

Main bottlenecks questions	Whole sample	weighting 1	weighting 2	weighting 3	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large	Meta
Lack of funding	3.4	3.4	3.4	3.2	3.3	2.9	3.4	4.1	3.2	3.2	3.3	3.8	3.7	3.3	3.8	3.1	3.5	3.3	3.4	3.6	3.1	3.8
Unfavourable attitudes among targets of your advocacy, e.g. companies, government, consumers)	3.0	2.7	2.7	2.5	2.8	3.2	3.0	3.3	2.5	3.2	2.9	3.7	3.7	2.8	3.4	2.7	2.8	3.1	3.1	3.2	2.9	3.9
Lack of public awareness of key issues, e.g. knowledge about factory farming	2.9	3.0	3.0	2.9	2.8	3.2	2.9	3.6	2.9	3.0	2.8	3.5	3.8	2.7	3.0	2.9	3.1	2.9	2.8	3.2	2.9	2.9
Lack of (qualified and capable) applicants for paid roles	2.9	3.0	3.0	3.0	2.9	3.1	2.9	3.4	2.9	3.0	2.8	3.3	3.9	2.6	3.1	2.7	2.8	3.0	2.7	3.0	3.1	3.3
Lack of public awareness of the work of your organisation	2.7	2.8	2.8	2.7	2.6	2.9	2.5	2.9	2.7	2.9	2.8	2.2	2.9	2.7	2.6	2.9	2.8	2.7	2.9	2.4	2.9	2.4
Unfavourable laws and regulation, e.g. restrictions on advocacy	2.7	3.0	3.0	2.6	2.6	2.8	2.8	3.2	2.7	3.0	2.6	3.2	2.9	2.7	2.6	2.9	2.7	2.8	2.7	2.6	2.4	3.2
Lack of (qualified and capable) activists and volunteers	2.6	2.6	2.6	2.5	2.6	3.1	2.5	3.0	2.5	3.0	2.5	3.2	4.2	2.1	2.8	2.5	2.3	2.8	2.7	2.4	3.1	2.8
Difficulties coordinating internally	2.2	2.4	2.5	2.6	2.1	2.3	1.8	2.1	2.3	2.4	2.2	1.8	1.8	2.3	1.8	2.4	2.5	2.0	1.9	2.3	2.4	2.6
Difficulties coordinating with external partners	2.1	2.1	2.1	2.1	2.1	2.2	2.1	2.3	2.0	2.1	2.1	2.3	2.4	2.0	2.2	2.0	2.0	2.2	2.2	2.1	2.0	3.3
Difficulties with internal culture	2.0	2.3	2.4	2.4	2.0	2.2	1.9	2.0	2.4	2.4	2.0	2.0	1.9	2.1	1.9	2.1	2.2	2.0	1.9	1.9	2.6	3.4
Difficulties with internal strategic decision-making	1.9	1.9	2.0	2.0	1.9	1.9	1.7	1.9	2.1	2.1	1.9	2.0	2.0	1.9	1.8	2.0	1.9	1.9	1.9	1.9	2.0	3.1
	2.6	2.7	2.7	2.6	2.5	2.7	2.5	2.9	2.6	2.8	2.6	2.8	3.0	2.5	2.6	2.6	2.6	2.6	2.6	2.6	2.7	3.1
Talent vs. funding	Whole sample	weighting 1	weighting 2	weighting 3	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large	
Hardest to hire for	1.4	1.3	1.3	1.2	1.4	1.5	1.4	1.6	1.1	1.4	1.4	1.3	1.9	1.2	1.4	1.4	1.2	1.4	1.4	1.4	1.1	
Campaigns, corporate engagement, or volunteer management	1.9	1.9	1.9	1.9	1.9	1.9	2.0	2.0	1.7	2.0	2.0	1.3	1.9	1.9	1.8	2.0	1.8	2.0	2.2	1.6	1.9	

Hiring	Whole sample	weighting 1	weighting 2	weighting 3	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large
Leadership or senior managers	3.6	3.7	3.7	3.6	3.3	3.8	3.5	4.0	4.1	3.6	3.4	4.3	4.6	3.3	4.0	3.3	3.6	3.6	3.5	3.6	3.8
Fundraising or development	3.4	3.6	3.6	3.6	3.1	3.3	3.2	3.6	3.8	3.4	3.3	3.8	3.6	3.3	3.5	3.3	3.5	3.3	3.2	3.3	3.6
Government, policy, lobbying, or legal	3.2	3.5	3.6	3.8	2.8	3.6	3.4	3.7	4.0	3.2	3.2	3.4	4.1	2.9	3.4	3.1	3.2	3.3	3.1	3.0	3.8
Campaigns, corporate engagement, or volunteer management	2.9	2.8	2.8	2.9	2.6	3.1	3.4	3.0	2.9	2.9	2.8	3.2	3.6	2.6	3.5	2.3	2.6	3.0	2.7	3.1	2.8
Marketing or communications	2.8	3.0	3.0	3.0	3.0	2.7	3.0	2.8	3.3	2.6	3.0	2.7	3.5	3.8	2.5	3.2	2.6	2.8	2.9	2.9	3.0
Research	2.8	2.7	2.7	2.6	2.5	3.2	3.0	2.8	2.3	2.7	2.8	2.7	3.6	2.5	2.7	2.8	2.5	3.0	2.8	2.7	2.8
Other technical skills, e.g. web or software development	2.6	2.7	2.8	3.0	2.5	2.9	2.3	2.6	2.8	2.5	2.6	2.5	2.8	2.5	2.5	2.6	2.8	2.4	2.5	2.5	2.9
