

2025 **YEAR IN REVIEW**



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EXECUTIVE DIRECTOR'S LETTER

Dear friends and partners,

I am proud to share what Sinergia Animal achieved in 2025—a year that asked much from us, but gave even more in courage, learning, and real progress for farmed animals across the Global South. None of this would have been possible without our team's commitment and the trust and support of partners like you. This work is truly collective.

Throughout the year, we secured 23 new corporate commitments to reduce animal suffering. This includes 16 cage-free egg commitments across Latin America, Southeast Asia, and global supply chains, and seven pig welfare commitments in Brazil. Some victories are historic: policies addressing antimicrobial use and tail docking, the first of their kind in Brazil, set new benchmarks and open doors for change across the sector.

2025 was also a year when accountability took center stage. We pushed for new corporate cage-free egg commitments while also ensuring companies honored existing pledges, evolving and sharpening our strategies around corporate accountability campaigns. It was not always easy, but it was rewarding. Through targeted pressure, dialogue, and stronger alliances, we helped turn promises into action. As a result, 12 major corporations, including Cargill, IKEA, and Colombina, improved transparency and reinforced their cage-free transitions. These successes leave us stronger, wiser, and energized to make our accountability work even more impactful in 2026.

Our advocacy with financial institutions also achieved a historic milestone. After sustained pressure from the Stop Financing Factory Farming Coalition, the European Bank for Reconstruction and Development canceled a USD 46 million investment linked to Burger King and Popeyes franchise operations in Eastern Europe. This decision sends a powerful message: animal welfare risks are increasingly recognized as financial and ethical risks too.

We also saw sustained progress in our institutional diet change program, securing 24 new commitments across a record 168 locations. These initiatives could serve about 2.6 million plant-based meals per year. Meanwhile, our Plant-Based Online Course continued to inspire and equip new professionals, engaging 3,182 participants from 18 countries in its seventh edition.



Investigations and public policy advocacy remained at the heart of our work. In Argentina, following our joint investigation with We Animals Media into the Cañuelas Cattle Market—which exposed severe animal welfare and public health risks—SENASA, the National Service for Agrifood Health and Quality, announced it will introduce new welfare guidelines and protocols. This step followed a formal request from Sinergia Animal urging stronger regulation and enforcement to protect both animals and consumers.

In Peru, we brought the reality of farmed animals directly into the halls of power. On April 30, we held an audiovisual exhibition at the Peruvian Congress, *What the Label Doesn't Show You*, launching a new investigation that revealed extreme confinement and unsanitary conditions on egg farms—conditions faced by an estimated 98% of laying hens nationwide. The exhibition attracted around 300 participants and directly supported legislative discussions on mandatory egg labeling, in line with Bill PL No. 6448/2023.

We celebrate our achievements without losing our drive to do more. The challenges ahead are real, and the systems we work to change remain deeply entrenched. Still, the achievements of 2025 remind us that strategic, persistent, and deeply committed advocates can move corporations, influence public policy, and reduce suffering at scale.

Thank you for walking this path with us and for believing, as we do, that change is possible.

Together, we will continue to make the impossible possible for animals.

With gratitude and hope for what lies ahead,

Carolina Galvani

Executive Director

Sinergia Animal



2 HIGHLIGHTS

Reducing suffering:

We secured 23 new corporate commitments to reduce the suffering of farmed animals, with 16 cage-free egg commitments (3 in Asia, 10 in Latin America, and 3 global) and 7 pig welfare commitments (from 3 companies in Brazil). Commitments on antimicrobial use and tail docking represent the first policies of their kind in Brazilian history.

Accountability Campaigns:

Sinergia pressured 36 companies that are failing to report sufficient progress on their 2025 cage-free commitments. In total, we targeted 36 food and hospitality companies across six countries. As a result of this process, 12 corporations, including Cargill, IKEA, and Colombina, have improved their transparency and strengthened their commitment to a full cage-free transition.

Tracking Progress:

Our cage-free tracker evaluated a record number of companies' cage-free policies in terms of transparency and progress: 148 in Latin America and 95 in Asia. In Asia, 22% of companies are now in tiers A and B, the highest ranked ones, up from 10% in the 2024 survey. In Latin America, 49% reached the highest levels, up from 32% last year.

Financial Institutions:

EBRD, the European Bank for Reconstruction and Development, canceled a USD 46 million investment in a franchisee that operates Burger King and Popeyes outlets across Eastern Europe, following pressure from civil society groups including the Stop Financing Factory Farming (S3F) Coalition.

Institutional Diet Change:

We secured 24 new commitments, totalling 168 locations impacted, with the potential to serve approximately 2.6 million plant-based meals per year.

Plant-Based Online Course:

The seventh edition had 3,182 participants, across 18 countries.

Public Policy:

Following a 2024 joint investigation by Sinergia Animal and We Animals Media exposing severe animal welfare and public health risks at the Cañuelas Cattle Market, SENASA, Argentina's National Service for Agrifood Health and Quality, announced it will launch new animal welfare guidelines and protocols for the market. This regulatory step closely followed Sinergia Animal's formal letter urging stronger rules, oversight, and enforcement.

Influencing Public Opinion:

Sinergia got 753 media hits distributed across regions and themes, indicating narrative consolidation and message discipline. Coverage evolved from predominantly ethical or emotional appeals toward structural framing.

Investigations:

We released three undercover investigations in Argentina, Colombia, Peru, and helped launch an investigation in Vietnam, in partnership with the NGO Vive. Our images were displayed in an audiovisual exhibition at the Peruvian Congress, providing direct engagement with legislators and their advisors and supported current discussions on the country's egg labeling bill.

Academic Outreach:

We launched a technical white paper on cage-free production at a high-profile event, with government, academic, and corporate stakeholders from Indonesia, Malaysia, and Thailand, alongside supporting and presenting key studies on food safety and antimicrobial resistance.



3 REDUCING SUFFERING

NEW CAGE-FREE EGG POLICIES

In 2025, our work required a strategic balance between advancing new policies and reinforcing pre-existing commitments through targeted accountability campaigns. While this dual focus was challenging, we did what was necessary to ensure that corporate pledges translated into real, measurable progress to alleviate animal suffering.

The year pushed us to refine our approach, strengthen partnerships, and deepen our understanding of what drives effective implementation. The lessons learned in 2025 leave us optimistic and well-prepared to make our work on this front even more impactful in 2026.

Despite these challenges, we secured 16 new cage-free commitments, with several notable highlights. Juan Valdez (Colombia), a coffee chain with over 600 locations, announced a global commitment covering partners and franchisees through 2030. The company aims to reach 100% cage-free sourcing in Colombia in 2025 and maintain its Chile commitment for 2027; its latest report already shows 40% progress.

