



**STRATEGY**

**2027**

**SUMMARY**

**EUROGROUP  
FOR ANIMALS**

# CONTENTS

4  
INTRODUCTION



5  
FACING  
REALITY

6  
FOCUS &  
STRATEGIC  
OBJECTIVES

8  
CONDITIONS  
FOR SUCCESS

9  
LOOKING  
AHEAD







The Board members and I were delighted to see that so many members took the opportunity to give their input into the strategy development. We have taken all the feedback very seriously and worked hard to incorporate our members' views and suggestions. The result is there, I'm incredibly proud of the outcome!

”

**BRITTA RIIS,  
PRESIDENT**



The most important goal of this new strategy for me is that it will help us to unleash that enormous potential of the animal advocacy movement to drive social change for animals. Here is the true added value of Eurogroup for Animals, magnifying and connecting our members' work and making it count for animals at EU and international level.

”

**REINEKE HAMELEERS,  
DIRECTOR**



Eurogroup for Animals has a unique role as the only pan-European umbrella organisation advocating for animals. It provides a meeting point for all of us who wish to seize opportunities to continue to make game-changing gains for animal welfare. Our ambitious new strategy provides the animal advocacy movement with a common guide for collaboration that will drive real change. Exciting and challenging times are ahead!

”

**PHILIP LYMBERY,  
VICE PRESIDENT**



## INTRODUCTION

The new Eurogroup for Animals strategy has been produced in a - for us - revolutionary way. Never before have we taken the time to research the context we are working in thoroughly, using a 'PESTLE' framework to look at Political, Economic, Social, Technological, Legal and Environmental external factors. The consultation process has never been this inclusive either, with participation of almost all our members and working groups. This has resulted in a 10 year overarching strategy which we are convinced is truly strategic without restricting our room to innovate and adapt along the way.

There was a clear need to develop this strategy in a new way. The political landscape in Europe and beyond has not been this volatile in decades, technology offers us additional opportunities to work together while also posing threats, and in the past few years we have seen that our membership and network hold a huge potential to deliver genuine impact for animals.





## FACING REALITY

So what reality are we facing? Politically, the EU can no longer be seen as a homogeneous block or the European Institutions a predictable constellation producing predictable outcomes. In the coming years, the EU will rely more and more on ad hoc coalitions or groups of EU countries which move in different directions at different speeds.

The economic situation is also different across Europe, with some countries achieving significant growth while others are still coping with the aftermath of the crisis or suffering from poor governance. This coincides with a strong pro-trade European establishment on the one hand and a high degree of trade scepticism among the general public on the other. In agriculture and in animal welfare standards in trade agreements, the situation is therefore unpredictable, offering opportunities as well as significant threats.

A number of social issues will most likely continue to take up a lot of the public's attention, most notably immigration and economic inequality. This means that issues such as animal interests, need to fight for attention. At the same time, companion animals are becoming ever more prominent in European societies which means that there is increasing attention to (and need for) the wellbeing of animals.

Rapid technological advancements, both in digital technology and bioengineering, deeply impact society and our work. These technologies offer opportunities for better communication, tracking value chains and for reducing experiments on animals but the risks are serious as well. In addition to misinformation, data security and the unequal access to data, there is a tendency to see animals (including humans) as automatons, rather than the sentient beings they (and we) are.

We expect a continued focus on implementation and enforcement of legal frameworks, rather than new legislation. There is also a push for decentralising decision-making and the responsibility to implement those decisions which means that it is left up to the national capitals to ensure animal welfare. Unfortunately their track-record is uneven at best so it will be important to allow front-runners to lead while ensuring that the bottom is raised across Europe.

Finally, the global environmental and climate crisis is no longer a future problem but an imminent danger. Industrial farming is as bad for the environment as it is for animals while the effects of these environmental changes on wild animals are devastating. There are some positive developments as well, as consumers become more aware of animal and climate issues, and we see a slowly decreasing meat consumption.





## VISION & MISSION

With this context in mind, we reviewed our foundational principles and found that our current Vision and Mission continue to be highly relevant. We did feel that a minor update and a short explanation for each, as well as a connected operating model, would have the power to keep them even more pertinent in our day to day work.

