

Anima International's Reporting of Programs, Financials, Leadership, and Culture (2022)

This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.

PROGRAM 1

Program name: Obtaining Corporate Commitments to Reduce Animal Suffering and Consumption

Date commenced (approximate month & year): October 2001

Program description:

We run corporate outreach campaigns in Denmark, Norway, the United Kingdom, Poland and Ukraine.

Because of the scale of suffering and the numbers of animals involved, we are focused on cage-free (hens) and broiler chicken campaigns, but also campaigns with a high probability of achieving quick results and media coverage about farmed animals - foie gras (ducks and geese) live fish sales (carp), and animals used for fur. We want to engage businesses to move away from factory farming by introducing meaningful animal welfare policies.

Our goal is ending factory farming by raising animal welfare standards in production systems, reducing the amount of farmed animals and the suffering of animals that will exist despite this, and increasing prices to ensure that alternatives are cost competitive. Our strategy for achieving results includes:

- 1.Raising awareness with media stories
- 2.Securing strategic wins
- 3.Building momentum
- 4.Major sector commitments
- 5.Securing implementation

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here. Please refer to the list of our collaborations for answer to this question - <https://drive.google.com/file/d/1yEj4YDCIIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

https://docs.google.com/document/d/1KgtwtlfSh4Nykrrou9uS5cLkoeb7W-i4_zoHhIk_0kmk/edit

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACE-influenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	430,597	425,651	576,885	1,546,343	2,149,727	2,403,133

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We plan to expand both the interventions (e.g. cage-free implementation work and building relationships with producers) and the staff. In the UK, we are hiring a Campaign Manager to work on the Better Chicken Commitment. In Norway, we plan to hire a Campaign Manager by the end of 2023. We want to hire in Denmark as well, but so far we haven't found anyone with the desired skills. In Poland, we plan to hire an employee for the broiler campaign to reach out to companies and poultry producers and for the cage-free campaign we plan to hire one or two people - one focused on corporate outreach for food sector companies, the other to egg producers. In Ukraine, our plans were to hire a person to work on cage-free corporate outreach, but after Russia launched a war against Ukraine, these plans were suspended.

PROGRAM 2

Program name: Food System Transformation

Date commenced (approximate month & year): December 2015

Program description: The overarching goal of this program is to reduce the use of animal products in the food industry. Since food producers, retail and restaurant chains are among the main food industry stakeholders, the program focuses on increasing the share of plant-based products in the food market and reducing the use of animal-origin ingredients. Through advisory work, we assist food companies to shift from animal-origin products and ingredients. Given the scale of the food industry, our program sets the narrative for its transformation through expert publications, industry events, rankings, and research and additionally involves food authorities to amplify our message. We engage in projects that support innovation and eliminate barriers to plant-based production at legislative and institutional levels. We pay particular attention to the mainstreaming of alternatives to chicken and, more recently, replacing eggs in the food industry. The program is operational in Poland, Denmark, Norway, France, Ukraine and Russia.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here. Please refer to the list of our collaborations for answer to this question - <https://drive.google.com/file/d/1yEj4YDCIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

https://docs.google.com/document/d/1fDrr4_Oi83Mo4oeF__kFQSYDVG396ZeCEcNunuiR7C0/edit

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	276,665	332,830	224,773	640,568	723,992	813,874

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We recently hired staff in Denmark and Poland, partly to become more focused on policy change in the context of food system transformation. For most groups we continue to expand our focus in the direction of political advocacy work and involve more political influencers and stakeholders to work on food system transformation. In Ukraine, we have to take into consideration the ongoing war and its unpredictable consequences on the market and on the political situation. Thus, we have to be flexible, adapt our projects to the situation and temporarily postpone long-term plans. The main work will be helping Ukrainian plant-based businesses survive, as well as monitoring for opportunities for larger-scale plant-based transformation. We are aligning our work to focus more on creating change on the EU level and as a result we are considering recruiting staff for Anima International for this program to work on this strategy.

