



MERCY FOR
ANIMALS

Strategic Plan

2019-2021

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Message from the President

Mercy For Animals exists to end the greatest cause of suffering on the planet: the exploitation of animals for food, in particular, industrial animal agriculture, aquaculture, and fishing. These forms of food production not only cause egregious animal suffering but have detrimental effects on the planet and people. Pollution, habitat destruction, and the rise in chronic and infectious diseases are just a few. The most vulnerable among us—people of color, immigrants, and low-income families—bear the brunt of these effects.

We believe that there is no more urgent a problem for the world to unite under than this one. Industrialized animal agriculture, aquaculture, and fishing benefit very few and harm so many. Mercy For Animals is dedicated to eradicating this cruel food system and replacing it with one that is not just kind to animals but essential for the future of our planet and all who share it.

We are at a critical moment in history; our actions today determine what the future planet will look like: which key wildlife will exist, which arable land will remain, who will have access to healthy food, and how animals will be treated. These are the questions: Can we undo the damage we have done so far? Can we overhaul a system that causes billions of sentient beings immense suffering—and simultaneously redirect the course of our planet and its inhabitants?

Mercy For Animals wholeheartedly believes we can. Over the next three years, we will take measurable steps to build a new food system that no longer exploits animals, the planet, or our health. Our approach will be threefold.

First, we will work to pass and enforce laws and corporate policies that reduce suffering of animals used in industrial animal agriculture, aquaculture, and fishing. We will ban the cruelest practices first and never ever relent in our efforts for continuous progress.

Second, we will work to build a booming plant-based economy through positive engagement at the government and corporate levels. We will proactively help create a market that is safer, healthier, tastier, more convenient, and more lucrative than the one we will replace.

Finally, we will build the capacity, scale, and breadth of the animal protection movement so that it is inclusive, empowered, and well-equipped to achieve our mission. This means that we will work hard to find the most effective ways to advocate and widely share these learnings. We will train and empower future leaders and expand the tools and innovations we use.

The benefits of ending our cruel, unfair, and unsustainable food system extend beyond farmed and fished animals. A transition to a kinder, more equitable food system will benefit everyone and the planet. To be successful, we must reach beyond our traditional constituents and traditional advocacy methods. We must create a broad tent and welcome everyone underneath it. This means expanding our understanding of the problem, the language we use, and the approaches we have traditionally taken.

We do not exist simply to point out what is wrong. Mercy For Animals will lead the way in building a better world through constructive solutions. Our problem is relatively solvable and worth our every effort, considering all that is at stake. Through our work, we will bring our world into a new era that is just and sustainable. We hope you will join us.

Sincerely,

A handwritten signature in black ink, appearing to read 'Leah Garcés'.

Leah Garcés, President



Why Mercy For Animals Exists





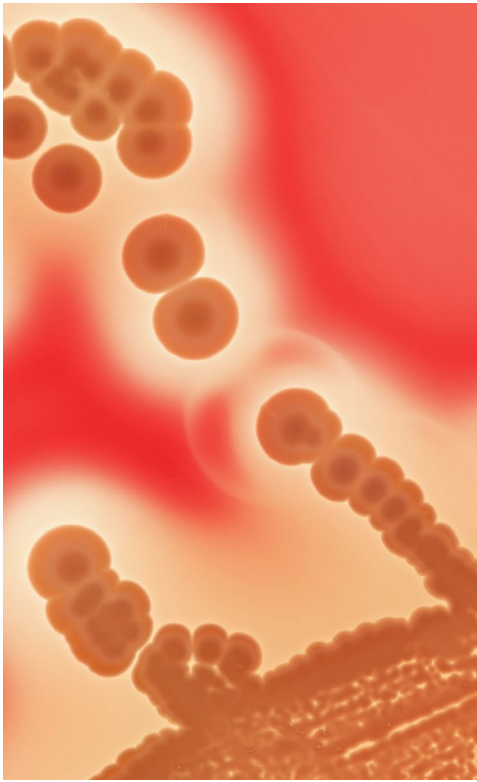
Tremendous Cruelty on a Global Scale

Today, more animals than ever before—82 billion land animals¹ and between 37 and 120 billion² fish per year—are farmed for food. The vast majority of these animals are raised and killed using industrial methods. This involves confining animals in overcrowded warehouses, barren cages, and crates; brutally mutilating them; and using the cruelest slaughter systems. These methods commodify animals and deny their inherent sentience³ and complexity, even though they are fundamentally no different from our beloved dogs and cats. Just like our household companions, pigs, chickens, cows, and fish recognize individuals. They feel fear and joy, and they feel pain.⁴ The methods of industrial animal agriculture, aquaculture, and fishing constitute tremendous cruelty on a global scale, and eradicating them is a moral imperative. Mercy For Animals exists, first and foremost, to address the widespread global animal suffering they cause.