Onyx (Thailand), a leading hospitality company in Southeast Asia, committed to cage-free sourcing across Thailand, Laos, Malaysia, and Sri Lanka for the Amari, Oriental Residence, and OZO brands, following many months of negotiation. GHL (Global), one of Latin America's largest hotel groups, operating more than 60 hotels in 10 countries, adopted a global commitment and has reached 80% progress in Colombia alone.

GLOBAL



GHL HOTELS:

A hotel chain in Latin America, with over 60 locations in eight countries.



JUAN VALDEZ

Well-known Colombian coffee brand and franchise with 630 locations across the Americas, Europe, and Asia.



COMO HOTELS AND RESORTS:

A hotel chain, with 18 locations in 12 countries.

ARGENTINA



ENTRE DOS ALFAJORES:

A national leader in the production and distribution of alfajores. In addition to their 40 franchises, their products are sold in more than 1,500 points of sale.



SUPERMERCADO TRES ESTRELLAS:

A regional chain with eight stores in the city of Olavarría.



LA PEBETA:

A restaurant located in the province of Buenos Aires that operates its own cage-free farm.



KOI DUMPLINGS:

Asian style restaurant with four locations.

CHILE



TAVELLI:

A coffee chain with 17 stores and retail production.



LA BOCA DEL OSO:

A vegetarian restaurant located in Valparaíso.



RESTAURANTE DOÑA CELINA:

A small locally operated restaurant.

COLOMBIA



ALCAGÜETE:

A manufacturer of healthy snacks sold in Colombia and Venezuela.



DLK:

A restaurant group with 13 brands and over 20 locations.



PURA VIDA:

A small single restaurant with vegetarian options.

THAILAND



ONYX HOSPITALITY GROUP:

One of Southeast Asia's leading management companies encompassing an extensive portfolio of hotels, resorts, serviced apartments, spas, and restaurants.



RAYA COLLECTION:

The creator behind the Rayavadee resort, Raya Heritage, and Tamarind Village. Policies apply to these 3 locations.



HARMONY LIFE INTERNATIONAL:

A company focused on organic and sustainable living.

ACCOUNTABILITY CAMPAIGNS

On the accountability front, we used pressure via negotiations and public campaigns to urge 36 companies to fulfill their cage-free promises. These efforts resulted in five clear victories—companies finishing their 100% transition to a cage-free supply chain—and 7 companies demonstrating meaningful progress and greater transparency. These outcomes underscore that the hard work and persistence of 2025 laid a solid foundation for stronger, more effective accountability and policy implementation in the years ahead.

Companies that reported full transition after accountability efforts:

Best Western (Global)

Sinergia made major efforts to help the Open Wing Alliance campaign that led to Best Western [reporting](#) significant progress towards a cage-free supply chain.

La Mantequería (Argentina)

Bakery and café brand operating about 15 franchises across Argentina, with additional international locations in the United States and Uruguay.

Cargill (Brazil)

One of the largest producers of mayonnaise, salad dressings, and other consumer food products in Brazil.

Buffalo Waffles (Chile)

Waffle chain with nearly 50 stores operating across Chile under a franchise model.

Colo Coffee (Colombia)

Chain that operates three café locations in Bogotá, Colombia.

Productos La Locura (Colombia)

Industrial bakery and food company that operates around 80+ points of sale across Colombia.

Companies that showed significant progress after accountability efforts:

Rei do Mate (Brazil)

Café and food-service chain with hundreds of locations nationwide. Following sustained engagement by Sinergia, the company presented plans to fulfill its cage-free egg commitment, although implementation is currently behind the original timeline.

G&N Brands (Chile)

One of Chile's largest food-service groups. The company reinstated its cage-free commitment and reported the transition of approximately 35,000 fresh eggs used monthly to cage-free eggs, with the goal of achieving 100% compliance in the Santiago Metropolitan Region by 2025.

Colombina (Colombia)

A major multinational food company headquartered in Colombia, with operations in dozens of countries and a broad portfolio of sauces, confectionery, and processed foods. The company reported an estimated 60% transition to cage-free eggs and has significantly reduced egg use by reformulating its tartar sauce to be free of animal-derived ingredients.

Hornitos (Colombia)

A Colombian bakery and café chain with multiple locations. The company reported 100% cage-free sourcing for shell eggs, with an overall cage-free transition estimated at 62.9% by Sinergia Animal based on the information provided.

Pan Pa' Ya (Colombia)

A well-established Colombian bakery and café chain with dozens of outlets nationwide. The company reported 100% cage-free shell eggs and 0% cage-free processed eggs, with Sinergia Animal estimating overall compliance at approximately 98% based on the information provided.

Mesofoods (Colombia)

One of Colombia's largest fast-food operators. The company reported 40% cage-free sourcing for shell eggs and 100% for processed eggs, with an overall cage-free share of approximately 80% for processed egg products.

IKEA (Thailand)

Part of the global IKEA retail group, operating large-format home furnishing stores nationwide. The company reported achieving 100% cage-free sourcing for shell eggs in Thailand, while discussions regarding the transition of other egg types remain ongoing.

Read more about our accountability efforts [here](#).



CAMPAIGN HIGHLIGHTS

2025 marked the busiest and most ambitious year of campaigning in Sinergia Animal's history. Across seven different countries, our teams simultaneously advanced new corporate commitment campaigns while launching ambitious accountability efforts to ensure existing cage-free pledges translated into real change for animals. This unprecedented scale of work was made visible on the streets: in total, we carried out 135 street actions, alongside other high-impact forms of street advertising that brought animal suffering into the public eye and directly confronted decision-makers. These actions not only increased pressure on major food companies, but also strengthened public awareness and media engagement, helping accelerate progress toward meaningful corporate reforms.

ARGENTINA



Activists staged protests using a LED truck at Freddo locations, one of Argentina's largest ice cream chains, after the company deleted its cage-free policy and failed to report any progress.

Sinergia organized a large, immersive photo exhibition featuring the most extensive selection of undercover images from cage egg farms collected globally by the Open Wing Alliance. During the experience, pedestrians were invited to write to Argentine companies that are failing to fulfill their cage-free pledges.



Activists displayed posters across the streets of Buenos Aires calling on Mostaza, one of Argentina's largest restaurant chains, to adopt a cage-free policy.

BRAZIL

Sinergia Animal carried out a series of high-impact street actions targeting Marriott Hotels in São Paulo and Rio de Janeiro. Activists staged a visual protest at the Renaissance Hotel, displaying banners and opening suitcases filled with blood-stained eggs symbolizing the continents where Marriott operates. The campaign continued on Paulista Avenue with large exhibition-style banners highlighting the suffering of caged hens, alongside the distribution of campaign flyers. On a coordinated day, simultaneous circus-themed actions took place at the Renaissance Hotel in São Paulo and the JW Marriott in Rio de Janeiro, using music, performers, and clown imagery to convey that the company should not treat animal welfare as a joke. In Rio de Janeiro, the pressure escalated with an LED truck broadcasting campaign audio and video through the upscale Zona Sul district, while activists distributed flyers in front of the hotel and on nearby beaches.



