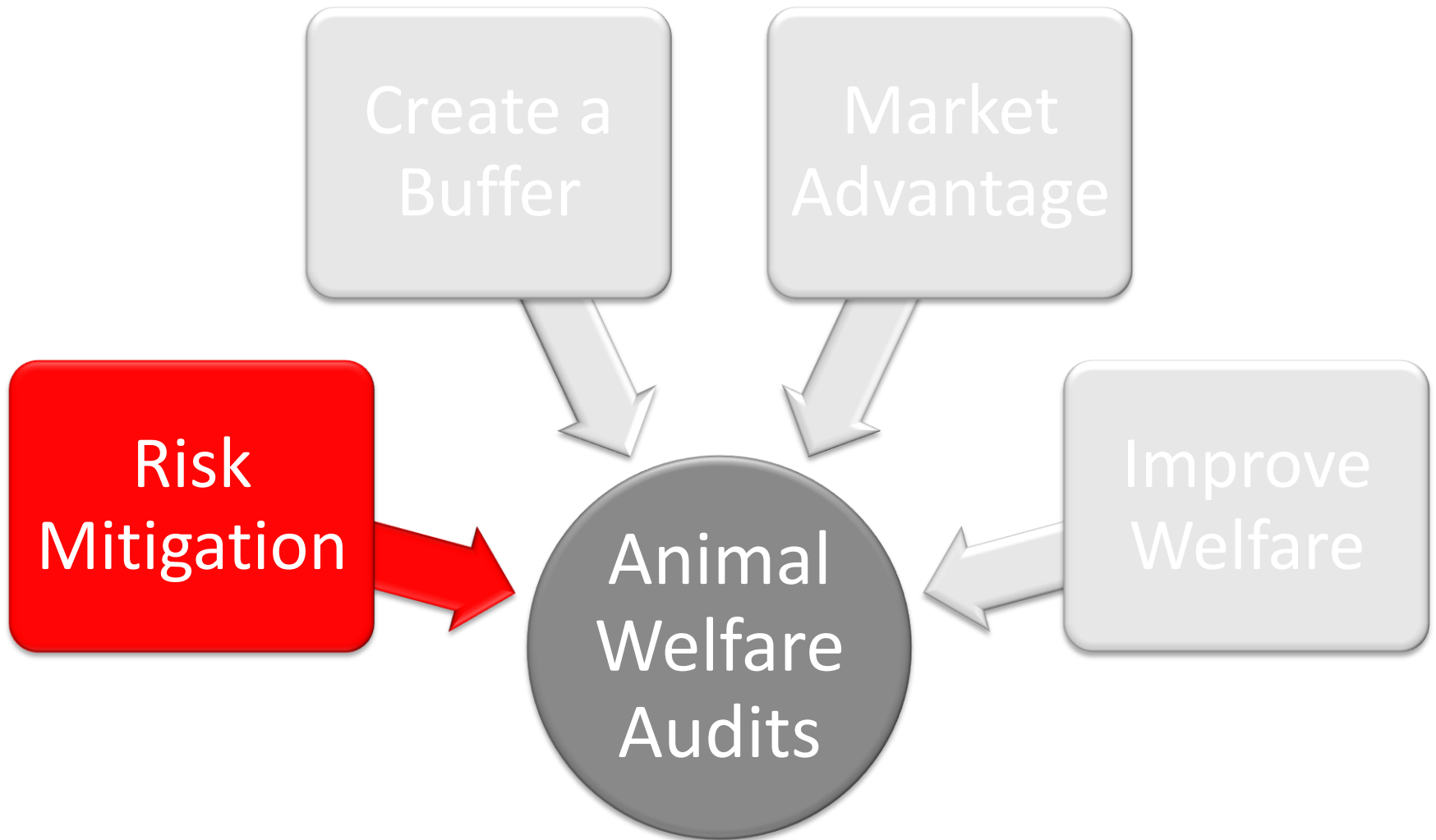




# Animal Welfare Audit - Motivations



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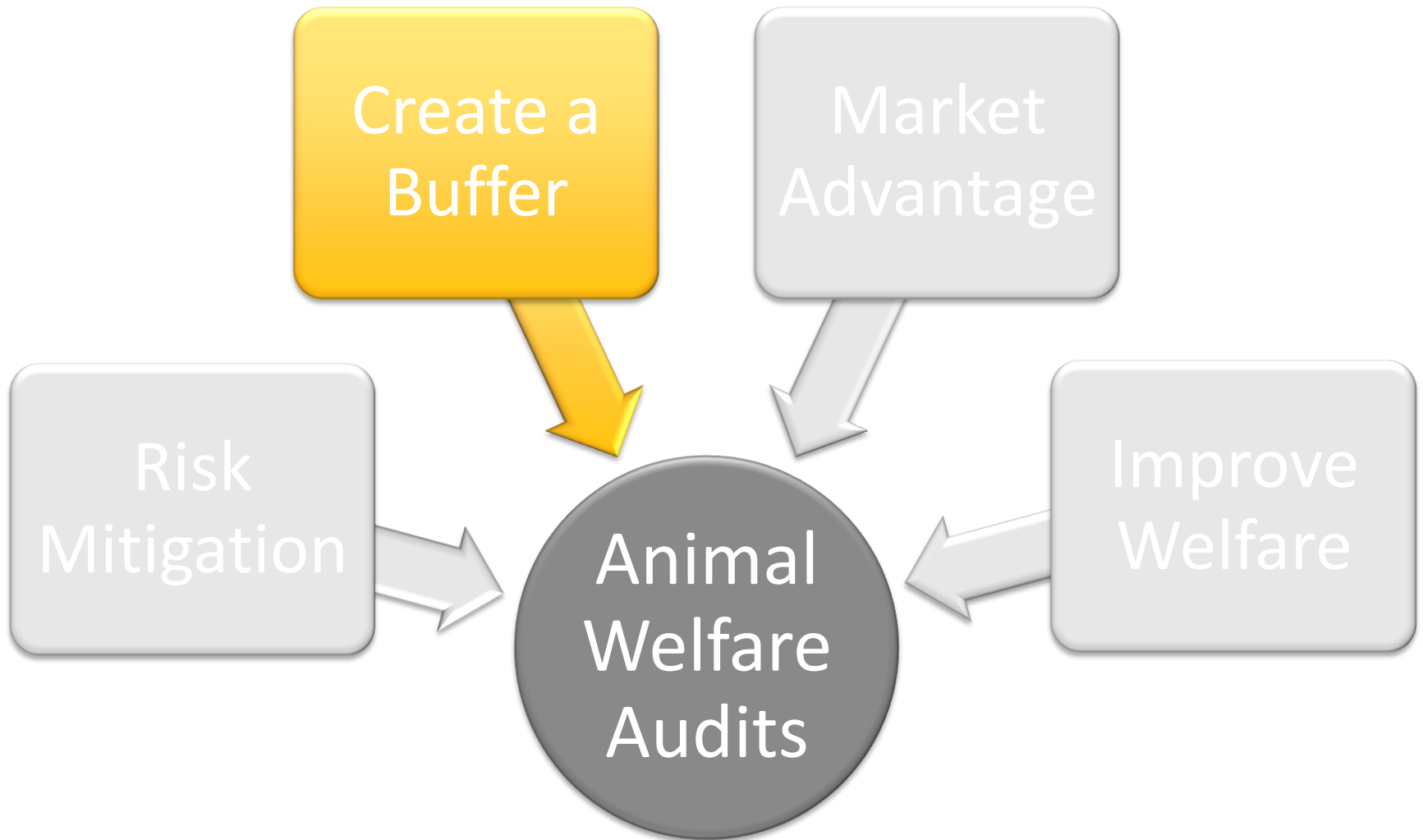


# Risk Mitigation

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- 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 3<sup>rd</sup> 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