PROGRAM 3

Program name: Investigations

Date commenced (approximate month & year): March 2009

Program description: Investigations have been a cornerstone in the development of many of our member organizations and contributed greatly to shaping positive attitudes towards farmed animals as well as the public discourse on animal welfare over the years. We apply a variety of strategies to obtain footage from factory farms: filming on farms, hiring undercover workers to document their daily routine, hidden cameras that capture common cruel practices on farms or drones that allow us to film from a safe distance. The footage is, among other things, used as leverage during negotiations with companies, to generate public support for welfare improvements, create media stories to get press coverage and thus shape attitudes and influence social norms as well as proof during litigations. Investigations also play a role in the development of organizations, e.g. by increasing their visibility. AI works on investigations in some of its member countries, as well as internationally.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here.

Please refer to the list of our collaborations for answer to this question -

<https://drive.google.com/file/d/1yEj4YDCIIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

<https://docs.google.com/document/d/1yk7jzBO9Q9OX12VtMCocDuUoL3irV5yam5NOUcrmZq8/edit>

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACE influenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	91,491	75,102	54,969	175,193	279,705	293,401

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We plan to put a considerable effort into restructuring how Anima International plans and conducts investigations. We are in the process of creating a Global Investigations Team. It will allow us to have a better overview of internal and external needs, as well as a more detailed understanding of the capacity within the organization. The new role will be filled by an internal staff transfer. The main focus in the next year will lie in supporting the European Citizens' Initiative to ban fur farming, as well as the European movement to ban cages. This will involve a number of investigations in Poland and other EU countries. [REDACTED]

[REDACTED] We will intensify support for external groups as well as investigations in support of corporate welfare campaigns.

PROGRAM 4

Program name: Public Outreach

Date commenced (approximate month & year): June 2000

Program description: Influencing public opinion is one of the main focuses for Anima International. Media coverage has the potential to influence attitudes and behavior: <https://www.cambridge.org/core/journals/political-science-research-and-methods/article/how-does-media-influence-social-norms-experimental-evidence-on-the-role-of-common-knowledge/23D65E06CAB2876B08F12E23CD5C0539>. Moreover, media work plays an important role in

both legislative and corporate change. In our strategy, the media is a tool to influence norms, voters, consumers, politicians, companies and other stakeholders, but also to build trust and credibility towards our organization by taking on the role of experts. For changes in the corporate sector, we found that there is high dependence on what the media portrays and how easy it is for us to run pressure campaigns and talk with the private sector. Therefore, outcomes we want to achieve are focused around influencing public opinion and making headway for our most important programs – influencing industry and legislation.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here.

Please refer to the list of our collaborations for answer to this question -

<https://drive.google.com/file/d/1yEfq4YDCIIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

See Anima International's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	367,250	349,036	330,634	803,344	952,404	1,098,206

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

In Poland, we plan to hire at least two people for marketing. We will also have at least one position related to global communications work. In the UK, we are currently hiring for a Campaign Manager who will focus exclusively on the Better Chicken Commitment. They will increase the capacity of our public pressure campaigns aimed at UK supermarkets, focusing, among others, on media. In Denmark, it is possible that we will expand the program by increasing press work and that the new marketing team will continue to optimize our efforts in this area. In Russia, due to an ongoing war and complicated political situation, we decided to suspend our campaigns: <https://animainternational.org/blog/ending-operations-in-russia>. In

Ukraine, it's difficult to foresee the details because of the ongoing war. Nonetheless, we plan to keep increasing the number of publications and partners.