### Vision 2027: A Europe that cares for animals

A Europe where the wellbeing of all animals is assured, and where they experience a good life.

**Mission 2027:** The primary focus of Eurogroup for Animals is to improve the well-being of as many animals as possible and defend animals' interests. We do this by achieving better legislation, standards, enforcement and societal attitudes, through a united community of animal protection organisations and via lawful means.

## OUR CORE TASKS (operating model):

**Representing civil society at EU level regarding the well-being of animals**

As experts and trusted partners, we represent our members and the interests of animals at EU level.

**Campaigning to drive change in favour of animals across Europe**

Through campaigns and public mobilisation we connect citizens with decision makers moving them both to consider the wellbeing of animals in every decision they make.

**Fostering cohesion, exchanging experiences and disseminate knowledge**

We act as facilitator, bringing together people, knowledge and expertise and develop our members' capacities in pursuance of our common vision.



## ADVOCACY STRATEGY

The primary role of Eurogroup for Animals remains influencing EU decisions as representatives of civil society. In the next decade, the overarching aim of this work will be to shift the political paradigm on animal well-being by permanently anchoring it as an issue within the European policy sphere.

Key goals for achieving this include creating a dedicated EU budget line for animal welfare, ensuring that animal welfare is acknowledged as a EU competence, and promoting leadership among a coalition of willing Member States and others. In addition, we have to be vigilant in ensuring existing legislation is implemented and enforced throughout Europe. Wider issues such as threats to public health, the environment and wildlife can function as leverage to improve animal legislation as well.

The way we do that is changing as well. The world, and Europe in particular, has become too complex to influence or even understand from a single office. We need our members and the citizens who support them to shoulder EU-wide campaigns and work with other platforms, NGOs, politicians and business who are leading the way to improve the lives of animals. This allows us to build up pressure, good practices and political force from all over Europe and form integrated and coherent coalitions to move policies in Brussels and nationally, through advocacy and campaigns. And since animal well-being doesn't end at the EU boundaries we need to expand and utilise our international network as well.

## IMPACT FOR ANIMALS

We identified ambitious, but still achievable, top-line objectives in five areas. Our working groups have formulated these objectives on the basis of the number of animals implicated, gravity of the problem, the priorities of our members, advocacy opportunities and the interests of the wider public, among others. Examples of such goals include:

### Animals in science

- The European Commission has put forward a comprehensive strategy with milestones to phase out animal use in research, testing and education;
- Animal free research is incentivised and financially rewarded;

### Wildlife

- At least ten EU countries have adopted positive lists for the trade and keeping of mammal pets. The European Commission has taken the first steps towards harmonising legislation to create an EU-wide positive list;
- The EU has adopted a ban on the use of wild animals in circuses; a ban on the use of cetaceans in entertainment is adopted in all EU Member States;

### Farm Animals

- Eurogroup for Animals has actively worked on the reduction of meat, dairy, fish and egg consumption with 50% by 2050 whilst supporting the development and introduction of alternatives and the uptake of higher welfare animal products;
- Higher welfare systems for chicken, fish, pigs, cows have become the norm;

### Companion Animals & Equines

- The European Commission has begun the process of introducing species-specific legislation related to the keeping and care of equines and companion animals;
- EU and National legislation on licensing (including registration) of all breeders and sellers of dogs and cats includes provisions to tackle online trade and promotes certification schemes;

### Horizontal issues such as trade

- The EU has implemented the animal sentience principle into secondary and tertiary law and thus acknowledged the intrinsic and subjective value of animals;
- The EU is demanding compliance with animal welfare standards in EU trade agreements and has conducted pilots on conditional liberalisation.



## CONDITIONS FOR SUCCESS

### NETWORK: EUROGROUP MEMBERSHIP & TEAM

The integration of the work of the Brussels' team and our members, has significantly improved over the past strategic period. We aim to continue on this path as it is clear that in order to be effective and resilient, we need to operate as a coherent whole.

