



Year in
Review
2021

Table of contents

- 03** Executive Letter
- 04** Highlights - Achievements in 2021
- 05** Corporate Animal Welfare Policies
- 11** Corporate Campaigns
- 18** Investigations
- 19** Financial Institutions
- 20** Vegan Challenges
- 22** Nourishing Tomorrow
Institutional Meat Reduction
- 25** Influencing Public Opinion
- 29** Joint Efforts With Other Organizations
- 30** People Management, Organizational Culture
and Governance
- 32** Research

Executive Director letter

Dear friends,

Once again, thank you so much for supporting our work. I am very proud to say that 2021 was a very prosperous and exciting year for Sinergia Animal.

We entered our fourth year as an Animal Charity Evaluators' Standout Charity and our team excelled in many aspects. We were able to improve our performance in many areas, significantly impacting more animals and territories than in previous years.

Sinergia Animal had solid growth in the number of corporate policies to reduce animal suffering, our participation in tracking programs, our presence in mainstream media, and our reach in digital platforms, such as newsletters and social media.

I was inspired watching our team face the pandemic that has still haunted us this year with a show of creativity and courage. We resumed our investigative work and returned to the streets through billboards, newsstands, artistic murals, and ads in taxis, tuk tuks, and trucks.

Sinergia Animal was also better organized internally and were able to create 17 new job openings and two new departments: Research and People and Operations.

Our team strived to become an organization that takes even greater care of its people and we have launched training and personal development programs, new and better HR policies, and an internal culture based on values we cherish, collectively.

We surely ended the year feeling we did many amazing things and accomplished all we could. Moreover, we feel safer, stronger, and more prepared to continue growing and helping even more animals in 2022. Our gratitude for your support continues to grow as well, as we know that without you, none of this would have been possible.

Thank you so much for being part of our history. We will do our best to make 2022 an even more prosperous year for non-human animals.



Carolina Galvani
Executive Director

Highlighted achievements in 2021

CORPORATE CAMPAIGNS

Roughly doubled our impact by helping secure 27 commitments covering over 35 countries.

CAGE-FREE TRACKING PROGRAM

Participation increased by 86%.

PIG WELFARE IN BRAZIL

Four major producers stated they plan to reduce the time sows spend in gestation crates.

FINANCIAL INSTITUTIONS

Development banks were urged not to approve loans for big meat producers like Pronaca and Marfrig. Three commercial banks improved their animal welfare policies.

VEGAN CHALLENGES

More than 51,000 new signups in Latin America, Indonesia, and Thailand.

INSTITUTIONAL REDUCTION PROGRAM

Six new institutions committed to implementing the program, two implementation projects started, and 19 other institutions showed a significant interest in joining the program in the near future.

EDUCATING HEALTHCARE PROFESSIONALS

Over 165 participants completed our free course on plant-based nutrition in Latin America.

INFLUENCING PUBLIC OPINION

700 media hits globally to support our campaigns and raise awareness about the harm caused by factory farming in the Global South.

RESEARCH

Creation of the Research Department with two studies being conducted and four projects being planned.

RECOGNITION

We entered our fourth year with Animal Charity Evaluators Standout Charity status.

CULTURE AND EMPOWERMENT

Creation of organization culture, yearly allowance for individuals' development, over 100 hours of group training, and investments in DEI.



Corporate animal welfare policies

Our campaigns and negotiations helped secure 27 corporate commitments by major food companies that apply locally, regionally, and even globally, covering over 35 different countries. We roughly doubled our impact this year as this compares to 13 cage-free egg commitments covering 22 different countries in 2020. We see this as a result of our ability to overcome the challenges of the pandemic and train our teams to be better at campaigning and negotiations.

Four of these policies—Yum Brands, Mondelez, Focus Brands, and Groupe Le Duff—were a result of Open Wing Alliance campaigns and other initiatives led by partner groups, which were strongly supported and promoted by our teams.



CAGE-FREE EGGS GLOBAL AND INTERNATIONAL



FOCUS BRANDS

Owner of brands Cinnabon, Auntie Anne's and Jamba, with more than 6,300 locations globally.



GROUPE LE DUFF

Owner of Brioche Dorée and Del Arte, with more than 600 locations worldwide.



MINOR FOOD

One of the largest foodservice companies in the Asia Pacific region, operating in 27 countries with more than 2,300 outlets worldwide.



KRISPY KREME

A doughnut company and coffeehouse chain with a global presence. Their policy is now global.



INSPIRE BRANDS

The second-largest restaurant company in the US that is present in more than 65 countries and has more than 32,000 restaurants worldwide.



YUM! FOODS

Owner of KFC, Pizza Hut, Taco Bell, and The Habit Burger Grill, with around 40,000 locations. The largest number of locations ever impacted by a single cage-free policy.