CHILE

Sinergia used billboards and highly visual street demonstrations exposing pictures of cage farms to put pressure on Chilean companies that are not reporting sufficient progress for their cage-free commitments.



A strategic street action successfully escalated the Tavelli campaign. The action featured two stilt walkers dressed in red with hen masks holding a banner, three activists engaging passersby, and a two-person audiovisual team. Four cafés were visited on the same day, capturing the attention of the company and resulting in a new cage-free commitment.



[Los Huevos que te Faltan](#) (The Eggs That Are Missing) was an interactive installation mixing technology and creativity to make a complete experience for the 200+ person audience, who were given the option to send a fake egg (and some 100 automated emails) to unresponsive companies, demanding their cage-free progress reports.



COLOMBIA

In an action targeting Ramo, one of Colombia's leading food manufacturers, with operations also in Chile and Venezuela, Sinergia Animal launched an undercover investigation filmed at one of the company's farms in 2024 and released in July. Since then, seven street actions have been carried out, most at Ramo's headquarters in Bogotá. One of these actions featured fake feathers released into the air to symbolize the severe feather loss caused by caged egg production.



MAKRO is a retailer owned by the Dutch conglomerate SHV Holdings, with operations in Colombia and Argentina. The campaign began in 2023 and has involved more than ten street actions across Colombia. Notably, Colombian activists traveled to the Netherlands to protest directly at SHV Holdings' headquarters, denouncing the company's double standards and the poorer treatment imposed on Latin American hens and consumers compared to Europe.



INDONESIA

Sinergia joined a global campaign urging Marriott International to fulfill its cage-free pledge. Several actions took place in Indonesia, to draw attention to the company's insufficient progress in Asia.



Activists painted their faces as chickens and marched holding cages in Jakarta to demand global hospitality and food companies—such as Marriott, Radisson, Millennium, and IKEA—fully implement their cage-free commitments.



PERU

A street intervention targeting restaurant chain La Lucha showed images of an undercover investigation of Peruvian cage egg farms. Activists organized a photo gallery and had two stilt walkers holding a banner exposing the brand. Also included an automatic programmed system of emails that allowed about 100 passersby to send a direct email to the executives of La Lucha Sanguchería.



A branded billboard truck drove around Miraflores in Lima for a month near Vivanda supermarket's locations. The message was a CTA to Vivanda for a cage-free commitment and a CTA for the passersby to join the cause by visiting the website.



A branded billboard truck drove around Lima for a month near La Lucha Sanguchería restaurants, urging the company to go cage-free.



THAILAND

Three billboards were placed in busy locations of Bangkok to urge IKEA, IHG, Marriott Hotels, Chatrium Hotels, Wyndham Hotels, Inspire Brands, Best Western, and Millennium Hotels to fulfill their global cage-free commitments.



Sinergia pressured After You Dessert Café to publicly commit to a cage-free egg policy by conducting a series of street actions in high-traffic areas, launching offline advertising, and boosting online visibility through targeted social media promotion.



CAGE-FREE TRACKERS

In 2025, we launched the fourth edition of our Cage-Free Tracker report in [Asia](#) and the sixth in [Latin America](#). These reports assess companies' progress in fulfilling their cage-free egg commitments, offering insights at both regional and global levels.

In Latin America, the report covered 148 companies in Argentina, Chile, Colombia, Peru, Ecuador, and Uruguay.

Almost two-thirds of them (99) provided updates on their progress, with 45 companies that have completed their transition to a 100% cage-free supply chain and another 8 that are expected to accomplish that by the end of 2025.

In Asia, the report evaluated 95 companies across five Asian countries (India, Indonesia, Japan, Malaysia, and Thailand), expanding its coverage from 78 companies in 2024. Among them, 67 companies (70.5%) reported some level of implementation of cage-free egg sourcing, though a large proportion of these (41 companies) reported only at the global level.

Across both reports, 22.11% of companies are now in the highest tiers (A and B), up from 10.26% in the 2024 survey. Compared with 2024, the 2025 update presents a more sobering picture: participation has widened, but implementation and transparency gaps remain pronounced.



NEW PIG WELFARE POLICIES

Sinergia Animal works through a combination of direct negotiations with companies, sustained pressure campaigns, and public benchmarking tools to drive concrete improvements in farmed animal welfare. Through this integrated strategy—including our industry ranking [Pigs In Focus](#) report—we secured seven new animal welfare policies from three different companies in the Brazilian pork sector.

These advances address some of the most severe sources of suffering for pigs, including the use of gestation crates, painful mutilations, and the misuse of antimicrobials. Notably, commitments on antimicrobial use and tail docking from Ecofrigo represent the first policies of their kind in Brazilian history, setting a powerful precedent and opening the space for other companies to follow.

AMONG THE KEY OUTCOMES:

- Aurora Coop, the third-largest pork producer in Brazil and a major exporter, committed to implementing pre-implantation group housing in all new units, effectively phasing out gestation crates in future expansions. The policy came after an eight-month campaign by Sinergia. As a result of this commitment, companies representing approximately 50% of the Brazilian pork market—such as JBS, BRF, Pamplona, and Alibem—are now committed to implementing pre-implantation systems in all new units.
- Ecofrigo adopted one of the most comprehensive policies in the sector, with five new policies: a ban on the continuous use of gestation crates in all units by 2025, and adopting exclusively pre-implantation systems in all new units, and the phase-out of multiple painful practices such as ear notching and tail docking. Crucially, Ecofrigo became the first major Brazilian company to commit to ending the use of antimicrobials in healthy animals by 2027.
- In parallel, Festival, a supermarket chain with 31 stores, committed to phasing out gestation crates for sows by 2028, reinforcing the role of retailers in accelerating change. This commitment came after a pre-campaign street action led by our activists.

CAMPAIGN HIGHLIGHTS:

Sinergia Animal's campaigns in Brazil are defined by boldness and creativity. In 2025, we carried out a series of high-impact actions targeting the supermarket chain Gruppo Zaffari, pushing for an end to the continuous use of gestation crates.

In parallel, sustained pressure campaigns were instrumental in securing Aurora's historic policy to phase out gestation crates in new units. Building on this momentum, we launched a new campaign targeting Frimesa, a major pork producer, urging the company to fully eliminate gestation crates in all new units and align with the standards already adopted by its main competitors.

This campaign started with five billboards placed in five different cities, and at this moment is escalating to bolder street actions. The total number of street actions conducted in Brazil alone was 56.



