

Essere Animali'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: INVESTIGATIONS

Date commenced (approximate month & year): June 2011

Program description: Since its inception in 2011 Essere Animali is well known for its investigations. One of the main aims has always been to show consumers the reality of factory farming and the food system, but in the last years, our investigations have become more and more tools for broader campaigns, directed at institutions asking for better laws or at companies asking for animal welfare policies. At the moment we are one of the leading organizations in the field in Europe, and our videos have been used as tools for campaigns or awareness projects by many organizations in the continent. We are focusing most of our investigations on fish, poultry, and pig farming, but in the last two years decided to focus also on the transport of animals for the current discussion at the EU parliament on this issue.

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. Eurogroup For Animals, for the international release of our investigations and their use in EU policy work. Occasionally others when needed.

Program achievements:

See Essere Animali's Program Outputs document.

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

EURO

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	81,000	98,000	76,000	158,000	160,000	170,000

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 plan to maintain this program the same as now. Our investigation department is extremely active and professional and we manage to realize all investigations needed. When needed we can occasionally collaborate with talented freelancers who already worked with us. We want to expand collaborations with international organizations for a wider EU scope of our videos and also to help film abroad and create footage for international campaigns, serving as a support for the whole movement.

PROGRAM 2

Program name: CORPORATE OUTREACH

Date commenced (approximate month & year): February 2019

Program description: We work with food companies and retailers to help them improve the conditions of animals farmed in their supply chains. We mostly have a friendly and positive approach with behind-the-scenes-meetings, where we use scientifically based arguments to support our corporate asks. This for a time we consider acceptable depending on the issue (some animal welfare projects we are working on we know are quite difficult and pioneering, and need complex and costly interventions). We also engage in peaceful online and offline protests whenever a company becomes a public target.

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. Equalia, CiiWF and Animal Equality to coordinate for the European Chicken Commitment campaigns in Italy. Animal Ask and Aquatic Animal Alliance to revise asks and for fish campaigns in general.

Program achievements:

See Essere Animali's Program Outputs document.

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

EURO

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	44,000	49,000	46,000	112,000	150,000	160,000

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 plan to expand this work since we also recently entered the Open Wing Alliance and are actively working on the European Chicken Commitment and, in collaboration with other organizations, will have as many Italian food companies as possible end up signing it.

We will hire a Head of Corporate Relations in October, a person with years of international expertise in the field who will bring a lot of strength and ideas to our Department. A Campaign Officer is being hired in the next months too, to help our campaign department support better both corporate and policy campaigns.

PROGRAM 3

Program name: LEGAL OR POLICY WORK

Date commenced (approximate month & year): March 2015

Program description: Our investigations show cruelty in farms and slaughterhouses. Part of it is perfectly legal, but other footage shows illegal acts of cruelty, which our legal team started filing complaints in 2015, in order to see farmers charged and fined, trials for animal cruelty, and closure of farms. In the long term, these legal actions are part of an overall policy strategy to reform laws on animal welfare, both on the Italian and EU level. Showing how current laws do not prevent cruelty and suffering for animals is helpful for our campaigns asking for stricter controls and better laws, with which a ban on the cruelest practices and general reform of farming standards. EU policy work has been a major focus for Essere Animali since early 2021

when Europe started a fitness check on animal welfare laws and will be such for the next year at least.

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. Eurogroup for Animals and its member organizations for everything concerning EU policies. Various Italian organizations including CiWF Italia, LAV and Animal Equality Italia for joint campaigns on some Italian policy work.

Program achievements:

See Essere Animali's Program Outputs document.

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

EURO

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	58,000	61,000	62,500	147,500	175,000	185,000

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 will expand this program, working much more on directly lobbying politicians for national or EU campaigns. For example, we are developing a law proposal on the welfare of farmed fish in Italy, but due to the recent fall of the Italian government, this will be postponed.

A person in charge of lobbying will be hired this autumn, and a Campaign Officer is being hired in the next months too, to help our campaign department support better both corporate and policy campaigns.

