



**HUMANE SOCIETY
INTERNATIONAL**
AUSTRALIA

ANNUAL REPORT

2020-21



Acknowledgement of country

Humane Society International Australia acknowledges the Traditional Owners of the land and waters of Australia and gives recognition and respect to them as the oldest living culture in the world. We recognise and respect the languages, cultural beliefs and customs that define their continuing relationships and responsibilities to land and waters. We pay our respects and honour Elders past, present and emerging.



A high-angle, close-up photograph of a woman with long, light brown hair tied in a ponytail. She is wearing a dark green t-shirt with a white graphic on the back. She is holding a small, tan-colored dog with dark eyes and a black nose against her chest. The dog is looking directly at the camera. The background is a plain, light-colored floor.

Thank you

All the achievements you
will read about in this report
have only been possible
because of the incredible
commitment and generosity
of our supporters.





CONTENTS

01	Message from Chair of the Board and CEO
03	Get to Know Us
04	Our Vision, Mission and Values
06	Our Board and Leadership Team
08	Our Work
11	Our Objectives
12	Our Governance
13	Our Strategy Going Forward
14	Our Outreach
16	FY21 Numbers at a Glance
19	Campaigns and Programs
21	Australian Wildlife
26	Wildlife Land Trust
29	Marine Wildlife
32	Traded Wildlife
35	Animals in Industry
38	Animals in Crisis
43	International Projects
59	Financial Information
64	Giving Thanks



Message from Chair of the Board and CEO

To say that we have been living in unusual times for the past couple of years would be a tremendous understatement.

This financial year saw us managing to continue our vital work while dealing with a global pandemic, all amidst the biggest review of our federal environment law for 20 years.

We are proud to say that we managed to make it all work and didn't miss a beat—largely because of the incredible commitment from our supporters. We are grateful to both our generous donors and our 'actioners', who never faltered in responding to our calls to advocate for change or to provide funding despite many facing their own hardships.

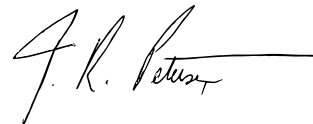
Our supporters have helped us win some major victories for animals this year and cared for and protected animals under threat here in Australia and overseas, which you can read about in this report. From sharks to orangutans, lions to quolls, our efforts as always have remained focused on positive welfare and conservation outcomes for animals and the protection of the habitats in which they live.

We never take that support for granted and we continue to work to improve our communications with our supporters, rapidly responding to inquiries and ensuring that personal information is kept safe and secure.

We are also very proud of our amazing team who continued to deliver positive outcomes for animals in these challenging times as well as developing a new strategic plan for the organisation. This will help us to ensure we are continuing to maximise our impact for animals as well as investing the resources we need into helping the organisation grow to meet future animal welfare and conservation needs.

We hope you enjoy reading this report, and thank you for joining us in building an ecologically sustainable and humane world for all animals.

Our supporters have helped us win some major victories for animals this year and cared for and protected animals under threat.



Julianne Petersen
Chair of the Board



Erica Martin
Chief Executive Officer





Get to
Know Us

OUR VISION

A world where people treat animals and nature with respect and compassion.

OUR MISSION

To build an ecologically sustainable and humane world for all animals by being leaders in saving animal species and their habitats; aiding animals in crisis; and reducing cruelty in farming, trade and other industries.

OUR VALUES

TRUSTWORTHY: We can be trusted to advocate for the best possible outcomes for animals. We are accountable and transparent in the use of donor funds.

OPTIMISTIC: Building a better world for animals can be challenging. We create a supportive, positive and inspiring culture for our staff and our supporters.

COLLABORATIVE: We form collaborative relationships to influence change.

COURAGEOUS: We don't shy away from the tough issues, we have the courage to stand up and create change.

KNOWLEDGEABLE: We seek first to understand all perspectives and then share knowledge and our expertise.



OUR BOARD



Julianne Petersen
Chair



Matthew Hilton
Deputy Chair



Gregory Tolhurst
Secretary



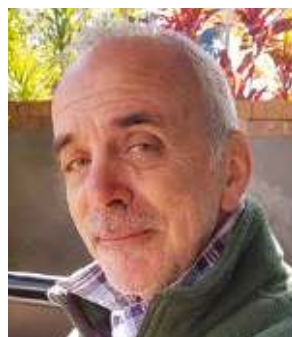
Verna Simpson
Treasurer



Leslie Barcus
Director



Cristobel (Kitty) Block
Director



Michael Kennedy
Director
(resigned 30 June 2021)



Beverley Lange
Director



Andrew Rowan
Director
(resigned 2 June 2021)



Elizabeth Willis Smith
Director
(resigned 2 June 2021)

OUR LEADERSHIP TEAM



Erica Martin
Chief Executive Officer



Nicola Beynon
Head of Campaigns



Evan Quartermain
Head of Programs



Gill Lawrence
Finance and
Governance Manager



Rosie Lempriere
Fundraising Manager

“A real love for animals and our environment is what drives our team. I am very fortunate to work with such talented and compassionate people to make this world a better place for animals.”

Erica Martin
Chief Executive Officer

OUR WORK

We base our positions on sound science and **compassion for all animals**. We work to **educate and advocate** for strong laws that recognise the needs of animals and **long-term ecological sustainability**. We seek to **change human behaviour** to move from exploitation to compassion for animals.

We directly intervene in cases where we can **prevent suffering** of individual animals and **protect** threatened populations and species.

We believe that you need to **understand the causes** of animal cruelty and extinction to effect change. We believe in **identifying the motivations behind human actions** that cause animal suffering and extinction and finding alternative cruelty-free and sustainable solutions. We believe that **working collaboratively** with other groups makes all our efforts more effective. We believe in **using existing laws and the courts** to push for positive change for animals and the environment.

We have had **key successes** in protecting sharks, whales, sea lions, albatross, koalas, flying-foxes, orangutans, elephants and lions to name just a few.

Our **scientific nomination program** has seen more than 70 threatened species and millions of hectares of wildlife habitat protected in law. We continually advocate for improvements to those laws and for their enforcement.

Our **Wildlife Land Trust program** helps protect habitat for rare and common species alike on several hundred Australian sanctuaries.

We work to **improve farming standards** so that each animal is treated with respect and care over the course of its life.

We campaign to **protect animals from cruel exploitation** in trade, industry and entertainment and to act quickly to **save animals when disaster strikes**.

Humane Society International (HSI) is the only international group working on saving endangered species and increasing habitat devoted to their conservation; improving legislation that impacts animals and the environment; reducing cruelty in farming and industry; reducing wildlife trade; and improving the welfare of domestic animals.





OUR OBJECTIVES



To promote the protection of all living things from cruelty and neglect.



To promote the enhancement and conservation of all wild plants and animals.



To promote the protection and conservation of, or research into, native species and ecological communities listed in federal, state and territory legislation.



To promote the welfare and conservation of all animals and wildlife in domestic and international trade.



To use all means to further humane and environmental education.



To participate in, and cooperate with, all other international organisations and with societies and organisations in Australia and other nations, in all efforts to prevent or ameliorate the suffering of animals and the preservation and conservation of the environment.



To assist and persuade, and, if necessary, to compel through legal means, government bodies and agencies to further the protection of animals and the environment through appropriate regulations and enforcement.



To pursue all lawful means in furthering the purposes of this body.

OUR GOVERNANCE

We are committed to the accountability and transparency provided through our corporate governance framework.

