

Sinergia Animal'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: Reducing suffering in the egg industry

Date commenced (approximate month & year): September 2017

Program description:

Sinergia Animal uses campaigns and negotiations to ask food companies to adopt policies to phase out the use of battery cages for laying hens. Once a good number of corporate victories are secured, and the market is favorable to these reforms, we will start working on government and consumer campaigns to approve legislation.

Our campaigns consist of engaging with leadership, online petitions, online ads to reach thousands of consumers and decision makers, actions by volunteers on social media, peaceful street actions, and highly visual demonstrations to get media attention. Undercover investigations are used too.

Animal welfare reforms usually increase the prices of animal products. Higher prices can also contribute to the promotion of more plant-based diets and reduce the number of animals raised for food.

This program runs in Argentina, Chile, Colombia, Ecuador, Uruguay, Peru, Indonesia, and Thailand. We also work in collaboration with other organizations to secure global policies.

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. -Open Wing Alliance members and the groups in the coalition to secure cage-free commitments. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] -In Indonesia, we created a coalition with Animal Friends Jogja called Act For Farmed Animals. We have regular meetings for coordination, carry out campaigns and launch investigations together. [REDACTED]

[REDACTED]

[REDACTED] -In Ecuador, we collaborate with Protección

Animal Ecuador (PAE) and have launched an investigation with them after their team received training. [REDACTED]

Program achievements:

See Sinergia Animal'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	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	235,327.61	310,871.80	469,818,80	1,000,000.00	1,350,000.00	1,600,000.00

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.

Expand. We are creating new roles (campaigns assistants and volunteer coordinators) to make our campaigns and street actions more effective.

We will also run campaigns for the financiers of unresponsive companies. Latin America will have an enforcement campaigner only focused on our tracking program, as in Asia in 2021. Due to difficulties in securing new commitments in Chile and the relatively small number of laying hens in the country, our team started engaging with Peruvian and Ecuadorian companies, and we now have one person in each country.

Argentina will have one new campaigner dedicated to approving legislation governing the categorization of rearing systems as cage-free, free-range, and organic.

[REDACTED]

PROGRAM 2

Program name: Nourishing Tomorrow (Institutional Meat Reduction)

Date commenced (approximate month & year): June 2019

Program description: We run programs with public and private institutions to reduce consumption of animal products by 20–40%. We work pragmatically and avoid focusing only on one type of messaging and approach; that's why we also run vegan challenges to promote plant-based diets to consumers.

We started our Meat Reduction Program in mid-2019 in Colombia with the aim of convincing public and private institutions to serve 100% plant-based meals one day per week.

We are well aware that advocating for reduction might be more effective than advocating for vegetarian and vegan diets. That is why our efforts in budgeting are higher for reduction programs than for vegan challenges. Our institutional reduction campaign, Nourishing Tomorrow, is combined with social media outreach for consumers focusing on flexitarianism and reductionism messaging. It focuses more on health and environmental issues than on animal ethics.

The program runs in Argentina, Colombia, Indonesia, and Thailand.

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. In Colombia, we coordinated a plant-based fair (Nutrirte fair) with Vegetarianos Hoy, Colombia Veg, and Herbivoro Cocina to promote a healthy and sustainable lifestyle. Several talks and workshops were held with the participation of more than 20 plant-based-friendly ventures. In Thailand, we coordinated 7 culinary events with Dharma Voices for Animals, an international Buddhist animal advocacy organization. These events aimed to promote a healthy plant-based lifestyle among Buddhist monks, teach the monasteries plant-based cooking techniques, and encourage them to implement at least one day with 100% plant-based meals. In Indonesia, we have partnered with 3 organizations: Bentara Papua, an organization working with Indigenous people on restoring their sustainable food system; Green Welfare Indonesia, a youth-led organization that builds climate solutions through food security, climate education, and sustainable agriculture; and Sustainable Indonesia, a woman-led social enterprise focusing on environmental and social education through workshops, seminars, mentoring, and edutrips.