PROGRAM 5

Program name: Strengthening the Animal Advocacy Movement

Date commenced (approximate month & year): November 2012

Program description: The goal of this program is to directly support organizations with the resources they need to become more effective and thus increase the positive impact of their work. Through facilitating knowledge exchange and increasing the capacity of groups we aim to increase the talent pool of advocates. Our program focuses on building and maintaining a network of volunteers by providing workshops and mentoring programs in effective animal advocacy, leadership and management skills. We promote networking opportunities by hosting international and national conferences. We run our dedicated Movement Building program, which supports advocates in neglected countries and continues to build free-to-use platforms to share resources. We help groups with fewer assets, i.e, conducting investigations or providing funds. Lastly, we continue to participate in coalitions. This program is implemented in Poland, Ukraine, Denmark, Norway, France, United Kingdom, Russia (until March 2022), China, Philippines, Singapore, Hungary, Czech Republic, Slovakia, Croatia and Finland.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here.

Please refer to the list of our collaborations for answer to this question -

<https://drive.google.com/file/d/1yEfq4YDCIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

<https://docs.google.com/document/d/1-Oc3fRRTR9KMaaU6oxAgU7zmk5yLYFA0VIDKImJmFyc/edit>

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	236,648	269,310	307,844	662,097	683,477	797,447

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We plan to continue to increase the capacity of the program. We will be hiring new staff members for both our Global Multimedia and Movement Building teams which focus on increasing the capacity for multimedia productions as well as providing free-to-use sharing platforms for the exchange of resources and for furthering networking opportunities between groups. We will continue to hold and expand our annual CARE conference to a broader network and guide other organizations to develop new events and summits. As our programs and organizations grow, we will further support emerging groups in neglected countries in Eastern Europe and in the Asian-Pacific region with the resources and funds that they need to become more effective.

PROGRAM 6

Program name: Policy Change

Date commenced (approximate month & year): January 2002

Program description: The law and enforcement of the law both produce and create social norms shaping how animals are viewed and treated. Changing the laws that protect animals has great potential to effect positive change. Through policy change we want to raise minimum welfare requirements for farmed animals, prevent the expansion of factory farms and facilitate the development of the plant-based industry. Strategic political work includes writing policy input for MPs, offering consultation for MPs and government officials, engaging MPs in participating in campaigns, drafting and commenting on bills, mobilizing political parties to vote for and against bills, organizing events with MPs and government officials, inviting MPs to take part in media work, making MPs targets of campaigns e.g. by mobilizing supporters. Our advocacy work is primarily related to laying hens, pigs, broiler chickens, and fur animals. It's implemented in all AI groups (Poland, Denmark, Norway, Ukraine, France, the United Kingdom).

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here. Please refer to the list of our collaborations for answer to this question - <https://drive.google.com/file/d/1yEj4YDCIIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

<https://docs.google.com/document/d/1uql-VLvitruUca4IZv-jS28FTOw5byyYj6jFZiKK34h4/edit>

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	121,236	103,178	83,623	239,703	288,677	354,511

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We plan to at least maintain this program and continue the most important work: banning fur farming, banning keeping animals in cages, and implementing EU regulations in Ukraine. We plan to expand our advocacy work on the development of plant-based industry. In the UK and Denmark, we might expand the policy change program to work more on broiler chicken welfare. In Poland, we plan to hire two more employees for advocacy work. This will allow us to work more on the ban of cages in the EU. We plan to hire a person for an international position to work on EU-level legislation. We also plan to have more intense work in the last months of collecting signatures for the European Citizens' Initiative Fur Free Europe and if the ECI is successful, we will plan more work to put pressure on the European Commission to ban fur farming and fur imports.