Our aim is to faithfully fulfil our organisation's charitable purpose while adhering to laws and industry codes of practice and ethics. Our Board oversees the determination and implementation of policies and processes that reflect good corporate governance and continuous improvement.

We are regulated by the Australian Charities and Not-for-Profits Commission as a registered charity under the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act). We are registered as a

public company limited by guarantee under the *Corporations Act 2001*, which means that the Corporations Act applies but in a manner modified by the ACNC Act. We also hold tax exemptions and concessions under the *Income Tax Assessment Act 1997*.

We have MOUs with all our international project partners which includes a commitment to adhere to the External Conduct Standards as outlined by the ACNC.

We are authorised to fundraise in all states and territories in Australia.

Our promise to donors

- We will always keep personal details safe and secure.
- We will keep our donors updated and share the achievements made possible by them.
- We will give our donors a choice on how and when we communicate with them.
- We will always respond to donor feedback and answer questions promptly.
- We won't take our donors' support for granted.
- We will always use our donors' money to have the maximum impact in protecting animals.

OUR STRATEGY GOING FORWARD

In FY21, HSI Australia developed a strategic plan for the next three years. We recognised that animals are the very heart of all we do and that maximising our impact for animals would always be the bedrock of our work. We committed to continuing our annual review of our campaign and program strategies and identified areas above and beyond that to increase our impact and effectiveness. Our planning framework was based on the Balanced Scorecard principles, and we have adopted four organisational perspectives:

1 Impact
To grow our influence and maximise our impact for conservation and animal welfare.

2 Internal Process
To ensure compliance and improve our process efficiency and effectiveness.

3 Learning and Growth
To cultivate understanding and knowledge sharing with supporters and staff.

4 Financial
To build financial momentum and reserves to have impact today and into the future.

OUR OUTREACH

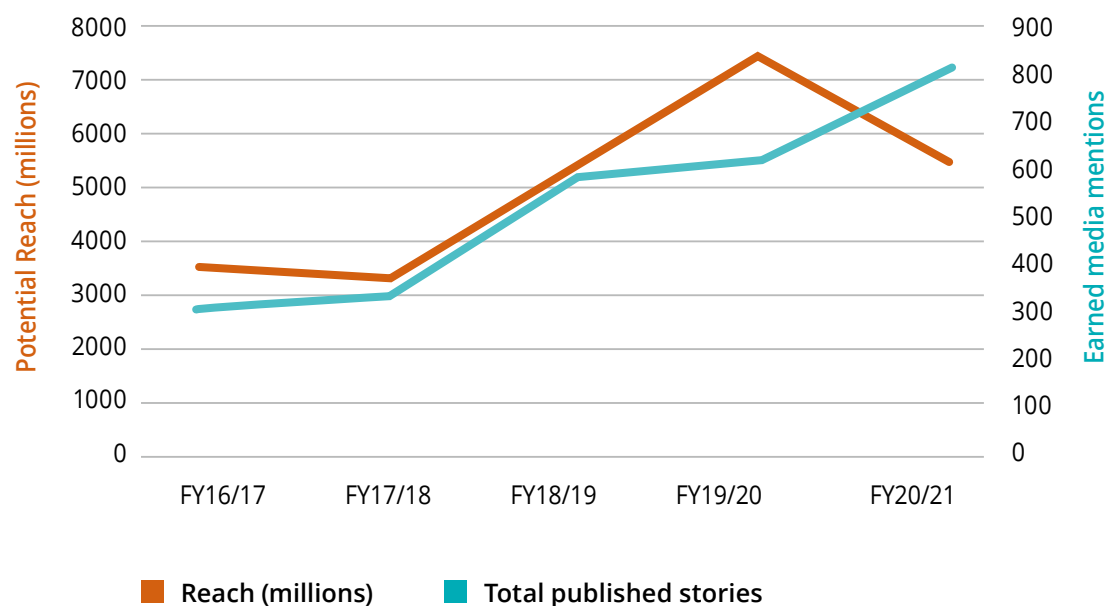
The media plays a critical role in helping to shine a light on animal welfare and environment issues.

HSI actively seeks media coverage of the campaigns we work on to raise awareness and encourage change. We offer our experts to the media to provide insight across a wide spectrum of topics.

Our online earned media performance has been measured by both media mentions per year as well as by potential reach of the publishing news outlets.

Over the past five years, we have experienced continuous increases in both media mentions and potential reach.

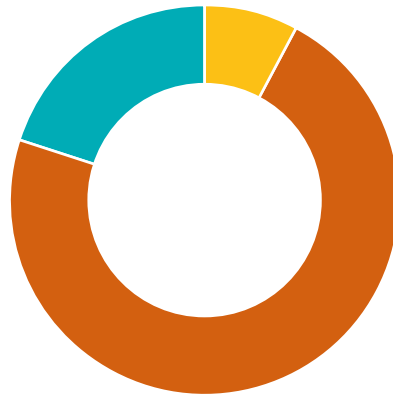
FY21 Online Earned Media Performance



While FY21 saw a drop in reach following the FY20 spike in media from the global media coverage of the bushfires and our win for sharks in Federal Court, we continue to see steady growth in media mentions.

Actions for change

We actively encourage our supporters to make their voices heard and take actions on our website to request policy changes to better protect animals and wildlife habitat. Change comes when politicians know what their constituents care about and what they will vote for.



In FY21 a total of **55,330 ACTIONS** were taken by more than **45,000 ACTIONERS**

- 10% Animal Welfare
- 71% Shark Champions
- 19% Extinction Crisis



FY21 NUMBERS AT A GLANCE

MORE THAN 45,000
SUPPORTERS responded to
our calls to take action



MORE THAN 5,000
INDIVIDUAL DONORS gave
generously to our mission

GEOGRAPHICAL SPENDING

\$1,732,360 spent to
protect animals in **AUSTRALIA**

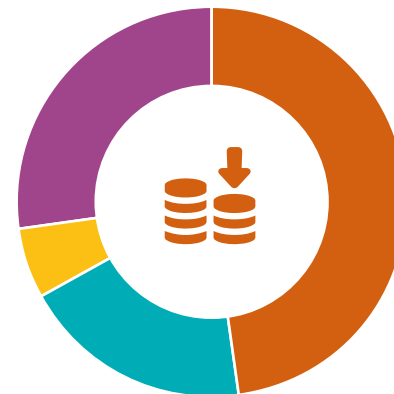
\$487,147 spent to
protect animals **INTERNATIONALLY**



REVENUE

\$2,226,663	48%	Donated by Individual Donors
\$910,184	19%	Grants for Multi-year Disaster Response Work
\$279,342	6%	Grant for Shark Conservation
\$1,300,000	27%	Donated for Purchase of Land for Conservation

Total revenue from donations, bequests and grants: \$4,716,189



EXPENDITURE

\$1,732,360	55%	Australian Campaigns and Projects
\$487,147	15%	International Projects
\$542,659	17%	Fundraising
\$404,512	13%	Management and Administration

Total expenditure: \$3,166,678







Campaigns and Programs





AUSTRALIAN WILDLIFE

HSI is a leader at protecting Australian wildlife and the places they call home. We are tireless advocates for the protection of iconic species as well as lesser known and sometimes maligned species.

Nominations

Koalas

Our nomination, submitted jointly with the International Fund for Animal Welfare (IFAW) and the Worldwide Fund for Nature (WWF), for the Queensland, New South Wales (NSW) and Australian Capital Territory (ACT) populations of the koala to be upgraded to an Endangered status under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) was prioritised by the Federal Environment Minister for assessment by her Threatened Species Scientific Committee by October 2021.

