

POLICY PLAN 2023 - 2027

**WEEK
WITHOUT
MEAT**

WWW.WEEKZONDERVLEES.NL

Week Without Meat Foundation

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INTRODUCTION

In front of you lies the policy plan of the National Week Without Meat Foundation.

The National Week Without Meat Foundation is a foundation with ANBI (Public Benefit Organization) status, founded by Isabel Boerdam. The National Week Without Meat aims to raise awareness about the positive impact of consuming less meat in a tangible way. By showing how easy this can be, this message is spread among as many people as possible. To achieve this goal within The Netherlands, the National Week Without Meat & Dairy is organized annually. This campaign, that is focussed on changing consumer behaviour, is extended across Europe to raise further awareness, and encourage people to alter their eating habits.

This policy plan has been developed to provide insight into our mission, strategy, financial accountability, future plans, and ambitions. Additionally, this plan serves as a guideline for fundraising, budget decisions, and strategic considerations.

As required by our ANBI-status, all information, including this policy plan, is publicly accessible and kept up to date. Interested parties can use and download this information.

The foundation can be contacted through www.weekzondervlees.nl, our social media channels, or via email at info@weekwithoutmeat.eu.



I. CAMPAIGN STRUCTURE

The Week Without Meat campaign has a clear mission and vision, accompanied by derived objectives and a concrete strategy. Below, these are outlined step by step.

I.1 Mission and vision

Mission

The National Week Without Meat Foundation, in collaboration with a collective of companies in the food industry, aims to make a significant contribution to the challenging climate goals. The current consumption of meat and dairy is directly related to the excessive CO2 emissions that our world is burdened with. In contrast to sustainable solutions such as investing in solar panels or driving electric cars, consuming less meat and dairy creates immediate sustainable impact, which can be addressed today without major investments or compromise from the individual. Therefore, the foundation, alongside its partners, holds the belief that consuming meat every day is no longer of this time. Through our behaviour change campaign, we intend to promote a flexitarian diet, where meals containing meat and fish are alternated with vegetarian and plant-based dishes.

Vision

As experts by experience, we know that vegetarian and plant-based food is not boring, tasteless, or complicated. By taking on the challenge for seven days and being introduced to new products, recipes, and dishes that promote this new way of eating, people discover the many possibilities and flavors of the vegetarian and plant-based cuisine. With these positive insights and tools, they can gradually incorporate these dishes into their diet in a structured manner. Based on the belief that “tasting and trying is believing,” we strive to inspire participants in the Week Without Meat and provide them with practical guidance. This to make it easier for them to consume less meat and dairy during the week and beyond, without giving in on taste.

Addition “& Dairy”

Because changing one's eating habits doesn't happen overnight and must occur gradually, we started out in 2018 in the Netherlands, with a sole focus on “Week Without Meat.” After four successful years in The Netherlands, in 2022 we took the next step in achieving our mission by expanding to “Week Without Meat & Dairy”. Therefore, setting ambitious precedents in working towards our climate goals.



Expansion to Europe

Until recently, our mission was only focused on the Netherlands; however, we have also explored opportunities for expansion to other European countries. Thanks to the ‘Horizon Action Grant’ from the ‘Horizon Europe funding program,’ which is part of the ‘Farm to Fork’ strategy and the ‘European Green Deal,’ the campaign can be rolled out in various European countries starting from 2023. Following The Netherlands, Belgium will become the first country in the European Union to launch the campaign in October 2023. In 2024 and 2025 Denmark, Germany, Spain, and Austria will follow short after. The horizon beyond 2026 is still unknown. In these countries, just like in the Netherlands in its original form, the “Week Without Meat” will be introduced. There is always the possibility to add “& Dairy” later on. Our aim is to inspire as many Europeans as possible, to adopt a balanced and sustainable diet in which plant-based products and dishes hold just as a prominent place in the diet as animal-based ones. Here's to a greener diet throughout Europe!

1.2 Objectives

The National Week Without Meat Foundation aims to raise awareness throughout Europe about the positive impact of reducing meat consumption and demonstrate the simplicity of this change in behaviour.

