

Dansk Vegetarisk Forening'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: Policy work & Lawsuits

Date commenced (approximate month & year): January 2016

Program description:

Through our policy work we inspire politicians to create new policies and secure government funding for a plant-based transition from farm to table. The work consists of developing policy proposals and creating good relationships with politicians across the political spectrum, as well as establishing and maintaining a reputation among government professionals as well as other lobby organizations as a reliable organization that provides valuable input for policy development. This includes many meetings (in person, online, and via phone), organizing seminars and debates, attending major political events, conducting surveys and publishing the results ahead of elections, as well as an annual networking evening for plant-based professionals, including politicians.

The work is supplemented by some strategical lawsuits when we deem it necessary to ensure progress; currently this includes a lawsuit on the right to plant-based food in public sector kitchens, and a greenwashing lawsuit against pork giant Danish Crown.

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. The policy program is our own, but we collaborate with the Danish Plant-Based Business Association and Organic Denmark, mostly by writing joint policy proposals to politicians and government officials. [REDACTED]

[REDACTED]

[REDACTED] We also regularly coordinate responses with other organizations.

[REDACTED]

[REDACTED]

[REDACTED] The lawsuit on the right to

plant-based food in all public kitchens is ours alone. The greenwashing lawsuit against pork giant Danish Crown is done together with the Climate Movement of Denmark.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	349,664	349,664	377,196	963,548	1,000,000	1,000,000

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 see a big potential to expand this program, both domestically and increasing international best-practice sharing and mentoring on effective policy work, as plant-based public policy work is under-prioritized. However, our current policy coordinator is funded through project grants from CEA and ACE, so we will need continued funding from either these sources or new sources just to keep the current level of engagement. The numbers above therefore, even though we would love to expand, only indicates continuing the current level.

PROGRAM 2

Program name: Knowledge, data & network: Strengthening the value chain

Date commenced (approximate month & year): January 2016

Program description: This program is a core strategical program, which have had and still has effects across our other programs, as well as being a key driver in the ongoing plant-based development in Denmark, as it aims to bring together many stakeholders.

It revolves around Danish Center for a Plant-Based & Organic Future, a strategical partnership with Organic Denmark, the second-most influential farmer’s association in Denmark. The aim of the center is to pave the way for Denmark living up to the EAT-Lancet dietary guidelines and the UN’s SDGs through a plant-based transition from farm to fork, by gathering, sharing, and applying knowledge.

The activities of the center include Danish Network for Plant Proteins, a successful network with 160+ professional participants.

It also includes collecting data from consumer surveys both in Denmark and from export markets, as well as collecting market data.

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. Organic Denmark. Under the umbrella of the center, there are several projects, some of which are hosted at Organic Denmark; here in our description and under the expenses listed below, we have only included those projects hosted by us. We collaborate across projects. The manager of the center works at our secretariat.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	566,136	566,136	643,585	1,886,241	2,500,000	3,000,000

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 2023 and 2024, there will be increased availability of public funding, as a result of the agricultural deal made in 2021. We are currently developing project applications and expect some of the projects to receive grants, however we can’t say in advance which of them are

most likely to get funding, but it would most likely result in an increase of the activities under this program.

PROGRAM 3

Program name: Institutional outreach: Transforming foodservice

Date commenced (approximate month & year): January 2019

Program description: This program aims to achieve higher level of knowledge about plant-based cooking (taste, satiety, product categories, legumes, nudging and best-practice) in the foodservice sector. Also, we aim to enhance exchange of experiences among stakeholders (e.g., what works in a canteen, better naming of dishes, how to build an including menu and increase sales of green dishes) and well as push for a green revolution at cooking schools.

The interventions used include meetings, presentations, presence at food fairs for professionals, inspirational materials, partnerships and network, fund applications with, e.g., cooking schools about qualification of subject teachers [REDACTED]. We target both at educational level (cooking schools), wholesalers, kitchen professionals in general, canteen managers, public procurement officials, and stakeholders from the value chain (farmers, processors, food companies, public procurement officials, etc.) to connect them with the foodservice sector.