Geckos

A total of four gecko nominations were submitted to the Queensland Government, which will subsequently become EPBC

nominations. Also, for the first time, we secured funding from the Queensland Government to prepare 14 additional nominations for terrestrial snake and lizard species for increased protections.

Platypus

HSI joined with the Australian Conservation Foundation (ACF) and WWF to nominate the platypus as a threatened species under the EPBC Act. Significant media coverage raised awareness of the perilous status of the species and the need for greater protection.

Flying-fox

We submitted a nomination for the spectacled flying-fox to be uplisted to a Critically Endangered species under both Queensland and national environment laws, with significant media attention.

Also, more than 20 years after being listed as Vulnerable and 15 years since the first draft recovery plan was circulated, the Grey-headed Flying-fox Recovery Plan was finalised by the Commonwealth.



Cape Melville leaf-tailed gecko

IMAGE: CONRAD HOSKIN

Habitat

We secured legal protection for 20,000 hectares of River-flat eucalypt forest on coastal floodplains of southern NSW and eastern Victoria as a result of an HSI nomination in 2010. This area is home to platypus, koalas and pygmy possums.

We also secured this protection for Plains mallee box woodlands of the Murray Darling Depression, Riverina and Naracoorte Coastal Plain Bioregions, which was listed under the EPBC Act as a Critically Endangered ecological community in early June. These woodlands span South Australia, Victoria and NSW and their increased conservation status will help dozens of threatened species recover.

We also submitted a nomination for the Fire-Affected Warm Temperate Rainforests of the South East Corner Bioregion as an Endangered Ecological Community under the EPBC Act, and await listing decisions for several other ecosystems.

HSI nominations are now responsible for 37 of the 91 (40%) threatened habitats listed under our national environment law.



HSI is a leader in protecting critical habitat for many species under the law.



Dingoes

HSI commissioned a report into non-lethal alternatives for stock protection that will outline the benefits of adapting to living with dingoes rather than attempting to remove them through shooting or poisoning. The report will be delivered next financial year. We also advocated strongly for dingoes impacted by the K'gari bushfires in November.

Flying-foxes

Cairns Regional Council continues to disperse up to 8,000 endangered spectacled flying-foxes from their nationally important camp in central Cairns. The camp is one of the last major strongholds of the species, so HSI is exploring legal options to intervene.

In a major victory in a decades-long HSI campaign, the NSW Government announced that as of 1 July 2021, the shooting of flying-foxes will no longer be permitted in the state. We are now focusing our efforts to replicate this success in Queensland.



IMAGE: ELOÏSE DÉAUX





EPBC Act reform

The final report of the Independent Review of the EPBC Act was delivered by Professor Graeme Samuel in October 2020. HSI was invited by Professor Samuel to be a key member of the stakeholder consultative group contributing to the report and worked to ensure the report would contain the strongest possible recommendations to strengthen environmental protections and not weaken them. Business, mining and farming interests were also represented on the consultative group.



HSI was also invited to be a part of a select roundtable with the Minister for the Environment to discuss possible reforms with representatives from WWF, Places You Love (PYL), the Business Council of Australia, the Minerals Council of Australia and the National Farmers Federation.

We also continued to engage actively on all aspects of the reform process as a founding member of the PYL Alliance of environmental groups.

The final report from Professor Samuel found that the EPBC Act does not enable the Commonwealth to effectively protect environmental matters and that it is not fit to address current or future environmental challenges.

The report made 38 recommendations, of which the centrepiece was strong national environmental standards. These are needed to deliver effective environmental protection and biodiversity conservation and more efficient decision-making. Professor Samuel also warned that Governments should avoid the temptation to cherry pick from a highly interconnected suite of recommendations.

Despite this, the Government introduced two bills which will substantially weaken environmental protections: the Environment Protection and Biodiversity Conservation Amendment (Standards and Assurance) Bill 2021 and the Environment Protection and Biodiversity Conservation Amendment (Streamlining Approvals) Bill 2020. HSI and the PYL Alliance has worked hard to ensure that the bills do not pass and as at June 30 2021, cross bench senators had indicated they would not support the bills in their current form.

Victorian Wildlife Act reform

HSI published *Failing Our Wildlife*, a critique of the Victorian Wildlife Act 1975, with Environment Justice Australia (EJA). We achieved excellent media in *The Age*, Melbourne's major metro paper. A key concern is the extremely poor management of licences to cull native wildlife. We presented to the panel that the Victorian Government has established to review the Act.

WILDLIFE LAND TRUST

Australia is home to unique wildlife and extraordinary biodiversity and yet only a small fraction of our landmass has some form of security as a protected area. So it is little wonder that we lead the world when it comes to mammal extinctions.



The role of private land has become an integral part of the solution when it comes to protecting our wildlife. Since 2007 we have been building a network of private landholders who devote their properties to conservation—the Wildlife Land Trust (WLT). These properties provide a safe haven for many different species, both common and endangered. Visit www.wildlifelandtrust.org.au to learn more.

Wallaby Wetlands

An extraordinary gift of \$1.3 million allowed HSI to purchase a former Wet Tropics cane farm in Queensland in August 2020 with a goal of restoring the natural tropical rainforest on the property. Named 'Wallaby Wetlands', work on the restoration of the property should commence in the next financial year and hopefully we will see a wide range of wildlife return to the property.

WLT member properties by location and number as at 30 June 2021

AUSTRALIAN SANCTUARIES

State	Sanctuaries	Area (ha)
QLD	210	36,409
NSW	333	26,807
VIC	67	2,365
WA	45	5,215
TAS	42	3,058
SA	40	3,091
NT	5	631
TOTAL	742	77,576

This year we welcomed **84 new members** to the WLT, whose properties cover **77,576 hectares** in total, an area more than **five times larger than Sydney's Royal National Park**.

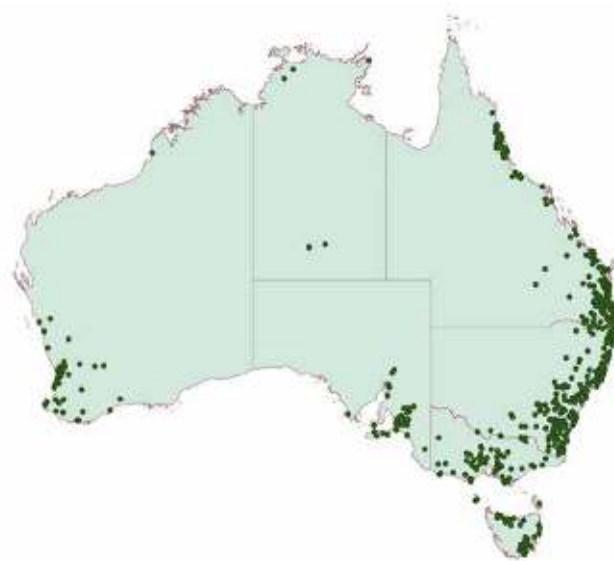




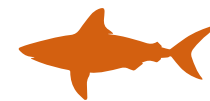
IMAGE: EVAN QUARTERMAIN/HSI AUSTRALIA

HSI's Wildlife Land Trust sanctuary Edala in southern NSW.



IMAGE: PETER KYNE

CLOCKWISE FROM LEFT: Australian sea lion, largetooth sawfish, spotted shovelnose ray



MARINE WILDLIFE

HSI has been campaigning for our marine life from our inception. We have won protections for whales, sharks and sea-lions and continue to champion our marine species and advocate for their protection.

