

WE ANIMALS

2024 - 2025 STRATEGIC PLAN





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OUR VISION

A world in which all animals live free from human harm.

OUR MISSION

We advocate for animals through photojournalism. We create ethical and cultural shifts in society, and empower human capacity for compassion and change.

OUR PURPOSE

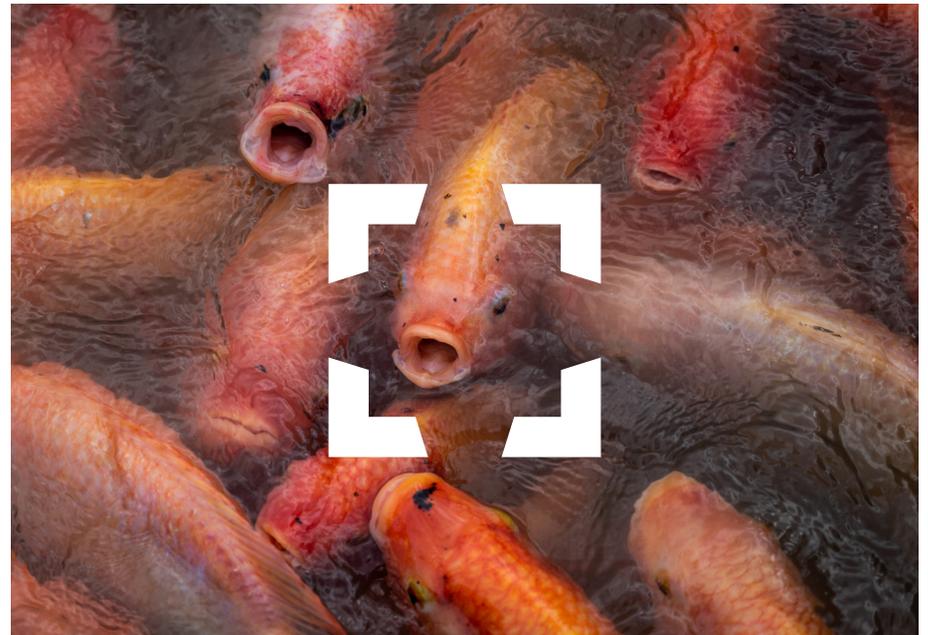
We believe that animals have inherent rights. We believe that anyone who can perceive and feel should not be harmed or subjugated.

The animals we eat, wear, use for entertainment, research, tradition, and work are often hidden from view, both physically and metaphorically.

Unwaveringly, we use our cameras not just to look at animals but to see them and to explore how all our lives intersect with the pressing issues of our time.

Our ground-breaking animal photojournalism supports the efforts of advocacy communities at large and facilitates changes in attitudes and behaviours more broadly.

We understand that seeing is a crucial component of the diverse efforts necessary to erode and eventually end the abuse of animals.





WHO WE ARE

We Animals is the world's leading animal photojournalism agency. We document animals across the globe and expose the ways people interact with and use non-human beings. Our photography, videos, and stories are used by organizations, media outlets, and individuals across the globe to inspire compassion, conversation, and change.

We became a non-profit organization in 2019 after our founder, Jo-Anne McArthur, spent two decades building We Animals as a project that spanned over fifty countries. Today we have grown our international network of animal photojournalists to over 110 contributors. They venture into farms, slaughterhouses, wet markets, and natural disasters with their cameras, putting themselves at physical and psychological risk to tell under-reported stories. We are honoured to share their work on our stock platform, which, as of May 2024, has attracted 3800 registered users in 85 countries.

We bring our photojournalism to the public eye in many ways. We have published three books, and produced over 30 short films. We have partnered with dozens of international organizations to conduct investigations and assignments, and our work has been featured in hundreds of media outlets and publications. We coined the genre animal photojournalism, offer a Masterclass on the topic, and mentor many people in the work. We believe seeing is an essential step in our collective efforts to repair our species' broken relationship with non-human beings. With the escalating repercussions to animals due to human activities like factory farming, habitat destruction, and climate change, there is an urgent need to amplify our efforts.

Thank you for supporting our work and for not looking away.

We Animals is a federally incorporated Canadian non-profit organization.