MONDELEZ

One of the world's largest snacks companies, operating in over 150 countries. Only Russia is now out of their global policy.



CAGE-FREE EGGS LATAM



CAGE-FREE EGGS ARGENTINA



OFC SAS

Franchise operator, owner of the brands Buffalo Wings, Dos Chingones, and Ramen Fuku Bar, with presence in Colombia, El Salvador, Nicaragua, and Costa Rica. The commitment applies to all products that contain eggs (shelled, liquid, etc) and will be completed by 2025 for its three brands in all 41 locations.



BRIOCHE DORÉE

Manufacturer of organic gourmet sauces and dressings of Argentine origin.

La Mantequería

LA MANTEQUERIA

Pastry shop with 13 stores.



PAMPA GOURMET

Burger restaurant with three locations of the renowned chef Mauro Colagreco.

CARNE

CARNE

French chain of bakery and café restaurants. This commitment was secured in Argentina just before they committed globally.



CAGE-FREE EGGS COLOMBIA



LE PAIN QUOTIDIEN

International bakery and restaurant chain. The commitment applies to its two locations in Bogotá, its online store, and its catering service.



HARINERA DEL VALLE

One of the largest Colombian food companies in the country, which owns 38 different brands.



LA LONCHERA

Sushi and wok restaurant chain with 10 locations in Bogotá, Medellín, Ibagué, and Chía.



WOK

One of the largest restaurant chains in the country with 21 locations.



CAGE-FREE EGGS CHILE



FORK

Chilean ready-to-eat meal chain with 16 stores.



CENCOSUD

One of Chile's largest retailers operating three brands and with more than 240 locations.



LE VICE CHOCOLAT

Chocolate manufacturer with a focus on sustainable ingredients.



TQUILA

Mexican restaurant with six locations in Santiago, Chile.



CAGE-FREE EGGS ECUADOR



CREPES AND WAFFLES

Chain of restaurants and ice cream parlors of Colombian origin, with 10 locations in Ecuador.



CAGE-FREE EGGS THAILAND



CENTRAL FOOD RETAIL

The biggest supermarket chain in Thailand with more than 240 locations committed to expanding to 50% cage-free in all its locations by 2025.



FOOD PASSION

The third-biggest casual dining restaurant chain in Thailand, with 156 outlets.



SUNSHINE MARKET

A local business, operating small-scale restaurants, cafes, and healthy food stores in Bangkok.



CAGE-FREE EGGS INDONESIA



GESTATION CRATE PHASE OUTS BRAZIL - PIGS



PIZZA MARZANO

Part of Pizza Express, a restaurant group based in the United Kingdom. The commitment covers all 20 locations in Indonesia.



FORNO DE MINAS

One of the 100 largest food companies in Brazil with three factories and exporting frozen foods to several countries such as the USA, Canada and Portugal.



HALIPAR

One of the largest franchise groups in Brazil, with more than 400 stores in 25 states.



PIF PAF

One of the ten largest Brazilian pig producers. The company committed to transitioning to 100% group-housed systems by 2030. Negotiations continue to speed up the deadline.

ADDITIONAL CAGE-FREE PROGRESS

In Asia, there was very important additional progress in regards to supermarket chains and governmental support.

In Indonesia, SuperIndo, owned by the Ahold Delhaize Group and the largest supermarket chain in the country, released a [statement](#) confirming that all its stores will sell cage-free eggs by 2022. We will continue to work with the company to move towards a full cage-free egg commitment.

In Thailand, we sent a number of letters to Makro, the country's fourth largest retailer, asking them to adopt a cage-free egg policy in partnership with Asia for Animals. The company issued a [statement](#), confirming they will have cage-free eggs available as an alternative for customers in all their stores by 2025. We continue to highlight the importance of a full cage-free egg policy.