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 do most of the program ourselves, however, [REDACTED] we have made a partnership agreement with the Hotel and Hospitality School in Copenhagen with the aim of facilitating a green transition of their current training program for chefs (which is heavy on animal products) as well as seeking funding for a plant-based training program for chefs [REDACTED]

[REDACTED] We actively support their applications for a green qualification of their subject teachers and an application for developing a recognized plant-based/vegetarian training program for chef. [REDACTED]

[REDACTED] The Minister of Food and Agriculture, Rasmus Prehn, has publicly expressed that he supports the idea of such a new education.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	217,718	217,718	250,947	534,111	1,000,000	1,000,000

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 hope to expand this program in 2023 with project funding from a government fund, where we are likely to receive funding from.

The possible new funding, which would go towards hiring a new employee, would most likely be for a project to influence and inspire large festivals and amusement parks to make their menus greener, since very large audiences are reached in these places, and we have good experience with the Danish festival NorthSide (with 40,000 participants) going largely plant-based in 2022.

If the Government and Parliament eventually decides that all (or most) public sector kitchens should offer a plant-based option, we would, in that case, highly prioritize securing funding for a project that offers assistance to those kitchens who lack the skills to do this in practice, to help ensure that such an option becomes a success. Such as project is not included in the table above.

PROGRAM 4

Program name: Corporate outreach

Date commenced (approximate month & year): January 2016

Program description: The aim of this program is to ensure that more and better plant-based products are being developed and made available. This includes advising companies (including start-ups), as well as advising and influencing retailers to adopt more and better

plant-based products on their shelves. It also includes organizing a plant-based expo with 50 expected vendor stalls and 5,000 expected visitors.

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 carry out most of the work ourselves, but we use partners to increase our outreach. The expo we organize ourselves and are fully financially responsible, however formally we have invited several other organizations to be partners, in order to strengthen the appeal and credibility of the expo. For the startup project, we are fully responsible, but we use the Danish Plant-Based Business and Food Innovation House for some limited consultancy work that can benefit the startups. The scorecard project is an international project, where we collaborate with Feedback EU on developing indicators. However, collecting the data in Denmark, and publishing the results from Denmark, we will be doing. Green Transition Denmark will co-publish the results, but we will carry out the work, and their role will be to give feedback on the text before it is published, as well as help disseminate results.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	177,741	177,741	819,634	1,993,191	2,500,000	2,500,000

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 expect to be able to increase this program from 2023 through new project funding, due to the increased government funding available. In that case, this will be used to focus on retailers and how to ensure not only more products on the shelves, but also that the products offered are of a better quality, so consumers want to buy them again and try more new products.

PROGRAM 5

Program name: Product labelling

Date commenced (approximate month & year): January 2015

Program description: We have our own labelling scheme called “Det Grønne Hjerte” (The Green Heart). We are also responsible for certifying Danish companies with the international V-Label.

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 V-Label on the general framework (standards) for certifying products with V-Label. However, the processing of applications, checking ingredients, etc., is handled by us.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	97,598	97,598	95,500	191,000	225,000	250,000

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 expect a continued increase in the use of the labelling schemes and therefore also a small increase in the amount of time being used on processing applications, checking ingredients, etc.

The small decrease in expenses from 2021 to 2022, even though the number of certified products increased, is due to the work being taken over by a new employee that assists our Head of Business Collaboration.

PROGRAM 6

Program name: Media outreach

Date commenced (approximate month & year): January 2016

Program description: This program covers our media outreach work, which aims to influence public opinion, including politicians, commentators and journalists, food business professionals, other organizations, and the general public. This includes sending press releases to hundreds of media contacts, contacting journalists directly with ideas for stories to be published, reacting on stories (correcting factual errors, adding new angles or data, commenting the proposals of others, etc), writing op-eds, receiving incoming media inquiries, etc.

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?