Program achievements:

See Sinergia Animal'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	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	42,428.70	49,983.82	55,224.70	130,000.00	200,000.00	220,000.00

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 are worried because this program is becoming less effective and it has been hard to convince larger institutions to commit. At the same time, we have donors funding our food policy work and we want to find effective ways to use resources. We will decide on expanding or shrinking it by the end of 2022, because our teams are new and need more time to deliver results. Areas of possible expansion or adaptation are: 1) make email campaigns with reducetarian messages (an IPSOS consumer survey suggested this would be more effective than vegan challenges); 2) assess supermarkets on vegan rankings; 3) start working with TV and celebrity chefs on the promotion of plant-based recipes; 4) start working with food companies to encourage them to include plant-based options in their menus or product lines; 5) increase efforts to encourage governments to implement new dietary guidelines that favor plant-based diets.

PROGRAM 3

Program name: Vegan challenges

Date commenced (approximate month & year): April 2019

Program description: The Global South is where animal agriculture has grown the most in the last 30 years. With the aim to reduce consumption, we launched 21- and 22-day Vegan Challenges with consumers to debunk myths and stigmas around plant-based diets and maximize impacts by inviting influencers and celebrities to support our challenges and other social media campaigns. These challenges also help us build a larger base of supporters, as they give us thousands of new emails every month, which are later added to our marketing lists.

The program runs in Latin America (Argentina, Colombia, and Chile), Indonesia, and Thailand.

We tailor the content to the countries in question, according to social and cultural specificities. We focus on promoting affordable and healthy plant-based alternatives and avoid portraying plant-based diets as something that can be afforded only by the elites.

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. Five organizations declared their support and added their logos to the websites of our challenges in Latin America and Asia. Challenge 22, the flagship project of Animals Now promoting animal protection and cruelty-free living, is our main partner in Indonesia and Thailand. We receive funding from them and work along with their specialists to improve our number of signups and participants’ overall experience. We The Free, a global community focused on defending animals through street and online advocacy, partnered with our three challenges and will include them as resources for new vegans in their upcoming website 3movies. Root The Future, Thailand’s Largest Plant-Based/Vegan & Sustainability Community, partnered with our Thai Vegan Challenge to promote and invite more people to join it. We are part of their 50-day challenge and marathon, focusing on healthy and sustainable vegan diets.

Program achievements:

See Sinergia Animal'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	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	24,711.55	26,410.90	53,690.64	80,000.00	80,000.00	85,000.00

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 might allocate more funding to have more signups in 2023. But this decision will depend on whether or not we decide to expand the Nourishing Tomorrow program. We don’t plan to bring new hires for this program and we don’t plan major expansions because it is not the most effective intervention we use. It is, however, effective enough to be worth keeping, and we may

increase the number of participants as it helps us with movement-building by having a stronger and larger base of supporters. We also conducted consumer research with IPSOS in Asia that revealed most people find it too challenging to go vegan for 21 or 22 days, so we might launch shorter plant-based challenges or reductionist consumer campaigns to make it easier for them, as mentioned previously.

PROGRAM 4

Program name: Research and Investigations

Date commenced (approximate month & year): September 2017

Program description: Through undercover investigations, we produce high-quality audiovisual content to expose the animal welfare, environmental, and social problems related to industrial livestock and fisheries. We share these resources with media outlets and other organizations through our Media Center, under free copyrights. This work is crucial in the countries where we operate, because there are few or no previous exposés of this kind and people need to see the national realities to trust our campaigns.

Since we aim to be recognized as a science-based organization, we also established a Research Department in 2021 [REDACTED] with 20 years of experience in academic research. Besides academic research projects, we work with market research companies to develop surveys to improve engagement with our campaigns and messaging. We are also building a network of academic researchers interested in carrying out studies sponsored by Sinergia Animal.

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. In 2021 and 2022 we conducted investigations in conjunction with We Animals Media. Our investigations in Indonesia were also launched through our Act for Farmed Animals coalition with the NGO Animal Friends Jogja. [REDACTED]

Program achievements:

See Sinergia Animal'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	11,172.15	43,151.47	41,030.00	182,000.00	225,000.00	250,000.00

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 pandemic put our investigations on hold, but they will resume and gain speed now. In September 2022, we will add two new investigation directors to our team, one in Asia and one in Latin America. We are securing more funds to do more investigations [REDACTED]. In 2023, we plan to conduct and release 8–10 investigations per year, and 12 per year by 2024.