Soaring Rates of Deadly Chronic Diseases

It is well-established that a diet high in animal products is associated with many of the world's deadliest chronic diseases, including cardiovascular disease,⁵ several types of cancer,⁶ and Type 2 diabetes.⁷ Worldwide, almost 4 million people die from diabetes (Type 1 and Type 2 combined),⁸ over 9 million die from cancer,⁹ and almost 18 million die of cardiovascular disease annually.¹⁰ Once considered common diseases of affluence in Western cultures, Type 2 diabetes and heart disease have reached epidemic proportions in the growing economies of China and India.¹¹ Beyond the suffering of the sick and their families, the health care costs associated with these epidemics could cost the global economy over \$1 trillion by 2050.¹² Despite the vast human suffering that directly results from consumption of animals, global meat consumption is projected to increase 14 percent by 2027.¹³ Through our mission to construct a better food system, Mercy For Animals will reduce suffering not only of farmed animals but of people languishing at the hands of our broken food system.



Jeopardized Antibiotics

We are entering the age of “superbugs,” bacteria that have developed resistance to a wide range of antibiotics.¹⁴ While some of this resistance is attributable to antibiotic overuse in human medicine, animal agriculture is a leading contributor.¹⁵ The World Health Organization (WHO) notes that in some countries, 80 percent of medically important antibiotics are used in animal agriculture.¹⁶ These drugs are administered to cows, pigs, chickens, turkeys, and fish in their feed to increase growth rates and enable animals to survive in crowded, often filthy conditions. The gravity of this situation has led the WHO to recommend that farmers stop using antibiotics in healthy animals to prevent the spread of antibiotic resistance.¹⁷ In the short term, Mercy For Animals’ corporate engagement team and animal welfare experts will work to improve conditions for farmed animals, thus reducing the need for antibiotics. In the long term, we dream of a world where no animal is raised for food.

Threatened Food Safety

Each year in the Americas, at least 77 million people fall ill and more than 9,000 die as a result of contaminated food.¹⁸ Diarrheal diseases are the most common foodborne diseases, with norovirus, campylobacter, E. coli, and salmonella causing 95 percent of cases.¹⁹ In the United States alone, 48 million people fall ill from foodborne pathogens; 128,000 are hospitalized; and 3,000 die.²⁰ In China, at least 94 million people become ill annually from bacterial foodborne diseases, with about 3.4 million hospitalizations and over 8,500 deaths.²¹ Worldwide, the numbers are staggering; at least 600 million people become sick from eating contaminated food, and 420,000 die.²² Most of these illnesses and deaths result from factory farming,²³ either through factory-farmed meat or animal byproducts or plant foods contaminated with bacteria from factory farm runoff.²⁴ The bacteria that cause these illnesses, such as salmonella and E. coli, are present naturally in the intestinal flora of farmed animals but

reach humans’ plates when farmed animals are overcrowded and forced to stand and lie in waste. Bacteria also come into contact with food when fecal-contaminated water and sludge are used to fertilize crops destined for human consumption. A report by Environmental Working Group finds that nearly 80 percent of meat sold in supermarkets surveyed is contaminated with deadly antibiotic-resistant bacteria.²⁵ Reducing consumption of animal products, and, ultimately, the number of factory farms, will alleviate much of the physical and financial burden that foodborne illness inflicts on our communities.



Disproportionately Affected Vulnerable Populations

As the animal agriculture industry has grown, so too has exploitation of farm and slaughterhouse workers, their families, and the communities that surround factory farms.

In the United States, most slaughterhouse workers are people of color²⁶ living in low-income communities where jobs are scarce. All too often they are undocumented immigrants with little to no access to legal assistance or medical care when abuses or injuries occur.²⁷ After more strictly regulating foreign workers, Canadian slaughterhouses struggled to find people willing to do this work.²⁸ Accordingly, they have suggested offering the jobs to Syrian refugees.²⁹ In the United States, slaughterhouse workers earn on average only \$13.38 per hour.³⁰ In Brazil, slaughterhouse workers often work grueling 15-hour days.³¹ Dizzying line speeds and unsafe working conditions cause workers to suffer a wide range of physical injuries, from overuse injuries, such as carpal tunnel syndrome, to dismemberment.³² They even cause death.³³ A Brazilian

report finds that slaughterhouse workers are at risk of infectious diseases, including brucellosis, leptospirosis, toxoplasmosis, streptococcal disease, and hepatitis.³⁴ Less overt, but no less serious, are the psychological issues that stem from killing thousands of animals per day. Slaughterhouse workers suffer higher rates of several psychological disorders, including anxiety, depression, and post-traumatic stress disorder,³⁵ and are more prone to anger, hostility, and aggression.³⁶

