



WE ANIMALS | MEDIA

Strategic Plan: 2022-2023

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OUR MISSION

Bringing visibility to
hidden animals through
compelling photo and
videojournalism.



Who We Are

The animals on land and in seas who we kill each year are more than one trillion. Who tells their stories?

We Animals Media is the world's leading animal photojournalism agency. Our mission is to document the stories of animals used for human gain – for food, fashion, entertainment, labor, custom and experimentation. We get these stories to the organizations, media and individuals who can amplify their reach and encourage change.

We have conducted dozens of investigations, are featured in hundreds of news stories and make this work available for free on our stock platform. We have captured iconic moments in animals' lives, from climate fires to international animal transportation. We work with more than 55 professional photojournalists on five continents. We publish books, produce short films and supply visuals to more than 1,000 users. And we continue to grow.

We Animals Media is a federally incorporated Canadian nonprofit organization.



Highlights of Our Accomplishments

We had a successful past two years despite challenges we and so many others faced. Below is a selection of our highlights from 2020-2021:

We created a new, world-class stock platform

- 12,000+ visuals from 60+ countries
- Streamlined, user-friendly interface
- Free as always for non-commercial use

We published our third book, *HIDDEN: Animals in the Anthropocene*

- Seminal book of animal photojournalism featuring 40 international photographers
- 2740+ copies sold
- Awarded "Outstanding Book of the Year" (IPPY)
- Awarded "Photography Book of the Year" (POY)



Gold Medallist
"Outstanding Book of the Year
Most Likely To Save The Planet"



Photography Book of the Year

We documented international animal stories

- 2020 Australian bushfires
- 2021 North American wildfires and floods
- COVID-19 culls
- Fishing in Greece, Indonesia and Thailand
- Pig and turkey farms in Quebec
- Live markets in India
- Tourism elephants in Thailand
- Duck farms in Indonesia with Act for Farmed Animals
- Advocates challenging ag-gag laws in Canada
- US plant- and cell-based food innovators
- Animals living peacefully in sanctuaries

We were covered in the press

- Featured in 275+ news stories around the world
- *The Guardian*, *Washington Post*, *National Geographic*, *CBC*, *The Independent*, *Forbes*

We were recognized on the global stage

- BigPicture - Grand Prize Winner
- Nature Photographer of the Year - Man & Nature
- The Earth Project COP26 Galleries - 1st, 3rd and 3rd
- International Vegan Film Festival - Best Film & Best Animal Short
- Asociación Española de Fotógrafos de Naturaleza - Winner, Man & Nature
- Juried for World Press Photo and Montphoto

We featured the stories of women on the frontlines of animal advocacy

- Hired our first dedicated project coordinator
- Developed advisory panel
- Featured women from Japan, Chile, Taiwan, Africa and North America



Strategic Directions for 2022-2023:

Investigative Partnerships

For 2022-2023, our overarching goal is to partner with organizations to conduct investigations and support visual storytelling. We'll continue to strengthen our contributor network, develop new revenue-generating streams and more. Our strategic directions are as follows:

1. Partner with organizations to conduct assignments

Key targets: partner with three organizations in 2022 and five in 2023.

Some of our most successful assignments since 2019 have happened in direct partnership with organizations: Environment and Animal Society of Taiwan, Animals Australia, and Sinergia Animal in Indonesia and Thailand. In 2022-2023 our strategy for high-impact animal stories focuses on partnerships with organizations that will use them for advocacy. We will secure eight partnerships with organizations that have effective campaigning capacities for farmed animals, prioritizing regions in Asia and Latin America.

2: Build a stronger and better leveraged contributor network

Key targets: designate two to five people as official WAM photographers; support one Fellow in 2022, and two in 2023.