In terms of research, we will not have new hires, but more funding will sponsor academic studies, while online workshops with academics in Asia and Latin America will take place every year to build relationships and make animal welfare a more respected science among them. Previously conducted market research and focus group studies brought important insights about our tactics, and we plan to conduct them in other countries in future years.

PROGRAM 5

Program name: Reducing suffering in neglected areas in Brazil

Date commenced (approximate month & year): November 2017

Program description: Although the largest pig producers in Brazil committed to moving to group housing, they still allow the use of gestation crates for up to 42 days. This an overlooked area as organizations working against crates shifted their main focus to battery cages, leaving the use of mixed systems unchanged and the implementation of these policies unchecked. We are working to get producers to switch to a maximum of seven days in crates, and end the use of mutilations without anesthesia. We are also working with supermarkets, restaurant chains, and food producers on the adoption of these policies.

Several studies indicate another neglected area in Brazil: around 35% of male calves born to dairy cows are slaughtered by cruel methods. Those not slaughtered, including females, are tethered or kept in small crates for up to four months. We are pushing companies and governments to end the killing and bad confinement practices.

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. [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED] For the work related to the welfare of dairy calves, we are the only group in the country focusing on corporate relations and campaigns. However, other nonprofit organizations are also helping us by supporting a bill to ban the discarding of male calves in Sao Paulo state. [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

Program achievements:

See Sinergia Animal'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	44,693.37	60,068.12	54,875.00	125,000.00	240,000.00	270,000.00

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 it. Our team in Brazil is very small, as it is composed of one campaign manager and one corporate engagement manager only. We think that more human resources will bring better results, especially in terms of pig welfare. Like the other countries working on campaigns to reduce suffering (cage-free campaigns for laying hens), our Brazilian team, which works both with dairy and pig campaigns, will grow and have two new positions: campaigns assistant and volunteer coordinator. We are also considering a national Executive Director position and a comms manager position and registering all employees formally, what adds extra costs, besides adding more funds for campaigns [REDACTED].

PROGRAM 6

Program name: Financial Institutions

Date commenced (approximate month & year): July 2019

Program description: Ending factory farming is a challenge that requires working strategically with various stakeholders. We see the work with financial institutions as a relatively neglected area by the animal protection movement. Therefore, we are working to: get financial institutions to stop investing in the worst forms of factory farming; provide incentives to plant-based alternatives and higher-welfare systems; and/or stop investing in any form of industrial livestock.

We have two main interventions on this front. One is the Stop Financing Factory Farming Coalition that focuses on asking development banks to stop investing in any form of industrial livestock, which expanded and got new members last year. The other is related to commercial banks; we launched the website www.banksforanimals.org that ranks the animal welfare policies of banks and investors (or the lack of them). We are working with negotiations and will start campaigns in late 2022.

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 started a coalition asking for Development Banks to stop investing in factory farming with Global Forest Coalition and Feedback Global. Today, we have 33 supporter organizations in the coalition, from development to environmental and animal protection groups, and the steering committee has grown to include the Bank Information Center, Friends of the Earth US, International Accountability Project and World Animal Protection. Other groups are also partners and join our strategy calls and some of our campaign actions received the support of more than 235 civil society organizations.

Program achievements:

See Sinergia Animal'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	16,267.02	18,922,04	6,363.63	40,000.00	40,000.00	45,000.00

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 gain a new position: campaign assistant. It currently only has one campaign manager working part-time. The new team member will allow us to run pressure campaigns asking private banks that fund companies that do not respond to our welfare campaigns [REDACTED] to drop their funding and commit to better lending policies. We will also have more funds to run these campaigns and work with research projects and investigations.

PROGRAM 7

Program name: Influencing Public Opinion (Education and Social Media)

Date commenced (approximate month & year): October 2017

Program description: We are still at a very early stage in terms of how much our societies, especially in the Global South, care about farmed animals. We believe that it is crucial to educate opinion-makers and societies in general to build a future that is less dependent on animal products and less oppressive to animals.