One need not work at a slaughterhouse or factory farm to suffer their consequences. As the animal agriculture industry grows, so does the seepage into water, soil, and air of antibiotics, other veterinary drugs, and animal waste from the industry's operations.³⁷ In the United States, the industry produces between 335 million and 2 billion tons of animal waste per year; in China the number exceeds 2 billion. By comparison, the human population of the United States produces just 7 million tons of waste.³⁸ Rather than undergo rigorous treatment to remove harmful substances and pathogens, as human waste does, animal waste is often kept in enormous earthen pits and sprayed or spread onto surrounding land. This

waste permeates farming communities—many of which are low-income communities of color—contaminating the air, water, and soil on which they depend.³⁹ This is more than a smelly problem. Those who reside near factory farms suffer disproportionately from a plethora of health problems, including asthma and other respiratory diseases, eye irritation, nausea, headaches, and even mental illness.⁴⁰

Many farmers themselves are also victims of industrial animal agriculture. Faced with few other viable career paths in declining rural areas, farmers become bound by what some have termed “indentured servitude” by entering into restrictive contracts with large producers.⁴¹ They are forced to take on colossal debt simply to undertake business. Once up and running, they are responsible for managing the thousands of tons of waste their farms produce. Though they are often forced to raise animals genetically predisposed to suffer from a variety of serious health issues, they bear the financial burden when their animals die. If they speak up about their concerns, farmers risk losing their livelihoods. We consider farmers potentially powerful allies in the effort to build a better food system.



A Planetary Imperative

In 2006, the United Nations Food and Agriculture Organization (FAO) warned in a landmark report that livestock farming posed a major threat to the environment and urged the world to take this problem seriously.⁴² “Livestock are one of the most significant contributors to today’s most serious environmental problems,” stated Henning Steinfeld, chief of FAO’s Livestock Information and Policy Branch and senior author of the report. “Urgent action is required to remedy the situation.” The report refers to livestock’s “long shadow” and makes clear that animal agriculture could compromise the future health of our planet.

The threat has only intensified since then. In 2014, a study published in the prestigious scientific journal *Nature* illustrated that through our diets alone—largely because they are characterized by high levels of animal products—we will exceed the CO₂e target agreed upon at the Paris climate summit to limit the global rise in temperature to “well below 2°C.”⁴³ Globally, the animal agriculture industry emits more

greenhouse gas than the world’s planes, trains, and cars combined.⁴⁴

But climate change is only part of the problem. Over the past 40 years, the total number of birds, amphibians, mammals, and reptiles who populate global ecosystems has dropped by 60 percent.⁴⁵ The primary culprit is the demand for food: specifically, the industrial-scale production of beef, dairy, eggs, pork, turkey, and chicken. Thirty-three percent of the world’s cropland is used to grow feed for factory-farmed animals.⁴⁶ This has devastated wildlife and resulted in the extinction or near extinction of species ranging from once common birds to Sumatran elephants and jaguars. Over 80 percent of farmland is used for livestock,⁴⁷ yet it provides only 18 percent of the world’s calories.⁴⁸ The devastation wreaked by factory farms isn’t contained to the land; it even reaches our oceans, causing dead zones in coastal areas,⁴⁹ including one in the Gulf of Mexico that reached 8,776 square miles in 2017.⁵⁰

In getting our food from farm to plate, our practices are inconceivably shortsighted: We overfarm our dwindling

arable land⁵¹ and saturate it with chemicals.⁵² While scientists predict that two-thirds of the world’s population will live in water-stressed areas by 2025,⁵³ we use 7.6 times more water to produce a calorie of beef than to produce a calorie of vegetables.⁵⁴ We erase ecologically important habitats, such as rainforests, in service of our palates; more than 70 percent of deforested land in the Amazon is used to feed livestock.⁵⁵ We use miles of valuable land to grow soy, corn, and wheat that could be used to feed humans directly; instead, we feed it to animals at an abysmal feed-to-meat conversion rate.



How Will We Feed 10 Billion People?