The National Week Without Meat Foundation has the following objectives:

- Promoting a flexitarian dietary pattern that alternates meals containing meat and fish with plant-based dishes, recognizing that daily meat and dairy consumption has a detrimental effect on the climate.
- Raising awareness in Europe about the positive impact of reduced meat and dairy consumption on human health, animal welfare, and the environment. Showcasing how enjoyable, fun, and straightforward it is to eat plant-based.
- Garnering attention for the initiative among as many Europeans as possible by collaborating with businesses, schools, cafeterias, restaurants, universities, and public institutions in the respective country.
- Making the Week Without Meat an annual event and integrating the campaign into the national climate strategy, gradually making a flexitarian diet with reduced meat and dairy intake the new standard.
- Launching the Week Without Meat campaign at least once (but potentially annually) in five different European countries: Belgium (2023), Denmark (2024), Germany (2024), Austria (2025), and Spain (2025).
- Demonstrating, via sample surveys, the year-over-year growth in the number of participants per country and the increase in percentage of people intending to continue the reduction of their meat and dairy consumption.
- Proving, through supermarket research, a proportional decrease in meat and dairy sales during the campaign period

compared to a regular week.

- Getting 8 million Europeans involved in the campaign by 2026.

1.3 Strategy

To achieve the above-mentioned objectives, we hold on to the following strategy:

- Sharing knowledge and inspiration in the form of articles, products, and recipes about a vegetarian and plant-based diet through all our channels: website, social media, and newsletter.
- Online and, when budget permits, offline media campaigns to maximize awareness of the campaign and encourage as many people as possible to participate and change their eating habits.
- Collaborating with various local retailers and producers to stimulate a local movement within the food industry and to disseminate the message more widely through their channels and products, while also providing practical guidance.
- Partnering with various local caterers and restaurants to expand the availability of vegetarian and plant-based options in the hospitality sector, corporate cafeterias, highway locations, universities, and schools.
- Collaborating with local universities and public institutions and engage them as stakeholders in the campaign, leverage their expertise, and jointly focus on the campaign message.
- Offering an educational package to educational institutions, primary and secondary schools, which enables the incorporation of the topic of conscious meat and dairy consumption into their curriculum.
- Maintaining continuous communication with parties involved in similar initiatives and campaigns, such as key local opinion leaders on this topic and other organizations with similar objectives. This with the aim to keep each other informed and explore opportunities for reinforcement or collaboration.

1.4 History of origin

The National Week Without Meat Foundation is a Dutch organization that was founded by Isabel Boerdam (1990). Isabel has been a vegetarian since the age of 9 and has been sharing vegetarian content on her food blog, “De Hippe Vegetariër,” since 2013. In 2018, she decided it was time to do more. Leveraging her communication expertise and food network, Isabel wanted to contribute to the challenging climate goals and societal health. She created the “Week Without Meat” campaign and independently launched its first edition in 2018.

Starting in 2019, the campaign was carried out as a non-profit initiative for five years through Isabel’s company: Food Consultancy & Communication Agency Green Food Lab. With the European ambitions, the campaign became too demanding for Green Food Lab, prompting Isabel to make the foundation operational. The National Week Without Meat Foundation now has its own team under Isabel’s leadership, which is independently responsible for the strategy and implementation of the campaign in both the Netherlands and Europe.



2. NATIONAL WEEK WITHOUT MEAT FOUNDATION

The National Week Without Meat Foundation is a foundation with ANBI (Public Benefit Organization) status and is registered under Chamber of Commerce (KVK) number: 69939837, located at Entrepotdok 57A, 1018 AD Amsterdam.

The board consists of a chairman, secretary, and treasurer who are jointly authorized:

- Chairman: Isabel Boerdam, creator and founder of the campaign
- Secretary: Ivo Matser, CEO of ABIS (Academy of Business In Society)
- Treasurer: Tim de Boer, founder of Tim de Boer Consultancy

2.1 The Board

The board of the National Week Without Meat Foundation consists of:



Isabel Boerdam – Chairman

Isabel (1990), founder of Food Consultancy & Communications Agency Green Food Lab and known for the food blog “De Hippe Vegetariër,” is the mastermind behind the National Week Without Meat & Dairy initiative. As a vegetarian expert and chairman, Isabel aligns decisions with the board, constantly works on

the future ambitions of the National Week Without Meat & Dairy, and serves as the spokesperson.