PROGRAM 7

Program name: Building Alliances With Key Influencer Groups

Date commenced (approximate month & year): June 2012

Program description: We broaden animal advocacy appeal by partnering with other stakeholders in the society. This will increase the credibility of advocates, add legitimacy to the problem of animal suffering, and allow us to share important insights from our field with other change makers. For example, we should make sure that climate activists do not drive people to consume more chickens because of their lower climate impact. Therefore, rather than focusing on individual outreach, we build a network of influential allies (an example of how important it is can be seen here: <https://pubsonline.informs.org/doi/abs/10.1287/orsc.2022.1591>) in different areas and interest groups. By identifying common ground, we secure the support of experts and equip them with tools and resources to shape the landscape of their respective communities. Thereby, we can be more effective in bringing about social, institutional, business, and legislative change.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with numerous organizations and it's not possible to fit them all here. Please refer to the list of our collaborations for answer to this question - <https://drive.google.com/file/d/1yEj4YDCIIntsUk3F7dXX8XoGu0GwDn3/view?usp=sharing>

Program achievements:

<https://docs.google.com/document/d/1ASDsAyRaUYgULcikdyp6pEW8pF0LAE0y6IYh6NuuyPA/edit>

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	66,713	120,950	63,507	208,528	272,922	325,348

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We will keep using our existing materials, expertise and connections, while putting even more emphasis on partnerships with external influencers – rather than doing most of the work

ourselves, we intend to outsource some of it to partners to make them vocal ambassadors for the cause in their respective fields and communities. In 2024, we hope to hire a campaign manager to further the transition of the French collective catering industry. In the local communities partnerships area, we see the need for a new hire in the upcoming years as mass protests against intensive farming spread among local communities and a strong social movement is built, making it an issue with a strong political and legal impact potential. We plan to shrink the program in areas we identified as less cost-effective. One paid activist in the sports angle will be removed from the program. No replacement or new hires are planned.

(Optional) Is there anything else you would like us to know about your programs?

We didn't report on the work of Tušti narvai (Lithuania) and Nähtamatud Loomad (Estonia) as they are no longer members of Anima International. However, we continue working and collaborating as independent entities, which we describe in the list of organizations we collaborate with. Please note that each program's commencement dates represent the earliest activities in any country in which we operate, not in all of them. Hence, each country varies in terms of the development stage and maturity of the programs.

Where are your headquarters located?

Estonia

Do you have any subsidiaries in other countries? yes/no [If yes] Which countries?

Yes. Denmark, France, Norway, Poland, The United Kingdom, Ukraine

Are your subsidiaries financially independent? yes/no/other (elaborate)

Other. Subsidiaries are financially independent from Anima International, but most depend significantly on funding provided by Open Philanthropy. We actively work to make them more independent. It's worth noting that one of AI's main goals is to provide more resources to less privileged regions to boost effectiveness. This is why more affluent groups help countries in post-Soviet regions. We also want to underline that in some countries from the post-Soviet bloc it's dangerous for activists to operate due to the political atmosphere. Moving or having funds in these countries poses a significant risk or gives a pretext for repression, potentially even arrest. This means groups operate differently to what is usually considered normal in the West. Therefore, we sometimes decide to not seek independence. After our withdrawal from Belarus following government oppression (2021) and Russia, after the invasion of Ukraine (2022), we don't currently encounter significant problems in these areas.

Do your subsidiaries have independent boards of directors? yes/no/other (elaborate)

Other. Independence can mean independence from Anima International or independence from local executive management. Our goal is to optimize for both. When it comes to independence from AI influence, most groups are fully independent with the exception of the UK. Additionally, two groups have influence over AI - Denmark and Poland. These groups are what we call

“established”. The rest are in the transitioning phase towards obtaining influence over the coalition. In terms of independence from local management, groups score on average 60% here - the lowest being 28% in France. Increasing this is among the requirements to become “established”. In regions like Russia and Belarus we were forced to close operations due to government oppression and the invasion of Ukraine respectively. It’s worth underlining that for most groups in AI we’re structured to allow groups to leave our umbrella group, if it’s more effective. For example, we offer funds to groups which decide to part ways.

Who are the decision makers for local programs carried out by your organization’s subsidiaries?