The U.N. has predicted that nearly 10 billion people will inhabit the planet by 2050.⁵⁶ The global livestock population is expected to double by then,⁵⁷ solely due to rising demand for cheap meat. But attempting to feed the world by expanding animal agriculture, aquaculture, and fishing is nothing short of preposterous, in part because these are fundamentally inefficient means of food production. More calories are required to *produce* meat, milk, and eggs than are returned by these products; every 100 calories of crops fed to animals yields only seven calories of meat and milk.⁵⁸ Every 100 grams of protein fed to animals returns only eight grams of protein.⁵⁹ If we reallocated feed-crop farmland in the United States to crops for direct human consumption, we could feed an additional 190 million people, or 58 percent of the U.S. population.⁶⁰ Imagine the impact a shift like this could have worldwide, where 821 million people go hungry.⁶¹

Our food system must ensure present and future generations access to healthy food that does not destroy the planet and treats animals and humans with compassion and respect. We aim to construct that improved food system in the years ahead.



A Losing Business

While the horrors and suffering the animal agriculture industry inflicts on animals, humans, and the environment are all too real, there is hope. Plant-based eating is becoming more mainstream.⁶² The Chinese government recommends that its citizens reduce meat consumption by 50 percent.⁶³ Twenty percent of Mexicans are vegan or vegetarian.⁶⁴ Cow's milk consumption is declining,⁶⁵ while consumption of dairy-free milk is on the rise;⁶⁶ plant-based milk now constitutes 13 percent of the U.S. liquid milk market.⁶⁷ Plant-based meat alternatives are not only offered on restaurant menus all over the world; they consistently draw crowds of vegans and meat eaters alike.⁶⁸ In the United States, sales of plant-based meat increased 23 percent in 2018, exceeding \$760 million.⁶⁹ In a recent Canadian survey, almost a third of over 1,000 respondents said that they planned to reduce meat consumption and opt for more plant-based foods.⁷⁰

Cell-based meat, which is animal meat grown by farming cells rather than by rearing and slaughtering animals, is fast-approaching the market and will transform the meat industry.⁷¹

These strides in the plant- and cell-based economy are too large to be ignored. The meat industry will adapt or perish and knows it. Meat industry giants Tyson and Cargill have both invested in cell-based meat technology,⁷² while Maple Leaf Foods has acquired plant-based food companies Lightlife and Field Roast.⁷³ The shift toward a kinder, more sustainable food system is well underway.



Our Milestones to Date





Mercy For Animals has conducted more than **70 investigations** of factory farms and slaughterhouses, exposing the heartbreaking reality of life for farmed animals around the world. Many have prompted passage of trailblazing laws and sparked far-reaching corporate animal welfare policies.



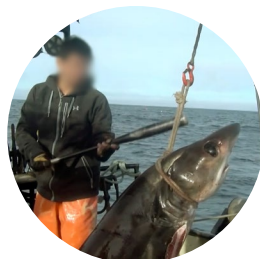
Reforming Legislation

In 2008 and again in 2018, Mercy For Animals partnered with other animal protection organizations to inspire California voters to pass a **historic ballot measure for farmed animals**. Prop 12, the measure passed in 2018, is now the strongest farmed animal protection law on the planet. It **bans cages** for egg-laying hens, mother pigs, and calves in the state as well as the sale of eggs, pork, and veal from caged animals.

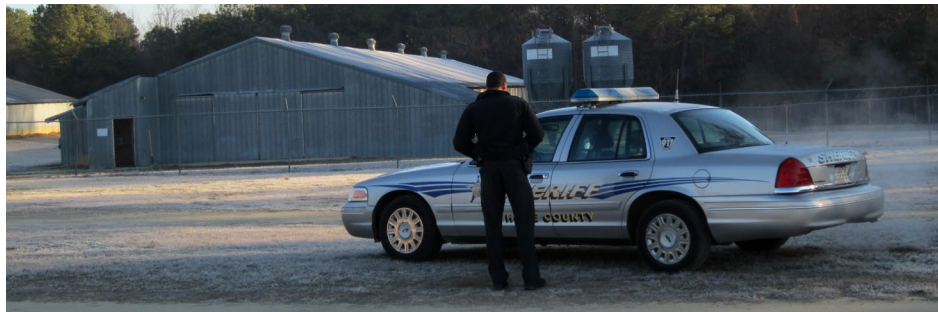
Prop 12 followed successful coalition campaigns in Massachusetts and Rhode Island that also **banned forms of severe animal confinement**.