HIGHLIGHTS OF OUR 2022-2023 ACHIEVEMENTS

IN-DEPTH ASSIGNMENTS AND COMPELLING ANIMAL STORIES

Independent Assignments:

- [Avian influenza in the U.S., Canada, and Europe](#)
- [Camel wrestling in Turkiye](#)
- [Cattle feedlots in Canada](#)
- [Crowded bird markets during the rise of avian flu](#)
- [Eid-al-Adha sacrifice and slaughter in Turkiye \(content warning - graphic violence\)](#)
- [Farm Sanctuary in New York](#)
- [Farmed animals in flood zones in Northern California](#)
- [Foie gras farms in France](#)
- [Forrest & Friends farm animal sanctuary in Belgium](#)
- [Fur farming in Canada](#)
- [Gestation crates in North America](#)
- [Kaporos chicken slaughter in New York](#)
- [La Rêve d'Aby farm animal sanctuary in Belgium](#)
- [Luvins Arms Animal Sanctuary in Colorado](#)
- [Mega-dairies and water crisis in Arizona](#)
- [Pigs and chickens impacted by flooding in Italy](#)
- [Refugees and companion animals in Ukraine](#)
- [Shark fin and meat trade in Indonesia](#)
- [Sheep farming in Greece](#)
- [Sheep farming in Slovakia](#)
- [Shrimp farming in India](#)
- [The future of food is plant-based](#)
- [The Wild Animal Sanctuary in Colorado](#)



Partnership Assignments:

- [Canadian dairy cows with World Animal Protection](#)
- [Chickens inside Thailand's factory farms with World Animal Protection Thailand](#)
- [Dairy farming in India with Federation of Indian Animal Protection Organisations](#)
- [Dairy industry in Vermont with The Guardian](#)
- [Evidentiary footage for a legal case against deceptive marketing claims about egg products with Animal Outlook](#)
- [Farming, transport, auctions and slaughter in Chile and Argentina with Sinergia Animal](#)
- [Heat exhaustion in poultry farms in India with Federation of Indian Animal Protection Organisations](#)
- [Human faces of factory farming with Compassion in World Farming](#)
- [Plant-based salmon with New School Foods](#)
- [Rise of industrial animal farming in Africa with Sibanye Animal Welfare and Conservancy Trust](#)
- [Vietnam's wet markets and dog meat trade with Asia for Animals Coalition](#)

HIGHLIGHTS OF OUR 2022-2023 ACHIEVEMENTS

Short Films and Editorials:

- [Our Canadian Ag-gag Campaign](#)
- [Fred the Turkey](#)
- [100 Photographers Bringing You Animal Stories](#)
- [The Women of Animal Photojournalism](#)
- [This is Animal Photojournalism](#)
- [Transfarming Switzerland](#)
- We wrapped the Unbound Project, producing 12 final stories about pioneering women in animal advocacy, including Miyoko Schinner, Brenda Sanders, Sarah Heiligtag, Carolina Galvani, Dr. Breeze Harper, and others.



HIGHLIGHTS OF OUR 2022-2023 ACHIEVEMENTS

EXPANDED OUR STOCK PLATFORM AND PHOTOGRAPHER NETWORK

- 25,000+ visuals from 80+ countries
- 110 animal photojournalists

REFRESHED AND HONED OUR VISUAL BRANDING

We worked with a branding agency to bring We Animals to a new level of clarity, action, and professionalism, which will be unveiled as part of our 2024-25 strategic plan.

GARNERED INTERNATIONAL RECOGNITION

- Awards and commendations for our animal photojournalism from prestigious organizations such as the Siena International Photography Awards, Natural History Museum's Wildlife Photographer of the Year, Nature in Focus, Setting Sun Film Festival, reFOCUS Colour Photography Contest and Prix de la Photographie Paris.
- International exhibitions at the European Parliament and Prix de la Photographie Paris, as well as 12 HIDDEN exhibitions in countries including the US, Croatia, Greece, Peru, and Switzerland.
- Prominently featured in 400+ media outlets, from National Geographic to Vox and The Guardian.
- Images used in reports by Harvard, New York University, Compassion in World Farming, and Sydney University Press.

- Our founder, Jo-Anne McArthur, was invited to present about factory farming at the EU Parliament. The talk was accompanied by an extensive exhibit of our work.
- Represented Animal Photojournalism at high-profile events, including the European Vegan Summit, Animals and War Symposium, Animal Protection Denmark conference, and Austrian Animal Rights Congress.

SUPPORTED THE FIELD OF ANIMAL PHOTOJOURNALISM

- Launched our annual Animal Photojournalism Fellowship, supporting the careers of three photographers in priority regions over two years
- We Animals was republished with a foreword, serving as a manual for aspiring animal photojournalists
- Participated in photography portfolio reviews at Visa pour l'Image in France, the international festival of photojournalism
- Showcased interviews with 12 animal photojournalists on our website
- Hosted bi-annual meetings for our contributing photographers
- 1:1 mentoring for many photographers from our founder
- Provided advice and resources to promote APJ in photo and film competitions

STRATEGIC DIRECTIONS: 2024-2025

ACTIVATION & MOBILIZATION

Over the next two years, we will forge stronger connections with our networks and audiences by deepening our assignment, communications, and fundraising capabilities and outputs. Pragmatically, we seek to diversify our revenue streams with the goal of becoming a more effective and sustainable non-profit.