OTHER HIGHLIGHTS AND ACHIEVEMENTS:

- **Retailers Rankings:** Throughout the year, we launched transparency rankings as a strategy to put joint pressure on retailers in [Argentina](#), [Colombia](#), and [Thailand](#), with a scoring system to measure companies' cage-free initiatives. This is designed to increase public pressure, benchmark companies' progress, and create a clear accountability mechanism for the sector. The ranking has already triggered responses from two major supermarket chains in Argentina, indicating its strategic potential to drive commitments and policy change.
- In Argentina, we got [Chef Sergio Moro](#), a highly influential chef in the food industry with 115,000 followers, to commit to using only cage-free eggs in all his workshops, mentoring sessions, consulting services, and preparations.
- In Argentina, we entered into an agreement with the Bakery Workers Union of the Province of Neuquén, the objective of which is to organize workshops and informational sessions for union members to encourage the use of cage-free eggs and secure additional commitments within this sector.
- In Colombia, we attended the Retail of the Future event, in Cali, to deliver our [retailers ranking](#) as an invitation for them to make a cage-free commitment. Meetings and conversations followed.





4 INSTITUTIONAL DIET CHANGE

This year, our dietary change program Nourishing Tomorrow secured 23 new commitments to reduce procurement of animal products by 20%, with committed institutions only serving plant-based meals once a week. Together, these 24 commitments can potentially replace animal products with plant-based alternatives in nearly 2.6 million meals annually.

NEW COMMITMENTS

ARGENTINA

6 commitments covering 128 locations

Institution	Number of Plant-Based Meals
Nursery Rooms of the Ministry of Human Development of Córdoba	231,360
Paraná Food Bank	174,186
Healthy School Kiosks, Municipality of Córdoba	339,758
Santiago del Estero Food Bank	206,140
Río Cuarto Food Bank	499,616
Tandil Food Bank	76,440
Total number of meals in Argentina	1,527,500



COLOMBIA

11 commitments covering 33 locations

Institution	Number of Plant-Based Meals
Fundación Bella Flor - Bogotá D.C.	4,464
Fundación Protevida - Santa Marta (Magdalena)	12,336
Fundación Kadosh - Cartagena (Bolívar)	12,400
Asoturdi - Dibulla (Guajira)	785,460
Diningco - Coveñas (Sucre)	109,200
Kupera - Bogotá D.C.	2,808
Secretaría de Salud de la Gobernación del Cauca - Popayán (Cauca)	39,000
Hospital Universitario San José - Popayán (Cauca) *	Not yet reported
Universidad del Bosque - Bogotá	Not yet reported
Semillas de fé - Guarne (Antioquia)	6,720
Aldimark - Bogotá*	Not yet reported
Total number of meals in Colombia	972,388



INDONESIA

7 commitments covering 7 locations

In Indonesia, Nourishing Tomorrow also operates by delivering plant-based nutrition and economic empowerment training, primarily to women who serve as the main caregivers in their families and are engaged in Micro, Small, and Medium Enterprises (MSMEs). Through partnerships with local organizations, these trainings strengthen household nutrition, caregiving capacity, and women's income-generation opportunities.

Institution	Number of Plant-Based Meals
Yayasan Kasih Anak Kanker Indonesia (YKAKI) Yogyakarta	5,200
Kelompok Wanita Tani (KWT) Mawar Saman Salakan	9,828
Student Association of Food Technology Universitas Udayana	6,240
Yayasan Sapa	19,968
Rumah Edukasi Kenanga	16,692
Yayasan Pertakina Indonesia Sejahtera Abadi	18,252
Yayasan Pertakina Indonesia Sejahtera Abadi	22,620
Total number of meals in Indonesia	98,800

IMPLEMENTATIONS

ARGENTINA

The program reached nine provinces, namely Buenos Aires, Entre Ríos, Córdoba, Corrientes, Misiones, Mendoza, Neuquén, Santiago del Estero, and Santa Fe.

Completed

Completed institutions committed in 2024 and completed in 2025:

- ✓ Corriente Política y Social La Colectiva Mendoza y la Red de Centros de Recreación Infantil
- ✓ Corriente Política y Social La Colectiva Corrientes
- ✓ Corriente Política y Social La Colectiva Córdoba, Centro Cultural Carena, Segundo agrupamiento
- ✓ Hospital Dr Ramón Carrillo de San Martín de los Andes
- ✓ Fundación Haciendo Camino
- ✓ Banco de Alimentos, Córdoba, Río Cuarto (first group commitment)
- ✓ Banco de Alimentos, Mendoza, Valle de Uco
- ✓ Banco de Alimentos, Corrientes, Goya
- ✓ Servicios Hospitalarios San Justo
- ✓ Instituto IAES Fundación Lapacho

In Progress

At the time of writing, we have eight commitments in progress, stemming from commitments made in 2023, 2024, and 2025. This work reaches 131 institutions.

Institution committed in 2023 and still in progress:

- ⊗ Hospital Arturo Illia

Institutions committed in 2024 and still in progress:

- ⊗ Colegios del Solar
- ⊗ Colegio San Pablo Virreyes

Institutions committed in 2025 and still in progress:

- ⊗ Nursery Rooms - 231,360 meals
- ⊗ Healthy Cities- 339,758 meals
- ⊗ Río Cuarto Food Bank - 499,616 meals
- ⊗ Paraná Food Bank - 174,186 meals
- ⊗ Santiago del Estero Food Bank - 206,140 meals
- ⊗ Tandil Food Bank (training pending) - 76,440 meals



COLOMBIA

Eight implementations have been successfully completed, consolidating the reach of our impact and the transfer of knowledge in the following settings:

Completed

Completed institutions committed in 2024 and completed in 2025:

- ✓ Popayán Municipal Health Secretariat (Popayán)
- ✓ Digital University of Antioquia (Antioquia)
- ✓ Popayán Education Secretariat (Popayán)

Completed institutions committed in 2025 and completed in 2025:

- ✓ Fundación Bella Flor - Bogotá D.C.; 4,464 meals
- ✓ Fundación Kadosh - Cartagena (Bolívar); 12,400 meals
- ✓ Diningco - Coveñas (Sucre); 109,200 meals
- ✓ Kupera - Bogotá D.C.; 2,808 meals
- ✓ Secretaría de Salud de la Gobernación del Cauca - Popayán (Cauca); 39,000 meals

In Progress

Institutions committed in 2025 and in progress:

- ⊗ Asoturdi, Dibulla (Guajira) - 785,460 meals
- ⊗ Fundación Protevida, Santa Marta (Magdalena) - 12,336 meals
- ⊗ Hospital Universitario San José, Popayán (Cauca) - number of meals to be confirmed by 2026
- ⊗ Corporación Semillas de Fe, Guarne (Antioquia) - 6,720 meals
- ⊗ Universidad del Bosque, Bogotá D.C. - number of meals to be confirmed by 2026
- ⊗ Aldimark (Bogotá DC): number of meals to be confirmed by 2026



INDONESIA

Completed

- ✓ SLB Autis Laboratorium UM - number of meals to be confirmed by 2026
- ✓ Yayasan Peduli Kemanusiaan (YPK) Bali - number of meals to be confirmed by 2026
- ✓ Kelompok Wanita Tani (KWT) Mawar Saman Salakan - 9,828 meals