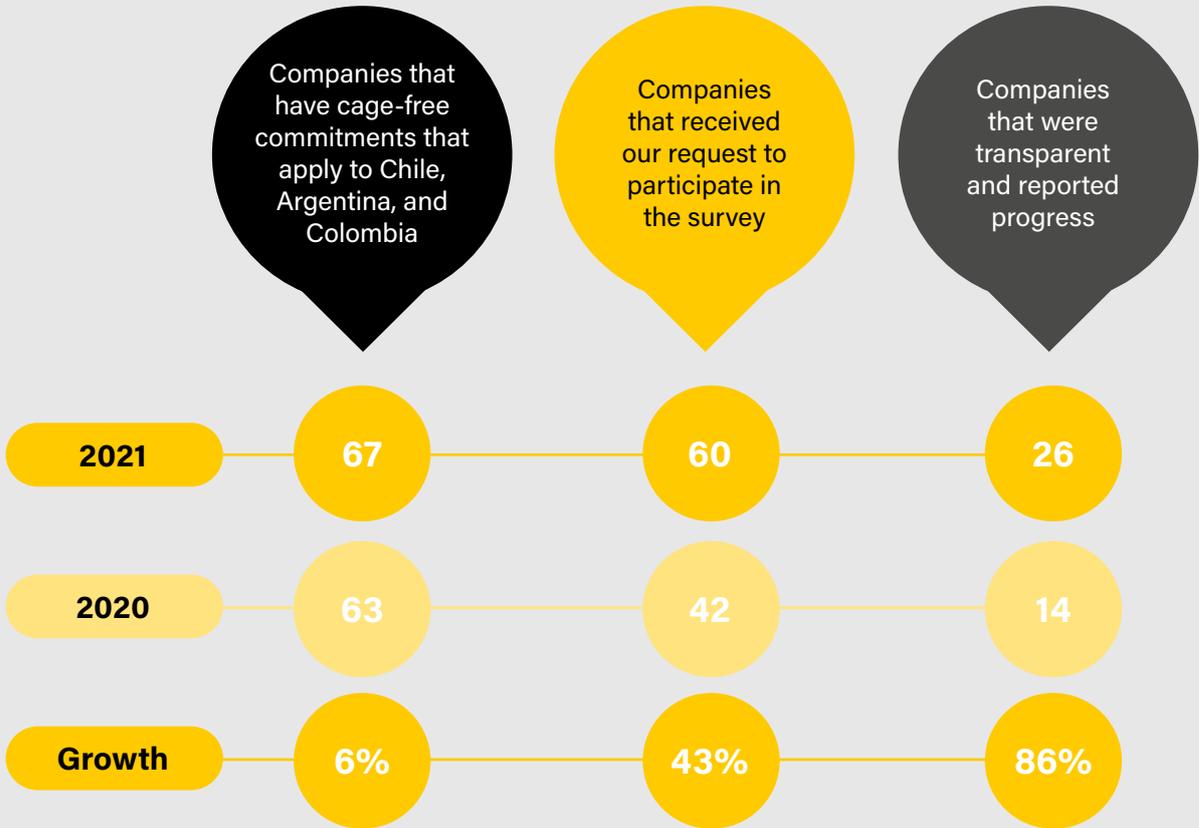
Additionally, the Thai government launched cage-free egg certification standards and CP Foods, [the country's largest egg producer](#), announced it will start using these [cage-free standards](#). We believe this is a very positive step from the government to support local cage-free production.

On a global scale, we also joined forces with other groups in the '[International Cage-Free Equity Index](#)', an initiative led by Mercy For Animals. While many companies are moving to eradicate cages for laying hens globally, others refuse to address the issue in the Global South. This project calls for more equity and expansion of these policies. One of its first achievements was secured with Mondelez International, which included Ukraine on its cage-free egg commitment. Other companies have also engaged and replied to our communications saying they will be making progress soon.



Increasing participation in our cage-free tracking program

Astonishingly, our team was able to increase participation in our [Cage-Free Tracker](#) program by 86%, in its second edition. This work is part of our efforts to continue monitoring the implementation of cage-free policies in Latin America. The results can be seen below.



We also continued to talk to companies that have commitments covering Asia to learn more about their progress. We plan to release a tracker in the region in 2022.

During the year, we supported the new platform developed by Global Food Partners, [Welfare](#)

[Progress](#), to centralize cage-free reports from companies per region. The first set of companies reported using this new platform [was released at the end of November](#), including Accor, PT Sari Pizza Indonesia (Pizza Express), Vapiano Colombia, and Wyndham Destinations— companies that we had communicated with about the initiative.

Pig welfare

Brazil

Since our campaigns and negotiations to improve welfare standards for pigs in Brazil started, BRF—Brazil's largest pig producer—updated their policies on [their website](#). The company has committed to using analgesics when cutting pigs' tails and states that: "Studies (tests) will be carried out aiming at the elimination of pig tail docking in the future."

BRF also states that they will not perform surgical castration nor cut the pigs' teeth. However, there is still no commitment to completely end the use of gestation crates—which are allowed to be used for 28 days—and it lacks clear information on the use of antibiotics for non-therapeutic reasons. Currently, BRF only states that antibiotics will not be used as growth promoters.

We have been negotiating with the six major Brazilian pork producers to eliminate gestation crates since they never actually eliminated gestation crates,

but rather simply reduced the time sows are kept in crates for up to 28 or 35 days. A [report published by the NGO Alianima](#) indicates that these dialogues have been somewhat successful, as four of these companies, JBS, Aurora, Frimesa and Pamplona, replied to a survey saying they plan to reduce the number of days sows are confined in gestation crates. Additionally, Frimesa and JBS declared they plan to end the practice of tail docking.