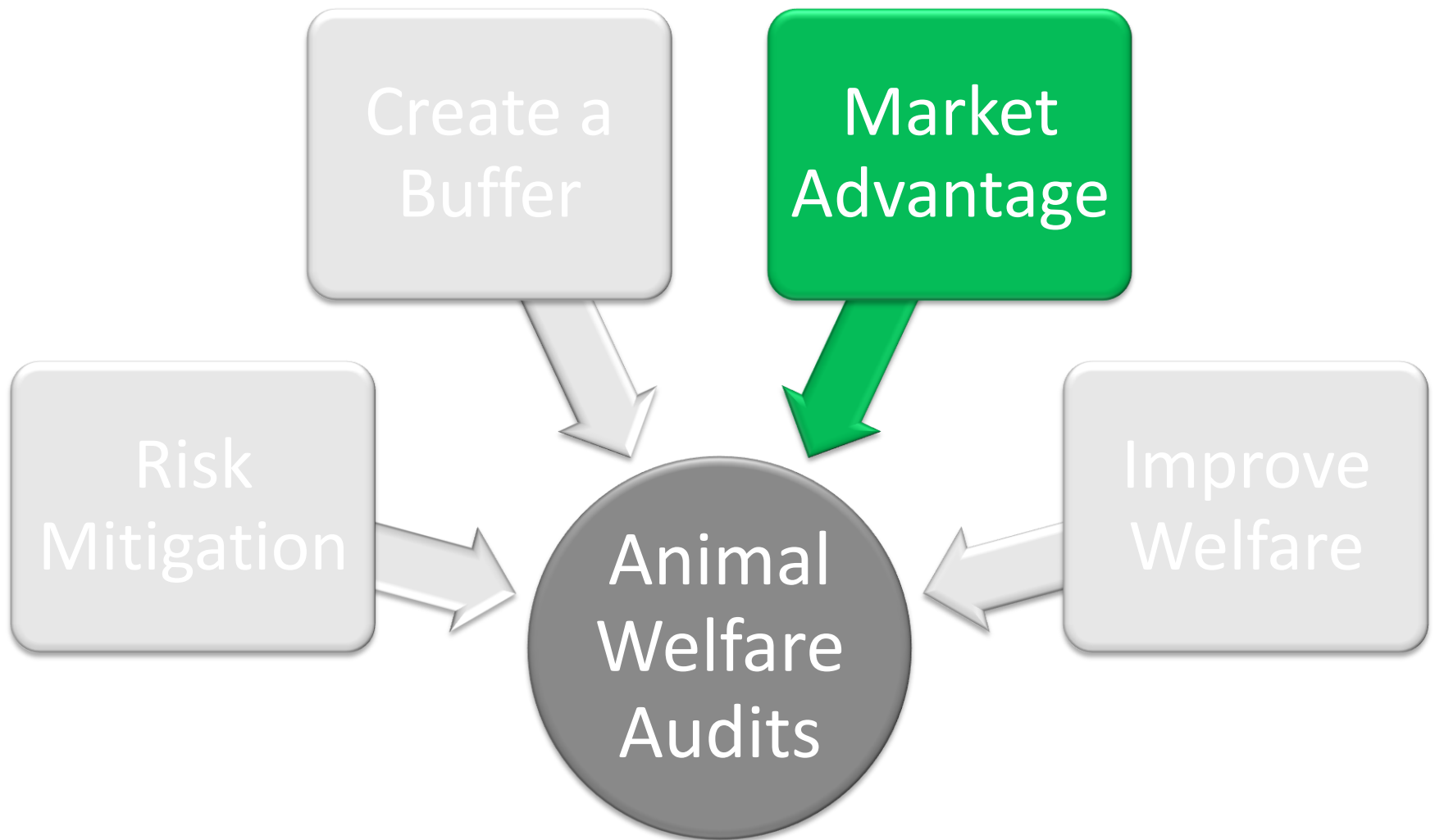
# Animal Welfare Audit - Motivations



# 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 is dropped
  
- **What doesn't work?**
  - Doesn't actually mandate improvement
  - Does not offer the farm any protection
  - Establishes an expectation!!!