PROGRAM 4

Program name: INDIVIDUAL OUTREACH

Date commenced (approximate month & year): September 2011

Program description: Our motto has always been that if you want to solve a problem in our society the first thing you have to do is make it visible, and it applies fully to the reason why we do investigations. But then, if we really want to change it we also have to engage people, reach them with a message, and help them be part of the solution, both by individual choices or by becoming activists and allies. This is the core reason why we invest in individual outreach. Of course, corporate or institutional change can generate bigger results, especially in the long term, but before taking any significant step companies or politicians will always check how people or consumers feel about an issue, and this is why individual outreach is still critical today in order to generate a more compassionate society.

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. Veganuary for their annual campaign.

Program achievements:

See Essere Animali's Program Outputs document.

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

EURO

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	52,000	55,000	61,000	126,000	135,000	140,000

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 will slightly expand this program in the future. The arrival of a new person in our Campaigns Department, who will be in charge mostly of corporate and policy campaigns, will give take off much work and will allow the development of new ideas on diet change programs. Note also that veg challenges and diet change programs are one of the main sources of contacts for our newsletter and a source of great growth also for our social media, so a great investment also for future fundraising and other campaigns with petitions.

PROGRAM 5

Program name: Media Outreach

Date commenced (approximate month & year): September 2011

Program description: Media have been traditionally the best way to reach consumers and people in general with a message, especially on TV. This is why we have always worked hand in hand with some of the most important investigative journalists in our country, bringing them directly inside farms, giving them footage, helping their research, or why we work hard to create positive contacts with magazines and news outlets. But nowadays we have to consider also the work of social media creators, who sometimes can reach numbers higher than any TV program, and are especially crucial to influence younger generations. Being on TV or on traditional media, however, creates a different sense of authority for the organization that can be used with companies or politicians. So the best fit is a good mix of both solutions for perfect media outreach.

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 Essere Animali's Program Outputs document.

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

EURO

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	10,000	10,000	10,000	25,000	40,000	40,000

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 will expand this program by hiring a person working solely in the Press Office since now this work is being done by a person with also other roles in the organization.

PROGRAM 6

Program name: INSTITUTIONAL AND CORPORATE VEGAN OUTREACH

Date commenced (approximate month & year): October 2019

Program description: We started working on this program in 2019, creating a Food Policy department directed solely at corporates with our project MenoPerPiù (meaning fewer animal proteins for more sustainability) aimed at the reduction of animal products in their canteens. The department has expanded its work and scope, at first collaborating with European organizations on food policy campaigns and then asking companies to introduce and /or promote vegan options in their outlets for Veganuary.

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. Veganuary, for the corporate part of the campaign. Proveg, Good Food Institute and European Alliance for Plantbased Food for EU wide campaigns on food policy

Program achievements:

See Essere Animali's Program Outputs document.

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

EURO

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	26,000	29,000	30,000	67,000	90,000	105,000

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.

This program will be expanded by hiring a new person as Food Policy Officer next October. This person will take the role of the temporary collaborator who worked on Veganuary Corporate and will also help the expansion of the MenoPerPiù project in universities.

PROGRAM 7

Program name: CAPACITY BUILDING

Date commenced (approximate month & year): September 2011

Program description: Even if it is not one of our primary activities and programs, we believe strongly in capacity building and helping the movement. We do it every day by sharing our investigations and making pictures and footage available to all organizations, especially smaller and with no possibility to have their own, and giving advice and resources to anyone willing to learn from our experience. But we also want to do something more for the movement, like creating materials or organizing events for activists, in order to share our knowledge and vision and generate a positive debate fueling and advancement of tactics and strategies.

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 Essere Animali's Program Outputs document.

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

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	4,200	0	3,500	4,000	7,000	9,000

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 will maintain this program more or less the same in the next years. We have no specific plans yet, but our goal is to continue using a part of our resources, time, and energies to help the growth of the movement.

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

Where are your headquarters located?

Italy

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

No.