Also, we [published a social media post](#) calling out Aurora, Brazil's third-largest meat processor, after the company released a statement that it would postpone the commitment to transitioning the sows to group-housing systems for 2045. The post received a lot of organic engagement from the public, with many people sending messages directly to Aurora. On the next day, the company responded that it was a misunderstanding, so they backtracked again and kept the [policy's original deadline for 2026](#).





Corporate campaigns

In 2021, we ran 37 campaigns—8 in Argentina, 2 in Brazil, 8 in Chile, 5 in Colombia, 4 in Peru, 4 in Thailand and 5 in Indonesia. We also performed pre-campaign actions and sent campaign notices to local companies. 18 of these initiatives resulted in policies.

We continue to target large supply chains to affect a substantial number of animals. In Latin America, we have five campaigns running for some of the region's largest supermarket chains, such as Walmart in Argentina and Chile, Cencosud in Colombia and Peru, and Grupo Exito (part of the Casino Group) in Colombia.

In collaboration with partner groups in Latin America, we are running a regional campaign targeting Cencosud, one of Latin America's largest supermarket chains, in Argentina, Chile, Colombia and Peru. The latter resulted in the first supermarket commitment in Chile, which has potential to boost other similar commitments in the area.

During this upcoming year, we are participating in campaigns run by the Open Wing Alliance, which have the potential to lead to important commitments from Hard Rock and Mars to source only cage-free eggs globally. We also participated actively in the campaigns targeting Groupe Le Duff and Focus

Brands, as well as Yum! Brands, which led to the biggest win from the coalition so far, affecting roughly 40,000 locations worldwide.

In Brazil, we are running two campaigns with different aims: one is aimed at Nestlé and is asking for better welfare conditions in the dairy industry, and the other is directed at some of the country's largest pig producers to phase out gestation crates completely, end tail docking, and eliminate the use of non-therapeutic antibiotics. This year, we were able to get both campaigns advertised in newsstands and received positive feedback from the public.

In March 2021, we presented an egg labeling bill in Argentina to differentiate caged, cage-free, free-range, and organic eggs. During the second semester of the year, the project was shared with the most relevant institutions in the country: the Ministry of Agriculture, Livestock and Fisheries, SENASA (National Service of Agrifood Health and Quality), and INTA (National Institute of Agricultural Technology), receiving contributions from INTA and SENASA. It garnered 110 publications in the media, including some major ones such as La Nación, Filo News, Perfil, and La Voz del Interior. The campaign is composed of a [website](#), a video, and an [online petition](#).

HIGH-IMPACT CAMPAIGN ACTIONS

In 2021, we were able to go back to the streets and run demonstrations in the countries where the pandemic situation is better. Our teams worked very creatively with high-impact advertisements in trucks, taxis, billboards, newsstands, and murals. In total, we conducted more than 30 offline actions and advertisements this year.

DIGITAL INTERVENTION

Latam: Argentina, Chile, Colombia, and Peru
Month: May
Campaign: Cencosud

Sinergia Animal worked with an artist from Chile to create digital interventions (short videos) at Cencosud’s locations in Argentina, Chile, Colombia, and Peru. [Watch video](#)



MUSIC VIDEO

Country: Colombia
Month: June
Campaign: Grupo Éxito

Our team worked with a local artist and activist on a song for the Éxito campaign. Following the song release, we created a video clip for the company that was announced as a premiere on YouTube. [Watch video](#)



CINEMA TRUCK

Country: Argentina
Month: July
Campaign: AGD

We used Argentina’s main cultural expression, the tango, to create a video aimed at AGD, one of the country’s largest food manufacturers, asking the company to stop making a “tango” (tragedy) out of the hens’ lives. The video was shown in front of the company’s headquarters on a big screen attached to a truck.



BILLBOARDS AND CAR ADS

Country: Indonesia
Month: August
Campaign: A&W

For the first time, we were able to advertise campaigns in Jakarta. We put three billboards in busy areas of the city and also rented 15 online taxis that had advertising on their backs. These cars circulated around the city and the drivers also gave leaflets to the passengers about the campaign to A&W.



NEWSSTANDS

Country: Brazil
Month: June
Campaign: Nestlé

We put five ads in the city of São Paulo, as part of the Nestlé campaign. In this one we used a health approach, focusing on areas around hospitals, including one of the most important avenues in the city.



BILLBOARD

Country: Thailand
Month: October
Campaign: McDonald's

We advertised the McDonald's campaign on a large billboard in a central area of Bangkok. This is the first time we were able to use this kind of advertising in Thailand.



BILLBOARD

Country: Chile
Month: November
Campaign: Walmart

In November, we were able to put our first billboard up in Chile, as part of the Walmart campaign, located in a busy location from Santiago.



MURAL

Country: Colombia
Month: August
Campaign: Cencosud/Jumbo

In collaboration with the local artist Erre, we created a 6x8 meters mural in the city of Bogotá. With this piece we asked Cencosud to announce a cage-free policy for all its brands in Colombia.