# Market Advantage

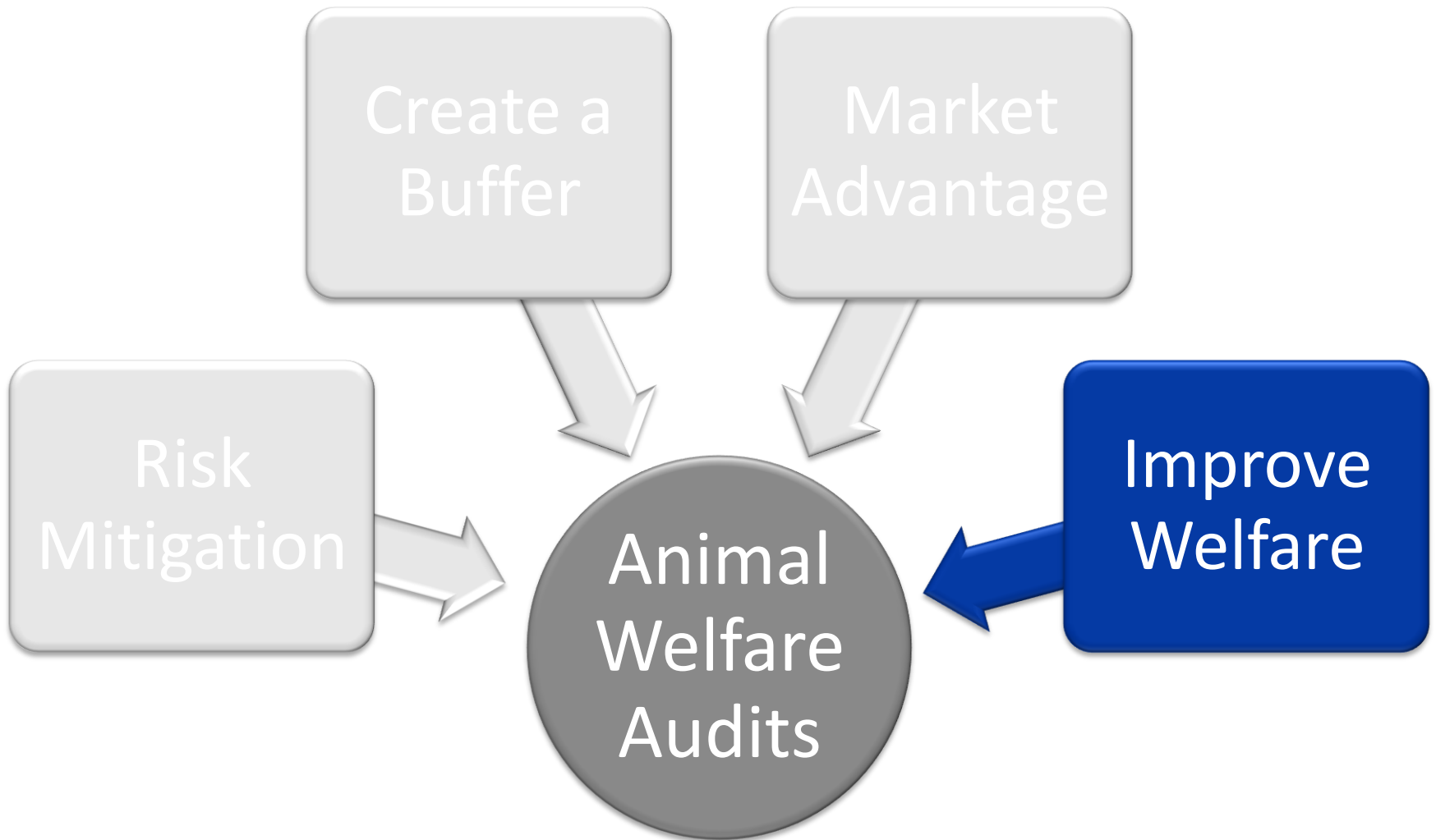


# Market Advantage

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- ✓ **Develop a certification or “label”**
  - Establish claims
  - Audit against claims
- **What works?**
  - Establishes a standard that must be adhered to
  - Requires 3<sup>rd</sup> party verification
- **What doesn't?**
  - Requirements often focus on consumer perception rather than animal welfare
  - Who set's the standards?
  - Tends to provide an opportunity to farms that are already doing well...doesn't actually improve welfare, merely verifies it
  - All you need is 1 good day!!!