Nominations

Large-tooth sawfish

Our nomination for the large-tooth sawfish made with the Australian Marine Conservation Society (AMCS) resulted in the species being prioritised for assessment for an uplisting to Endangered under the EPBC Act in October 2020. The assessment will be completed by the federal environment department by October 2022.

Australian sea lion

We successfully nominated the Australian sea lion for an upgrade in status from Vulnerable to Endangered, which along with our work on fisheries closures, should help give populations the protection they need to recover.

Other nominations

We also nominated a further seven species for listing under the Act in March 2021: the spotted shovelnose ray, saddled swellshark, Maugean skate, sandyback stingaree, coastal stingaree, yellowback stingaree and the greenback stingaree.

Sharks

Shark finning

The Federal Minister for the Environment revoked Queensland's export permit from their East Coast Inshore Fin Fish Fishery (ECIFFF) as a result of AMCS and HSI campaigning. The result is that shark fins can no longer be exported from this fishery until they meet conditions the Minister set under the federal EPBC Act (the fishery catches endangered

hammerheads and operates in the Great Barrier Reef). This motivated the Queensland Government to implement a fins-naturally-attached policy in their largest shark fishery, the ECIFFF.



Shark control

Our continued advocacy for the adoption of more effective non-lethal shark management saw Queensland commence drone surveillance on its beaches in an important step towards removing shark nets. Local councils with shark nets on their ocean beaches in New South Wales are telling that state government they want them removed.

Shark Champions

Our collaboration with AMCS, supported by the Shark Conservation Fund, continued to raise awareness about the threats faced by sharks and advocacy actions to help protect them. This year we grew Shark Champion supporters by 21,185, reaching a total of 67,300 at 30 June 2021.

HSI is featured in a new feature-length documentary *Envoy: Shark Cull*, narrated by Eric Bana. The film exposes the cost of the lethal shark control program in NSW and Queensland and sheds light on more effective methods to keep swimmers safe. We have participated in several Q&A sessions in cinemas and online to support the release of the film.



IMAGES: N MCLACHLAN/HSI AUSTRALIA/AMCS



We conducted polling on community sentiments towards shark control methods on Sydney's Northern Beaches which indicated broad community support for removal of the nets and a move to non-lethal measures. These polls are helping to inform local councils and, as a result of our advocacy, as at 30 June five councils had passed motions to remove the nets: Newcastle, Northern Beaches, Waverley, Randwick and Wollongong. The Central Coast Council is in administration but also submitted a formal letter of support for net removal. The final decision for net removal lies with the NSW Fisheries Minister.

In January we launched *Give Flake a Break*—a campaign with AMCS to encourage Australians to reduce their consumption of shark. In Australia, shark is often sold as 'flake', a generic name that does not identify the species. This means Australians can be consuming Endangered species such as school sharks, scalloped hammerheads and whitefin swellsharks unknowingly instead of choosing sustainable alternatives. As at June 30, more than 5,000 Australians had taken the pledge to 'give flake a break'.

Albatross

We supported a study using high-resolution satellite images to count nesting short-tailed albatross population numbers on two islands in the west North Pacific Ocean. The results show that this technology can be used in addition to conventional population

modelling, which is essential for effective conservation efforts. We continue to be active participants in fisheries meetings, including those of the Commission on the Conservation of Southern Bluefin Tuna pressing for action to reduce the number of seabirds killed each year as bycatch.



IMAGE: SAM EDMONDS/HST AUSTRALIA

TRADED WILDLIFE

Sadly, wildlife trade is big business worth billions of dollars, and the illegal trade in wildlife is driving some species to extinction. HSI is a powerful advocate for wildlife, seeking to end the cruel and unsustainable trade in wild animals.

HSI was invited by the Chief Veterinary Officer of Australia and the World Organisation for Animal Health (OIE) President, Mark Schipp, to present on the risks of zoonosis (transfer of disease from animals to humans) and the animal welfare implications of wildlife markets at a webinar of key government stakeholders. COVID-19 has highlighted the risks of wildlife markets and we are advocating for a global permanent ban.

Demand for ivory is driving elephant poaching, and there are serious concerns that elephants may become extinct within just a few decades. The African forest elephant is Critically Endangered, and both the Asian and African savannah elephant are Endangered, according to assessments made for the Red List of the IUCN (International Union for Conservation of Nature).

The UN Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) has banned commercial trade in elephant ivory across international borders since 1989 but, more recently, in order to ensure the ban is effective and to protect elephants everywhere from the scourge of poaching, all countries with a domestic market contributing to poaching or illegal trade have also committed to close down domestic trade within their borders with urgency.

The Australian government promised to ban domestic sales of elephant ivory and rhino horn at the 2019 CITES meeting and HSI is working with state, territory and federal governments to find a way implement the ban as soon as possible. .

EU trade negotiations

HSI published a detailed report on the state of play for animal welfare between Australia and the European Union at the outset of their Free Trade Agreement (FTA) negotiations. In a first for Australia, animal welfare provisions are set to be agreed in the FTA, as they are in the breakaway FTA with the UK. While the precedent is progress for Australia, our significantly lower animal welfare standards have caused much controversy in the negotiations. HSI secured national commentary (*Canberra Times* Op Ed 24 June 2021) on the need for Australia to raise its standards to match the expectations of our trading partners.

HSI is working to ensure Australia delivers on its promise to ban domestic sales of ivory and rhino horn.





Georgie Dolphin, pictured above right, leads on HSI's Animal Welfare campaigns.



ANIMALS IN INDUSTRY

HSI is committed to improving conditions for all farmed animals to ensure they have lives worth living. We would also like to see an end to animals being exploited for our 'entertainment'.

Expert evidence

HSI gave evidence to the parliamentary inquiry into exotic animals in circuses and the exhibition of cetaceans in NSW in August 2020. As a result of overwhelming evidence, new regulations prohibiting the commercial importation and breeding of dolphins were introduced in NSW in May 2021.

HSI sent in a submission to the NSW *Greyhound Racing Act 2017* Review. Hundreds of greyhounds lose their lives every year in this 'sport' and HSI continues to be a strong voice calling for a full and permanent ban.

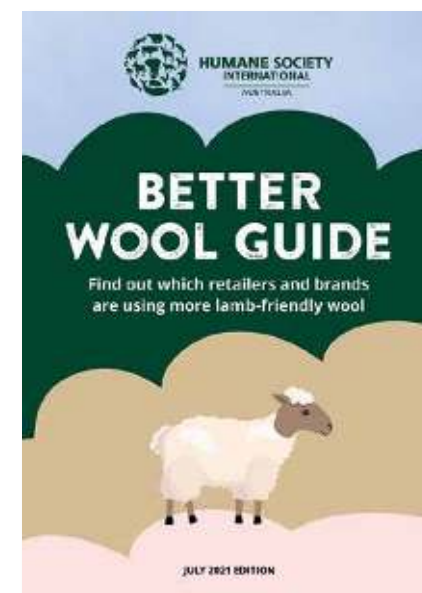
HSI contributed to the reform of animal welfare laws underway in both Victoria and NSW arguing for best-practice provisions including the recognition of animal sentience.

Mulesing

We launched our *Better Wool Guide* in September 2020, highlighting more than a hundred brands that have committed to policies against mulesing including David Jones, Country Road, Target and Myer.

Mulesing is where the rear end of lambs is sliced off to prevent a painful condition called flystrike. The procedure is often performed with no pain relief. More than 10 million lambs endure this painful mutilation each year, despite a genetic option to breed smooth-bodied sheep being available to farmers which prevents fly strike and the need for mulesing.