For the membership this means that we want further grow from the current 63 (up from around 40 in 2008) but with a view on increasing our impact, not on growth for its own sake. Diversity among members is seen as a strength in this regards but all new - as well as current - members are invited to actively participate and contribute to our collective mission. This relates to our work - advocacy, campaigning, research - as well as our financial sustainability, which means that our members share opportunities for funding or pool resources when possible. Expanding to neighbour countries is important as well and we will look for opportunities to do so.

The team in Brussels will facilitate this collaboration and support our Members whenever possible. This has an operational element in ensuring that the tools and means are in place to find each other based on expertise and priorities, promote contacts between members and work together on common initiatives. It also means that such initiatives to be integrated affairs, aligned with members' interests as well as relevant policy agendas.

Finally, the network needs to have the knowledge and tools to be able to contribute. This means that information management is a priority, members will be supported where possible and the team in Brussels will be in regular contact with every member to understand their needs and invite them to actively participate.

To ensure our Brussels team is able to deliver on these goals, a comprehensive Organisational Development plan will be guiding.





## LOOKING AHEAD

### RISK & OPPORTUNITY

The organisation monitors its resilience on the basis of indicators (which also serve as a risk management tool) including: financial stability; membership satisfaction; leadership consistency; staff satisfaction; transparent governance processes; and competitive positioning. Our Board and the CEO's/directors of our members will be regularly updated.

### FINANCES

Unrestricted income has gradually increased and diversified through membership retention and recruitment. While keeping healthy reserves to strengthen the organisation's resilience, growth in income has led to increased expenditure and advocacy impact. Restricted funds have also been pursued and we aim to run a professional project portfolio which accounts for 50% of our activities aiming at achieving our goals.

We are very proud of this new strategy and hope you are as well as it will serve as the foundation of our work in the coming years. We are convinced we will be more effective dealing with our realities, more inclusive of our network and partners, and more professional, as a result of our analysis and strategic choices.

But it is not set in stone. We will continuously need to adapt, challenge ourselves and each other, support each others' campaigns and share resources. In short, the work is only just beginning and we look forward to doing this with all of you who care for animals.