In Progress

- ⊗ Dreama Kitchen - number of meals to be confirmed by 2026
- ⊗ Yayasan Kasih Anak Kanker Indonesia (YKAKI) Yogyakarta - 5,200 meals
- ⊗ Student Association of Food Technology Universitas Udayana - 6,240 meals
- ⊗ Yayasan Sapa - 19,968 meals
- ⊗ Rumah Edukasi Kenanga - 16,692 meals
- ⊗ Yayasan Pertakina Indonesia Sejahtera Abadi - 18,252 meals
- Yayasan Banati - 22,620 meals

PLANT-BASED NUTRITION COURSE 7TH EDITION

We carried out the seventh edition of our free training course Plant-Based Nutrition: Health, Culture, and Sustainability, aimed at health professionals and other professionals across Latin America. This year, we launched a pilot of an on-demand version, hosted on the Learning Rocks (LR) educational platform. Unlike previous editions, where classes were synchronous, delivered via Zoom once a week, this edition transitioned to a fully asynchronous format.

This edition incorporated two learning pathways: one designed for professionals from various fields, and another specifically oriented toward health professionals. According to LR records, 3,182 participants, mostly from 18 Latin American countries, effectively began the course (2,072 in the core modules and 1,106 in the health professionals' module). The completion rate was 12.57% in general, and higher among health professionals (20.52%).

In terms of the demographic profile of participants, there was a strong presence of young and middle-aged adults, with women representing the majority across all age ranges. The results also show that most participants have a high academic level. Taken together, this distribution confirms that the course attracts—and is most relevant to—participants with advanced professional or academic backgrounds. This supports the decision to orient future editions exclusively toward professionals, ensuring a stronger alignment between the course content and the needs of its intended audience.

OTHER HIGHLIGHTS

- **National Chefs' Meeting:** This three-day meeting in Buenos Aires gathered nine chefs to align practices, improve communication between provinces, and strengthen administrative efficiency, all steps necessary for coherent national implementation of Nourishing Tomorrow. Most importantly, it consolidated the chefs as a unified national team, a critical enabler for the next phase, which is focused on sustainability, long-term follow-up, and institutional permanence of plant-based menus.
- **Expansion of Nourishing Tomorrow into school settings:** The program presented the pilot of its Healthy Kiosks Project at San Pablo Virreyes School in San Fernando. This initiative takes advantage of the new national regulation (Decree 310/24), which requires healthy food environments in schools, allowing us to work in institutions that do not have cafeterias but do have kiosks—critical points of access for reaching adolescents.



- **Launch of AlimenRed, a network of plant-based trained nutritionists:** The purpose is to support the monitoring of program implementations and contribute to the sustainability of the program in participating institutions across Argentina. The network currently has nine active nutritionists and 60 waiting to enter the group.
- **Mass media:** In Colombia, representatives of Nourishing Tomorrow were interviewed on radio and television, including Caracol Radio and Teleamiga.
- **Symposium on Circular Economy:** a representative of Nourishing Tomorrow was a speaker at the event, held at the Digital University of Antioquia, in Medellín, Colombia.
- **International Gastronomic Forum in Bogota:** We had the opportunity to present the program to the Deputy Minister of Tourism of Colombia.
- **Rock al Parque music festival in Bogota:** The program reached a non-traditional audience at this popular music festival.
- **Focus Group Discussion:** We organized a meeting with representatives from companies and the Indonesian Ministry of Agriculture. The main objective of the event was to bring different stakeholders together and closer to us, and put more focus on the cage-free transition.
- **World Population Day in Bali:** With the EcoEnzyme community, we collaborated with Animals Don't Speak Human and raised awareness about the environmental impact of our current food system, along with the nutritional benefits of a plant-based lifestyle.
- **Holistic Wellness Expo in Jakarta (hosted by Politeknik Negeri Jakarta):** Nourishing Tomorrow delivered a presentation about practical tips on meal planning focused on a plant-based diet.



5 FINANCIAL INSTITUTIONS

DEVELOPMENT BANKS (STOP FINANCING FACTORY FARMING)

Stop Supporting Factory Farming (S3F) is a global coalition of civil society organizations working to end public financing for factory farming. The campaign targets multilateral development banks (MDBs) and other public financial institutions, exposing how their investments fuel climate breakdown, public health risks, social harm, and animal suffering. Through research, advocacy, and coordinated global action, S3F pushes for a shift toward just, sustainable food systems.

A defining [achievement of the S3F campaign](#) this year was stopping a proposed European Bank for Reconstruction and Development (EBRD) investment in Burger King. In Poland, Rex Concepts SA (franchisee for Burger King and Popeyes in Central and Eastern Europe) applied for an equity investment from the EBRD. Through swift, coordinated advocacy with Polish and international partners, the project was withdrawn within weeks of our formal intervention. This rapid outcome clearly illustrates the campaign's effectiveness in influencing MDBs when pressure is timely, strategic, and well coordinated.

Building on this momentum, the S3F campaign maintained a strong and deliberate focus on MDBs, particularly their continued financing of industrial animal agriculture. Over the year, we engaged in around 30 MDB-linked projects, challenging public funding that drives factory farming and its associated harms. In parallel, we worked closely with broader civil society coalitions to align demands and influence the ongoing [review of the IFC Performance Standards](#), pushing for stronger safeguards for communities, animals, and the environment.

Our advocacy was grounded in robust evidence. A year-long field investigation exposed cases of water contamination and land-grabbing connected to an IFC-financed agribusiness project, providing critical documentation to support our policy and accountability efforts.

Public pressure remained a central pillar of the campaign. Through a coordinated [Global Day of Action](#), S3F and partners mobilized in cities across the Americas, Europe, Africa, and Asia, targeting World Bank Group and IFC offices, universities, and iconic public spaces. Sinergia Animal led actions in five cities. Together, we drew attention to the USD 1.4 billion invested by the World Bank Group in industrial livestock operations between 2023 and 2024.



These actions were reinforced by the global narrative campaign “[Is Factory Farming Worth It?](#)”, which effectively connected factory farming to climate breakdown, public health risks, and social injustice. The campaign generated significant international media coverage and helped shift the debate around public development finance toward the need for just, sustainable food systems.

S3F’s relationship with MDBs, notably the World Bank, has been a focal point of engagement. This includes:

- **World Bank Annual Spring Meetings**

S3F organized actions, letters, and media campaigns around these events to push for policy and project changes.

- **Policy Engagement**

The coalition participated in consultations on IFC’s sustainability framework and other MDB policies, warning that current financing models for factory farming continue to reinforce unsustainable practices.

- **Research and Project Response**

S3F produced reports, including [Unsustainable Investments](#), and coordinated letters targeting the World Bank, urging alignment with SDGs and climate goals. Additionally, in December 2025, we developed the report [Unsustainable Investments: Part 2](#).