**Ivo Matser – Secretary**

Ivo Matser (1961) is an economist, business administrator, and marketing specialist who has led international business schools at universities in the Netherlands, Germany, Lithuania, Slovenia, and the United Kingdom. In these roles, he has consistently prioritized themes related to sustainability and the concrete societal impact

of organizations. Currently, Ivo fulfils these roles from an international (particularly European) perspective at the Academy of Business in Society (ABIS) in Brussels, the Club of Rome EU Chapter, Junior Enterprises Europe (JEE), and as a Register Certified Board Member (RCBM). With his international knowledge and network, Ivo provides valuable support and guidance for the European ambitions of the National Week Without Meat Foundation.

**Tim de Boer – Treasurer**

Tim (1963) is a committed vegetarian with extensive experience in the field of communication and behaviour change from his roles as the director of the international communication agency Ketchum and as the CMO of the law firm Houthoff. He now works independently as a strategic consultant. Tim wholeheartedly supports

the vision and mission of the National Week Without Meat & Dairy and leverages his knowledge, network, and energy to assist the foundation in achieving its objectives.

2.2 Executive Team

The National Week Without Meat Foundation has a dedicated team responsible for the execution of the campaign in the Netherlands and Europe. The team consists of Isabel Boerdam, Lieske van der Waals, Floor Severens, and Nina de Graaf.

Isabel Boerdam – Managing Director

In the role of Managing Director, Isabel coordinates the campaign's rollout and guides the foundation's executive team in strategy and execution.



Lieske van der Waals – Campaign Lead

Lieske (1992) is a food enthusiast at heart and has been helping in the kitchen from a young age. Today, not much has changed, except that the menu at home is now entirely vegetarian. However, when dining out, Lieske enjoys being surprised by the chef, so it's possible that meat, fish, or dairy

might occasionally appear on her plate. During her hotel management studies, she specialized in culinary arts, and as a future dietitian, she has expanded her expertise in the fields of nutrition and sustainability. Lieske has been part of the Week Without Meat since 2015 and, as of this year, has an overarching role where she maintains contact with the European Union and handles the day-to-day operational management of the foundation.

**Floor Severens – Campaign Manager**

Ever since she was a child, Floor (1997) can almost always be found in the kitchen. While studying hotel management, she developed a huge passion for food and sustainability and started to learn more about the protein transition. She has been eating 95% plant-based ever since! With

her masters in Health Education & Promotion and Environment & Resource Management, she has a solid background in sustainable behavioural change, which she uses with conviction to inspire people to eat more plant-based. Floor is mainly in charge of the roll-out of the Belgian, German and Austrian campaigns.

**Nina de Graaf – Campaign Manager**

Nina (1997) grew up with the typical Dutch diet: potatoes, vegetables, and meat. She had periods of being a vegetarian as a child; however, it wasn't until she started her studies that she truly grasped the importance of eating less meat. Since her internship at a sustainable campaign agency,

she only occasionally consumes meat or fish. Since then, she only occasionally consumes meat or fish. Nina has a background in dietetics and holds a master's degree in Communication Science. She worked for Green Food Lab for two years, where she developed a strong enthusiasm for the Week Without Meat campaign. Within the foundation, Nina primarily oversees the implementation of the Dutch, Danish and Spanish campaigns.

3. ADMINISTRATION AND FINANCE

All financial information is public and transparent on the website of weekzondervlees.nl. Below the tax details and accountability can be found.

3.1 Tax information

Tax details of the foundation:

Bank: NL02ABNA0247252263

BIC Code: ABNANL2A

VAT (BTW) Number: NL858073146B01

Chamber of Commerce (KVK) Number: 69939837

RSIN (Legal Entity and Cooperation Identification Number):
858073146

3.2 Financial Accountability

Collective Sponsorship Model

The Week Without Meat is financed through a collective sponsorship model with local partners from the food industry, local businesses, and organizations. In this model, an “equal contributions, equal exposure” strategy is employed. This means that all partner companies make the same financial contribution and, in return, receive the same level of exposure. The standard contribution for the Dutch market is 5,000 euros, with the exception for start-ups who contribute at a reduced rate of 2,500 euros. These amounts are adjusted to local standards in other European countries.