Middle or junior managers	2.6	2.4	2.3	2.2	2.3	2.7	2.6	2.7	2.5	2.6	2.5	2.8	3.8	2.2	2.9	2.3	2.2	2.8	2.8	2.5	2.2
Natural sciences	2.6	2.3	2.3	2.1	2.0	2.8	2.7	2.3	2.0	2.6	2.6	2.3	3.5	2.3	2.5	2.6	2.0	2.9	3.1	2.1	2.2
Operations, administration, or HR	2.5	2.5	2.5	2.5	2.3	2.4	2.3	2.5	2.9	2.3	2.4	2.5	2.8	2.3	2.4	2.5	2.5	2.5	2.7	2.2	2.5
Average	2.9	2.9	2.9	2.9	2.6	3.1	2.9	3.0	3.0	2.9	2.8	3.1	3.6	2.6	3.1	2.7	2.8	3.0	2.9	2.8	2.9
Retention	Whole sample	weighting 1	weighting 2	weighting 3	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large
Leadership or senior managers	2.4	2.4	2.2	1.9	2.1	2.4	2.2	2.7	2.3	2.6	2.2	3.0	3.8	2.0	2.8	2.1	1.9	2.7	2.5	2.3	2.3
Fundraising or development	2.6	2.7	2.7	2.6	2.2	2.6	2.4	2.9	2.8	2.8	2.5	3.2	3.5	2.4	2.9	2.4	2.5	2.7	2.5	2.7	2.6
Government, policy, lobbying, or legal	2.3	2.2	2.1	1.9	1.8	2.6	2.5	2.5	2.0	2.4	2.3	2.2	3.3	2.0	2.5	2.1	1.8	2.6	2.5	2.2	2.1
Campaigns, corporate engagement, or volunteer management	2.3	2.2	2.2	2.1	2.0	2.4	2.3	2.3	2.4	2.4	2.2	2.5	3.3	2.0	2.6	2.1	2.1	2.5	2.5	2.2	2.1
Marketing or communications	2.2	2.2	2.1	1.9	2.1	2.4	2.5	2.6	2.1	2.4	2.1	3.0	3.6	1.9	2.7	2.0	1.8	2.5	2.2	2.3	2.1
Research	2.3	2.2	2.2	1.9	1.9	2.5	2.3	2.6	2.1	2.4	2.3	2.3	3.1	2.0	2.7	2.0	2.1	2.5	2.3	2.4	2.1
Other technical skills, e.g. web or software development	2.3	2.3	2.2	2.1	2.0	2.4	2.3	2.6	2.6	2.4	2.3	2.5	3.0	2.1	2.5	2.2	2.1	2.5	2.3	2.3	2.3
Middle or junior managers	2.0	1.9	1.8	1.7	1.7	2.1	1.8	2.3	1.9	2.3	1.9	2.3	2.7	1.8	2.2	1.8	1.8	2.2	2.1	2.0	1.9
Natural sciences	2.1	2.0	1.8	1.6	1.6	2.4	2.3	2.3	1.8	2.4	2.1	2.7	3.4	1.8	2.9	1.7	1.7	2.5	2.3	2.2	1.8
Operations, administration, or HR	2.0	2.1	2.1	1.9	1.8	2.1	1.9	2.3	2.2	2.2	1.9	2.5	2.4	1.9	2.3	1.8	1.9	2.1	1.8	2.1	2.1
Average	2.2	2.2	2.2	2.0	1.9	2.4	2.2	2.5	2.2	2.4	2.2	2.6	3.2	2.0	2.6	2.0	2.0	2.5	2.3	2.3	2.1

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How many full-time equivalent, paid staff are there in your organisation?	27	NA	NA	NA	NA	31.4	28.2	37.3	49.1	27.7	28.3	18.7	11.2	31.5	13.5	37.1	51.0	13.2	6.1	21.1	80.8
What is the average annual salary of staff in your organisation, in USD?	\$44,853	\$45,602	\$46,560	\$49,498	\$40,253	\$39,429	\$52,383	\$32,230	\$44,637	\$39,669	\$52,039	\$10,122	\$24,259	\$51,982	\$39,946	\$48,985	\$44,044	\$45,275	\$51,094	\$32,719	\$51,389
Estimate the average cost of the entire process of identifying, assessing, and hiring a new staff member, in USD.	\$2,230	\$3,179	\$3,457	\$4,562	\$1,887	\$2,410	\$3,920	\$846	\$2,560	\$1,871	\$2,548	\$377	\$1,091	\$2,551	\$1,367	\$2,795	\$2,298	\$2,101	\$1,496	\$1,866	\$4,483
Estimate the average annual spending, per staff member, of staff development and training, in USD. [Suspected error removed] [1]	\$2,023	\$2,773	\$3,194	\$4,488	\$1,597	\$1,633	\$2,835	\$925	\$3,317	\$1,362	\$1,996	\$560	\$1,028	\$2,059	\$1,398	\$2,057	\$2,516	\$1,436	\$1,220	\$1,788	\$3,288

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Headhunting	15	15	7	4	7	7	9	15	0	2	13	3	12	7	8	4	5	6	7
A training course in relevant skills for effective animal advocacy organisations' staff	15	15	7	5	7	3	9	11	4	7	8	9	6	3	12	8	4	1	5