Our objective is to influence public opinion by: increasing presence and recognition among mainstream and alternative media outlets; growing presence and reach in social media channels; building strategic partnerships with digital influencers; and debunking myths and stigmas around animal advocates and demonstrating their societal value and positive impact.

We have divided our social media pages into international, Latin, Brazilian, Thai, Indonesian, and specific ones for our Vegan Challenges and Feeding Tomorrow programs. We target all the countries we run programs in and we tailor content for Latin America, Asia, and sometimes global audiences.

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. 50BY40 - Organizations dedicated to cutting the production and consumption of animal products. Act for Farmed Animals - Our coalition with AFJ in Indonesia. Other than campaigns, we also collaborate on communication and media outreach. Animals Asia - A coalition that focuses on Asia and shares information, strategies, and knowledge. Coalition for Aquatic Conservation (CAC) - An international group sharing a common goal: a world in which all aquatic animals live meaningful lives. Open Wing Alliance - We participate in all OWA global campaigns and are a member of their advisory board. Stop Financing Factory Farming - We have created social media content and press releases to raise awareness about investments from development banks. Sentient Media - Has been supporting us pro bono in a SEO optimization project. [REDACTED] We have also supported more than 40 letters and initiatives from other groups.

Program achievements:

See Sinergia Animal'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	8,200.42	9,247.29	11,535.20	40,000	50,000	70,000

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 team (the communications team) also works as a support team for all programs. As our programmatic teams are growing, we will also have to add more comms roles. Plans include: one design manager for Asia, and one comms manager per country

to deal with content creation in general (PRs, newsletters, websites, etc. for various programs). For 2023, if we can secure funding, we will also launch an initiative to give prizes or funds to journalists who document problems related to factory farming, with a special focus on investigative work. In the countries where we operate, the mainstream media has very little interest in these topics and we think this is something we need to work on to build societies that support the end of factory farming. [REDACTED]

PROGRAM 8

Program name: Fish Welfare

Date commenced (approximate month & year): January 2021

Program description: As fish is the most consumed type of animal protein in Asia and the number of individuals is enormous, we plan to work to improve fish welfare. We released fish investigations in Thailand and Indonesia after months of work with Animal Ask to understand fish welfare and define what ‘asks’ we would have. Now we are building consumer awareness via the use of ads for people to engage with our investigations. The next step is to engage with farmers, integrators, and processors to understand how to improve their standards. Since the cage-free campaign is our main focus, we will ensure the two initiatives are not in conflict by not focusing on the same companies (the focus will instead be on producers and processors). We learned it is not the right time to use pressure and the science still needs to develop before we become too specific in terms of demands.

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 supported Compassion in World Farming in the release of their Scottish salmon investigation by sending press releases in Thailand and Chile and publishing their video on our social media. On Sinergia Animal’s Thai Facebook page, the video went viral with over 347,000 views. We are part of the Coalition for Aquatic Conservation, an international group that unites conservation experts and organizations sharing a common goal. We are part of the Aquatic Animal Alliance, which is a coalition of advocacy organizations who believe aquatic animals should have lives free of suffering. The alliance wants to set welfare standards for aquatic animals as high as possible. We have partnered with We Animals Media for the conduction and launch of the investigations. We have been joining the World Day for The End of Fishing

campaign. We received help from Animal Ask - more details:
<https://www.animalask.org/sinergia-animal-case-study>

Program achievements:

See Sinergia Animal'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	0	35,748.43	1,200.00	5,000.00	40,000.00	60,000.00

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 want to hire one person part-time in each country (Indonesia and Thailand) in 2023 to engage with producers and processors focusing on the educational side. This work will be supervised by a new director position. Our Food Policy and Animal Welfare Director will become only Animal Welfare Director to have more time to support all our teams working to promote animal welfare reforms.

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

The amounts reported above include salaries, as well as the costs with training and professional development of teams.

Where are your headquarters located?