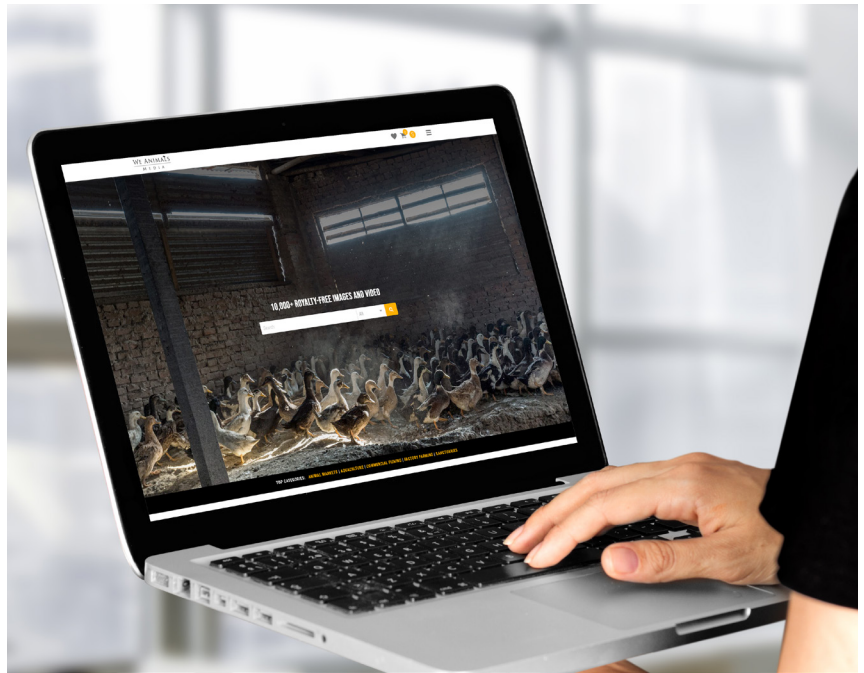
As an international agency, a global contributor network is vital. Since 2019 we have engaged with more than 55 international contributors. In 2022-2023 we will improve our contributor candidate application process, strengthen and support our talent pool, and implement infrastructure to help us manage these relationships. Doing so facilitates our agile response to international issues, minimizes expenses and emissions, and financially supports talented animal photojournalists.

Part of our objective to develop relationships and talent worldwide includes launching and running two rounds of a new Animal Photojournalism Fellowship to support investigations by animal photojournalists in undercovered regions.

3: Improve upon our digital infrastructure

Key targets: Expand the backend functionality of our stock platform by March 2022 and determine whether the platform meets key stakeholder needs by December 2022.

In May 2021 we launched our animal photojournalism stock platform to replace our archive. With more than 12,000 visuals, this platform is a one-of-a-kind, streamlined resource for animal advocacy and storytelling. Our royalty-free collection is fundamental to our mission as we rely on organizations, media, academics, legal professionals and others to amplify our visuals. This was a large undertaking and we are proud of the resource we have created while recognizing that expansive technologies demand continuous incremental improvements.



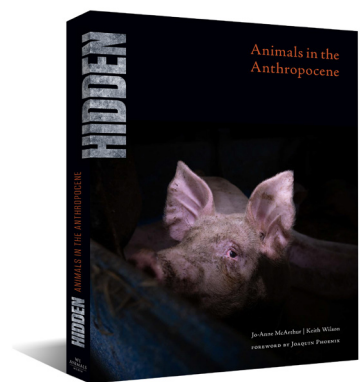
The We Animals Media Stock Site

In 2022-2023, we will continue to improve the functionality of our platform, creating a seamless experience for users, the WAM team and our photographers. We will evaluate our new stock platform's ability to meet the needs of all key stakeholders, after which we can better decide by December 2022 whether to continue with the platform.

4: Develop new revenue-generating streams

Key targets: Increase revenue from funders by 10%, individuals by 20%, and establish new revenue streams through license fees and print sales.