MURAL

Country: Chile
Month: November
Campaign: Walmart

In collaboration with the local artist Anis, we created a large mural in the city of Valparaiso, Chile, targeting Walmart. Valparaiso has an important art scene in the country, where murals are a common protest expression.



STICKERS

Country: Chile
Month: September
Campaign: Castaño

The team of activists from Sinergia Animal in Chile met to protest against animal suffering within the food industry. The action consisted of labeling Castaño products to inform its consumers and demand a clear commitment from the company with a cage-free egg policy.



TRUCK

Country: Colombia
Month: September
Campaign: Ramo

We started the route against the use of cages by Ramo. For a month, our mobile billboard circulated in the streets of Bogotá asking the company to announce a cage-free commitment and transform its egg supply system.



MASK INTERVENTION

Country: Colombia
Month: Colombia
Campaign: Grupo Éxito

We created special masks with a clear message to Grupo Éxito: No more cages! Our activists used the masks to take selfies at the company's stores in Colombia.



KIDS DRAWINGS

Country: Colombia
Month: June
Campaign: Ramo

We sent a call to our activist base in Colombia to gather drawings from kids showing how they think hens live. Then, we made a comparison between what kids think and the reality in Ramo's egg farm. [See campaign](#)



TUK-TUK ADS

Country: Thailand
Month: June
Campaign: McDonald's

We advertised the McDonald's campaign on 15 tuk-tuks from three different networks in Bangkok, covering different areas of the city. Tuk-tuks are common transportation in the country, especially among tourists.



BILLBOARDS

Country: Indonesia
Month: June
Campaign: McDonald's

We installed two big billboards in busy locations in Yogyakarta: one in the entrance of the iconic Malioboro Street tourism spot, and one across from the oldest McDonald's restaurant in the city.



DEMONSTRATION

Country: Argentina
Month: November
Campaign: Walmart

Along with our volunteers in Argentina, we went to the company's locations in Buenos Aires and called on them to end the cruelty of battery cages.



DEMONSTRATION

Country: Argentina
Month: November
Campaign: Mostaza

We went to La Plata, province of Buenos Aires, Argentina to protest at the door of one of the Mostaza stores in the city. We demonstrated peacefully, drew the attention of passers-by and became the subject of debate by a group of friends who were having a snack at the local tables.



TUK-TUK ADS

Country: Thailand
Month: October
Campaign: A&W

We put 15 tuk-tuk ads asking A&W to stop using eggs from caged hens. All tuk-tuks cycled through key areas in the center of Bangkok such as Siam Square, Phan Fa Bridge, Khao San Road, and Hua Lamphong Railway Station. The ad portrayed a bear (in reference to the company's mascot) caging a hen.



DEMONSTRATION

Country: Indonesia
Month: June
Campaign: Yum! Brands

With our partner organization AFJ, we went to the streets of Yogyakarta to ask Yum Brands to announce a global commitment. With the local volunteers we demonstrated in front of Pizza Hut and KFC locations along with a hen costume and paper cages.



DEMONSTRATION

Country: Chile
Month: November
Campaign: Walmart

We demonstrated with our volunteers at the front of an Express Lider supermarket in Santiago, one of the brands from the big retailer Walmart in the country. We had one of our volunteers dressed as hen and the other holding signs with messages to the company.



CINEMA TRUCK

Country: Colombia
Month: September
Campaign: Grupo Éxito

We went to Medellin, Colombia, to protest the lack of a cage-free policy from Grupo Éxito. With a large cinema truck we drove around the busiest company's locations showing a music video we made for the company.



MUSIC VIDEO

Country: Argentina
Month: July
Campaign: AGD

Taking advantage of the well-known cultural expression from Argentina, the Tango, our team created a music video for AGD asking the company to announce a cage-free commitment. [Watch video](#)



BANNERS

Country: Argentina
Month: September
Campaign: AGD

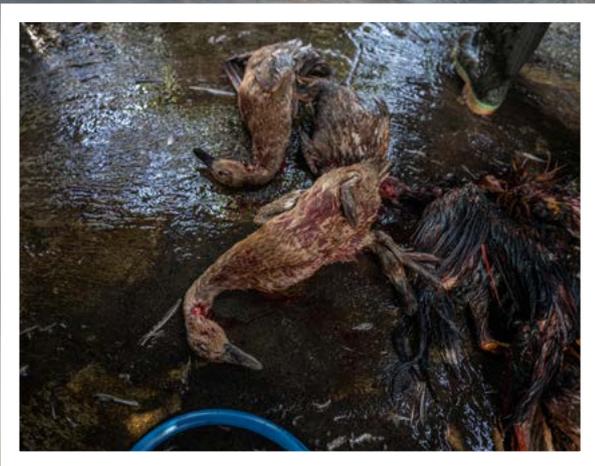
We put dozens of banners throughout the city of Buenos Aires inviting the public to know more about what AGD is not showing their customers: the terrible reality of hens cages in the egg industry.