We have five strategic priorities, which break into further objectives:

1. Activate the We Animals Brand Evolution

We have honed the We Animals look, messaging, and tone since its inception in 2019. In late 2023, we underwent a brand refresh exercise to capture our organization's evolving ethos. When paired with our evocative images and journalistic voice, our new, active branding will help us better share our work, empower people, and advocate for animals. We will:

- Unveil the We Animals brand refresh in Q2, and familiarize our audiences with its various elements throughout 2024.
- Experiment with messaging for our active brand through 2024, conduct A/B testing for effectiveness on various digital marketing platforms.
- Conduct one in-depth investigation in 2024 and one in 2025 (pending investigation timelines).

2. Enhance Extensive Storytelling

In 2022, we slowed our storytelling to focus on evolving our brand and building the framework for our animal photojournalism agency. We prioritized collaborating with other organizations to provide materials for their campaigns. Now we can refocus our communications efforts on telling in-depth animal stories. Over the next two years, we will expand our efforts by taking on We Animals-led investigations. We will also strengthen the connection between our assignments and communication channels in order to publish our work more broadly. We will:

- Conduct one active advocacy campaign for each We Animals-led, in-depth investigation.
- Discover, create, and highlight four stories of change and progress in 2024 and four in 2025, emphasizing that positive change can and is happening for animals. This is in response to the requests of our diverse audiences, who want solutions and empowerment.
- Assignments and Services
 - Cover five We Animals-driven storytelling assignments per year, including newsworthy events
 - Collaborate on three partnership assignments per year with other animal protection organization
 - Conduct four service assignments per year to support the visual needs of other NGOs.

STRATEGIC DIRECTIONS: 2024-2025

3. Support and Build the Animal Photojournalism Network

If we want to uncover the treatment of animals worldwide, we need more animal photojournalists (APJs) and their work must become entrenched in the canon of photography and not just a passing trend. As the world's leading APJ agency, we will continue to recruit, nurture, and champion the brave individuals who do this work. We will:

- Uplevel new and existing animal photojournalists with workshops, critiques, and learning opportunities in 2024 and 2025, bringing together renowned editors, storytellers, and animal photojournalists.
- Provide one-to-one support in the field by conducting one mentorship assignment in 2024 and another in 2025
- Speak at conferences and educational events on the topic of animal photojournalism

4. Leverage Our Digital Assets

The future is unpredictable, but we know the fight for animal justice will not end soon. Reflecting on the years to come and the overall health of our organization, we aim to secure steady cash flows and decrease risk by diversifying our revenue streams. Over the next two years, we will explore the creation of new products and services. We will:

- Complete a metadata licensing pilot project by 2025 year end
- Sell subscription licenses as a new revenue stream and a way to make visuals more easily accessible to NGOs
- Acquire content from 8-12 new content categories year-over-year to build depth on the stock platform and add to our value proposition
- Develop a pilot project for premium licensed content by Q2 2025 to provide financial support to APJs and encourage new contributors to join the network

5. Increase Fundraising Capacity

As a non-profit, We Animals relies on the generosity of external grants and donations. Investing in our development efforts and growing our donor network will help provide financial security that is essential for us to operate. We aim to strengthen relationships with our community of donors and connect with more values-driven supporters in the animal rights movement and beyond. We will:

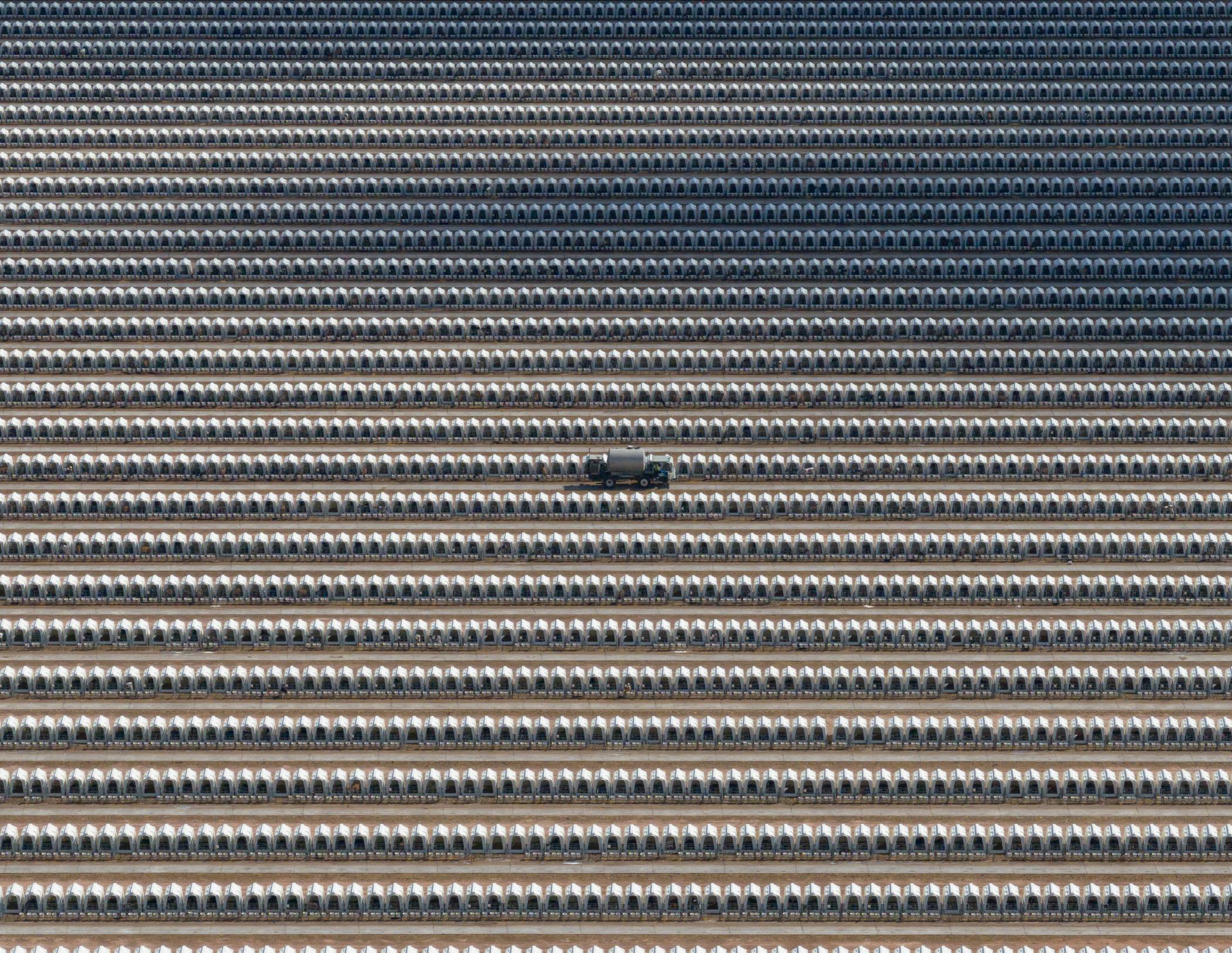
- Achieve 20% growth in individual giving by end of 2025
- Increase our founder's connectivity to our donors
- Create an annual monthly donor drive by Q2 of 2024
- Conduct a donor survey by Q3 of 2024
- Launch a new spring/summer campaign in 2024





LESSONS: 2022-2023

- We identified the need to expand upon our storytelling to reach a broader audience more effectively. Storytelling now features prominently in our Strategic Plan for 2024-2025, bringing us back to our roots.
- We recognized that we needed to clarify our brand and product/service offerings to better communicate with and serve our different audiences and customers.
- During this challenging economic period, we understood the need to strengthen our fundraising efforts. We further developed the Fundraising Manager position, and integrated that role more thoroughly into our Communications Department.
- We found more ways to compensate our contributors by overhauling our licensing agreement and exploring subscription licensing. We want to make their work sustainable and will keep seeking avenues to do so!
- With more than 30,000 visuals on our stock platform, over 3500 registered users and a growing network of contributing animal photojournalists, we have a lot of data to manage.
- We learned that effective Monitoring, Evaluation, and Learning (MEL) requires excellent data management and analysis, so we are expanding our team in 2024 to include a data analyst. This will help provide essential insights for the organization's management and elevate our reporting and analysis to identify critical areas for improvement or exploration.
- We discovered that the dedicated animal photojournalists in the field and at the heart of what we do yearn for community and support. Moving into 2024, we will continue to build community and provide learning opportunities through new programs, including portfolio reviews, workshops and mentorship assignments.
- As we undertook more assignments and fieldwork than ever, we identified what works well - and what doesn't. We acknowledged that some things are out of our control, like ag-gag laws, avian influenza and foreign conflicts - and came to accept that it's okay to try and fail because when we try and succeed, it can be revelatory. We will continue to push boundaries and take risks in 2024 and beyond to bring the suffering of hidden animals to light.