- In general, the relationship with the World Bank changed a bit this year, with the bank becoming more aggressive in its defense of finance for factory farming. Among others, it published a “[Myths](#)” [page](#) that (purposefully) distorts our arguments.

COMMERCIAL BANKS (BANKS FOR ANIMALS)

Launched in 2021, the first [Banks for Animals](#) report marked the beginning of an international assessment and advocacy program led by Sinergia Animal, aimed at addressing animal welfare risks within the global financial system. With a particular focus on banks operating in the Global South, the initiative evaluates how commercial banks incorporate animal welfare considerations into their financing and investment policies, especially in relation to industrial animal agriculture.

In the 2025 edition, five banks improved their policies. This year's assessment publicly evaluated 100 major financial institutions across multiple regions, including Latin America, Southeast Asia, Europe, and Asia. Countries covered ranged from Brazil, Argentina, Chile, Colombia, and Mexico to Indonesia, Thailand, India, China, and key European financial hubs such as the United Kingdom, France, Germany, the Netherlands, and Switzerland. The inclusion of new banks from Southeast Asia and Latin America in 2025 reflected the program's expansion into emerging markets, strengthening both regional relevance and advocacy impact.

The assessment has informed [the filing of multiple shareholder resolutions](#) on animal welfare at major global banks, including Citibank, Bank of America, and JPMorgan Chase, further embedding animal welfare considerations into financial governance and accountability processes.





6 PUBLIC POLICY

ANIMAL AUCTION REGULATIONS IN ARGENTINA

Recently, Senasa (the National Service for Agrifood Health and Quality) launched [new welfare guidelines and protocols](#) applicable to the Cañuelas Cattle Market, where thousands of live animals are sold weekly.

We believe this action is directly connected to our broader effort to expose the severe animal welfare and public health risks uncovered at the market, including unsanitary conditions, unattended wounds, physical abuse, and extreme overcrowding. These findings were documented through a [joint investigation](#) carried out by Sinergia Animal and We Animals Media, launched in 2024. In response to the gravity of this evidence, Sinergia Animal formally alerted SENASA, sending an official letter urging the authority to strengthen regulations, oversight, and enforcement to prevent these abuses from continuing and to protect both animals and consumers.

ANIMAL AUCTION REGULATIONS IN COLOMBIA

As a result of the launch of our investigation on animal land transport in Colombia in 2024, Senator Andrea Padilla called for a special session in Congress with the authorities involved in the implementation of Resolution 20223040006915, issued in February 2022 by the Ministry of Transport and the Colombian Agricultural Institute (ICA).

The main outcome was the technical meetings in which Sinergia Animal started participating. Over 2024 and 2025, we have used our presence in these meetings to closely monitor and engage with the implementation of the resolution to provide for inspection, surveillance, and control activities (IVC) applicable to live animal transport. The rule set forth a three-year transition period ending in February 2025; however, full implementation has not been achieved, and the Ministry of Transport ultimately did not sign an extension.

As a result, IVC activities that were supposed to begin in February 2025 are still not fully operational, and the Specialized Animal Transport system (TEA) remains partially implemented. In this context, Sinergia Animal continues to closely scrutinize the process and monitor ongoing developments to ensure accountability and progress in animal transportation standards.

In parallel, following the political oversight led by Senator Andrea Padilla in 2024, we strengthened cooperation to advance regulatory improvements. Next steps will focus on shaping reforms and ensuring that the existing implementation gaps are effectively addressed.

Also in Colombia, Senator Esmeralda Hernández submitted a [cage-free and egg-labelling bill](#) to Congress in August, in which she makes reference to our retailer ranking, [Supermarkets Under the Lens](#), released in May 2025.

EGG LABELLING BILL IN PERU

On April 30, 2025, Sinergia held an [audiovisual exhibition](#) at the Peruvian Congress, titled What the Label Doesn't Show You. During the event, we officially launched a new investigation exposing severe animal welfare and public health issues on three egg farms in Peru. The footage documented the confinement of hens in battery cages, with unsanitary conditions that create systemic public health risks, conditions that reflect the reality faced by an estimated 98% of laying hens in the country.

The exhibition aimed to raise public awareness and encourage urgent legislative discussions by:

- Presenting evidence-based investigative material to lawmakers
- Providing technical context on animal welfare and food safety risks
- Engaging directly with legislators and their advisors to promote legislative action
- Supporting public awareness by hosting an event attended by around 300 participants, including legislators, allies, and civil society organizations

This action was strategically aligned with Bill PL No. 6448/2023, which proposes mandatory egg labeling to provide consumers with greater transparency regarding production systems.

The bill remains active, and the internal voting processes within the Consumer Defense Committee are advancing. Further developments are expected in the next legislative period.

We thank Peruvian NGOs Arba and Compromiso Verde for their collaboration.



LEGISLATIVE EFFORTS IN BRAZIL

Public policy efforts and participation in Congress sessions included:

- Scientific congresses, conferences, roundtables, public hearings at the National Congress, and plenary sessions of the National Environmental Council (CONAMA).
- Engagement in dialogue with the Department for Animal Protection, Defense and Rights (DPDA) of the Ministry of the Environment and Climate Change (MMA) via meetings with members of Congress and monitoring animal-related bills in thematic committees and voting sessions in the National Congress. This process includes prior alignment between organizations and subsequent contextual assessment.
- Collaboration in drafting the [2025 Animal Legislative Agenda](#), alongside other organizations and the Collaborative Advocacy Network (RAC), identifying 12 priority bills, with emphasis on: Bill No. 90/2020 (ban on force-feeding), Bill No. 3,093/2021 (prohibition of live cattle exports), and Bill No. 2,387/2022 (ban on donkey slaughter).
- [Participation at COP30](#), both within the Collaborative Advocacy Network (RAC), the Working Group of the Joint Parliamentary Front, and the National Confederation of Animal Rights Organizations (CONEDAN), and in the drafting of an [open letter](#) to the International Maritime Organization (IMO) calling for an end to the transport of live animals.
- Contribution to the development of CONEDAN's "CLEAN Elections" initiative (Clean from Animal Exploitation Campaign), which aims to present regulatory proposals to the Superior Electoral Court (TSE) to protect animal rights throughout the electoral process.



LEGISLATIVE EFFORTS IN ARGENTINA

- **Egg-Labeling Bill:** The deadline for the Bill to be voted on and converted into law expired in December 2024. After conversations with several legislators and consumer associations, Sinergia decided to present a new bill—that makes egg labelling mandatory according to production systems—in 2026. We also began to work with new legislators, created a new communications plan, and conducted public opinion polls.
- **Live Animal Export:** In March, in alliance with multiple national organizations, we carried out a [protest](#) against Decree 133, which reinstated live animal exports in Argentina after 50 years of prohibition. Sinergia organized a [Change petition](#) with more than 50,000 signatures and attended meetings and conversations about a bill to ban the new rule. In November, we engaged with the creators of the bill to start contributing. The bill was presented at the end of the year and will be discussed and voted on by both legislative chambers in 2026.