In 2010, a Mercy For Animals investigation of an Ohio dairy facility led the Ohio Farm Bureau to meet with a coalition of organizations. From the meetings came a series of **extensive reforms** to help animals in several industries.

Mercy For Animals has been a leader in campaigns to defeat proposed **ag-gag laws**. These dangerous laws would restrict our right to know how animals are treated at factory farms and slaughterhouses. Twenty-one state ag-gag measures have died in the legislature or been struck down.



In 2018, California passed a **law banning large-scale driftnets** after Mercy For Animals, along with Turtle Island Restoration Network, SeaLegacy, and Sharkwater, released hard-hitting investigations revealing the immense animal suffering caused by these deadly nets.



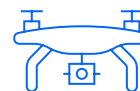
Holding Animal Abusers Accountable

A 2008 Mercy For Animals undercover video prompted Maine state police to **raid an egg factory farm**. The resulting charges against the facility owner brought the largest financial penalty ever levied against a U.S. factory farm at the time.

A few years later, a Mercy For Animals investigation of a North Carolina factory farm operated by Butterball prompted a two-day raid of the facility by law enforcement and the **criminal convictions of five Butterball workers**, including the first-ever felony conviction for cruelty to factory-farmed poultry in U.S. history.



Mercy For Animals footage from Canada's largest dairy factory farm led to the **first convictions** after an undercover exposé of a factory farm and its owner for acts of employees.



Mercy For Animals has also pioneered investigations of factory farms and slaughterhouses using drones. Mercy For Animals drones have exposed 35 factory farms, and views of the investigative videos have surpassed **22 million**.

Moving Corporations to Adopt Animal Welfare Policies

Mercy For Animals has helped many of the world's largest food companies adopt animal welfare policies that eliminate the worst abuse of farmed animals.

After a 2013 Mercy For Animals investigation at a dairy farm supplying **Nestlé**, Nestlé executives met with Mercy For Animals and created a comprehensive animal welfare policy that affects animals at **hundreds of thousands of farms in 90 countries**.

Leprino Foods, Great Lakes Cheese, and Saputo were not far behind. After Mercy For Animals investigations, the companies committed to improving the treatment of cows in their supply chains.



As part of a coalition, Mercy For Animals moved U.S. and Canadian grocers, including Publix, Kroger, Albertsons, and SUPERVALU, as well as the Retail Council of Canada, to **publicly pledge to stop selling eggs from caged hens**.



Six Mercy For Animals investigations and three years of campaigning compelled **Walmart**, the world's largest company, to introduce a **sweeping policy that eliminates the cruelest animal abuse in the company's U.S. supply chain.**

McDonald's followed suit. After several Mercy For Animals investigations revealed horrific abuse of hens at its supplier farms, the fast-food giant publicly committed to **phasing battery cages out of its North American supply chains.**



After two Mercy For Animals investigations at Perdue contract farms and pressure from Mercy For Animals and other animal protection organizations, Perdue, the **fourth-largest chicken producer in the U.S.**, set a powerful precedent by becoming the first major chicken producer to take **major steps** to address some of the worst abuses of chickens raised for meat.



Moving Corporations to Adopt Animal Welfare Policies

In 2018, Mercy For Animals secured a historic commitment from **Carrefour**, the largest supermarket chain in Brazil, to ending its sale of eggs from caged hens.

With the help of partner organizations, Mercy For Animals has persuaded **240 companies** to make cage-free egg commitments and **59 companies** to pledge to reduce suffering of chickens raised for meat.



Creating Institutional Change

Mercy For Animals facilitated the launch of **The Good Food Institute**, a game-changing organization that works with scientists, investors, and entrepreneurs to foster the development of cell-based foods and increase market share of plant-based foods.



Through Mercy For Animals' **Conscious Eating program**, large institutions in Mexico and Brazil are reducing the meat, dairy, and eggs they serve by at least **20 percent**. Since the program's inception, **nine institutions** have partnered with us to serve more plant-based foods.



Building a Movement

Mercy For Animals' social media accounts have amassed more than **9 million followers**. Our volunteers organize actions in **six countries** while **thousands more help with online campaigns**.

We have also collaborated with A-list celebrities and online influencers—**Natalie Portman, Tony Kanal, Moby, Alicia Silverstone, Emily Deschanel**, and more—to spread our message far and wide.

In 2016, Mercy For Animals launched **Circle V**, the first-ever vegan music festival.

Our Vision

Our vision is a world where animals are respected, protected, and free to pursue their own interests.

Our Mission

Our mission is to construct a compassionate food system by reducing suffering and ending exploitation of animals for food.