No. However, usually a few times a year, we send press releases jointly with other organizations.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	78,811	236,434	260,581	521,161	530,000	540,000

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 have no plans to expand this program further, as it is staffed adequately with our excellent Press Manager. She was headhunted in June 2021. Before that, she worked as a journalist at national newspaper Jyllands-Posten for 12 years, where she covered many important stories, including frontpage articles, as well as worked with promoting the newspaper through social media.

As our international collaboration increases, we will systematically translate some of our key press releases into English and share them with international journalists.

PROGRAM 7

Program name: Individual outreach

Date commenced (approximate month & year): December 2019

Program description: Our individual outreach aims to educate and inspire the general public (as well as professionals) and largely takes place through posts on social media (of course supported by our media outreach, through which we also reach a huge audience).

This is supplemented by providing information at our website, distributing brochures, and organizing speeches on various topics, both physical and webinars. It also involves festivals and expos, where individuals are inspired.

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?

No.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	247,748	247,748	261,871	683,118	1,000,000	1,000,000

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.

While we have for the last several years focused on structural change, we wish to complement this with more work focusing on individual change, to the extent that we can get project funding for this. We have increased this in 2022 (through hiring a well-known communicator, Martin Keller, see elsewhere), and in 2023, we will also try to reach more young people. We expect to get such additional funding in 2023 from an organic fund, which will, in that case, enable us to make a campaign on how plant-based and organic foods walk hand in hand, delivering together on multiple SDG's.

PROGRAM 8

Program name: Educational programs for children and youth

Date commenced (approximate month & year): January 2015

Program description: This program aims to educate children and youth on the importance of transforming the food system away from animals and changing diets towards plant-based diets.

The core of the program is in-depth sustainability and cooking workshops for secondary school classes, accompanied by printed materials as well as digital learning platforms. This is supplemented by occasional presentations at farmer's schools, butcher's schools, as well as high schools.

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?

No.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	48,176	48,176	20,000	20,000	0	500,000

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.

The program is paused from now and onwards, as it lacks funding for the running costs and for updating the teaching materials, because we needed to prioritize other programs. Furthermore, we are considering to re-develop the teaching materials, considering what focus is most needed now and onwards.

We hope to secure project funding for developing and scaling up this work in the future, since the project has previously been at a level, where 250+ school classes were visited every year, and the teacher's evaluations are highly positive.

For the moment, this appears difficult in 2023, but may be possible in 2024, where more funding is expected to be available from new sources.

PROGRAM 9

Program name: International capacity building

Date commenced (approximate month & year): February 2022

Program description: The purpose of this program is, in the short-term, to facilitate best-practice sharing internationally on plant-based public policy. This includes organizing webinars, offering individual mentoring, facilitating a forum, and writing a white paper.

Furthermore, the program includes our participation in EU-funded international collaborative research projects.

Mid- to long-term the aim is to contribute significantly to strengthen international collaboration among veg*n organizations, particularly to develop the world’s oldest global veg*n umbrella organization, the International Vegetarian Union (IVU), into a modern organization that could help strengthen the work of veg*n organizations from across the world.

This program was only established as a program recently, following Denmark’s unprecedented deal investing 1,25 billion DKK in developing the plant-based sector, which sparked widespread international interest in how this came about. Subsequently, the IVU Council has recently (in August 2022) appointed our Secretary-General as Deputy Chair of the IVU.

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 are the organization responsible for the program, and we try to facilitate the best-practice sharing, but other organizations are active in the sharing too.

Program achievements (download file in Qualtrics that matches the ID and Name below:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	0	0	55,000	110,000	260,000	760,000

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.

From mid-2022, we started participating in a collaborative EU-funded project, Divinfood, that will continue for several years.

From 2023 onwards, we will participate in another collaborative EU-funded applied research project, Cleverfood, which includes sharing best-practices between organizations across Europe.

Apart from this, we strongly wish to strengthen our international work, as explained above. However, so far we have not yet found the funds for it, but we expect such funds to become available within a few years, if not before.