Our headquarters is located in Austria. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

Yes. We have one subsidiary in Brazil and teams of international consultants working in Argentina, Chile, Colombia, Peru, Indonesia, and Thailand. In 2022, we started working with one consultant in Peru and another in Ecuador, where some companies we contact are located, giving us some edge in negotiating corporate cage-free policies with them. In Uruguay, we count on a very committed team of volunteers who engage with local companies to ask them to commit to cage-free egg policies.

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

Other. Not yet. Because we work in the Global South, where the culture of donating is not well spread yet, over 98% of our funding comes from major international donors and most of our funds are restricted. We have been very strategic to benefit from current funding opportunities, and interventions used. That is why we have been able to grow so quickly and establish ourselves as a reputable organization. We want to be more independent in terms of funding and allow our national teams to be more independent too, but we have a long way to go. We have started a new program to encourage individuals in all countries, sending weekly newsletters to create a bond with them and build trust. In addition, we've created a Development and Financial Director position to identify and create new opportunities to fundraise offline in all countries.

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

Other. No. Only the Brazilian subsidiary is officially registered, where our Board of Directors consists of three people, two being paid as team members.

■ We are not yet registered in the other countries. In 2020, we conducted surveys asking teams if they thought we should be registered in their countries, and most replied it was too early to do it. In 2022, we hired lawyers to help us fully understand the registration processes and costs involved. We learned this is a challenging endeavor that requires a full-time person working on it. This position is now open as Legal and Compliance Director. We intend to start with our Thailand registration, and giving more independence to Brazil. For the other countries, we can anticipate it will be hard to build unpaid Boards, due to early stages of the movement and lack of alignment of advocates with effective altruism principles.

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

Local decisions are made by the national managers, aligned with the corresponding international director.

Our internal culture surveys show that national team members feel heard, and most ideas are accepted. When they are not, it is due to insufficient capacity or lack of alignment with strategy.

We know that the ideal scenario would be to have national leaders, which is already part of our expansion plans.

One area for immediate improvement is that many feel they should have more autonomy. During a one-week brainstorming process on how to develop more autonomy, the team suggested the creation of lists of references and mistakes to avoid.

We are building these lists and organizing more regular training sessions. International directors feel that approvals are still highly needed as mistakes are often found in materials, which can lead to a bad reputation and attacks from the industry.

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	1,059,656 82	1,263,153 59	722,143 38	2,403,301 77	2,500,000 00	2,600,000 00
- Revenue from own work (earned income)	0	0	0	0	0	0

- Revenue from capital investments (investment income)	0	0	0	0	0	0
- Revenue (other)	0	0	0	0	0	0
Total Expenditures	416,868 29	918,282 65	693,737 97	1,602,000 0 0	2,250,000 00	2,500,000 00
- Expenditures specifically for starting new programs				0	0	0
Financial Assets (i.e., cash, savings, investments, etc.)	642,788 53	344,870 94	1,016,064 88	1,817,366 65	2,067,336 65	2,067,336 65
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.

As it can be seen on our latest financial report, around 99% of our funding comes from large donations. Specific sources of funding can be seen on this link:
https://www.sinergiaanimalinternational.org/_files/ugd/54f547_2efb7ef8f48345f5a183df1aa211abc b.pdf

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

Yes. Around 58% of our funding comes from restricted donations (based on grant proposals that state specific programs, breakdown of expenditures, and specific goals to be pursued).

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

No new programs are planned. [REDACTED]

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.

It includes all our expenditures, of which wages and payments to consultants are a big proportion. They are declared as program expenses, according to the program upon which the

person works. In our 2021 financial statement, we make available our expenditures with leadership and support roles, as well as training and development. If ACE wants more detailed information, we have annual budgets that are broken down into more specific categories.

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?

In 2022, our funding will grow a lot, primarily due to a new grant from Open Philanthropy and some other new donors. We cannot use all these resources this year and are very open and transparent with donors. They know we will be able to grow more and more sustainably over the next two years. This means our reserves will increase significantly this year, helping us grow more safely, with 9-month reserves in future years even if revenue keeps being similar or slightly higher.

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?

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?

We would use these extra funds to empower and give more autonomy to three national teams, possibly Brazil, Colombia, and Thailand, and give them one national Executive Director to help with decision-making and public relations. A rough estimate of costs is provided below. We expect this to have a positive impact on all our programs, as well as our movement-building capacity. [REDACTED]

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?