18

Investigations



Video and photos: media.sinergiaanimal.org
Campaign: actforfarmedanimals.org

Over the last few months of 2021, we were able to resume our investigative work, which was paused for over a year due to travel concerns in the context of Covid-19. We ended the year with three investigations conducted and one investigation published in conjunction with We Animals Media.

This important piece of work revealed extreme suffering, poor hygiene, and diseases in caged ducks in Indonesia. Our team has also documented dire slaughter conditions and other farms with confinement in pens, but no access to water. This work is part of our efforts to mobilize many stakeholders for a cage-free future, such as government officials, media outlets, and consumers through our “Act for Farmed Animals” coalition and with the NGO Animal Friends Jogja in Indonesia.



BANK

Financial institutions

In 2021, we launched a new website: www.BanksForAnimals.org. This site ranks the policies of 69 banks and investors from 19 different countries on their animal welfare criteria. It covers criteria that apply to farmed animals and also criteria for animals used for entertainment and other commercial purposes, as well as animals used in testing.

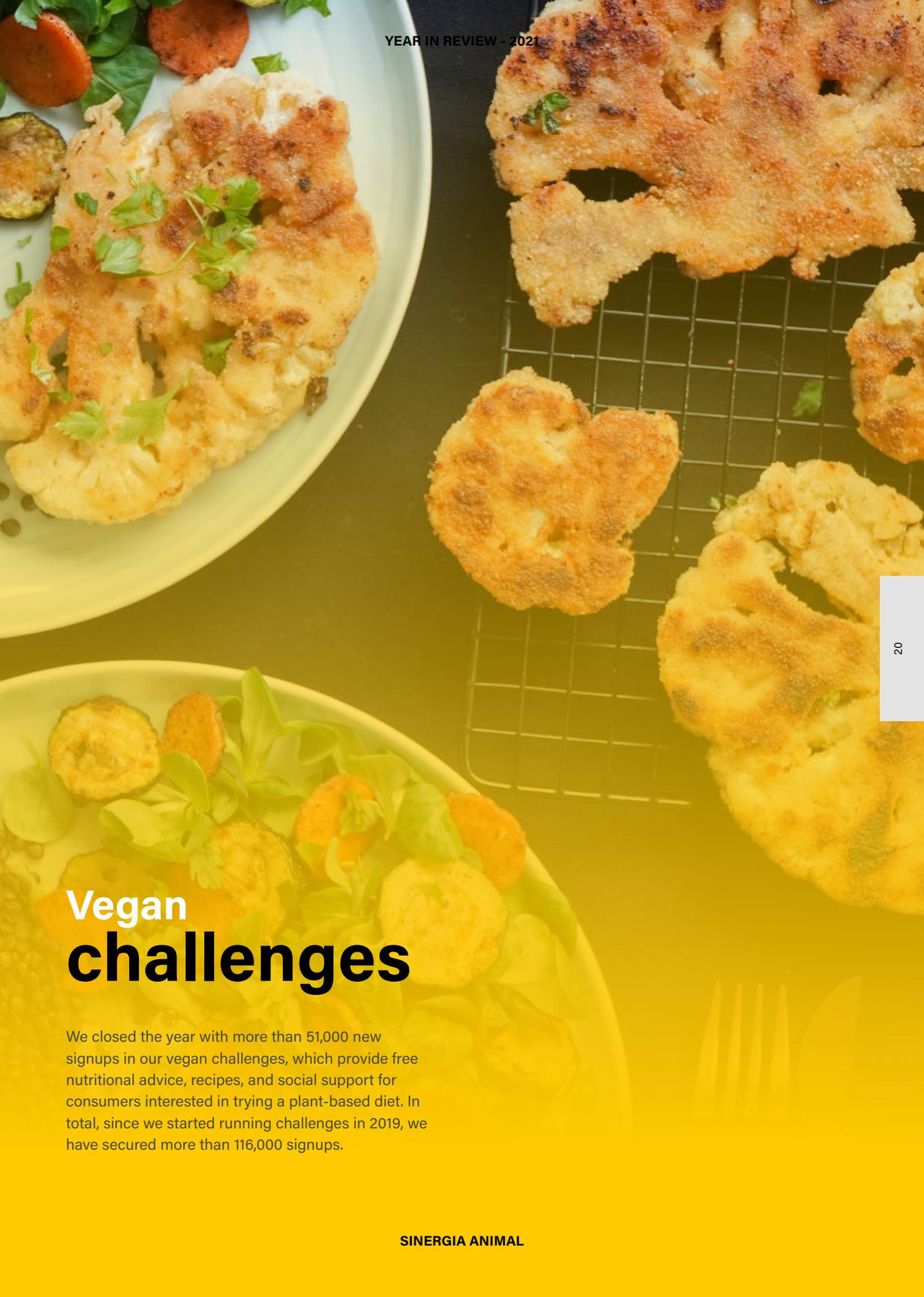
To the best of our knowledge, this is the largest ranking of financial institutions, the only that ranks banks and investors from multiple countries, and that compares global banks with banks from the Global South.