PROGRAM 10

Program name: Health & Nutrition

Date commenced (approximate month & year): June 2022

Program description: This program aims to position health and nutrition more strongly in the public perception of and knowledge about plant-based diets. The program will focus on health professionals (e.g., doctors, nutritionists, established health organizations, etc.), but will also strengthen awareness in the general public.

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. Not for the program itself. But the work involves influencing the Danish association for nutritionists as well as established health organizations, and we also try to learn best-practices from the international NGO, Physicians Association for Nutrition (PAN), and share our learnings with them.

Program achievements:

See Dansk Vegetarisk Forening's Program Outputs document.

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

DKK

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	0	0	15,000	250,000	350,000	500,000

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.

The program has been started with a project grant from Healthy Food Healthy Planet (HFHP), which includes a public campaign on men's health as well as two nutrition conferences for professionals, both taking place in 2022 and 2023.

From 2024 (if possible, already from 2023), we hope to receive project funding from a government fund, which will be used to influence health and nutrition professionals. If we receive such additional funding, it will most likely be for developing nutritious plant-based recipes suitable for elderly people and other vulnerable groups, as many public sector kitchens catering to these groups are currently hesitant to serve plant-based meals for these segments of the population.

Apart from this, if funds become available, we have an ambition of running a long-term campaign targeting the general population, while educating professionals on the facts and benefits of plant-based diets.

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

A lot of our funding is locked (earmarked) to business-related projects, labelling schemes, and other projects limited by what donors will support (e.g., several projects are organic-focused, since the funding comes from an organic fund).

In 2021, we have, in the case of most programs, taken the total expenses and divided them by two, since most of our expenses were for salaries, and the staff was almost the same throughout the year. There are some exceptions to this, though, particularly Media outreach, where we were able to hire a Press Manager from May/June 2021 onwards, and therefore we have indicated the difference clearly there.

Where are your headquarters located?

Copenhagen, Denmark

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

No.

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

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

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

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:

DKK

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	2,288,773	3,373,901	1,142,648	5,787,403	7,330,332	8,950,000
- Revenue from own work (earned income)	2,135,562	2,371,227	1,508,619	3,678,000	3,853,000	4,000,000
- Revenue from capital investments (investment income)	0	0	0	0	0	0
- Revenue (other)	4,060	30,122	39,356	85,600	36,668	50,000
Total Expenditures	4,427,187	5,750,840	3,715,044	9,210,111	10,920,000	12,800,000
- Expenditures specifically for starting new programs	0	0	0	0	0	0

Financial Assets (i.e., cash, savings, investments, etc.)	1,453,745	2,476,925	-	366,793	666,793	866,793
Nonfinancial assets > \$10,000 USD	0	0	-	0	0	0
Liabilities (if any)	1,394,422	2,463,024	-	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.

The total share of funding from large donations was 38 % of our total funding in 2021 (2,2 out of 5,7 million DKK).

In 2022, we expect the total share of funding from large donations to increase to 78 % of our total funding (7,5 out of 9,6 million DKK).

Our large donations are almost identical to our restricted funding (see below). Apart from the restricted grants, in 2021 we did not receive any non-restricted large grants. Apart from the restricted grants, in 2022 we have received a non-restricted large grant from ProVeg International of approx. 200.000 DKK.

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

Yes. In 2021, we received 2,2 million DKK restricted to specific projects. This includes 1,3 million DKK from two business-oriented Danish government funds (FØL and GUDP), a grant of 600.000 DKK from CEA for our policy work, as well as 330.000 DKK from other private funds.

In 2022, we expect 4,9 million DKK restricted to specific projects. This includes 3,3 million DKK from FØL (a Danish government fund supporting business-related projects for expanding organic agriculture) as well as private fund grants of 1,6 million DKK from various sources.

Furthermore, 900.000 DKK of our income in 2022 will be revenue from an expo and will cover expenses related to the expo, and another 110.000 DKK is advertisements in our membership magazine (covering half the costs of the magazine).

In 2023 and 2024, we expect an increase in restricted funding, partly from FØL, partly from the new fund for plant-based development.