Diversified financial security is an integral part of level, sustainable growth as a nonprofit agency. To meet this need, we will develop and promote a variety of revenue-generating streams to complement those already supporting our work. In addition to relying on support from our major funders and individual donors, we will evaluate and revise our new licensing model to help drive revenue from organizations that have a budget for licensing material, while always keeping our visuals free for non-commercial use. We will also offer fine art prints of WAM visuals as a new revenue-generating stream, curate and promote media-ready galleries and video packages, and will continue to promote the sale of our books *HIDDEN*, *We Animals*, *Captive*, and *The Animals Are Leaving Us*.



Hidden: Animals in the Anthropocene



Art print of WAM award-winning visuals

5: Further clarify our product and service offerings as a nonprofit photojournalism agency

Key targets: complete a branding update by 2022. Have 10 credible uses of “animal photojournalism” in various outlets independent of WAM by the end of 2023.

What we do and why we do it is obvious to us, and we realize the importance of guaranteeing that clarity to our audiences. Determining this requires a dedicated approach with branding experts. In 2022, we will assess our branding and external communications, updating our messaging to unequivocally position WAM as an animal photojournalism agency that partners with advocacy organizations.

We have coined animal photojournalism and lead this field, and we will continue to establish it as a new genre of photojournalism deserving of attention. At the same time, we realize that the field’s longevity also benefits by its growth independent of WAM. One measure of success will be animal photojournalism featured in media, competitions, professional settings, academia, and elsewhere independent of WAM.



Our People

In the past several years We Animals Media has grown tremendously. This growth has been exciting, necessary and steep. We are now in a place to level our growth and focus on building out our capacities so we can do what we do best sustainably.

Our team now comprises more than twelve part-time, full-time and freelance staff. To accomplish our goals we must ensure our team has balanced workloads and is taken care of. The content of our work is emotional and difficult and we will continue supporting our team to prevent burnout and help process traumatic material.

Additionally, we will add new positions to support existing roles and will undertake a project to enhance our perks, benefits and time-off policies. We intend to add two roles to our communications department, two to our HR and operations department, one to our stock department and to expand our IT capacity in 2022-2023.



Lessons from 2020-2021

In the last two years we have learned from our growth. Mistakes are inevitable but learning from them is not – we have taken time to reflect on what could have been done differently. Moving forward we are more prepared and want to share this with our supporters.

- We identified the need to create space for side projects to become core projects and the necessity of adapting our strategic plan to ensure these projects are properly resourced.
- We returned the Unbound Project from hiatus when we identified the opportunity to amplify the voices of BIPOC women.
- We realized that we had become a photojournalism agency, a unifying term for what had previously been a nonprofit engaged with several large projects.
- We shifted Jo-Anne out of Executive Director and into Founder and President, allowing her to dedicate more energy towards relationship building and fieldwork. Kale Ridsdale was promoted to Managing Director, recognizing her executive-level leadership for the team.
- We identified that WAM and Jo-Anne have the potential to change the landscape of professional photography by influencing the type of images that win awards and expanding competition categories to consider the lives of animals used for food.
- We learned that our needs as an organization and needs of our stock platform users were changing faster than we expected and that we need to select tools and technology capable of supporting continued growth. Similarly, we failed to anticipate the number of photographers and videographers who wanted to contribute to our stock collection, and didn't have the infrastructure to accommodate their work, which is why we are improving our backend functionality.
- Recognized the need to adapt our fundraising messaging to better align with our particular tone and voice.

In Closing

This is a document of where we have been and where we are going. At its centre are animal stories. Telling these stories is challenging and demands careful consideration, integrity and strategy. Telling these stories is not a business and, in fact, often disrupts the interests of business. There are hurdles ahead. But we believe that telling animal stories is urgent, especially as the world endures climate change in part caused by animal use, and zoonotic diseases that threaten our health and stability.

We hope that you will participate with us in these next two years as we continue to grow outwards rather than upwards, on a path that sustains us in our work.



20222023

WE ANIMALS | MEDIA
Telling their stories.