Mentorships between staff in industry/government and effective animal advocacy organisations	14	14	6	6	2	3	10	12	2	3	11	5	9	2	12	8	4	2	2
Mentorships between people with more experience and less experience in the effective animal advocacy movement	11	11	5	5	4	2	5	8	3	1	10	7	4	4	7	4	6	1	8
A training course in the research, experience, and current state of the effective animal advocacy movement for those who already have relevant expertise but do not yet work in animal advocacy organisations	11	11	7	5	4	2	10	9	2	4	7	4	7	1	10	6	3	2	5
Jobs board on effective animal advocacy job opportunities	9	9	6	2	4	3	4	8	1	1	8	2	7	6	3	1	3	5	6
One-to-one career advising about effective animal advocacy careers	8	8	6	4	0	3	3	7	1	1	7	2	6	3	5	4	2	2	6
A training course in relevant skills for potential job applicants	5	5	4	2	2	1	5	3	2	3	2	5	0	1	4	3	2	0	1
Online skill profiles or careers profiles, providing information about whether and how to enter particular effective animal advocacy career paths	3	3	2	1	0	0	1	3	0	0	3	3	0	2	1	1	2	0	4
An online course about effective animal advocacy, not targeted to individuals with specific expertise or levels of engagement	2	2	0	1	1	1	0	1	1	0	2	1	1	1	1	0	2	0	0
Local 2-3 hour group workshops on effective animal advocacy careers	2	2	2	0	0	0	1	2	0	0	2	0	2	0	2	2	0	0	1
Average	8.6	8.6	4.7	3.2	2.8	2.3	5.2	7.2	1.5	2.0	6.6	3.7	4.9	2.7	5.9	3.7	3.0	1.7	4.1
Percentage	Whole sample	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large	Meta
Headhunting	39%	38%	33%	27%	58%	64%	41%	47%	0%	22%	45%	18%	57%	54%	32%	25%	36%	75%	44%
A training course in relevant skills for effective animal advocacy organisations' staff	39%	38%	33%	33%	58%	27%	41%	34%	67%	78%	28%	53%	29%	23%	48%	50%	29%	13%	31%
Mentorships between staff in industry/government and effective animal advocacy organisations	37%	36%	29%	40%	17%	27%	45%	38%	33%	33%	38%	29%	43%	15%	48%	50%	29%	25%	13%
Mentorships between people with more experience and less experience in the effective animal advocacy movement	29%	28%	24%	33%	33%	18%	23%	25%	50%	11%	34%	41%	19%	31%	28%	25%	43%	13%	50%
A training course in the research, experience, and current state of the effective animal advocacy movement for those who already have relevant expertise but do not yet work in animal advocacy organisations	29%	28%	33%	33%	33%	18%	45%	28%	33%	44%	24%	24%	33%	8%	40%	38%	21%	25%	31%
Jobs board on effective animal advocacy job opportunities	24%	23%	29%	13%	33%	27%	18%	25%	17%	11%	28%	12%	33%	46%	12%	6%	21%	63%	38%
One-to-one career advising about effective animal advocacy careers	21%	21%	29%	27%	0%	27%	14%	22%	17%	11%	24%	12%	29%	23%	20%	25%	14%	25%	38%
A training course in relevant skills for potential job applicants	13%	13%	19%	13%	17%	9%	23%	9%	33%	33%	7%	29%	0%	8%	16%	19%	14%	0%	6%
Online skill profiles or careers profiles, providing information about whether and how to enter particular effective animal advocacy career paths	8%	8%	10%	7%	0%	0%	5%	9%	0%	0%	10%	18%	0%	15%	4%	6%	14%	0%	25%