By driving consumer demand for non-mulesed wool we hope to encourage more farmers to make the switch.



We also partnered with FOUR PAWS to commission BG Economics to produce an independent report, *Towards a non-mulesed future*, which highlights the economic benefits for farmers of switching to smooth-bodied sheep, and provides case studies of farmers who have made the transition. After briefing the Australian Wool Exchange (AWEX) on the report, AWEX distributed it to more than 1,000 farmers in their newsletter. The report and the genetic alternative available to farmers were featured on ABC's *Landline* on 15 November 2020.

Poultry

With over 10 million egg-laying hens still confined in barren battery cages across Australia, an end to their suffering could soon become a reality. The *Australian Animal Welfare Standards and Guidelines for Poultry* have undergone a protracted review which started back in 2015 and reached a stalemate, but an agreement on a new standard might be reached before the year end. After 167,000 submissions were received during the government's public consultation phase in 2018, an independent scientific panel was

established. They have now recommended a long-overdue battery cage phase-out and our supporters are calling on state and territory governments to agree to it, albeit with a shorter timeline. All hens deserve to be able to move around, flap their wings, dust bathe, perch and access nesting areas. Banning battery cages will be a huge advance for the welfare of Australian chickens.

Humane Choice

Our Humane Choice brand of truly free-range products continues to be managed by the National Association for Sustainable Agriculture Australia (NASAA). Australia permits labelling that uses the term 'free-range' for products that do not meet the highest animal welfare standards.



IMAGE: GIPPSLAND FREE RANGE



So in 2006 HSI developed the Humane Choice label to help consumers identify products they could be certain were the gold standard of animal welfare and raised in genuine free-range conditions. Humane Choice includes standards for chickens, cattle, sheep, goats and pigs. By partnering with NASAA we envisage growth here in

Australia, as NASAA invests in marketing the brand as well as possible international expansion into Asia. A 're-launch' was scheduled for April 2021 but was delayed as a result of COVID-19. NASAA has already undertaken the certification and auditing of the program and will continue to promote it through their extensive networks.

Meanwhile, HSI continues to own and manage the standards and associated certification trade marks. This ensures that Humane Choice continues to represent the 'gold class' standard of animal care for Australian livestock, as it has done for more than a decade.

In 2006 HSI developed the Humane Choice label to help consumers identify products they could be certain were the gold standard of animal welfare and raised in genuine free-range conditions.



IMAGE: HAPPY VALLEY FREE RANGE



ANIMALS IN CRISIS

As our climate changes, we are seeing a dramatic increase in the number and scale of disasters and HSI rapidly responds to help animal victims. We are also making progress in our campaigns to end the consumption of dog meat.

Disaster response

We have continued to support wildlife carers following the Black Summer bushfires. To date we have invested more than \$1 million into helping them not only rebuild, but also build resiliency against future disasters since the Black Summer began in November 2019. Already, more than 6,000 animals have been rescued and rehabilitated as a direct result of our donors' generosity, almost 4,000 of those in this fiscal year alone.

Our team has also undertaken wildlife rescue and fire training and invested in equipment such as a drone and emergency vet tents, ready for deployment for future disasters.

HSI's disaster response team in action rescuing animals from bushfires on Kangaroo Island in 2020.





In December 2020, we released our report, *Safeguarding Australia's Wildlife: Lessons learned from the 2019-20 'Black Summer' bushfires*, which analysed the experiences of 35 organisations and individuals involved in wildlife rescue and rehabilitation. The report made 12 recommendations to change management of wildlife emergency response and wildlife carer support. The report has been distributed to all key federal, state and territory agencies and will help inform future disaster responses.

HSI has also continued to present evidence at federal and state inquiries into bushfire responses and advocate for changes to improve outcomes for wildlife.

FY21 WILDLIFE CARER DISASTER SUPPORT

Total grants issued
\$520,095

51 Number of **wildlife carers** assisted

Wildlife helped	
Birds	220
Possums	285
Flying-foxes	1125
Dingoes	45
Macropods	1410
Reptiles	40
Wombats	435
Koalas	138
Gliders	62
Bandicoots	24
TOTAL	3,784



In addition, we provided food drops which helped thousands of animals, established a darting program for injured animals in Tasmania and crisis food supply containers for carers in Victoria and Tasmania which will benefit animals in future disasters.



The harrowing Black Summer bushfires, which killed millions of animals, changed forever the way we respond to disasters which will only increase in intensity as a result of climate change.



Dog meat

As a founding member of the Dog Meat Free Indonesia (DMFI) coalition, HSI is making strong progress to fight the dog meat trade. Despite it being declared illegal by the Indonesian government, it still claims the lives of more than a million dogs each year across the country.

In April 2021, Sukoharjo Regency in Central Java announced a ban on the dog meat trade. Then, in May 2021, regulations prohibiting the trade were passed by Mayor Yuliyanto of Salatiga City, the third leader in Central Java to take action, joining the regencies of Karanganyar and Sukoharjo.

It is likely this news motivated the police to request DMFI assistance in the first-ever police interception of a truck carrying 78 dogs being transported for slaughter in the Kulon Progo Regency. A total of 63 of these dogs survived and went into care. Ongoing investigations continue, focusing on the key trade hotspots.

Meanwhile, our colleagues in South Korea completed a successful rescue operation of 50 dogs in April from a closed-down dog

meat farm. In China, Chinese activists saved 68 dogs on a truck bound for the cruel and inhumane Yulin dog meat 'festival' in June. The dogs, including two newborn puppies, arrived safely at a facility supported by HSI to rest, recover and receive veterinary care. Petition

signatures were gathered calling on the Chinese Ambassador Cheng Jingye to ban dog meat consumption. Local activism continues to drive the movement to stop this trade in China as criticism grows across the country.



HSI South Korea's Nara Kim comforts one of the dogs rescued from a dog meat farm.





International Projects

OUR PARTNERS

We are proud to work with a range of highly qualified international partners around the world, all committed to improving the lives of animals. We help to provide anti-poaching patrols, vital research and the rehabilitation and release of injured animals back to the wild.

AFRICA

DR Congo

- Born Free Gorilla Conservation

Zambia

- Conservation South Luangwa (CSL)
- Zambia Primate Project (ZPP)

Zimbabwe

- Painted Dog Conservation (PDC)

SOUTHEAST ASIA

Indonesia

- Bali Sea Turtle Society (BSTS)
- Friends of the National Parks Foundation (FNPF):
 - Bali Wildlife Rehabilitation Centre (BWRC)
 - Tanjung Puting Conservation Project
- The Orangutan Project (TOP)

Thailand

- Wildlife Friends Foundation Thailand (WFFT)

Vietnam

- Education for Nature Vietnam (ENV)