# STRATEGY

2027

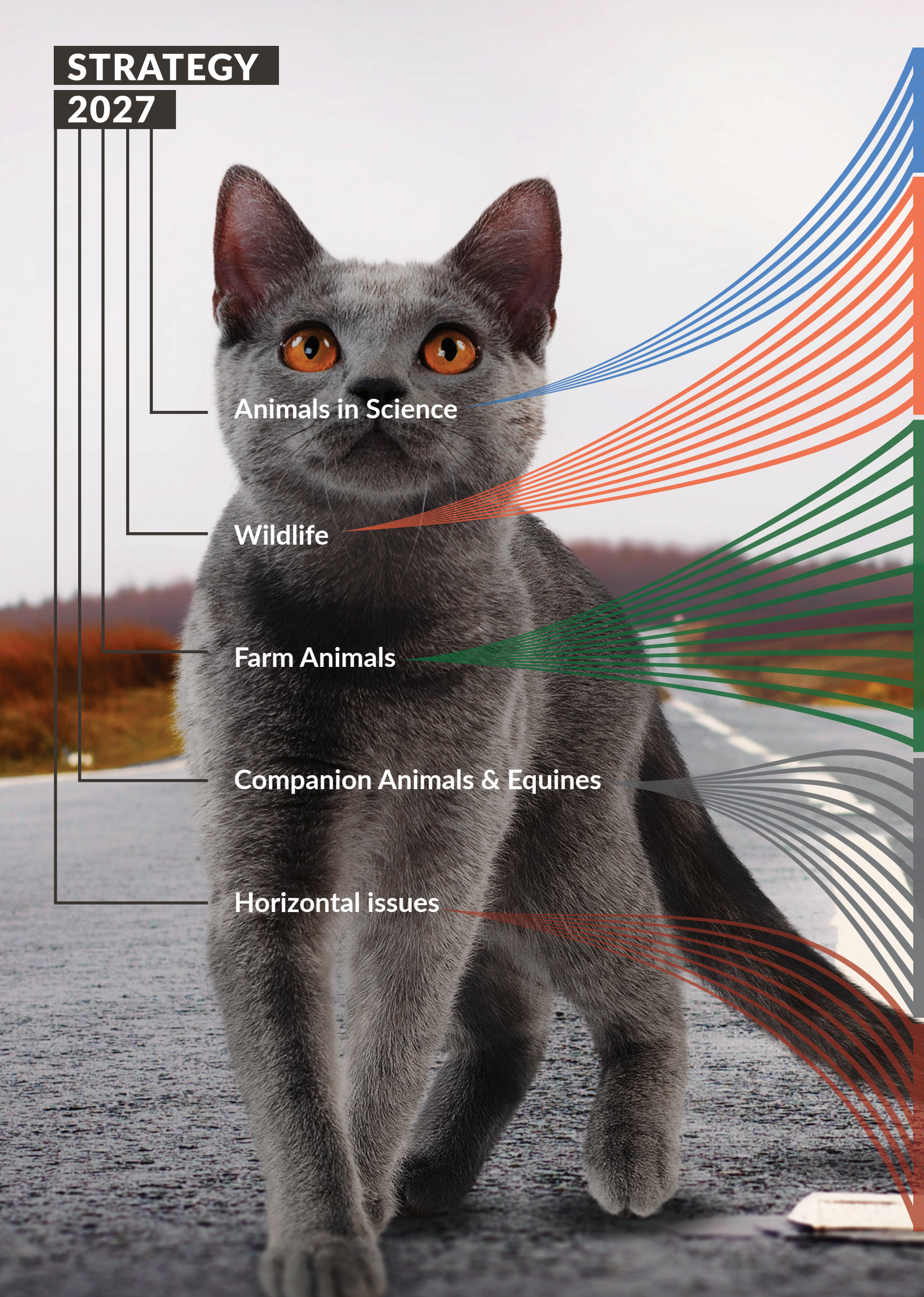
Animals in Science

Wildlife

Farm Animals

Companion Animals & Equines

Horizontal issues





- Directive revised
- No animals in research, testing & education
- Animal free research incentivised
- Life sciences curricula revised

- Positive lists in 10 EU countries
- Wild animals in circuses & entertainment banned
- Humane wildlife management in EU
- Fur farming banned
- CITES enforces animal welfare
- Imports of trophies and ivory banned
- Zoo animal management in place
- Large carnivore accepted and managed
- Favourable conservation status of protected species

- Halve consumption by 2050 & support alternatives
- CAP -> Common Food Policy
- Live transport -> meat and carcasses
- Cage systems for farm animals banned
- Mutilations phased out
- Broiler Directive to be revised
- Mandatory method of production labelling agreed
- Slaughter Directive improved, CCTV in all slaughterhouses
- EC guidelines on higher welfare aquaculture, fish transport and slaughter regulated  
Chick culling banned
- Live plucking and force feeding for foie gras banned
- EU stops breeding programmes that overstrain animals physiology
- Species specific legislation pursued

- EC guidelines and mandatory identification and registration
- Licensing of breeders & sellers tackles online trade
- EU breeding guidelines reduce risks
- Dogs & cats protected during commercial transport
- Import of cruelly produced veterinary products banned
- EC introducing specific equine legislation
- Country of origin labelling includes equine meat
- EC improves equine welfare outside EU
- Horse meat only imported from EU-compliant countries
- EU guidelines on humane stray animal management

- EU laws acknowledge animal sentience and intrinsic value of animals
- Five Freedoms -> "Quality of Life and Five Domains framework"
- EU demands animal welfare standards in trade agreements
- EC increases its animal welfare budget
- If Treaty to be changed, include animal welfare as EU competence
- Promote inclusion of animal sentience in national constitutions, decoupling of  
Agricultural Ministries and animal welfare





It is vital to draw on the wide ranging knowledge and experience of the working groups in the process of developing future strategy. Members of the Animals In Science working group have had constructive and focused discussions about what our ambitions should be for the coming ten years. Though at times we may differ in the approaches we take, all of us share the greatest desire to help lab animals and we share a common view on where we need and want to get to. We are all looking forward to getting started!"

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**BARNEY REED,**  
RSPCA  
CHAIR WORKING GROUP  
ANIMALS IN SCIENCE