# Animal Welfare Audit - Motivations





# Improve Welfare

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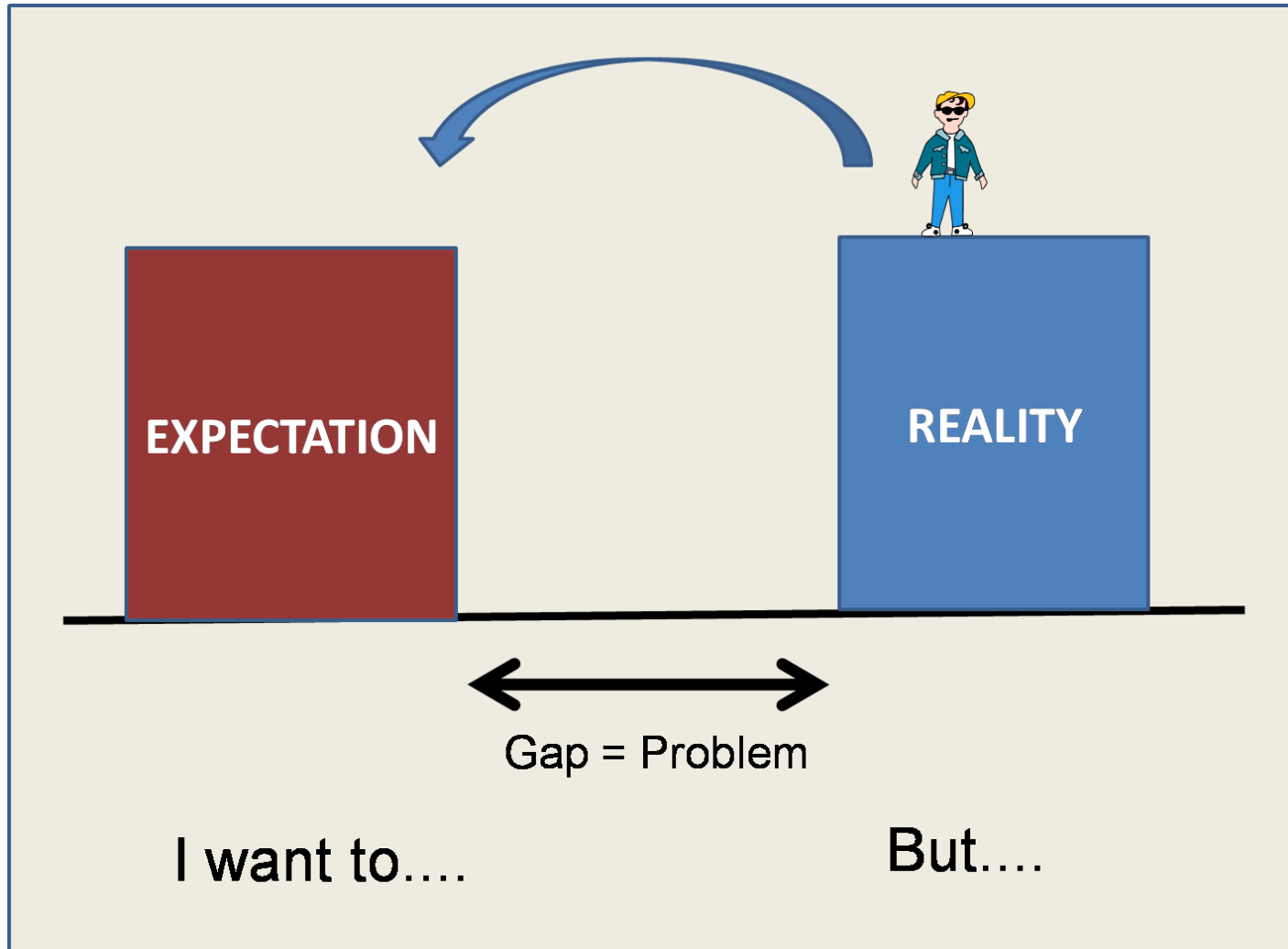
- Develop a program that requires continual attention to animal welfare
- Standards developed by animal welfare experts in that species with input from all stakeholders
- Standards set to a high bar, not the average of a “minimum standard”
- 2<sup>nd</sup> Part Assessment which identify problem areas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