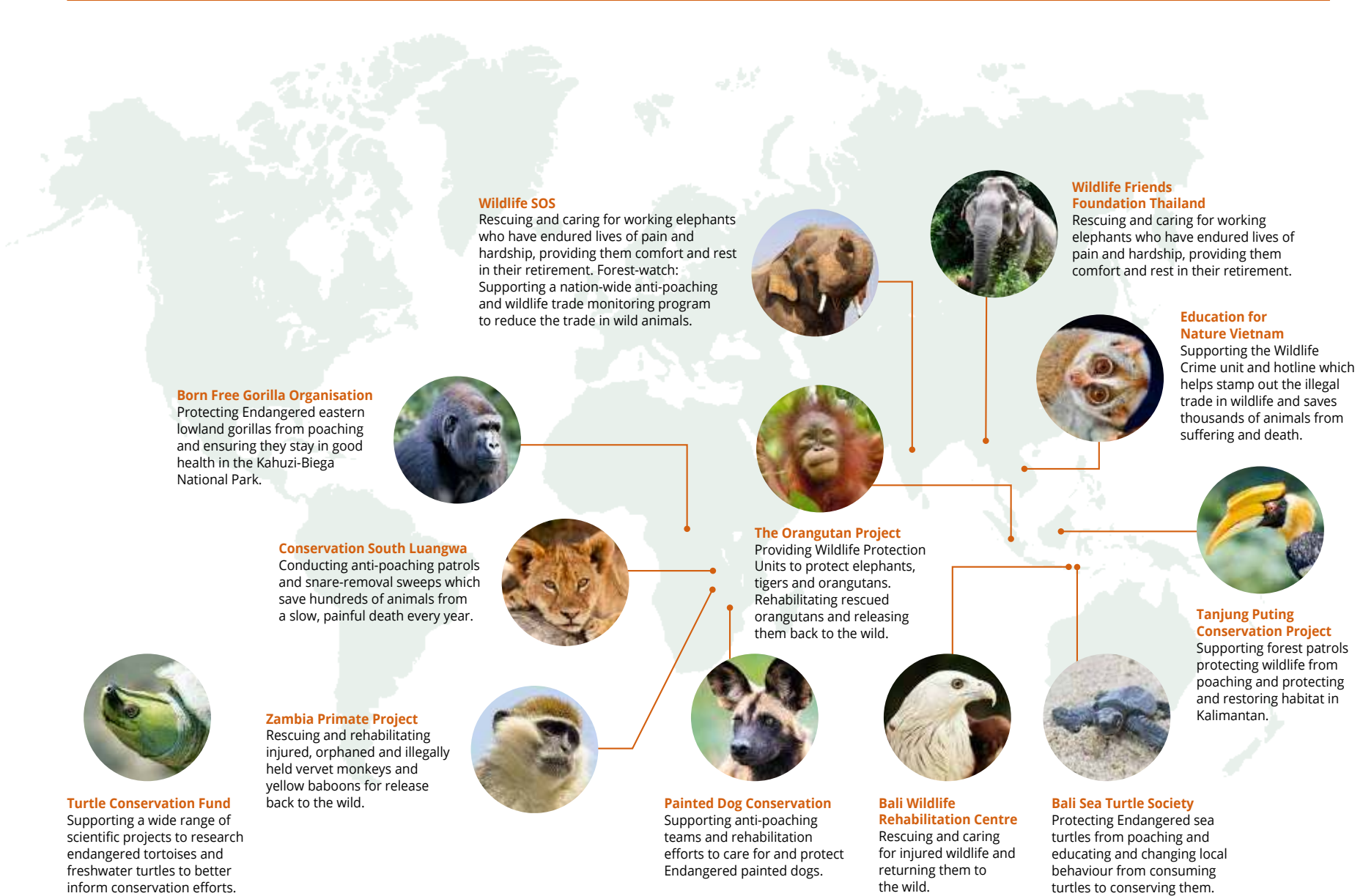
SOUTH ASIA

India

- Wildlife SOS
 - Elephant sanctuary
 - ForestWatch program

GLOBAL

- Turtle Conservation Fund (TCF)



Turtle Conservation Fund
Supporting a wide range of scientific projects to research endangered tortoises and freshwater turtles to better inform conservation efforts.

Zambia Primate Project
Rescuing and rehabilitating injured, orphaned and illegally held vervet monkeys and yellow baboons for release back to the wild.

Conservation South Luangwa
Conducting anti-poaching patrols and snare-removal sweeps which save hundreds of animals from a slow, painful death every year.

Born Free Gorilla Organisation
Protecting Endangered eastern lowland gorillas from poaching and ensuring they stay in good health in the Kahuzi-Biega National Park.

Wildlife SOS
Rescuing and caring for working elephants who have endured lives of pain and hardship, providing them comfort and rest in their retirement. Forest-watch: Supporting a nation-wide anti-poaching and wildlife trade monitoring program to reduce the trade in wild animals.

Painted Dog Conservation
Supporting anti-poaching teams and rehabilitation efforts to care for and protect Endangered painted dogs.

The Orangutan Project
Providing Wildlife Protection Units to protect elephants, tigers and orangutans. Rehabilitating rescued orangutans and releasing them back to the wild.

Bali Wildlife Rehabilitation Centre
Rescuing and caring for injured wildlife and returning them to the wild.

Bali Sea Turtle Society
Protecting Endangered sea turtles from poaching and educating and changing local behaviour from consuming turtles to conserving them.

Wildlife Friends Foundation Thailand
Rescuing and caring for working elephants who have endured lives of pain and hardship, providing them comfort and rest in their retirement.

Education for Nature Vietnam
Supporting the Wildlife Crime unit and hotline which helps stamp out the illegal trade in wildlife and saves thousands of animals from suffering and death.

Tanjung Puting Conservation Project
Supporting forest patrols protecting wildlife from poaching and protecting and restoring habitat in Kalimantan.



DR CONGO

Born Free Gorilla Conservation

Kahuzi-Biega National Park (PNKB) in the Democratic Republic of the Congo is a UNESCO World Heritage-listed site and the last refuge of Endangered eastern lowland gorillas (*Gorilla berengei graueri*). The PNKB has 14 gorilla families and one solitary male named Mugaruka in the high altitude Tshivanga area, protected by monitoring and surveillance patrols supported by HSI and Born Free.

In FY21 the teams completed 28 field trips, including 8 for close monitoring, 26 for behavioural monitoring and gorilla identification, and 9 for health monitoring of gorilla families.

Particular attention was paid to the Cimanuka family, led by Chimanuka, as the largest family habituated to human presence and to Mugaruka. Both these males had wounds from interactions with other males during this period but have healed well.

ZAMBIA

Conservation South Luangwa (CSL)

The COVID-19 crisis impacts are still being felt by communities in South Luangwa, Zambia in 2021. Many people are on reduced wages or part time work, scarcely able to make ends meet. Over the past year, HSI's support kept this important work going and also enabled improvement in several areas of community work.

Anti-poaching patrols in South Luangwa were provided rations, fuel, transportation and bonuses for arrests and recoveries. Despite concerns of a very likely increase in bush meat poaching in 2020, CSL and the Department of National Parks and Wildlife (DNPW) were able to curtail overall poaching and no significant increases were detected. CSL and DNPW anti-poaching efforts increased substantially in 2020 with more patrols being deployed last year than in the past two decades. Similarly, 2021 has seen comparable numbers of patrols being deployed, with additional anti-snaring efforts supported by the community 'Clean Sweeps' program. Snaring always increases in the dry season and the wildlife vet continues to save the lives of many animals including giraffes, elephants and lions.

As a direct result of HSI support:

- 344** Day patrols conducted
- 480** Long patrols conducted
- 203** Snares recovered
- 82** Firearms confiscated
- 98** Suspects apprehended
- 50** Community snare sweeps conducted



Anti-poaching patrols remove hundreds of deadly snares in South Luangwa.

ZAMBIA

Zambia Primate Project (ZPP)

The ZPP is one of the world's most successful primate rescue and release projects and has been supported by HSI since 2010. The team rescues and rehabilitates injured, orphaned and illegally held vervet monkeys and yellow baboons for release back to the wild. Primate survival rate six months post release averages a remarkable 95%. In FY21, 28 vervet monkeys were rescued and two yellow baboons.