Since we started to engage with financial institutions on the topic of animal welfare policies a little over a year ago, we have already seen significant progress. BNP Paribas, the world's seventh largest bank by total assets and the largest bank in Europe, strengthened the requirements for farmed animal welfare by asking clients to implement the [minimum standards of the FARMS initiative](#). Bank Australia has strengthened its [policy](#) by prohibiting the finance of fur farms, the trade of wild animals, and animal

testing. Singapore based DBS has also updated its [policies](#), including a reference to the Five Freedoms and encouraging clients to install housing systems that take into account animal welfare needs, among others.

As for the divestment campaign directed at development banks, we joined efforts with other groups, including BIC, Feedback Global, Global Forest Coalition, Friends of the Earth, and World Animal Protection to oppose the International Finance Corporation (IFC) loan to Pronaca, the largest meat industry in Ecuador. We worked with [Plant Based News](#) to share more information about this project and created social media content about it close to the voting dates. Unfortunately, this loan was approved.

With the same coalition, we organized actions to oppose the Inter-American Development Bank's loan to Marfrig, the world's largest burger producer. We also worked with [Plant Based News](#) on this project and we are planning to organize new actions as the vote has been postponed.



Vegan challenges

We closed the year with more than 51,000 new signups in our vegan challenges, which provide free nutritional advice, recipes, and social support for consumers interested in trying a plant-based diet. In total, since we started running challenges in 2019, we have secured more than 116,000 signups.

LATIN AMERICA



DESAFÍO 21 DÍAS VEG

Signups 2021: 22,000+
Media hits: 173
Main media hit: [TVN](#)

Other info: Organically reached over 800 followers on [Instagram](#) within six months. Achieved 46 social media mentions by different LATAM vegan businesses, nutritionists, and/or influencers. Had a significant [media hit](#) in the biggest Colombian TV channel where the Vegan Challenge was recommended.



INDONESIA



21 HARI VEG

Signups 2021: 11,000+
Media hits: 15
Main media hit: [Okezone](#)

Other info: Organically reached over 8,800 followers on [Instagram](#) within two years. 27 influencers, celebrities, and businesses supported the challenge on their social media, including [Brandon Salim](#) (1.1 million followers) and [Andovi da Lopez](#) (1.4 million followers).



THAILAND



THAI CHALLENGE 22

Signups 2021: 18,000+
Media hits: 31
Main media hit: [Khaosod](#)

Other info: Nine social media pages and influencers supported the challenge, including [Environman](#), an environmental-related page with more than 570k followers. Others included Vegan Calendar, Vegan Matters and Root the future.



Nourishing Tomorrow

INSTITUTIONAL MEAT REDUCTION PROGRAM

Despite the challenges still posed by the pandemic, our work with institutions which serve meals to replace animal products with vegan alternatives keeps expanding. With teams now working in Argentina, Colombia, Indonesia, and Thailand, we were able to sign cooperation agreements with six new insti-

tutions committed to implementing the program. In addition, we began two implementation projects to change menus and are in promising dialogue with 19 other institutions that showed a significant interest in joining the program in the near future.

ARGENTINA

In Argentina, we secured three new agreements, which have the potential to serve more than 7,500 vegan meals per year:

- Educación Alimentaria Transformadora, an institution that provides meals to 150 children daily and has the potential to serve around 6,000 plant-based meals a year.
- Reserva el Potrero, an ecological reserve with the potential to serve more than 1,500 plant-based meals a year. It has served as a gateway for us to reach out to larger institutions in the country. Reserva el Potreto has also already started implementation events with the support of our teams.
- Catering Gourmet delivers meals to about 20 hospitals and clinics.

We are also in promising talks with four other institutions including Municipal Departments of Health.



COLOMBIA

Evergreen, a private educational institution with two primary and secondary schools and 593 students and staff, has committed to implementing the program and already carried out culinary and educational training sessions to ten cooks and staff with the support of our teams. This implementation has the potential to eliminate animal products in approximately 6,000 meals a year.