# Improve Welfare

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- **What works?**
  - **Compliance is mandated throughout supply chain – avoid pushing farms out of sight**
  - **2<sup>nd</sup> Party Assessment performed by licensed professional, trained and able to provide feedback and direction (true 2<sup>nd</sup> party)**
  - **Milk buyer is responsible for the integrity**
  - **Develops chain of evidence**
  
- **What Doesn't?**

# Mind the GAP!

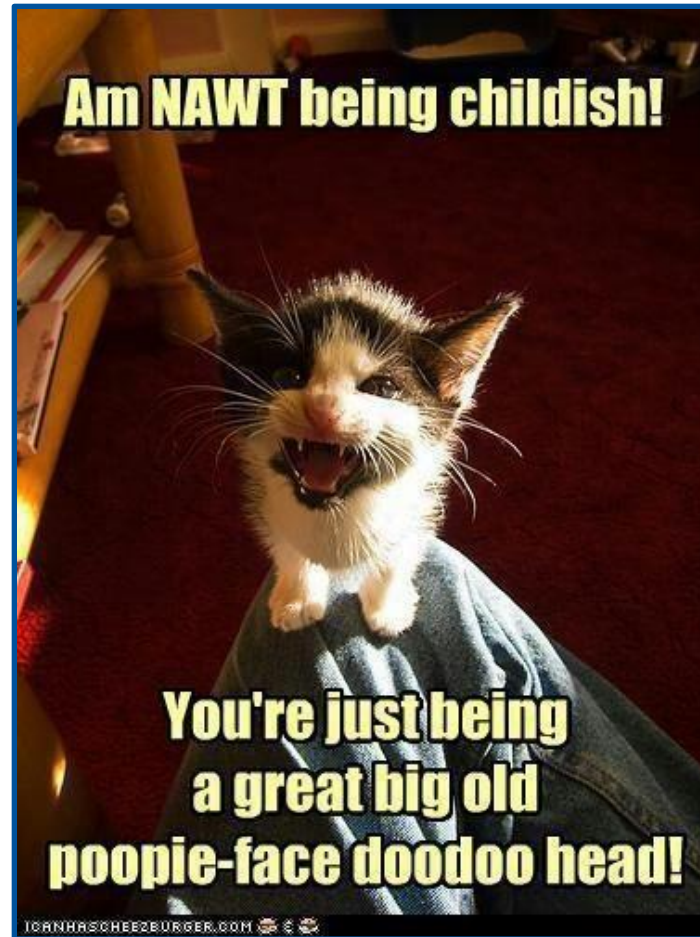


# What I Need to Hear and See

- 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 and hear that you care