This year we also supported the construction of a new primate pre-release facility including five state-of-the-art quarantine enclosures with custom made drinking pools, platforms, sleeping boxes, ropes, tyres and other enrichment to keep the primates occupied whilst in quarantine. We also helped with the construction of three open-topped primate bush enclosures and accommodation blocks for the team of dedicated carers.

In December 2020, a troop of 11 rescued yellow baboons were released back into the wild after 18 months of rehabilitation and training to ensure they had the skills

needed to survive. One baboon did not stay with the troop and was alone and vulnerable to predators so was taken back into care. After monitoring for several months another male was taken back into care after being observed with an injured

leg which meant he could not keep up with the troop. These two will be released again in the future. At the end of June, two baboons were missing from the troop but the remaining seven were thriving.



Baboons and monkeys suffer terribly when they are kept illegally as pets. Betty the baboon (above) now has a chance at life back in the wild thanks to ZPP.



ZIMBABWE

Painted Dog Conservation (PDC)

Fewer than 7,000 painted dogs are left in Africa and they are found nowhere else on the planet. HSI supports the Painted Dog Conservation Project in Zimbabwe which is home to roughly 700 animals. The project works with local villages to run conservation programs and education and outreach programs. These efforts include anti-poaching teams and a rehabilitation facility where injured and orphaned dogs can be treated before being returned to the wild. More than six packs of dogs are monitored across Hwange National Park.

In FY21 more than 5,000 snares were removed which would have saved the lives of thousands of animals. The project also recruited four reliable informants from the local community which has resulted in the arrest of 20 poachers. In 2020 the team also succeeded in getting painted dogs granted Special Protection by the authorities which means that anyone convicted of the unlawful killing of a painted dog faces a mandatory nine year jail term.



Painted dogs are Endangered with populations declining. Every effort is needed to protect them and PDC is on the front-line in Zimbabwe.



Crested serpent eagles, civets and orangutans are just some of the animals rescued and protected by FNPF in Indonesia.



INDONESIA

Friends of the National Parks Foundation (FNPF) Indonesia

Bali Wildlife Rescue Centre (BWRC)

HSI supports the work of the FNPF who run the Bali Wildlife Rescue Centre (BWRC) and work to rehabilitate and release gibbons, macaques, eagles and hornbills to name just a few. Most animals are confiscated from markets, private homes or businesses where they are kept as pets or for entertainment. In FY21, 13 new animals arrived for care at the centre including a civet, a pangolin and a white-bellied sea eagle. In this period BWRC has released 27 animals including eight saltwater crocodiles, a crested serpent eagle, four pythons and a barn owl.

Tanjung Puting Conservation Project

HSI also continued our support of the FNPF Forest Patrols in Kalimantan Borneo, where they work to protect a wide range of wildlife including orangutans. This year the team planted close to 500 trees and the location was used as a release site for

rescued and rehabilitated hornbills. The monthly patrols have led to the arrest of several illegal miners and timber thieves. In addition, the team cleared essential fire breaks to protect the area from forest fires.

Bali Sea Turtle Society (BSTS)

HSI is the major supporter of the Bali Sea Turtle Society (BSTS). There are only seven species of sea turtle in the world and six of them are found in Indonesian waters: the Critically Endangered hawksbill turtle, Endangered green and loggerhead turtles,

Vulnerable olive ridley and leatherback turtles and the flathead turtle (whose conservation status is unknown due to a lack of data). BSTS runs community-based conservation programs to help protect these turtles from poaching and works to educate and change local behaviour from consuming turtles to conserving them. One of the key activities is nest protection, with eggs relocated to a protected hatchery safe from poachers, tourist traffic and feral dogs until they are ready to hatch. Then they are returned to the beach for release back to the wild.



Egg protection is critical to ensure the safe hatching of sea turtles in Bali.

INDONESIA

The Orangutan Project (TOP)

We continued our support for the Wildlife Protection Units of TOP who patrol the ecologically rich Bukit Tigapuluh Landscape on the Indonesian island of Sumatra. The area provides important habitat for many wildlife species including 150 Critically Endangered Sumatran elephants, 30 Sumatran tigers and a re-introduced population of 180 Sumatran orangutans. This year there were 48 patrols of 21 days

each covering more than 42,000 kilometres. A total of 122 cases of illegal activities were detected including 38 cases of poaching, 35 cases of encroachment and 49 cases of logging. All cases were reported to local authorities for charges and the snares and poaching equipment were destroyed or handed in to authorities as evidence. The team responded to 310 human–elephant conflict situations and 315 farmers were trained to help them better live with elephants. Twelve

orangutans are currently housed at the Open Orangutan Sanctuary including two young females from Thailand awaiting release into the ecosystem. Jungle school also continued for juvenile orangutans who need to learn life skills prior to release. This fiscal year saw nine orangutans released and all are being monitored. A total of 180 have been released and 18 have had successful wild births.



Critically Endangered Sumatran orangutans get a second chance at life in the wild cared for by the TOP team.



THAILAND

Wildlife Friends Foundation Thailand (WFFT)

HSI continued our support for Wildlife Friends Foundation Thailand to rescue and care for working elephants. In FY21 we helped to provide food and daily enrichment for 26 rescued elephants as well as ongoing medical care for them at the special elephant hospital.

We were also able to assist with providing supplementary food for six elephants in Hua Hin who had no 'work' therefore no food as a result of COVID-19 as well as respite for two other elephants who came to the sanctuary for care, also due to the pandemic.

Two new elephants were rescued from trekking camps, Boon Ma and Thung-Ngun, and are now enjoying their new life at the sanctuary. Our support also enabled the construction of two new side enclosures for rescued elephants.

We were able to provide respite for two elephants, Ru Dee and Nam Chok, during the pandemic, giving them a much-needed break, vet care and a high-quality diet.



Boon Ma enjoys her retirement at the WFFT Sanctuary.



Southeast Asia

VIETNAM

Education for Nature Vietnam (ENV)

HSI supports a range of work through our conservation partner Education for Nature Vietnam (ENV). ENV has focused its activities on reducing consumer demand for wildlife products through investment in a long-term and sustained effort to influence public attitudes and behaviour.

They also provide support and assistance to law enforcement agencies and mobilise public participation to combat wildlife crime, as well as working with policy-makers to strengthen legislation for wildlife protection. ENV's Wildlife Crime Unit (WCU) runs a hotline where the public can report crimes and also operates enforcement actions with authorities.

During FY21, the crime unit logged a total of 3,419 cases comprising 8,946 individual violations. These cases included 2,325 selling and advertising live animals or products, 941 possession of live animals, 178 wildlife trafficking, and 80 hunting cases.

The Wildlife Crime Hotline received 2,325 calls, or 9.5 new cases each working day. Of these 2,312 cases were actionable and 1,625 resulted in a successful outcome. Successes included 1150 animals being confiscated or transferred including

24 bears, 19 otters, 140 macaques, 29 lorises, nine pangolins, five gibbons, 14 leopard cats, 496 turtles, six marine turtles, 10 hornbills and 255 other birds, as well as many other species.



Monkeys, lorises and many species of birds are victims of the wildlife trade in Vietnam, which ENV works tirelessly to shut down.



INDIA

Wildlife SOS

Elephant sanctuary

HSI has an ongoing partnership with Wildlife SOS India to rescue working elephants in India, and provide them with a peaceful retirement and care for the rest of their lives at the Elephant Conservation and Care Centre. More than 20 elephants are currently living at the Centre enjoying a life finally free from chains, with nutritious meals, vet care and the company of other elephants. Three new elephants were rescued from terrible conditions and joined the herd in FY21—Nina, Emma and Arya. All three were suffering from a range of injuries and illnesses after living brutal lives as working elephants and are now receiving care and attention in the sanctuary.

