



MERCY FOR
ANIMALS

Three-Year Strategic Plan

2022-2024

Only about a century ago, animal agriculture began transitions that would change the course of history for our planet and all its inhabitants. In the United States and Europe, animal agriculture became increasingly industrialized. The number of animals farmed skyrocketed, while the number of farmers plummeted. Animals were cruelly confined by the thousands in dark, windowless buildings, like widgets in warehouses. As industrial animal agriculture spread, rural communities—including those still suffering under the legacies of colonialism and enslavement—saw their land taken, their wealth run dry, and their waters run dirty. Jobs of dignity were lost and replaced by jobs of debt and destruction.

This agricultural model has been exported around the globe, extinguishing local farming economies and sensitive habitats in countless regions. Today, in many places around the world, the simple act of eating a meal has become an act of complicity in a system that benefits few and harms many. Millions of people now die each year from heart disease and diabetes, in part as a result of increased consumption of animals. Deaths from such causes were rare in our great-grandparents' time. Our climate has warmed, in great part due to emissions from industrial animal agriculture, and the modern-day farm is a breeding ground for diseases that scientists warn could easily rise to pandemic proportions.



About a quarter century ago, a group of people came together under the name Mercy For Animals to stand against the cruelty and suffering that are inherent to this food system. Today, Mercy For Animals firmly believes that this devolution to a form of agriculture that agonizes animals and destroys land and livelihoods is reversible and replaceable. After all, in the grand scheme of our history, this vastly harmful way of raising animals is so very new.

We believe that a world without industrial animal agriculture is possible—if we work together to create it. Imagine a world in which we nourish ourselves with food that is kind to animals and sustainable for the planet and all who share it.

We envision

a world in which eating is an act of compassion, in which no one is exploited or forced to exploit another.



Our vision

is a world where animals are
respected, protected, and free.





Our mission

is to end industrial animal agriculture by
constructing a just and sustainable food system.

Our Role and Core Approaches

Mercy For Animals is a change agent. Our role is to speed the global transition from industrial animal agriculture and build the just and sustainable food system we need. We recognize that oppression of animals is deeply connected to human oppression. We incorporate this awareness into our work so as not to exacerbate harms such as racism, sexism, classism, and other forms of injustice.





We have three core approaches:

- Making alternatives to animal-based meat, eggs, and dairy as attractive and accessible as possible.
- Making animal products less competitive and less attractive to consumers, food producers, and policymakers.

The true costs of industrially produced animal products have been concealed from the public or externalized onto animals, the environment, and communities. We expose and shift these costs such that they are no longer borne by the most vulnerable.

- Reducing suffering for the animals in our current food system for as long as it exists.



In practice, this means we work to promote plant-based products and other alternatives, discourage the production and consumption of animal products, and improve animal welfare standards.

To achieve these changes as efficiently and effectively as possible, we focus primarily on changing the institutions that shape our societies: **corporations and governments.**

But we know these institutions reflect our cultures and collective awareness, which is why Mercy For Animals works to create fertile ground for systemic change by showcasing the problem and its solutions to the public. We work to build a broad, diverse global movement that is aligned with other social justice movements and even includes people we've formerly seen as enemies.

We recognize that we
cannot do this work **alone.**



Our Track Record

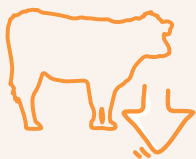
Since our very first investigation more than 20 years ago, Mercy For Animals has achieved tremendous impact for animals through hard-hitting campaigns, powerful storytelling, and successfully mobilizing hundreds of thousands of advocates. Now, as one of the largest organizations focused on farmed animals, we are ready to massively scale up our impact.

Despite the global challenges of the previous few years, we have held companies accountable and shifted industry-wide practices away from the worst animal abuse. We've held governments accountable and pushed them to enact transformative laws that protect animals from the most extreme suffering. In just the past three years, we have spared more than 300,000 animals from the food system through initiatives that replace animal-based products with plant-based products, reduced suffering for hundreds of millions of farmed animals through corporate and government policies, and reached hundreds of millions of people with the message that we must end industrial animal agriculture.

Our Priorities for the Next Three Years

Despite this progress, our work has just begun. More animals are killed for human consumption than ever before. Industrial animal agriculture continues to wreak havoc on our communities, our environment, and our health.

In the next three years, Mercy For Animals will make more headway in our mission to end industrial animal agriculture and construct a just and sustainable global food system. To this end, we have identified five organizational priorities:



Decrease the number of animals in the food system



Reduce suffering for farmed animals who are trapped in the food system



Build people power and increase public awareness to drive change



Develop solutions that speed the transition from industrial animal agriculture



Create a thriving internal culture and strong infrastructure



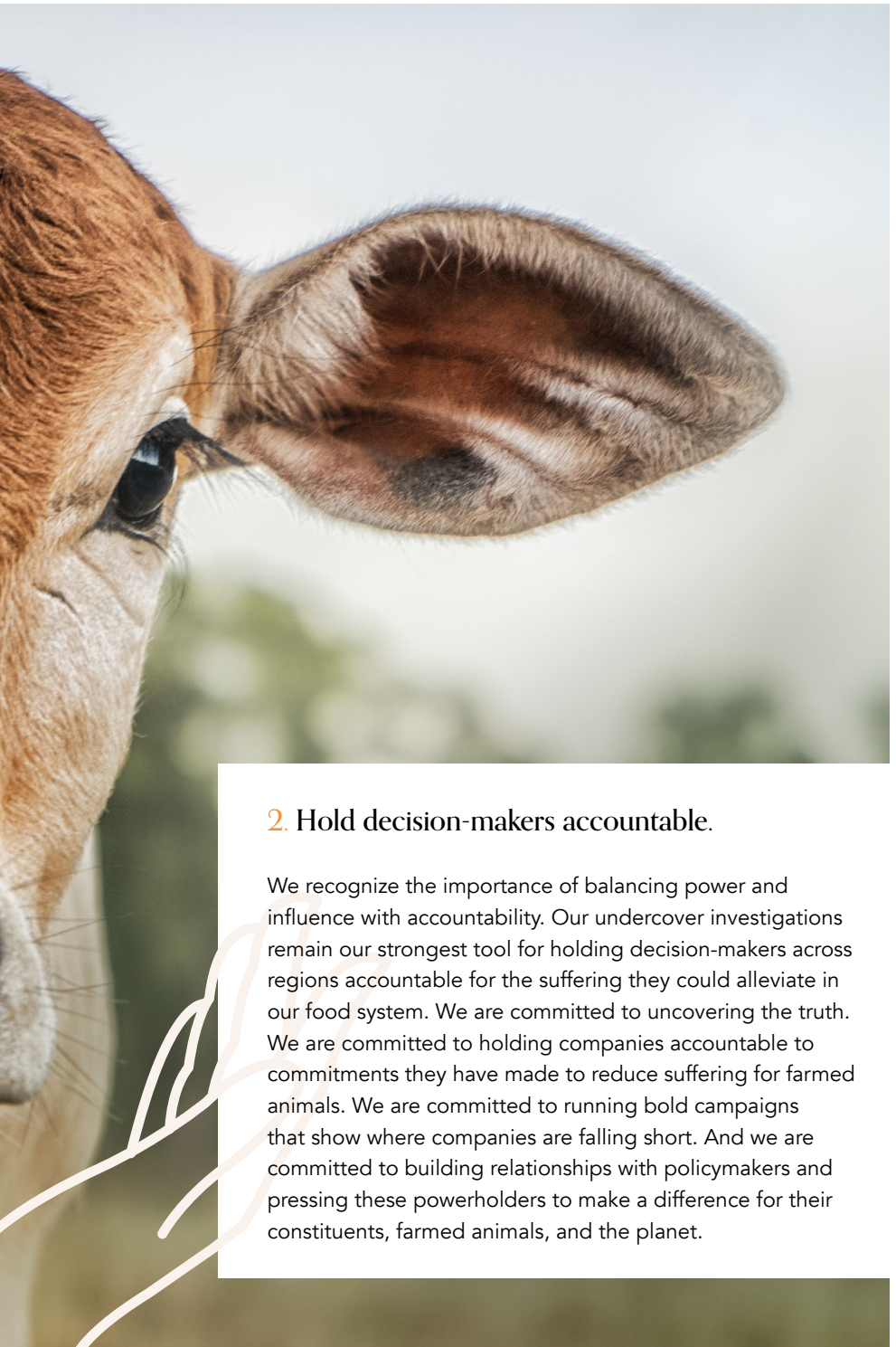
These priorities will guide Mercy For Animals in all our current and future regions of operation.

In accordance with our core values of equity and global mindedness, each regional team has set its own strategy, although all strategies reflect our common aim to achieve **the following global objectives:**

1. Build power and influence for farmed animals.

If we want to move the needle for farmed animals around the globe, we need to be their “public relations agency” to increase the awareness, power, and influence needed to create change. Whether engaging with the media, local public officials, celebrities, or the United Nations, we will be an unstoppable force, a go-to source, and an influence that cannot be ignored.





2. Hold decision-makers accountable.

We recognize the importance of balancing power and influence with accountability. Our undercover investigations remain our strongest tool for holding decision-makers across regions accountable for the suffering they could alleviate in our food system. We are committed to uncovering the truth. We are committed to holding companies accountable to commitments they have made to reduce suffering for farmed animals. We are committed to running bold campaigns that show where companies are falling short. And we are committed to building relationships with policymakers and pressing these powerholders to make a difference for their constituents, farmed animals, and the planet.





3. Be driven by data, continual learning, and evaluation.

We will pursue tests, surveys, other research, and data that help us be more efficient and effective in achieving results for farmed animals. This objective already manifests in a variety of ways, from tailored supporter journeys to sharpened internal systems and processes that apply our resources for maximum impact.

Our Core



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 our supporters' investment in our work, we insist that our approach be data-driven, evidence-based, and maximally change-making.



Integrity

Mercy For Animals holds those who uphold systems of exploitation 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 most. We believe that the most effective work is founded on regional perspectives and local diversity, innovation, and leadership. Our regional offices operate with autonomy, yet we remain a unified force.

Values



Equity

Mercy For Animals strives for justice by analyzing power structures, redistributing power and resources, and removing barriers of access to our organization, movement, and mission. Promoting greater equity within and beyond our organization and movement will equip individuals and communities to thrive in advancing our shared mission.



Collaboration

Ending industrial animal agriculture is a monumental mission. Mercy For Animals collaborates with others working to build a more just and equitable way to feed the world, whether or not their backgrounds and experiences 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 Believe

Mercy For Animals believes our food system's status quo is unacceptable. Our food system horribly abuses animals, damages our planet, puts our health at risk, threatens future generations' food security, and harms the most vulnerable among us. We stand boldly against this status quo.



By the end of 2024, this is what **progress** will look like:



Hundreds of thousands of farmed animals spared from the food system



Suffering reduced for billions of farmed animals



New solutions built to speed the transition from industrial animal agriculture



Millions of people mobilized to help achieve our mission



A thriving internal culture and strong infrastructure created and sustained



In short, we will have built considerable momentum toward a world where the systems that exploit farmed animals and people are relics of the past.

See the appendix for details about our plans around the world.

United States
and Canada

Brazil

Mexico

East and
Southeast Asia

India

Global
Operations

Global
Programs



MercyForAnimals.org