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

We don't have costs as such for starting new programmes. Our two most recent programmes are on capacity building and health. The expenses for capacity building are our secretary-general and our policy coordinator sharing best-practices with colleagues from around the world. The expenses for the new programme on health are fully covered by a recent grant from Healthy Food Healthy Planet (HFHP), where part of the grant is for a project targeting health professionals.

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.

Apart from all the listed programmes, we have expenses for rent, office equipment and IT software, as well as salaries for accounting/database (across all programmes), phone/mail inquiries and HR work. In 2021, the total of this was approx. 244.000 DKK for rent, approx. 150.000 DKK for office equipment because we moved to a new place halfway through the year, approx. 155.000 DKK for IT software, approx. 410.000 DKK for accounting/database salaries, approx. 50.000 DKK for general phone/mail contacts and approx. 150.000 DKK for HR work. Another approx. 200.000 DKK were for other miscellaneous administrative expenses. Furthermore approx. 300.000 DKK related to our members (administration, enquiries, magazine, etc.).

In 2022, this increases by approx. 400.000 DKK. Half of this increase, 200.000 DKK, is increased rent because of the necessary expansion of our office. The other half, 200.000 DKK, is because of more resources spent on accounting, HR work and fundraising.

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?

We receive a lot of project funding 1-2 months after the expenses are incurred. This skews our balance between revenue and expenses mid-year.

For several years, we have been running with a small equity (but sufficient assets and liquidity). This was possible, because we prioritized to closely monitor our finances throughout the year and invest in growing the organization in order to create important results (particularly in our policy work, our corporate work and our knowledge/data work), and in order to get a better physical office and to alleviate our staff, growing from 5 to 15 employees. In short, we have prioritized staff wellbeing and our results over short-term equity.

In 2022, we plan on getting a surplus of approx. 500.000 DKK, thereby stabilizing our equity. In 2023 and 2024, we expect the overhead from increased project funding to contribute to a healthy surplus, so our equity increases further and reaches a level compatible with our turnover. For 2022, 2023 and 2024, we have written the expected difference between assets and liabilities (= our equity) as our assets and written 0 under liabilities, as we can currently not project the exact liabilities or assets, only the difference (= our equity).

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?

50,000 USD to the policy program, as there is still great potential to strengthen this work here in Denmark and get additional political action.

50,000 USD to international capacity building, so we can dedicate one employee completely to this, particularly focusing on policy work, which, in an international perspective, is our greatest strength.

50,000 USD to the health program, so we can develop this work further, since health arguments are, according to all surveys we are aware of here in Denmark, the arguments most likely to make a larger part of the population change diets towards more plants.

50,000 USD to fundraising, as we are critically understaffed for this and need more core income, and this should over time make us less dependent on large donations.

If the donor agreed, we would reduce each of the above to 40,000 and then use 40,000 USD to stabilize our equity further.

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?

400,000 to international capacity building. The funding would be used to launch a three-year plan to develop the world's oldest global veg*n organization, the International Vegetarian Union (IVU), into a modern organization that could help strengthen the work of veg organizations from across the world. This would include hiring two full-time employees to work physically from Copenhagen. See program 9.

200,000 to the policy program (including more litigation), as there is still great potential to strengthen this work. Half would be used to identify one strategically important lawsuit, e.g., one similar to the verdict in Netherlands which forced the Government there to drastically decrease livestock production in order to protect the environment.

100,000 to the health program (strategical institutional outreach to health professionals), so we can develop this work further, since health arguments are, according to all surveys we are aware of here in Denmark, the arguments most likely to make a larger part of the population change diets.

100,000 to education, as we have had great success with this work in the past, and it ensures that many in the young generation becomes aware of the importance of dietary change.

50,000 to stabilize our equity.

100,000 to fundraising, as we are understaffed for this and need more core income, and this should over time make us less dependent on large donations.