In addition, the National Week Without Meat & Dairy occasionally partners with other stakeholders who make a larger contribution. In the past this has been the case with the Green Protein Alliance, Triodos Bank, Doen Foundation, and Goeie Grutten Foundation in previous campaigns.

With this approach, each year an annual budget is raised for the new campaign. Depending on the contributions, the budget is determined, and activities are planned accordingly. Typically, 30% of partner income goes to the foundation for personnel and overhead costs, while 70% of partner income goes towards the actual local implementation of the campaign. The partner budget for a specific country is used exclusively for the campaign rollout in that country, with no budget transferred between countries.

European Grant

The European rollout of the Week Without Meat is part of the 'LIKE-A-PRO' project and is funded by the European Union under the topic "HORIZON-CL6-2022-FARM2FORK-01-07." Horizon Europe is a European subsidy program for research and innovation in the field of climate change. It helps achieve the sustainable development goals of the United Nations and promotes the competitiveness and growth of the EU. The 'Horizon Action Grant' is part of the 'Horizon Europe funding program,' which is part of the 'Farm to Fork' strategy and the 'European Green Deal.' The National Week Without Meat Foundation is part of the LIKE-A-PRO consortium, which has received this grant. LIKE-A-PRO aims to facilitate sustainable and healthy food by producing and mainstreaming alternative proteins. The European rollout of the Week Without Meat is part of the consumer communication program of the LIKE A PRO project. For this purpose, the National Week Without Meat Foundation receives 593,323.50 EUR.

Remuneration Policy

The foundation does not have a remuneration policy for the board. All board members volunteer their time and effort for the National Week Without Meat & Dairy and do not receive any compensation. Only direct expenses related to the foundation are reimbursed.

The executive team of the National Week Without Meat Foundation is employed by the foundation and receives a competitive salary with corresponding employment benefits.

Financial Year and Annual Report

The National Week Without Meat Foundation operates on a fiscal year basis. The annual financial statements and financial accountability are prepared and published online at the end of the Dutch campaign year, which concludes in June.

Below, you can find the financial accountability for the National Week Without Meat & Dairy 2023 in the Netherlands.

https://www.weekzondervlees.nl/wp-content/uploads/2023/09/ANBI-verklaring-2023_Stichting-Nationale-Week-Zonder-Vlees.pdf



4. FUTURE AMBITIONS

The National Week Without Meat & Dairy is an annual campaign in the Netherlands. While the focus has primarily been solely on the Netherlands, the Foundation has also explored opportunities for expansion to other European countries. Thanks to the 'Horizon Action Grant' from the 'Horizon Europe funding program,' the campaign can be rolled out in various European countries starting from 2023. This with the aim of showing residents of other European countries how delicious and easy it is to eat less meat for a day — or more.

4.1 Netherlands

Research conducted by BLAUW research agency indicates that in 2023, 61% of the Dutch population remembers the National Week Without Meat & Dairy. We hope to increase and stabilise this percentage to 70% in the coming years. Additionally, the results show that 17% of the Dutch population participated in the campaign in 2023, a percentage we aim to increase to 25% in the coming years. Furthermore, 80% of the participants in 2023 intended to continue eating less or no meat after the National Week Without Meat & Dairy. We hope to see this intention among 90% of the Dutch population in the coming years. Finally, 77% of the participants also intended to consume less dairy in the future. In the coming years we strive for an increase to 85% of participants.

4.2 Europe

In the Netherlands, the Week Without Meat has evolved into a well-established campaign with a clear structure and playbook. This provides the opportunity to localize and replicate the campaign in other European countries. Following The Netherlands, Belgium will become the first other country within the European Union to roll out the campaign in October 2023. Following that,

Denmark, Germany, Spain, and Austria will follow suit in 2024 and 2025. The European program beyond 2026 is still unknown.

For the European rollout, the following objective has been set in collaboration with the European Union: to have 8 million Europeans participate in the campaign by 2026.

In addition, the Foundation has set the goal of having at least 15% of the residents in all European countries remember the campaign, and that 60% of the participants intends to continue to eat less meat in the future.