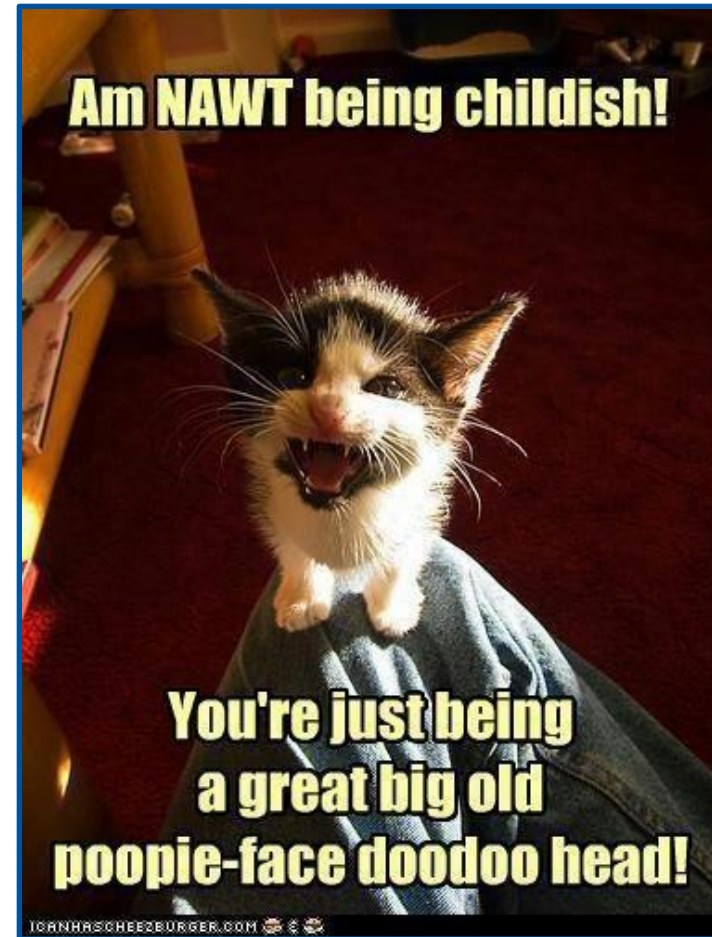
# What I Don't Want to Hear or See



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

# What I Don't Want to Hear or See

- You still crop dog ears and tails!



*It is better to offer no excuse than a bad one.*

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# What I Don't Want to Hear or See

- We fired the worker



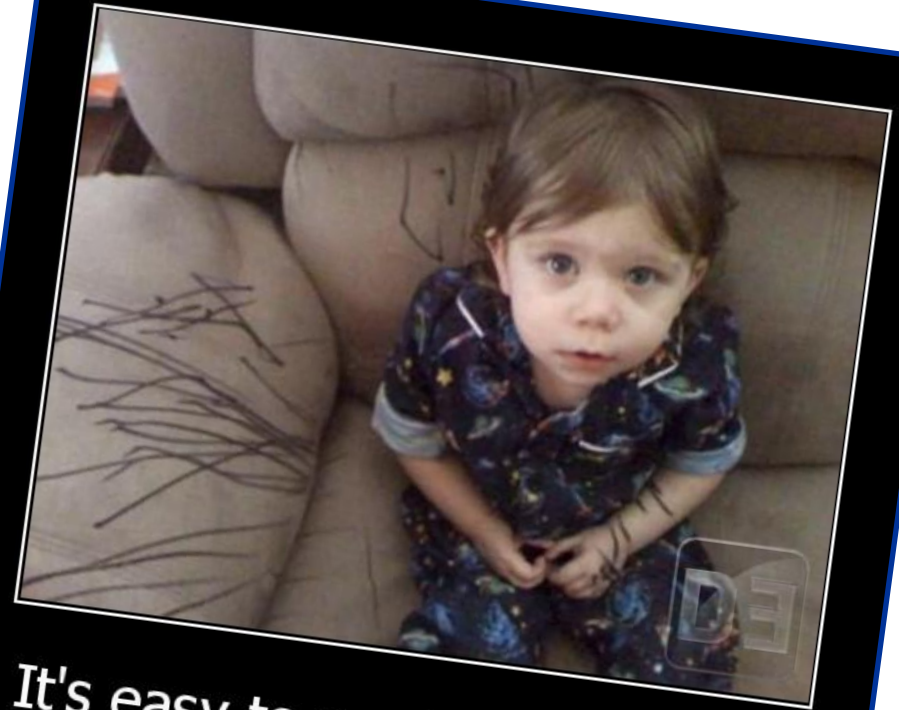
I accept the responsibility but not the blame. Let me explain the difference. Those who are to blame lose their jobs. Those who are responsible do not.