INTERNATIONAL ADVOCACY

Sinergia's team attended COP 30 in Belém to engage with experts and contribute to discussions at the Food Hub. Our primary objective was to highlight Animal Welfare as an integral component of a more sustainable and just food system. In addition, we co-hosted an official side event in partnership with the World Federation for Animals. We brought together African leaders, scientists, and civil society to address a critical missing link in climate action: how can we protect wildlife while continuing to finance the systems that destroy their habitats? One of the event's key outcomes was significant: **African leaders agreed to advance the Global Wildlife for Climate Action Declaration for COP31.**



- Bangkok Climate Action Week: We joined Thailand's first Climate Action Week parade, highlighting the environmental impact of industrial farming. In addition, our National Director spoke on a JUST Transition panel alongside World Animal Protection and other NGOs.





7 INFLUENCING PUBLIC OPINION

MEDIA VISIBILITY

In 2025, media performance demonstrated both scale and strategic maturation. Coverage increasingly positioned animal welfare within systemic, economic, and risk-based frameworks, strengthening institutional credibility and long-term influence beyond advocacy audiences.

IN NUMBERS

- **Total media hits:** 753 across regions, reflecting sustained global visibility.
- **Top-performing countries:**
 - **Thailand (315):** Primary driver of volume and reach, with strong penetration in mainstream and business media.
 - **Brazil (122):** High-quality national and international coverage, especially on food systems and public health.
- **Other countries:** We had consistent exposure in Colombia (84), Argentina (82), Indonesia (76), and Chile (73), reinforcing regional narratives rather than isolated spikes.

Strategic pattern:

Media visibility was not concentrated in single campaigns but distributed across regions and themes, indicating narrative consolidation and message discipline.

NARRATIVE SHIFTS

Across regions, coverage evolved from predominantly ethical or emotional appeals toward structural framing, linking animal welfare to:

- Corporate governance and accountability
- Banks' responsibility and financial risk
- Food systems resilience and public health

This shift was especially visible in Brazil and Thailand, where animal welfare discussions entered business, financial, and mainstream outlets, signaling growing legitimacy as a cross-sector issue.

STRATEGIC MEDIA WINS

- Brazil – Bird Flu and Food Systems: Reframed animal welfare as a global public health and systemic risk issue, elevating policy relevance.
- Thailand – Business and Consumer Media: Stories on ethical food demand and bank engagement normalized animal welfare within economic and consumer decision-making.
- Forbes Thailand: Emerged as a key strategic outlet, opening pathways to senior business and financial audiences.

Overall assessment: Media results delivered strategic legitimacy and narrative depth, positioning animal welfare within decision-making frameworks used by corporations, policymakers, and investors.

OTHER ACHIEVEMENTS

- In Chile, we created Communicators for Change, a space designed to share ideas about our work and the reality of farmed animals while enjoying plant-based cuisine. Some of the most influential communicators in the country attended, including key influencers and representatives from major media outlets.



UNDERCOVER INVESTIGATIONS

FAKE “HAPPY EGGS” IN ARGENTINA

This year, we published a new undercover investigation titled [“The Truth Behind ‘Happy’ Eggs,”](#) exposing severe welfare violations in the operations of Huevo Feliz (“Happy Egg”), an Argentine company whose marketing falsely suggests humane conditions. Our footage documented hens confined in cruel battery cages—contradicting the company’s claims and revealing the systemic deception faced by consumers. The objective was to generate public pressure and institutional momentum in favor of a mandatory egg labeling law in Argentina. The investigation was launched in coordination with the Argentine consumer association ACUCC, strengthening cross-sector collaboration.

CRUELTY AT RAMO’S FARM

In July, [“Cruelty at Ramo’s farm”](#) was launched, with footage exposing shocking conditions at a farm that supplies Productos Ramo, one of Colombia’s largest food manufacturers. The images reveal cases of cloacal prolapse, dying animals, extreme overcrowding, and unsanitary conditions inside battery cages. This investigation sparked a strong wave of debate around battery cages in Colombia, with content going viral on social media and significant media coverage.

RAISING AWARENESS WITHIN PERUVIAN LEGISLATORS

In Peru, Sinergia Animal presented the findings of [an investigation exposing three caged egg farms](#) directly to Congress, using the evidence to urge lawmakers to adopt mandatory nationwide egg labelling by production system. Sinergia organized a photo and video exhibition inside the Peruvian Congress to resonate with public concern: a recent study shows that 76% of Peruvians are worried about the animal suffering behind the food they consume and believe the government should take action to protect both animal welfare and public health. In this context, Congresswoman Sigrid Bazán formally introduced a bill on egg labelling, aimed at guaranteeing transparency for consumers while encouraging more responsible and humane production standards.

PIG SLAUGHTERHOUSES IN VIETNAM

Sinergia Animal supported the Vietnamese NGO Vive in the release of [“Behind the Walls of Small and Medium-Sized Pig Slaughterhouses in Vietnam,”](#) an investigation exposing the normalization of extreme cruelty in Vietnam’s pig slaughter industry. Filmed in Hanoi in October 2024, the footage shows pigs having their throats cut while fully conscious, without prior stunning, and being dragged with metal hooks as other animals look on in fear.

These practices are widespread, occurring in facilities responsible for around 80% of pig slaughter in the country—approximately 40 million animals each year—despite clear legal requirements under Vietnam’s 2018 Law on Animal Husbandry mandating stunning and shielding animals from witnessing slaughter. The investigation highlights the urgent gap between law and practice and the need for effective enforcement.

GLOBAL TRANSITION TOWARDS ACCEPTABLE BUSINESS MODELS CAGE-FREE EGGS

8 ACADEMIC OUTREACH

- Article with Dr. Donald Broom on persistent poor conditions in pig farming: Written in collaboration with a world-renowned animal welfare scientist, it highlights how harmful practices remain widespread worldwide, underscoring the ongoing gap between scientific knowledge and the realities of industrial livestock production. Read more: [Pig farming practices compromising biosecurity and causing poor welfare of pigs](#).
- Article on how animal farming is neglected in climate policy: A paper in collaboration with several scientists shows that industrial animal farming is a major driver of greenhouse gas emissions, biodiversity loss, land use change, and environmental degradation, yet remains largely neglected in climate policy. Read more: [The Missing Target: Why Industrialized Animal Farming Must Be at the Core of the Climate Agenda](#)
- Study on Salmonella and Enterobacteria in Argentina: The study conducted by the National Institute of Agricultural Technology (INTA) examined eggs from 30 cage-free farms in Buenos Aires and southern Santa Fe province, finding no Salmonella contamination either on the shell or inside the eggs. Enterobacteria were present at acceptable levels on nearly all farms, with only a small minority (4%) showing elevated counts, which could be resolved by improving biosecurity. All microbiological results were within safe limits when good management practices were followed. Read more (in Spanish): [Detección de Salmonella spp. y enterobacterias en huevo para consumo proveniente de sistemas libres de jaula](#)
- Sinergia Animal's technical White Paper on the global transition toward acceptable business models, focusing on laying hens: We hosted a launch event in Indonesia, which brought together leading specialists in animal welfare, cage-free producers, university professors, NGOs, representatives from the government, corporate stakeholders, and others from Indonesia, Thailand, and Malaysia.