OUR TEAM

We are finding our sweet spot as a non-profit organization with a mix of part-time, full-time, and freelance staff. 2023 involved significant changes to We Animals. We welcomed Jen Auten, a new Fundraising Manager, as well as Lisa Amerongen, our new Managing Director, who joins us with over a decade of experience in non-profit roles in operations and communications, and holds an MBA from the Rotman School of Management. We gratefully thank our outgoing Managing Director, Kale Ridsdale, for all that she built at We Animals. We continue to look for ways to increase our capacity without sacrificing quality and a healthy pace. We are proud of our work but recognize the emotional difficulty that comes with it, and continue to support our people.

Learn more about [how we work](#) and [meet our team](#).





IN CLOSING

Our work is part of a global effort to end animal suffering at the hands of humans. This is a marathon and not a sprint, and, at times, feels overwhelming and unending. However, we are heartened by the tangible impact our photography and stories have had, galvanized by the prospective impact to come, and inspired by the organizations, activists, donors, and advocates who work alongside us.

We look forward to the next two years and the outcomes our combined efforts will bring. 🌱

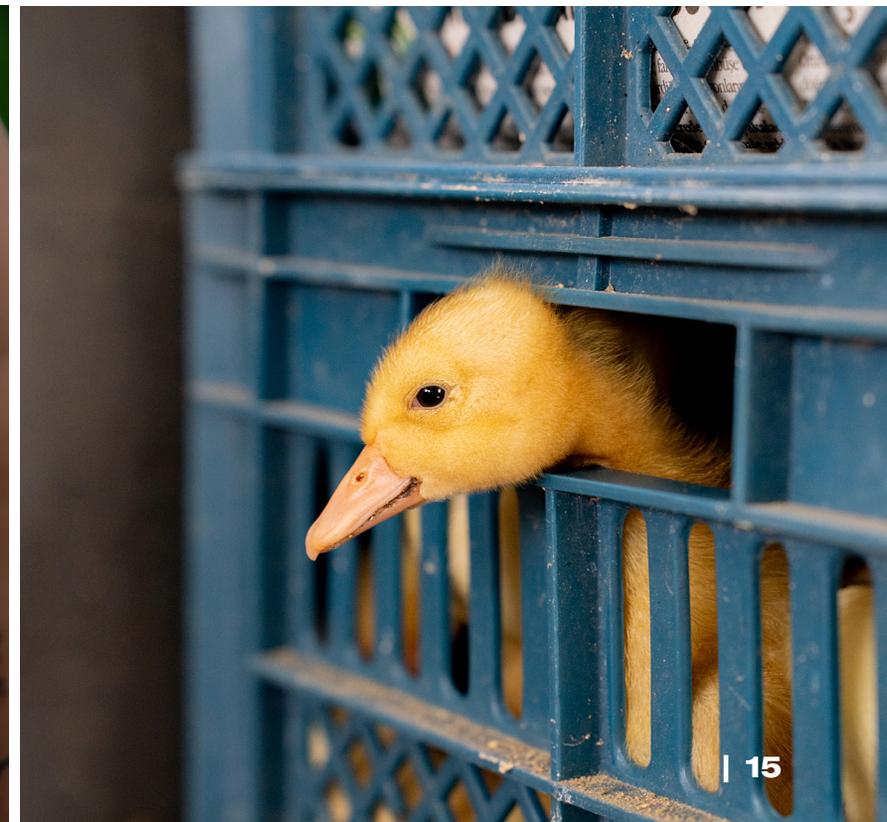
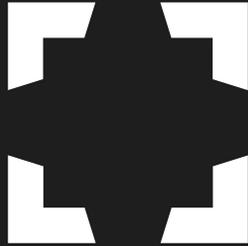


Photo Credits

Page 1	Jo-Anne McArthur / We Animals
Page 2	Jo-Anne McArthur / We Animals
Page 4	Mako Kurokawa / Sinergia Animal / We Animals
Page 5	Havva Zorlu / We Animals
Page 6	Jo-Anne McArthur / We Animals for the Guardian
Page 7	(bottom left) Gabriela Penela / We Animals / (bottom right) Havva Zorlu / We Animals
Page 11	Louise Jorgensen / HIDDEN / We Animals
Page 13	Ram Daya / We Animals
Page 15	(top left) Havva Zorlu / We Animals / (bottom left) James Gibson / We Animals / (bottom right) Havva Zorlu / We Animals

CREDITS



[WEANIMALS.ORG](https://weanimals.org)