Our Approach

Change Goals

Mercy For Animals has established three key areas of focus necessary for achieving our mission and vision. These three pathways work together to create our impact: corporate engagement, government engagement, and movement capacity building.

By encouraging corporations to adopt and enforce improved animal welfare policies, we will, step-by-step, eradicate the worst forms of confinement and other harmful practices animals endure within our food system. In doing so, we will create a critical mass of opposition to these practices as well as support for less cruel systems and for plant-based or cell-based alternatives. Increased public awareness of and involvement in efforts to improve animal welfare are added benefits of this progress.

Once we garner this critical mass through corporate policy changes, changes to legislation and governmental regulations will be more attainable; the market is ready and solutions are available. Cruel practices will no longer be the norm, and both corporations and the public will be more willing to oppose them. Legislative and regulatory advancements will ensure that the practices we are trying to eradicate are fully banned—and that these bans are enforceable. Legislative changes will also help reinforce a food industry shift toward plant- and cell-based products.

Our success in these two areas—corporate and legal change—wholly depends on the strength of our movement. We will prevail only if the

people working toward a better world for animals are united, well-resourced, and empowered to leverage their skills for good. Therefore, our third priority area is building the capacity of our fellow advocates. To do this, we will need to focus on effectiveness and bringing more people from diverse backgrounds into our efforts. We will seek and train activist leaders who will then pass knowledge and skills on to those around them and build communities aligned with our mission.

These three focus areas will be the pillars of Mercy For Animals and guide our work for the foreseeable future. Our goals are as follows:

1

Legal Progress

Drive and ensure enforcement of legislation, regulations, and government policies that reduce suffering of animals used for food and enable increased market share of plant-based and cell-based foods



2

Corporate Transformation

Drive and ensure enforcement of corporate policies that reduce suffering of animals used for food and enable increased market share of plant-based and cell-based foods



3

Capacity Building

Build the capacity, scale, and breadth of the animal protection movement so that it is inclusive, diverse, empowered, and well-equipped to achieve our mission





Our Core Values



Compassion

Our circle of compassion is wide. It encompasses not only animals but all victims of industrial animal agriculture, aquaculture, and fishing. We hold one another and those who may not share our vision in our hearts.



Impact

Mercy For Animals aims to reduce the most suffering for the most animals. We evaluate and reevaluate our effectiveness. To optimize the impact of every donor dollar, we insist that our approach be data-driven, evidence-based, and maximally change-making.



Integrity

Mercy For Animals holds animal abusers accountable. But we also hold ourselves accountable—to the utmost standards and to our word. We give credit where credit is due, and we value transparency.



Global Mindedness

Mercy For Animals works wherever farmed animals suffer the most. Our solutions must be global while regionally sensitive and adaptive. We foster autonomy of our regional operations yet remain a unified force.




Collaboration

Ending animal exploitation for food is a monumental mission. Mercy For Animals collaborates with others working to end it, whether or not their values match ours. We reach across the table to help those who exploit animals for food find alternatives and reduce suffering.



Innovation

Mercy For Animals encourages inventiveness and fresh thinking. We evolve with the times and leverage new technologies to maximize our impact. We support cell-based foods and other revolutionary approaches to constructing a compassionate food system.



Mercy For Animals believes in setting ambitious strategic objectives that move us closer to our change goals. With this in mind, we will aim to achieve the following over the next three years. These objectives will guide our day-to-day work.

Our Three-Year Strategic Objectives





1

Legal Progress

Drive and ensure enforcement of legislation, regulations, and government policies that reduce suffering of animals used for food and enable increased market share of plant-based and cell-based foods



1.1. Pass at least one state initiative in the United States and ensure enforcement of laws passed via prior state ballot initiatives



1.2. Lead in influencing at least 10 legislative or regulatory measures at the federal, provincial, or state level that protect any or all of the following from factory farming: farmed animals, the environment, and human health



1.3. Pass at least five policies or ordinances in key cities to promote plant-based eating and disincentivize the purchase of caged or crated animal products



1.4. Replace at least 80 million meat-based meals with plant-based meals through commitments from institutions, impacting 4.5 million animals



2

Corporate Transformation

Drive and ensure enforcement of corporate policies that reduce suffering of animals used for food and enable increased market share of plant-based and cell-based foods



2.1. Secure and enforce cage-free commitments that will impact at least 55 million animals



2.2. Secure broiler commitments that will impact at least 1 billion animals



2.3. By the end of 2019, develop a strategic plan for helping companies reduce meat, dairy, and eggs in their product lines and increase plant-based foods and cell-based foods (as they become available)