50,000 to HR development and post-education for all employees, including leadership training for leaders. While our leadership scores well in our internal anonymous staff surveys, only one out of four has been through formal leadership training, and we wish to offer such training to everyone at the leadership team. Furthermore, we have generally very limited funds for post-education of staff, and we would like to be able to offer staff relevant post-education when required or desired.

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.

Rune-Christoffer Dragsdahl, Secretary-General. Refers to the Board elected by our members. Responsible for the secretariat, budgets, policy work, and part of our communications work. Has worked for us since 2010, formally hired as Secretary-General since 2016 (salary since 2018).

Louise Johansen. Head of Secretariat & Head of Programs. Responsible for HR, administration, contact with members, some program work, part of our communications work. Has worked for us since 2017 (salary since 2018).

Mie Nordly. Head of Business Collaboration. Responsible for corporate outreach as well as our labelling schemes (our own + V-Label). Has worked for us since 2016 (salary since 2018).

Katrine Ejlerskov. Manager at Center for a Plant-Based & Organic Future, which receives a substantial portion of our project funding. Responsible for knowledge/data work, professional networks, research projects, as well as institutional outreach to the foodservice sector. Has worked for us since 2018 (salary since 2019).

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://vegetarisk.dk/bestyrelsen/>

What kind of legal entity is your organization?

An association with members. We are registered as a non-profit organization, and donations are tax-deductible according to Danish law.

How would you describe the organizational structure of your organization?

We are an association with approx. 4,000 private members, with the annual general assembly being the highest decision-making body. The annual general assembly elects nine board members (three per year elected for three years). On a daily basis, the 9 board members has given decision-making power on most issues to the secretariat, however, major strategical or financial decisions are made at the level of the Board in dialogue with the secretariat.

At the level of the secretariat, the Secretary-General has the overall responsibility, but on a daily basis, there is a leadership team of four (the four listed previously), which discuss and jointly decide on most major issues.

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.

We have 16 professional staff at our office. In Denmark, 37 hours a week is fulltime. Most paid staff prefer less than full-time, so only three staff members have 37 hours. However, most other staff (eight) have almost full-time, having either 30, 32 or 35 hours a week. Currently two staff members (typically parents recently returning from parental leave) have 25 hours a week, one employee (by his own wish) has 20 hours a week, while our two student assistants have 10-15 hours a week.

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

Nine. During concrete outreach events, ranging from our large expo to smaller events, we have many volunteers we can count on, at least 50+.

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 have since 2019 conducted an annual anonymous staff survey, using an external platform used by many workplaces, which focuses on seven factors: Leadership, co-decision-making, colleagues, meaning, results, skills, and balance. The leadership team conducts weekly 1-to-1 meetings of 30 minutes each with all employees who work more than 20 hours a week, and regular meetings with student assistants. These meetings cover both the actual work and employee satisfaction. Once a year, we conduct wellbeing conversations with all staff. For new staff, it happens after one, three, and six months. The secretariat has jointly developed a workplace code of conduct (email culture, noise, open windows and doors, etc.). It will be updated every 1-2 years. We conduct monthly secretariat meetings, as well as bi-weekly extended lunch breaks, where various issues are discussed. All employees are regularly encouraged to come to the Head of Secretariat or the Secretary-General with any issues.

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 formal policy	Clearly defined essential functions for all positions, preferably with written job descriptions
Have formal 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
Not Applicable	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
No 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 offer employees a quality vegan lunch every day, which is partially paid.

We arrange social events several times a year.

No formal trainings on harassment and discrimination. However, through our weekly small meetings with each employee, work environment surveys, monthly inclusive secretariat meetings, and ongoing leadership development, we have a strong focus on making our employees thrive.

Since many have chosen to work less hours, the number of weekly hours ranges from 20 to 37 (37 is fulltime), and the total monthly wages differ accordingly. However, our wage structure is quite flat, measured per hour, with the largest wage span being those with leadership responsibilities + several years working for us earning approx. 13 % more per hour than those without leadership responsibilities + who recently joined us. An exception to this is students, who receive a salary of approx. 75 % of those with a finished degree.