ForestWatch program

HSI Australia has been partnering with Wildlife SOS India for well over a decade now, and we are pleased to continue supporting their very effective ForestWatch program. The nation-wide anti-poaching and wildlife trade monitoring program

works on capacity building and harnessing existing intelligence networks and skills from the poaching community. To ensure long-term sustainable enforcement efforts, ForestWatch works closely and successfully with all Indian Government enforcement

agencies. This year significant progress was made in infiltrating tiger part smuggling operations and ivory traffickers. In addition, 24 live snakes were recovered from illegal trade and the traffickers were arrested and charged.



Retired elephants Maya and Phoolkali have graciously welcomed Emma at the Wildlife SOS sanctuary.

GLOBAL

Turtle Conservation Fund (TCF)

The TCF is a strategising and funding partnership coalition of leading turtle conservation organisations and individuals focused on ensuring the long-term survival of tortoises and freshwater turtles. Our support this fiscal year enabled six scientific projects:

- A study to determine the viability of conserving and protecting a population of sulcata tortoises in Senegal which face significant pressure from overgrazing and desertification of their habitat.
- Investigation into the diversity and status of turtles in Betana Wetland in Morang East Nepal. This will help to

determine the threats faced by turtles and help direct conservation efforts, with a particular focus on the elongated tortoise.

- A comprehensive study on the population characteristics, habitat preference, distribution, diet, threats and conservation of the tricarinate hill turtle in the buffer zone of Chitwan National Park, Nepal. The project also promotes on-site egg protection by local people and awareness campaigns on turtle conservation.
- Conservation and management of the endemic Leith's softshell turtle in the Godavari River in Maharashtra, India. Despite being threatened, little is known about the current status of the turtle

which is imperative to any conservation management plan for the species.

- The first ever study in the Phibsoo Wildlife Sanctuary in Sarpang Bhutan into the Endangered yellow-headed tortoise. The study will determine the numbers, preferred habitat and threats and will help inform the deployment of anti-poaching team in hotspots.
- An investigation into the micro- and macro-scale demographics of the Critically Endangered Magdalena River turtle in the Middle Magdalena River, Colombia. The project will help authorities to implement effective conservation programs, including the creation of a nature reserve for the species.



FROM LEFT TO RIGHT: African spurred tortoise, elongated tortoise, Burmese roofed turtle, Magdalena River turtle



Leith's softshell turtle





Financial Information

FINANCIAL SUMMARY

HSI closed out FY21 in a strong financial position delivering positive impact for animals despite the challenges imposed on operations by the COVID-19 pandemic.

HSI generated a surplus of \$1.771 million during the year bringing reserves to \$5.9 million. Of the \$5.9 million, \$3.45 million relates to conservation land owned by HSI plus its office building in Avalon. This year's surplus was primarily the result of a \$1.3 million donation to purchase 75 hectares of land in Far North Queensland that had been previously used to farm sugar cane and graze cattle with a view to revegetating it for conservation purposes.

Total revenue from donations, bequests and grants has been maintained at a similar level to last year at \$4.7 million. The grant revenue component is significantly higher

this year at more than \$1.19 million. This represents the first year of our five-year Black Summer grant which is to be directed at helping ensure the survival of more animals impacted by disasters.

Our total campaign expenditure remained consistent with last year at around \$2.2 million. During the year HSI continued to support of wildlife carers impacted by the Black Summer fires with direct grants of more than half a million dollars bringing total direct support to more than \$1.2 million over the last two years. To support further disaster deployments should the need arise, HSI has also invested in drones and emergency hospital tents and staff training generously funded by grants and our donors. Investment in HSI's fundraising capability and improving our governance also resulted in an increase to expenditure of \$166,000.

Our incredible supporters have helped us meet the challenges of FY21 and we are optimistic about what we will achieve in FY22. We will be investing in our strategic plan which will help us ensure we continue to raise the funds needed to maximise our impact in protecting animals and that we have the policies we need to ensure accountability and transparency to our donors. Policies will include the introduction of a reserves policy to safeguard the long-term financial security and mission of the organisation.



Statement of profit or loss and other comprehensive income

For the year ended 30 June 2021

	2021 \$	2020 \$
Income		
Revenue	4,716,189	4,604,728
Investment income	19,160	-
Other income	202,170	93,366
	4,937,519	4,698,094
Expenses		
Campaign costs		
<i>Australian campaigns and projects</i>	1,732,360	1,801,510
<i>International projects</i>	487,147	495,072
Cost of fundraising	542,659	416,005
Management and administration	404,512	365,059
	3,166,678	3,077,646
Surplus for the year	1,770,841	1,620,448
Other comprehensive income for the year net of income tax	-	-
Total comprehensive income for the year	1,770,841	1,620,448



Statement of financial position

As at 30 June 2021

	2021 \$	2020 \$
Assets		
Current assets		
Cash and cash equivalents	6,381,728	4,471,669
Trade and other receivables	23,304	43,409
Total current assets	6,405,032	4,515,078
Non-current assets		
Property, plant and equipment	1,170,235	1,103,262
Conservation land	2,207,608	902,825
Total non-current assets	3,377,843	2,006,087
Total assets	9,782,875	6,521,165
Liabilities		
Current liabilities		
Trade and other payables	42,011	30,870
Provisions	89,038	75,043
Deferred income	1,465,698	1,278,818
Total current liabilities	1,596,747	1,384,731
Non-current liabilities		
Provisions	13,865	5,634
Deferred income	2,342,391	1,071,769
Total non-current liabilities	2,356,256	1,077,403
Total liabilities	3,953,003	2,462,134
Net assets	5,829,872	4,059,031
Equity		
Retained surplus	5,829,872	4,059,031
Total equity	5,829,872	4,059,031

The full audited financials are available on our website at www.hsi.org.au

GIVING THANKS

We want to thank every one of our incredible donors for their support during the year. None of this would be possible without you. From those who give individual gifts, to our Animal Defenders who donate monthly—we are so grateful for your trust in us to build a world where animals and nature are respected and protected.

So many of you also took the time to send letters to our politicians calling for better protections for everything from chickens to sharks; koalas to whales. These actions help to drive policy change. You have helped to ensure that policy makers understand that animal welfare and conservation matters to their constituents and you will hold them accountable.

We want to thank those who confirmed they want to leave a lasting legacy for animals by confirming a gift in their Will. We are very grateful for the trust you place in us to make certain that animals will be protected not just today but far into the future.

We also want to acknowledge and extend our appreciation to the 11 extraordinary individuals who left a gift in their Will to HSI this financial year. Their passion and commitment to providing a kinder future for animals will help ensure we continue to end injustice and protect animals we love.

Last, we are very grateful for the generous pro bono support from the team at DMC Direct Mail Corporation (directmail.com.au), who work on our fundraising campaign production. As a corporate supporter for many years they have helped significantly in raising funds to maximise HSI's impact.



Thank you



IMAGE: SAM EDMONDS/HSI AUSTRALIA

Garigal Country, PO Box 439, AVALON NSW 2107

☎ 1800 333 737 ✉ supporter@hsi.org.au 🖱 hsi.org.au

📘 🐦 📷 @hsiaustralia



HUMANE SOCIETY
INTERNATIONAL
AUSTRALIA

This publication uses 100% Recycled post consumer waste, FSC Mix certified and an Elemental Chlorine Free manufacturing process.