Capacity Building

Build the capacity, scale, and breadth of the animal protection movement so that it is inclusive, diverse, empowered, and well-equipped to achieve our mission



3.1. Coach at least 75 volunteer leaders in effective activism to become Mercy For Animals ambassadors who are empowered to build mission-aligned communities and cultivate future advocacy leaders




3.2. Advance effective animal advocacy by launching at least three distinct, public-facing capacity-building tools by January 1, 2022, each of which will benefit us and others



3.3. Build relationships and collaborate with non-animal-movement allies to initiate and execute projects in furtherance of our mission



3.4. Grow and diversify relationships with donors, volunteers, and allied groups to mobilize more resources to fuel our mission



Mercy For Animals believes an organization's potential for impact is only as good as its foundation of support; investing in a strong internal foundation is essential to creating lasting and increasing impact. As we strive to lead the way in effecting change for animals by engaging governments and corporations—and by building our movement's capacity—we will also build supportive programs within the organization to ensure success. Focusing on the below priorities will help us create environments—internal and external—conducive to our work over the next three years.

The Foundation We Need to Be Successful





1

We will inspire, engage, and retain public interest and stakeholders because we cannot do this work alone, and we must build momentum by building allies:



1.1. Through undercover investigations, we will inspire the public and other stakeholders and engage them in our mission by bearing witness to and exposing the systematic exploitation and abuse of animals raised for food.



1.2. We will showcase solutions and a vision for a better future.



1.3. We will strengthen our operational leadership, thought leadership, and public presence.



1.4. We will nurture strategic partnerships with influencers, other animal organizations, and other social justice movements.



1.5. We will engage a broad, diverse audience, in part by ensuring our message is unified and culturally relevant.



1.6. We will innovate in digital trends and outreach strategies.



2

We will develop these key resources to reach our goals:



2.1. Empowered and motivated staff and volunteers



2.2. Social and cultural resources, including celebrity endorsement, political support, partnerships with other organizations, and our reputation in the movement



2.3. Funds from diverse sources to power our impact



2.4. Technology to remain at the forefront of innovation and ensure we are tracking our progress



2.5. Research on the following:

2.5.1. effective activism

2.5.2. critical emerging areas, such as fish welfare

2.5.3. achieving maximum impact in critical regions with high potential, such as Asia



We will establish rigorous internal processes, policies, and procedures:



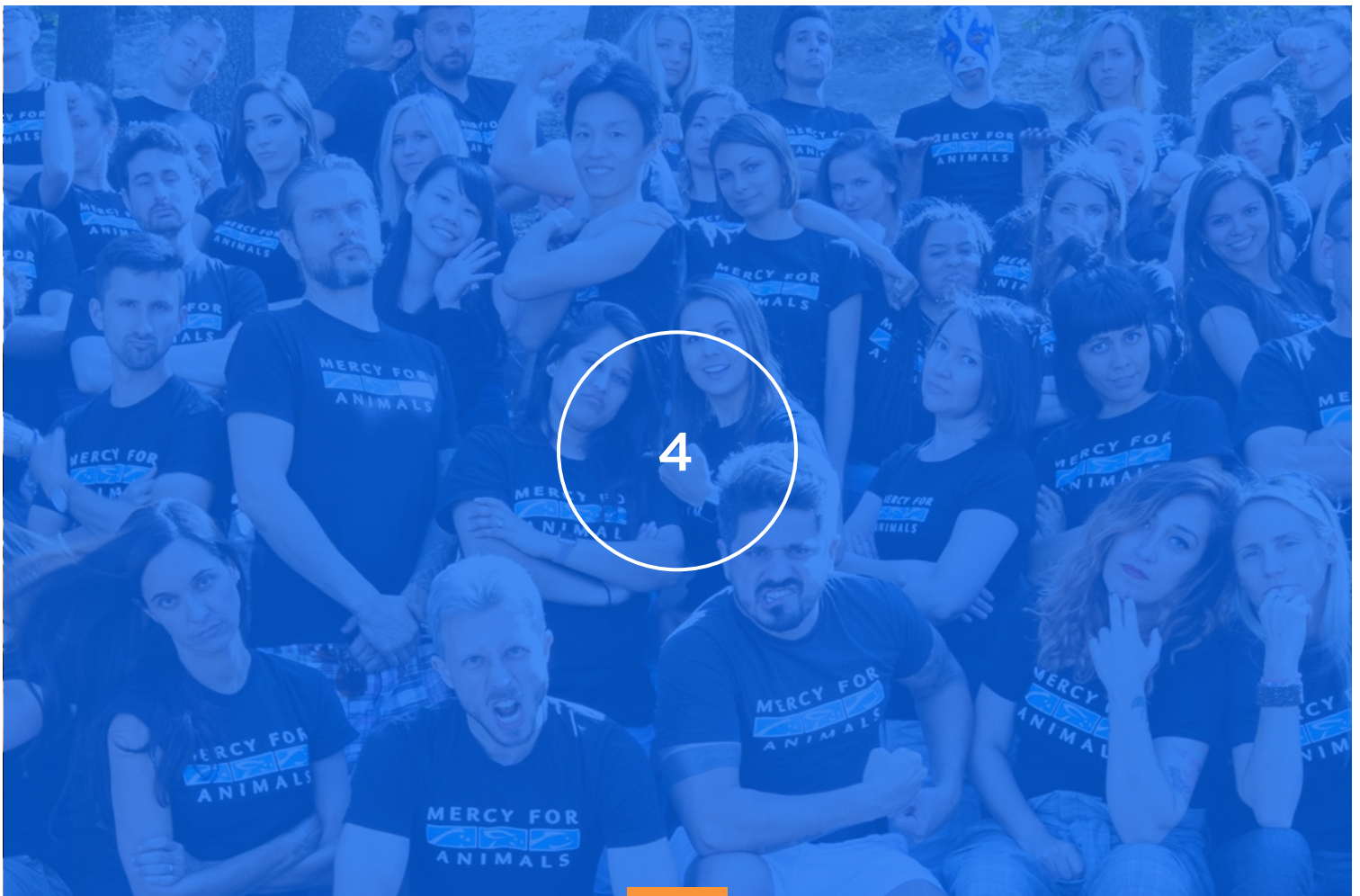
3.1. We will maintain financial responsibility and legal compliance.