The party responsible for decision-making is the team that owns the responsibility in question. Our culture is based on values of freedom, accountability and task ownership and while certain policies are non-negotiable for any group e.g. anti-discrimination policy, each group has a high level of independence of work and campaign selection. The alignment of the strategy between organizations is based on discussions about key outcomes we want to achieve. After that, the organizations inherit the execution strategy from the local teams working on the ground. The higher in the hierarchy the more the function of leadership is to provide an overarching picture, cultivate culture, facilitate information sharing, mentor and lower coordination costs, both vertically within the organization, but also horizontally between teams. Of course after teams agree on strategy then very often local programs are “locked” when major funding is secured (for example on corporate work through Open Philanthropy).

Which accounting method do you use or did you use in the following years?

2020	Cash-basis accounting
2021	Cash-basis accounting
2022	Cash-basis accounting

[If other] Please elaborate, if possible:

Please indicate the currency you are referring to here: USD

Please complete the following table about your organization’s annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year. For all projected numbers, please answer under the assumption that your status with ACE (Top Charity, Standout Charity, or not currently recommended) will stay the same. If you project a sizable increase or decrease in revenue in 2023 and/or 2024 that may appear to diverge from your current trajectory, we ask that you briefly comment with an explanation below. These figures will assist us in understanding the overall health of your charity’s financials, such as revenue diversity and sufficiency of reserves, as well as your existing plans for expansion.

	2020	2021	MidYear 2022	Projection For 2022	Projection For 2023	Projection For 2024
Total Revenue (sum of the 4 below)						
- Revenue from donations	3,640,792	3,576,817	4,116,522	7,243,380	7,062,922	8,470,581
- Revenue from own work (earned income)	93,680	65,832	17,492	30,410	43,917	48,982
- Revenue from capital investments (investment income)	9,488	-20,509	-11,027	-6,366	570	8,168
- Revenue (other)	280,632	377,314	51,889	348,503	389,857	425,804
Total Expenditures	3,519,695	4,079,969	1,810,126	6,025,780	6,069,863	6,528,842
- Expenditures specifically for starting new programs				0	0	0
Financial Assets (i.e., cash, savings, investments, etc.)	4,121,575	4,360,155	6,794,882	5,626,232	6,024,486	6,910,007
Nonfinancial assets > \$10,000 USD	0	0	0	0	0	0
Liabilities (if any)	0	0	0	0	0	0

If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year.

You can upload multiple files through one file upload if the files are compressed into a ZIP file before uploading.

What is the total share of funding sources from large donations (>20% of funding)? Specify the funding source, if possible.

We have one funding source which exceeds 20% of our annual revenue. Open Philanthropy accounted for 19.9% of our total revenue in 2020 and 40% in 2022. We expect the support we receive from Open Philanthropy to continue to be a large part of our total revenue in 2023.

Do you have any significant restricted donations? [If yes] Please elaborate.

Yes. We have a number of restricted donations in the form of grants.

Most significant are grants related to our corporate work for broilers and movement building. This amounts to 6 million USD over two years (2021-2023). That funding is split into two parts, out of which we have already received the first one.

We have other grants to work on policy, food system transformation, corporate outreach and investigative work. These amount to around 1.1–1.3 million USD for 2022 depending on ongoing progress of the projects.

If you reported expenditures specifically for starting new programs in the table above, please elaborate.

If your expenditures reported in the table above include significant costs that are not directly related to programs (e.g., administration expenses, wages, or training), please elaborate.

We've included staff costs for the programs. Staff is in most cases the most significant resource we have to achieve our program outcomes. Including this expense gives the most accurate representation of the programs' true cost.

Do you have a significant percentage of assets that would be difficult to liquidate to meet cash needs within one year? [If yes] Please elaborate.

No.

(Optional) Is there anything else you would like us to know about your financial situation?

1) Inflation

Inflation will cause some important uncertainty for our financial robustness in the coming years. Should high inflation become persistent, the cost basis of almost all our work will increase. The value of both grants and donations could be eroded, and we could be faced with trying to do the same work for less money.

2) External factors

It's important to note that the war in Ukraine has had an impact on our spending as we have not been able to execute all programs as planned.

