



MERCY FOR  
ANIMALS

# Strategic Plan

United States and Canada

APPENDIX | HIGH-LEVEL GOALS

2022-2024

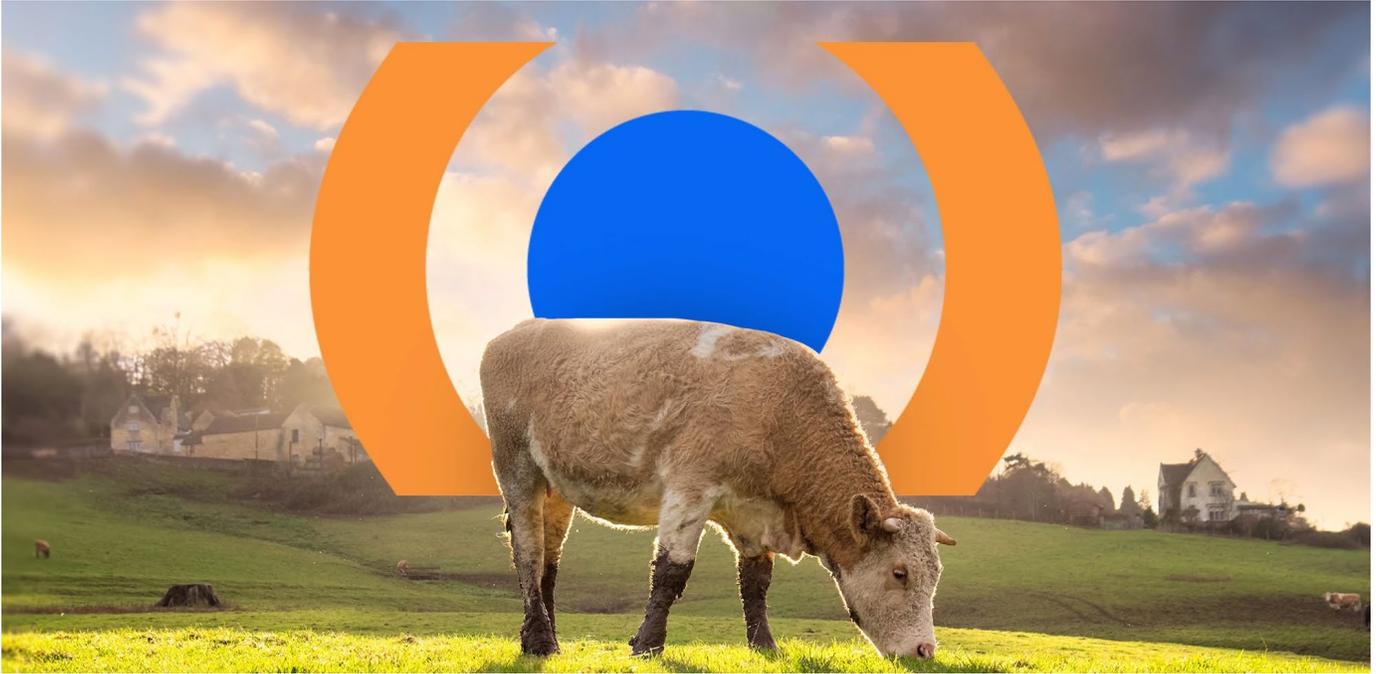


## Regional Strategic Plan

Our regional teams are a wealth of talent, creativity, and insight into making meaningful progress in line with our global objectives. Given the cultural, economic, and political differences across regions, strategy must be set by these teams to be effective. Below we present a high-level summary of the strategic direction for the United States and Canada, underpinned by more-detailed plans and their local application to our global objectives.

### United States and Canada

Mercy For Animals has a long and strong track record of impact for farmed animals across the United States and Canada. In the next three years we will build on our proven strengths and further invest in promising new frontiers for addressing movement gaps and leveraging our strengths to amplify our impact.



## Building On Our Strengths

Public support for change underpins all our work—inspiring institutions to change their food policies, recruiting new people to the movement and our organization, and motivating companies and politicians to do better for animals and the planet. Mercy For Animals is ideally positioned to grow public support for farmed animals. Through our relationships with public figures and media outlets, vast social media reach, and eye-opening investigations, Mercy For Animals has the capacity to touch millions of people. This is exemplified by our recent collaborations with Greta Thunberg and the *New York Times*.

Mercy For Animals has played a key role in securing hundreds of corporate policies to eliminate the most severe animal cruelty, particularly cages for laying hens, crates for mother pigs, and the worst pain of life and death for chickens used for meat. To some extent, we will remain focused on securing new corporate policies, informed by tractability and momentum, but we will invest significantly in ensuring implementation of existing corporate policies, thereby reducing suffering for millions of animals.

## Investing in Frontiers

In the past three years, Mercy For Animals has explored many promising new strategies for increasing our impact. Some of these have shown encouraging results and will be areas for further investment in our next three years.

Having successfully partnered with several major food companies to launch plant-based options, Mercy For Animals will continue to invest in such partnerships to accelerate the mainstreaming of plant-based options on menus and store shelves.