- Sinergia established a research partnership with one of the most renowned universities in Brazil, University of São Paulo. Alongside the Laboratory of Socioeconomic Analysis and Animal Science, Sinergia has been supporting a postdoc research project on funding provided by public banks to livestock operations and its impact on animal welfare and sustainability in Brazil.
- We supported the translation and printing of the Thai editions of the books Ethics Into Action: Henry Spira and the Animal Rights Movement by Peter Singer and Animal Rights: A Very Short Introduction by David DeGrazia.





9 MOVEMENT BUILDING

This year, we achieved meaningful milestones in our movement-building work. From concluding one cycle and launching a new cohort of our fellowship program, to recruiting and training dozens of new ambassadors, we significantly strengthened our grassroots capacity. We also expanded our movement-building actions to more than ten new cities across Southeast Asia and Latin America, amplifying the visibility and reach of our campaigns.

Sinergia held more than 250 gatherings, training sessions, and other in-person or online activities. All actions were aligned with our campaign strategy, resulting in stronger public presence, increased pressure on companies, and tangible progress in our wins for animals. Our activist base grew from 500 to 847 trained and engaged volunteers, representing a 69.4% expansion and demonstrating the growing strength of our movement.

We expanded our reach into 13 new cities across Latin America and Southeast Asia, enabling simultaneous actions in up to five cities at once. This broader geographic presence unlocked new opportunities, including establishing initial conversations with companies previously hard to reach.



We brought Sinergia Animal's vision, strategies, and frontline experiences to global stages, with representatives speaking at key international movement events including the EA Global Bay Area, EXA Peru, AVA Summit (US), the CARE Conference, and others. These opportunities allowed us to share our insights from the Global South, elevate the work of our activists, and strengthen partnerships within the international animal advocacy community.



10 PEOPLE MANAGEMENT AND GOVERNANCE



A global salary grade was implemented to standardize compensation, career progression, and internal equity across countries. The system establishes clear salary bands, supports transparent hiring and promotion decisions, aligns with best practices in compensation governance, and enables long-term financial planning and sustainable growth.



Talent acquisition capacity was reinforced with the addition of two temporary dedicated recruiters, supporting rapid expansion and the hiring of 36 new team members in 2025.



Program Manager and Senior Lead roles were created to strengthen operational capacity, reduce Director-level bottlenecks, and improve execution across countries. This new mid-management layer enhanced coordination, follow-up, and team development, with many positions filled through internal promotions.



New strategic roles and programs, including Public Policy and Accountability Leads, were established to expand institutional influence and impact. These functions provide expertise in legislative engagement and systematic monitoring of corporate commitments, strengthening evidence-based advocacy and organizational transparency.



A unified project management methodology was adopted organization-wide, supported by specialized training from Mission Realization. This improved execution, accountability, and cross-department coordination, increasing efficiency and readiness for more complex, multi-regional initiatives.



Digital security was strengthened through the deployment of new software and protocols, improving data protection and alignment with professional IT standards.



Internal governance was strengthened through updated policies, guidelines, and cross-organizational alignment sessions.



Standardized and legally compliant HR processes were developed across all countries, covering the full employee lifecycle—from recruitment to onboarding, performance management, and offboarding—supported by automated systems and consistent documentation, improving governance, efficiency, and transparency.



A Leadership Development Program was introduced, combining monthly group sessions on core leadership topics with quarterly one-on-one development conversations with the People and Operations Director. Together, these initiatives strengthened leadership coherence, accountability, and organizational culture.



Internal trainings covered finance fundamentals, project management, PR, Meta ads compliance, and hiring for leadership. External trainings addressed cage-free production, countering livestock industry narratives, Monday.com, animal pain assessment, public health risks of industrial farming, and leadership-focused project management delivered by Mission Realization.



Our Training and Development Program continued to allocate annual budgets to each team member for professional growth. In 2025, more than USD 15,000 was invested in external courses, books, trainings, and coaching.



The Diversity, Equity, and Inclusion Sector Initiative continued with quarterly check-ins with the Diversity Talent Bank for Animal Welfare Organizations, increasingly focused on best-practice sharing across NGOs, and welcomed one new organization into the initiative.





// LEGAL AND COMPLIANCE

- Strengthened Legal and Compliance oversight (2025): Ensured campaigns and country operations aligned with legal standards and organizational priorities.
- Monthly strategic reviews: From the second semester, campaigners presented monthly plans and semester outlooks for legal feasibility and risk assessment.
- Campaigns Guiding Document: Developed as a key reference for reviewing and advising on campaign proposals.
- Activist engagement framework: Supported national teams in formalizing ambassador and specialized activist roles and updated all related documentation.

INSTITUTIONAL SUPPORT AND GOVERNANCE

- New internal policies: Developed, implemented, and disseminated policies to strengthen internal governance.
- Respect in the Workplace training: Delivered an interactive training to all staff, clarifying complaint processes, investigations, confidentiality, and follow-up.
- Organizational guidelines launched:
 - AI Guidelines, defining responsible use and limitations.
 - Child Engagement Guidelines, ensuring safe and ethical interactions.

CONTRACTUAL FRAMEWORK

- Updated contract templates: Fully revised all organizational templates and drafted new agreements to meet evolving operational and partnership needs across countries



FUNDRAISING RESULTS (2025)

Raised ~USD 4.1 million, meeting the annual goal through diversified initiatives and strengthened donor relationships.

GROWTH VS. 2024

+45%

Individual giving

+34%

Monthly supporters*

***+30% during year-end via a high-impact matching campaign.**

Visibility and recognition (2025): Continued recognition as a highly recommended organization on leading charity evaluators, including [Animal Charity Evaluators \(ACE\)](#), [Effektiv Spenden](#), and [FarmKind](#).

Community and fundraising events: Participated in VegFests in Argentina and Brazil and organized community-led initiatives, including Colombia's first wine-tasting fundraiser and LATAM's first Sinergia Day, engaging ~70 supporters in Chile and Peru.

Donor engagement: Delivered newsletters, targeted campaigns, influencer collaborations, local events, and conference participation to deepen relationships and expand reach.



ABOUT SINERGIA ANIMAL

Recognized as one of the world's most effective animal protection organizations by Animal Charity Evaluators, Sinergia Animal is an international campaigning organization working in countries from the Global South (South America and Southeast Asia) to reduce animal suffering and promote more compassionate food choices.



sinergiaanimalinternational.org