(David Frye)

[izquotes.com](http://izquotes.com)

# What I Don't Want to Hear or See

- You still crop dog ears and tails!
- We fired them
- It was staged! Or worse yet, those are “approved practices”



**It's easy to say "It wasn't me"**  
Courage is blaming your older brother...

Demotivation.us



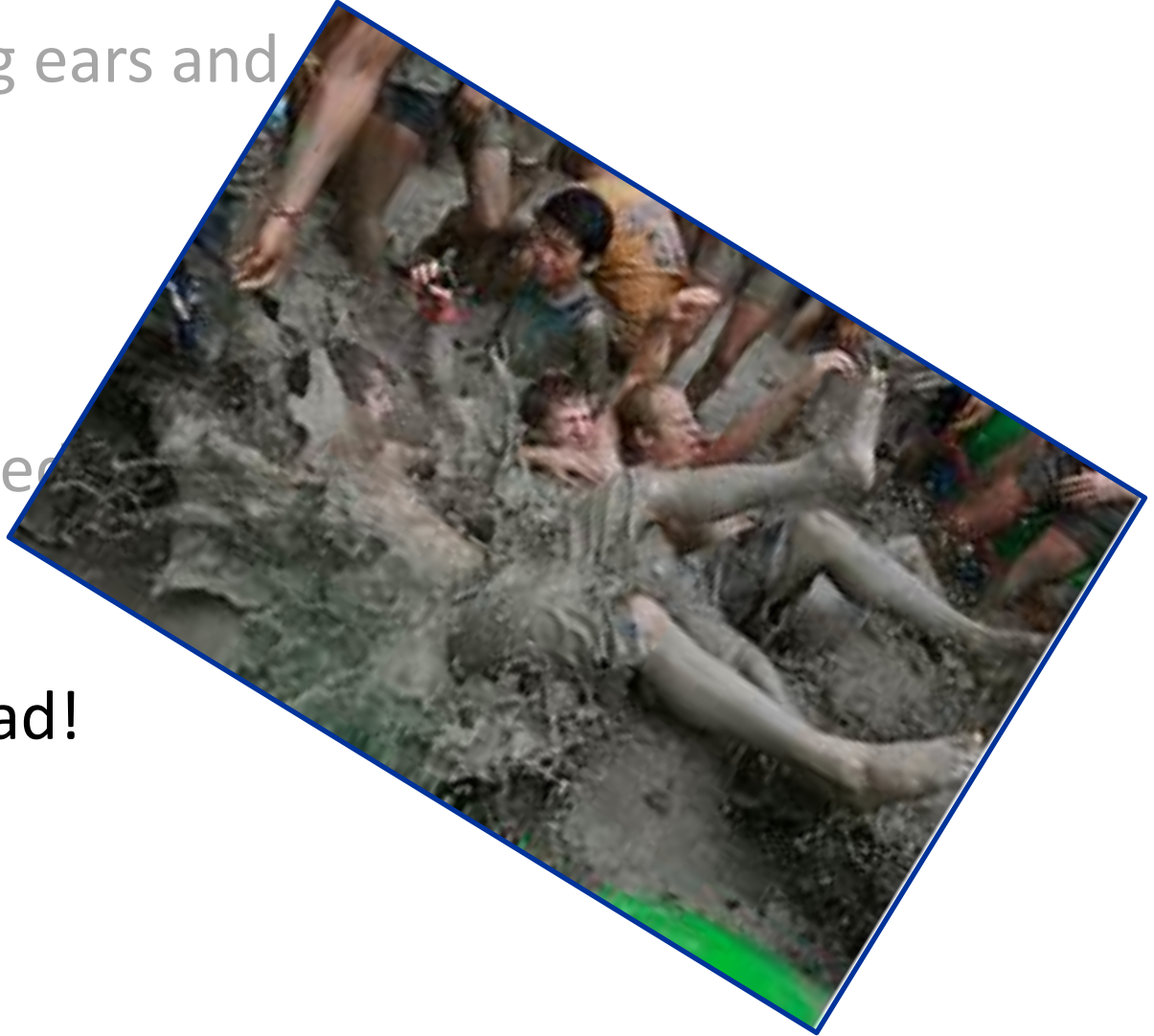
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- We just need to educate the public

# What I Don't Want to Hear or See

- You still crop dog ears and tails!
- It was staged!
- We just need to educate the public
- **Take the high road!**





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**Treating farm animals well  
does not make them our  
pets...**

**It makes us Good Stewards  
& Good Human Beings**