In 2019, Mercy For Animals became the first U.S. NGO focused exclusively on farmed animals to establish a government affairs team. After early progress at local, state, and federal levels, we will further invest in building the political power to effect large-scale change for farmed animals.

Our Transformation program, through which we partner with farmers to transition them out of animal agriculture, has challenged the prevailing narratives about animal agriculture and its role in our society, highlighting the multitude of ways big meat companies exploit and harm animals, farmers, local communities, and the environment. In the next three years, we will elevate these powerful stories and develop replicable transition models to inspire government investment in scaling transitions to plant-focused farming.

## By the end of 2024, we will have achieved the following:



Significantly increased our influence and credibility

Established Mercy For Animals as a political force in the United States

Grown public awareness of our brand and key issues

Greatly expanded our engaged supporter base



Ensured that corporate cage-free, crate-free, and broiler policies with timelines through 2025 are on track for implementation



Engaged with top restaurant chains to mainstream center-of-plate plant-based options



Created a U.S. Transformation model that is a replicable and scalable solution for policymakers



Achieved all of the above while ensuring a sustainable workload so our team can thrive



## Goals and Priorities

HIGH-LEVEL GOALS	ORGANIZATIONAL PRIORITY
<p><b>Establish plant-based options as a restaurant chain standard:</b></p> <p>We aim to accelerate the adoption of plant-based options by major restaurant chains. To achieve this we must grow demand and ensure the success of launches by mobilizing support. We will be successful at the end of 2024 if all major U.S. national and regional restaurant chains offer at least one center-of-plate vegan menu option.</p>	<p>Decrease the number of animals in the food system</p>
<p><b>Build political power:</b></p> <p>To effectuate change and achieve mainstream relevance, we must build and expand our social and political capital and leverage it to influence policy. We will establish ourselves as the leading voice on farmed animal policy by building relationships with policymakers, using our expertise to shape key issues, strengthening ties with other organizations, building our public reach and influence to increase our people power, and pioneering initiatives that will benefit farmed animals.</p>	<p>Decrease the number of animals in the food system</p> <p>Reduce suffering for farmed animals who are trapped in the food system</p> <p>Build people power and increase public awareness to drive change</p>
<p><b>Hold companies accountable:</b></p> <p>Through our corporate engagement and powerful investigations, we have played a key role in securing hundreds of cage-free, crate-free, and broiler welfare policies with implementation deadlines within the next two to four years. We will pursue new policies where doing so presents significant potential for progress, but we will put a stronger focus on ensuring companies follow through on their commitments.</p>	<p>Reduce suffering for farmed animals who are trapped in the food system</p>
<p><b>Invest more in public awareness:</b></p> <p>We plan to invest in two key areas: (1) building public support for the issues we champion and (2) building Mercy For Animals' and our movement's credibility, influence, and support base. We will leverage our strengths in investigations, traditional media, and social media, as well as invest in targeted approaches to reaching the right audience according to objective. We aim to be the go-to organization for media and celebrities on factory farming and other farmed animal issues.</p>	<p>Build people power and increase public awareness to drive change</p>

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HIGH-LEVEL GOALS	ORGANIZATIONAL PRIORITY
<p><b>Grow our base of active and contributing supporters and deepen their engagement:</b></p> <p>We intend to build a large and engaged base of supporters—comprising online activists, volunteers, and donors. Big change for animals is possible only when supporters contribute the funds, time, and expertise that underpin and accelerate our work. We seek to be recognized by companies and politicians as able to impact their bottom line, brand, or business as usual. To achieve this we must foster a supporter-centric culture of meaningful action that makes supporters feel they can make a difference. We must also invest in growing our audience and prioritize retention.</p>	<p>Build people power and increase public awareness to drive change</p>
<p><b>Collaborate with farmers, policymakers, and agricultural organizations to change the narrative about industrial animal agriculture:</b></p> <p>We will create Transformation processes, systems, resources, and policies that enable factory farmers to transition to viable plant-based farming operations in a reasonable amount of time. This means changing the prevailing narrative that factory farming is good for farmers and local communities and recasting farmers and animal protection groups as potential allies. By the end of 2024, we will have modeled a diverse set of replicable and scalable farm transitions to demonstrate that the future of farming is plant-focused.</p>	<p>Develop solutions that speed the transition from industrial animal agriculture</p>
<p><b>Foster a culture that is aligned with our core values and leadership principles and creates a thriving work environment for all.</b></p> <p>We remain committed to aligning our objectives, coordinating our actions, collaborating, and regularly evaluating our own and our teams' effectiveness to maximize our impact. Compassion, equity, integrity, and global-mindedness will guide both our internal and external work. We aim to practice and model effective communication, a positive attitude, and personal ownership. We strive to innovate, as well as grow and improve professionally. For the health and longevity of our teams, organization, and movement, we will embrace healthy boundaries and sustainable workloads.</p>	<p>Create a thriving internal culture and strong infrastructure</p>





[MercyForAnimals.org](https://www.MercyForAnimals.org)