3) Liabilities

As we've used cash-basis accounting to report our financials, long-term liabilities are excluded from the result. While there are no significant liabilities on our books these do exist. This should be taken into account when reviewing our assets. Liabilities are likely no more than 200,000 USD at any given time.

4) Financial sponsorship

To help the movement, we've acted as financial sponsors on a grant. ACE has worked with us on this. The grant is on our books, but is of course not a real part of our finances. This accounts for around 150,000 USD in 2021 to 2022.

If you received additional, unexpected funding of \$200,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion, on top of the projections submitted in the previous section?

Additional, unexpected funding would go to our work on corporate outreach programs (Program 1) to improve the welfare of animals (~70%). While we have received significant funding from Open Philanthropy, as the program develops we see the opportunities to scale the work (advertisements and pressure work) or consider more medium to high-risk plans, like securing

footage from industry whistleblowers. If not exhausted, the next portion of such funding would be dedicated to our food system transformation program (Program 2) as we are uncertain of our funding in this area over the long term (~20%). The rest we would dedicate to capacity building. There is also a possibility to help other groups with unrestricted funding, but it's more a case by case basis. Historically, we have issued smaller grants to key campaigns or capacity building to groups not affiliated with Anima International. We would not start any new program or dedicate this to international expansion.

If you received \$1,000,000 USD of additional, unexpected funding, how would you distribute it among i) each of your current programs, ii) any new programs, and/or iii) other plans for expansion, on top of the projected expenditures reported in the previous section?

Additional, unexpected funding would mostly go towards our corporate outreach programs (Program 1) to improve the welfare of animals (40%). With such a big amount of funding we could focus on big risk, big reward interventions for which funding is hard to secure due to the high degree of uncertainty. We would also secure independence of our food system transformation program (Program 2) as we are uncertain of our funding in this area over the long term (30%). Apart from that we would consider European level policy work (Program 6) focusing on the long-term opportunities here due to the so-called "Brussels effect" (10-20%). The rest would most likely go to strengthening capacity and/or helping other groups on a case by case basis. We are quite confident that we wouldn't use it for any expansion plans or new programs, as we are focusing on our core work rather than diversifying.

Please list the key members of your organization's leadership team, including i) their name, ii) their role, and iii) the number of years they've worked at your organization.

1. Kirsty Henderson, Executive Director, 4.5 years;
2. Jan Sorgenfrei, Director of Global Impact, 15 years;
3. Jakub Stencel, Director of Global Development, 8 years;
4. Marta Cendrowicz, Director of Global Growth, 7 years

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2021? [If yes] Please describe the transition process.

No.

Please provide a complete list of your organization's current board members. If this information is available online, you may simply provide a link to the web page.

<https://drive.google.com/file/d/1a9BuJZ2s3nE8awRRUtlEWqRryB6-hJWt/view>

What kind of legal entity is your organization?

Legally speaking, Anima International is a non-profit foundation registered in Estonia. AI currently works in six countries as non-profit organizations - Poland, Denmark, Norway, France, the UK, and Ukraine. Each of these six organizations has its own board of directors which is both legally

required in order to register the organizations, and to give each group responsibility and independence in their day-to-day work.

In addition to this, Anima International is also registered as its own organization and has its own board of directors made up of leaders from established groups, currently Poland and Denmark.

How would you describe the organizational structure of your organization?

Anima International is a strong form of a coalition, built as a result of an organizational ‘merge’ of several other organizations which had a track-record of supporting each other. We reasoned that through collaboration and resource sharing we can be more effective for animals. Based on that, AI was created to provide guidance, minimize coordination costs, and provide resource exchange between the groups. We operationalized this entity as “Anima International global organization” which oversees the umbrella group’s responsibilities. In the international structure we have different types of groups categorized as either “established” or “emerging”. Established groups have decision-making power over Anima International’s global organization. Emerging groups are in the process of becoming established after meeting certain requirements. On a national level, each group’s structure is based on swarmwise models (more often called an open allocation management style) mixed with a matrix organizational structure to allow for high flexibility and autonomy.