3.2. We will be accountable to the goals and objectives we have set and will publicly track our progress.



3.3. We will strive for alignment and communication across the organization to ensure operational efficiency and effectiveness, while allowing for autonomy of all regional teams.



We will invest in those who dedicate their lives to this work and consider our people our most critical asset:



4.1. We will implement professional development, training, and cross-training programs and provide competitive compensation and benefits.



4.2. We will learn from external partners and share best practices for building a sustainable organization.



4.3. We will prioritize our staff members' physical and mental health and strive to work smarter rather than harder, using data to drive effectiveness.



4.4. Finally, we will foster a thriving internal culture in which staff feel supported, valued, and empowered to do their best work.

Closing Message from the President

More animals suffer at factory farms today than ever before. The number of nonhuman animals our species exploits for food is only projected to increase over the next few decades. Along with this trend, we are witnessing a parallel increase in rates of diet-related chronic diseases, foodborne illnesses, antibiotic resistance, and other public health calamities. Occurring at the same time is a rise in rates of species extinction, deforestation, habitat depletion, water and air pollution, soil loss, and greenhouse gas emissions.

This is not coincidence. We know that the relationship between these two phenomena—the consumption of animals and the state of our world—is a causal one. The evidence is undeniable.

But so is the opportunity we have before us. For the first time in history, we find ourselves in a position to, with one solution, eradicate not only the

single largest cause of animal suffering but one of the greatest causes of harm to humans and the environment. We have a chance to create a world that is cleaner, brighter, and more peaceful for *all*.

This is not simply a dream. Change is already happening as a new economy emerges. We are already building a food system in which it is no longer profitable to externalize the costs of doing business onto animals, people, and the environment. We are passing laws that will forever forbid the merciless practice of confining a sentient being to a cage barely larger than her body. We are shifting the very way our species relates to others—transforming the way human society regards the most vulnerable beings who share this world with us.

And yet this change is not inevitable. It is happening—steadily, measurably—only because we are creating it. It will

not continue unless we continue to work for it, to roll up our sleeves, get our hands dirty, and persist despite the obstacles we will undoubtedly face.

I am proud to lead an organization at the forefront of the effort to resolve the world's most pressing problems. The ambitious strategy we have laid out in this document will allow us to achieve more than ever before. But I am humble enough to know that we cannot do this without you. Now more than ever, we need your support. As we continue to confront this colossal issue, we will need resources, guidance, and people power. So in whatever capacity you can, join us. Help us create the world we all envision—a world where all animals are respected, protected, and free.



Sincerely,

A handwritten signature in black ink, appearing to read 'Leah Garcés'.

Leah Garcés, President

Endnotes

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