We would use these extra funds to empower and give more autonomy to six of our national teams: Argentina, Brazil, Colombia, Indonesia, Thailand, and Andino (Chile, Peru, and Ecuador together) and give them one national Executive Director to help with decision making and public relations in general. These teams would also become more impactful and autonomous by having one Comms Manager, one Movement Building Manager, and funds to do events and other strategies to grow the community of people who believe and support the principles of effective altruism to help animals. [REDACTED]

[REDACTED]

[REDACTED] Since our foundation, we have always dreamed of getting these countries out of the category 'neglected', and we could surely start making it happen with extra funds.

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.

Carolina Galvani - Founder and Executive Director - since the start of 2017

Aline Baroni - Communications Director - since June 2019

Diamela Covarrubias - Corporate Engagement Director, International - since the start of 2017

Eduarda Schiefler Nedeff - Development and Finance Director - since September 2020

Fernanda Vieira - Food Policy and Animal Welfare Director - since January 2020

Lúcia Gomes Pereira - Global Campaigns Director, Latam - since July 2019

[REDACTED]

Thai Costa - People and Operations Director - since February 2021

Wichayapat Piromsan - Public Engagement Director, Asia - since March 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://www.sinergiaanimalinternational.org/governance-board>

<https://www.sinergiaanimalinternational.org/advisory-board>

What kind of legal entity is your organization?

Sinergia Animal is registered as a non-profit Animal Protection Association, both in Austria and in Brazil.

How would you describe the organizational structure of your organization?

[REDACTED]

[REDACTED]

We have one International Executive Director and International Directors on Communications, Corporate Engagement, Development and Finance, Food Policy, Animal Welfare and Research, People and Operations, and Public Engagement focused on Asia.

We have national teams of Senior Managers, Managers, and Assistants to access local demands supporting the International Directors mentioned above.

For more information on our leadership organization, please visit our website "Who we are" (www.sinergiaanimalinternational.org/who-we-are) section. We can make both the Brazilian and Austrian bylaws available, translated to English, upon request.

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.



Part-time (6)

- 2 in Argentina
- 1 in Colombia
- 1 in Indonesia
- 1 in Thailand
- 1 in Netherlands

Full-time (41)

- 5 in Argentina
- 9 in Brazil
- 2 in Chile
- 4 in Colombia
- 1 in Ecuador
- 1 in France
- 7 in Indonesia
- 1 in Mexico
- 1 in Peru
- 1 in Portugal
- 9 in Thailand

Contractors by demand (14)

- 1 in Brazil
- 2 in Chile
- 1 in Colombia
- 3 in Argentina
- 1 in England
- 1 in Germany
- 3 in Indonesia

2 in Thailand

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

Our volunteer community is not yet very well organized and engaged. We are making this a priority for improvement and hiring volunteer coordinators in all countries. Currently, one volunteer works 5 hours per week or more in Uruguay. For the Vegan Challenge in Latin America, we have about 5 active volunteers; however, they work a little less than 5 hours per week (one of them might have worked 5+ hours one or two times over the last months).

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

Sinergia Animal has used different strategies to learn about staff morale: A yearly culture survey is done with the whole team. All team members go through two Formal Feedback meetings and two check-in meetings per year that are part of our Feedback and Evaluation Cycle. We have Monthly Results Meetings, when the whole team gets together and each department shares their progress. These get-together moments are discussed with the team by a survey to keep everyone engaged and comfortable participating. We also tell our team that we value open communication, that they should always tell their supervisors if they are not happy about something, and their comments will be taken to the leadership. This message is given by the Executive Director in one-to-one or small group meetings when team members start and is reinforced every three months during the feedback meetings. Our culture pillar ‘SAFE’ states that an expected attitude is to “feel confident giving feedback and sharing ideas and suggestions”.

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 partial policy / informal policy	Healthcare coverage
Have partial policy / informal 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
Have formal policy	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?

As most of our team members are consultants, we cannot offer health insurance and other benefits. To compensate, we estimate our salaries as being 30% higher than the market average using www.glassdoor.com.br.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]