How many full-time staff, part-time staff, and contractors are currently employed/contracted by your organization? Please specify staff numbers by country subsidiary, if applicable.

Denmark: Full-time - 17, Part-time - 16, Contractors - 3.

Norway: Full-time - 4, Part-time - 3, Contractors - 0.

Poland: Full-time - 31, Part-time - 0, Contractors - 5.

Ukraine: Full-time - 5, Part-time - 1, Contractors - 0.

France: Full-time - 4, Part-time - 0, Contractors - 0.

UK: Full-time - 1, Part-time - 0, Contractors - 0.

International: Full-time - 12. Part-time - 0. Contractors - 0.

How many volunteers working at least five hours per week are currently affiliated with your organization?

80

What strategies do you use to learn about staff morale and work culture (e.g., staff surveys, in-person check-ins, suggestion boxes, etc.)?

We create a culture of honesty, where people talk directly to others, especially leaders, and a culture of trust/self-care, encouraging activists to talk openly about how they feel, engage in activities which increase happiness, and to help others do the same. We run several surveys, including national, global, and exit surveys and evaluations of how activists felt about events. This is supplemented by ad-hoc solutions, like one-off surveys, for specific issues. Every day, teams share plans and how they are feeling, with the same happening on weekly team calls, weekly supervisor 1-2-1s, and quarterly skip-level supervisor calls. Every team member assesses whether

the leader creates an effective culture and psychological safety. We run open calls to talk about culture, problems, and to get to know each other. People can give any task to any team, including the leadership team, if they feel something needs to be improved or changed.

Please indicate the following policies for which your organization has a written commitment:

Have formal policy	A formal compensation policy to determine staff salaries
Have formal policy	Paid time off
Have formal policy	Sick days and personal leave
Have formal policy	Healthcare coverage
Have formal policy	Paid family and medical leave
Have partial policy / informal policy	Clearly defined essential functions for all positions, preferably with written job descriptions
Have partial policy / informal policy	Annual (or more frequent) performance evaluations
Have formal policy	Formal onboarding or orientation process
Have formal policy	Training and development available to each employee
Have formal policy	A simple and transparent written procedure for employees to request additional training or support
Have formal policy	Flexible work hours
Have formal policy	Remote work option
	Paid internships
Have formal policy	A clearly written workplace code of ethics/conduct
Have formal policy	A written statement that the organization does not tolerate discrimination on the basis of race, gender, sexual orientation, disability status, or other irrelevant characteristics
Have formal policy	A simple and transparent written procedure for filing complaints
Have formal policy	Mandatory reporting of harassment and discrimination through all levels, up to and including the board of directors
Have formal policy	Explicit protocols for addressing concerns or allegations of harassment or discrimination

Have formal policy	Documentation of all reported instances of harassment or discrimination, along with the outcomes of each case
Have partial policy / informal policy	Regular training on topics such as harassment and discrimination in the workplace
Have formal policy	An anti-retaliation policy protecting whistleblowers and those who report grievances

Is there anything else you'd like us to know about your organization's human resources policies?

We have several special policies, such as calculating salaries based on algorithms, and working to ensure salaries are transparent. We are also working towards transparent access to every task. Staff are required to dedicate 5-10 hours per month developing their knowledge/skills e.g. reading, learning a language or video editing. We also recognise the importance of strengthening the movement, so staff are encouraged to help other activists during their work time. The independence of national groups means we have minor policy differences, not only because AI was created as a merge, but also regarding every member organization's growth, cultural (and legal) context, and capacity. In Europe, a lot of policies are determined by law, so there is no need to have written policies governing some issues, and a lot of evidence in management practices indicates that not every policy works, nor is every policy sufficient to fix problems.