An online course about effective animal advocacy, not targeted to individuals with specific expertise or levels of engagement	5%	5%	0%	7%	8%	9%	0%	3%	17%	0%	7%	6%	5%	8%	4%	0%	14%	0%	0%
Local 2-3 hour group workshops on effective animal advocacy careers	5%	5%	10%	0%	0%	0%	5%	6%	0%	0%	7%	0%	10%	0%	8%	13%	0%	0%	6%
Average	23%	22%	23%	21%	23%	21%	24%	22%	24%	22%	23%	22%	23%	21%	24%	23%	21%	22%	26%

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Leadership or senior managers	10	10	4	2	4	5	3	8	2	3	7	4	6	4	6	3	4	3	1	4	4
Fundraising or development	5	5	1	3	0	0	3	4	1	1	4	4	1	0	5	4	1	0	4	2	2
Marketing or communications	5	5	3	3	3	2	3	5	0	1	4	1	4	1	4	2	1	2	0	2	3
Government, policy, lobbying, or legal	4	4	2	2	3	0	4	2	2	2	2	2	2	1	3	0	3	1	2	4	3
Campaigns, corporate engagement, or volunteer management	4	4	4	1	1	1	3	3	1	1	3	2	2	2	2	2	2	0	1	3	3
Operations, administration, or HR	4	4	3	2	0	1	3	4	0	0	4	1	3	1	3	3	0	1	0	3	3
Middle or junior managers	2	2	2	0	0	0	2	2	0	0	2	1	1	2	0	0	1	1	5	2	3
Other technical skills, e.g. web or software development	2	2	1	1	0	0	0	2	0	1	1	1	1	1	1	2	0	0	0	4	3
Natural sciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3
Research	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	4
Average	3.6	3.6	2.0	1.4	1.1	0.9	2.1	3.0	0.6	0.9	2.7	1.6	2.0	1.2	2.4	1.6	1.2	0.8	1.3	2.9	3.1
Percentage	Whole sample	Non responses as 1s	Corporate / producer welfare campaigns	Political campaigns or engagement	Individual diet change	Institutional / corporate animal product alternatives outreach	Other actions	Global North	Global South	Asia	Not Asia	One country	International	ACE recommended	Never ACE recommended	Small	Medium	Large	Meta	Large	Meta
Leadership or senior managers	28%	26%	20%	14%	36%	56%	14%	27%	33%	33%	26%	25%	30%	33%	25%	19%	33%	38%	6%	53%	24%
Fundraising or development	14%	13%	5%	21%	0%	0%	14%	13%	17%	11%	15%	25%	5%	0%	21%	25%	8%	0%	25%	31%	15%
Marketing or communications	14%	13%	15%	21%	27%	22%	14%	17%	0%	11%	15%	6%	20%	8%	17%	13%	8%	25%	0%	35%	21%
Government, policy, lobbying, or legal	11%	10%	10%	14%	27%	0%	19%	7%	33%	22%	7%	13%	10%	8%	13%	0%	25%	13%	13%	53%	16%
Campaigns, corporate engagement, or volunteer management	11%	10%	20%	7%	9%	11%	14%	10%	17%	11%	11%	13%	10%	17%	8%	13%	17%	0%	6%	43%	20%
Operations, administration, or HR	11%	10%	15%	14%	0%	11%	14%	13%	0%	0%	15%	6%	15%	8%	13%	19%	0%	13%	0%	41%	19%
Middle or junior managers	6%	5%	10%	0%	0%	0%	10%	7%	0%	0%	7%	6%	5%	17%	0%	0%	8%	13%	31%	31%	18%
Other technical skills, e.g. web or software development	6%	5%	5%	7%	0%	0%	0%	7%	0%	11%	4%	6%	5%	8%	4%	13%	0%	0%	0%	53%	20%
Natural sciences	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	39%	18%
Research	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	37%	24%
Average	10%	9%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	8%	42%	20%

[1] There were two outliers (given other responses in their subgroups). We contacted both organizations for clarification but only one responded; this organization corrected the figure given from \$20,000 to \$1,000 which had a substantial effect on several subgroup comparisons. Hence, we decided to remove the other suspected error.