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

2020	Cash-basis accounting
2021	Accrual accounting
2022	Accrual accounting

[If other] Please elaborate, if possible:

Please indicate the currency you are referring to here:

EURO

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	865075	1005254	645000	1170000	1240000	1380000
- Revenue from own work (earned income)	0	0	0	0	0	0
- Revenue from capital investments (investment income)	40	0	0	0	0	0
- Revenue (other)	768	9071	0	5000	5000	5000
Total Expenditures	679613	850532	646000	1180000	1310000	1380000
- Expenditures specifically for starting new programs						
Financial Assets (i.e., cash, savings, investments, etc.)	404526	760645	759000	750000	680000	680000
Nonfinancial assets > \$10,000 USD						
Liabilities (if any)	0	153230		165000	175000	195000

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

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

The total share is 42%. This includes Open Philanthropy, Farmed Animal Funders, Animal Charity Evaluators, and Veg Invest Trust.

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

Yes.

\$83,000 for 2022/2023 lobby and policy activities for fish from Farmed Animal Funders
 \$540,000 by Open Philanthropy for 2022/2023 investigations and corporate campaigns for fish, pig, and chicken welfare

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.

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?

Just a note to say we counted as actual liabilities for 2021, the first year on accrual accounting, only real debts: like the December paychecks to be paid in January, plus taxes, invoices to be paid, and employee severance indemnity. These are going to grow exponentially year after year, apart from invoices that depend and vary from what has already been agreed with collaborators or suppliers. As you can see from the financial statements in 2021 our accrual accounting counts as liabilities also restricted funds and assets at beginning of the year, which of course are not debts and will be part of the budget spent in 2022. All numbers have been rounded both here as in programs for easier understanding.

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?

At the moment we would definitely allocate them to strengthen our current programs and not to create new ones or expand the organization. Some programs are already under expansion, and will definitely be in the next months with new hires, but still, there is space for new ideas and sub-projects, collaborations, marketing and advertisement of campaigns, and so on. Especially some policy and food policy work is where we see promising opportunities and fewer resources directed at by the movement.

Moreover, with our current redefining and expansion of departments what we are doing is creating a stronger base for their growth (which we understood was not smooth enough with the previous internal organization), and we want to let all programs and departments work at full potential and maximum impact before adding something new into the structure.

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?

This is a more difficult question of course because such a sum means doubling our yearly revenues and would force us to think smarter and with a broader perspective.

We would probably distribute them like this:

- 10% to expand fundraising
- 30/40% to strengthen our current programs
- 50/60% to hire a person in charge of coordinating a project with a few more hires, in order to generate international impact on policy or corporate work. One idea would be to expand some

programs like law proposals in European countries with small movements, not creating a whole organization with all its structures but just hiring the best persons to lobby politicians or building relationships with corporates there. This would also be impactful in the long-term view of positively influencing as many EU countries as possible for crucial votes for animals.

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.

Simone Montuschi, co-founder, president, and PR and Media coordinator, 11 years

Brenda Ferretti, co-founder, board member, and Campaigns Manager, 11 years

Claudio Pomo, co-founder, Development Manager, 11 years

Francesco Ceccarelli, co-founder, Head of Investigations, 11 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://www.essereanimali.org/en/about-us/administration/>

What kind of legal entity is your organization?

We are a Volunteer Organization (ODV) but the law on organizations in Italy is changing and we are in the course of becoming soon ETS (Entities of the Third Sector, which definitely suits best our model of organization.

How would you describe the organizational structure of your organization?

The Leadership Team of Essere Animalì is composed of the 4 co-founders of the organization, who define strategies, goals and big picture decisions and also manage some departments and programs of the organization. Below we have some Middle Managers who manage members of the staff for their programs. So, we have only three levels and this helps us in being agile and fast in decision-making, and also supports our idea of a not too hierarchical organization. We tend to be very friendly and informal. We believe in positive relationships where feedback can be given with ease even from below to the top, and we encourage giving it as often as possible.

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.

15 full-time (for almost all workers at Essere Animalì full-time is 6 hours a day, only a couple work 7 or 8)

2 part-time

2 contractors

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

None. We had one helping with administration and memberships until a few months ago. All our volunteers help less than 5 hours per week.

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

yearly staff surveys; yearly 360 reviews; in-person check-ins every 4 months; suggestions for topics to discuss and guests to invite at the 2 annual national meetings.

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
Have formal policy	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
	Documentation of all reported instances of harassment or discrimination, along with the outcomes of each case
Have formal 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?

Documentation of harassment or discrimination is not applicable since we never had any.