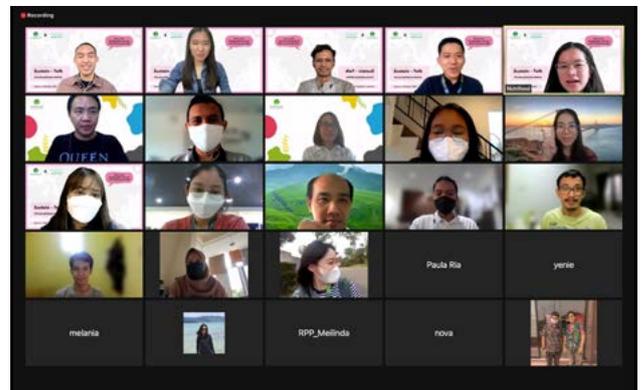
Six new Colombian institutions have shown strong interest in the program and together, they have the potential to serve more than 980,000 plant-based meals a year.



INDONESIA

We secured one commitment from SMK Bakti Karya Parigi, a private school with 70 students, which has the potential to replace animal products with plant-based alternatives in an estimated 1,000 meals per year. Our team has already carried out a culinary demonstration during a workshop at SMK Bakti Karya Parigi, which was attended by the school's head kitchen, purchasing staff, and the festival visitors.

Other eight institutions have shown significant interest in the program, including Province Departments that serve large quantities of meals. Nutrifood, a leading healthy food brand, which has the potential to provide 36,000 plant-based meals per year, is one of these institutions and requested us to hold a workshop to present the health and environmental benefits of the program. They also wanted to do a trial of the program and we worked with our chef and nutritionist to provide them with 14 sets of menus.



THAILAND

In Thailand, despite having schools shut down and resuming 100% online classes, we signed one cooperation agreement with Wattosatit School, which committed to implementing the program next year.

Other schools also expressed significant interest in the program. We also carried out two culinary events collaborating 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.



ONLINE COURSE FOR HEALTHCARE PROFESSIONALS

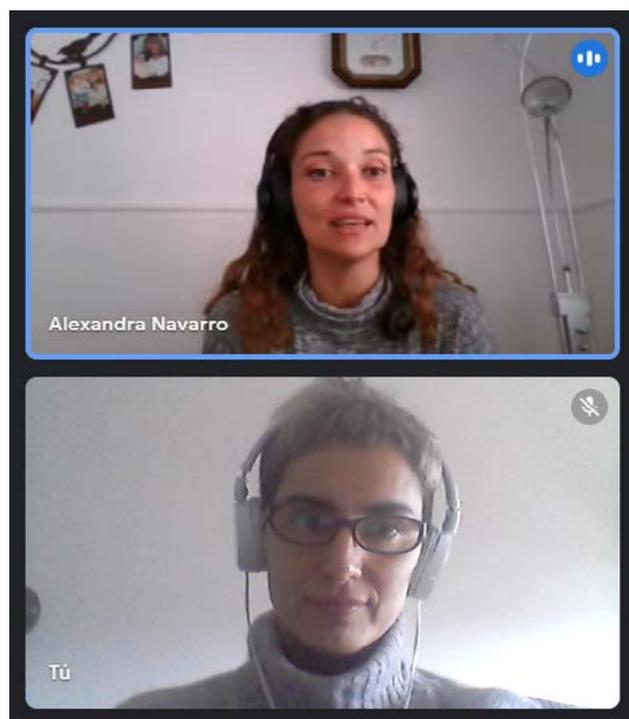
We believe that educating healthcare professionals is key to seeing plant-based diets thrive in Latin America. That is the main reason why our Argentinian team carried out a course entitled “Plant-Based Diets: Health, Culture, and Sustainability” in 2021.

The purpose of this course was to provide free of charge training to graduates of health sciences about plant-based nutrition. We are thrilled to have obtained the endorsement of UNESCO Argentina, Made in Hackney (UK), the International Vegetarian Union, the Chilean Association of Vegetarian Nutritionists, the Latin American Institute for Critical Animal Studies-ILECA, and the Caribbean Medical Association. John Hopkins Center for a Livable Future and ProVeg also provided their support to the course’s promotion.

More than 300 professionals registered and 165 of them finished the course. The majority of participants registered were young adults (78% less than 40 years old), women (95%), nutritionists (97%) from Argentina (74%), followed by Uruguay (7%), Chile (5%), Panama (3%), Ecuador (2%), and Mexico (2%). The other individuals were from Paraguay, Guatemala, Costa Rica, Colombia, Bolivia, and EU countries (the United Kingdom and Spain). In addition, most of them (68%) consume all types of foods of plant and animal origin: 20% have ovo-

lacto-vegetarian diets, almost 9% consume only foods of plant origin, and 4% consume vegetables, dairy products, eggs, and fish.

All participants stated that their expectations at the beginning of the course were met and that the knowledge acquired would be helpful in their professional practice. 97% of the students would recommend the course. We intend on providing this course yearly.



Influencing public opinion

In 2021, we secured 700 media hits globally and many of our press releases were featured in mainstream media outlets. This represents a 58% increase compared to last year. This work strengthens our identity and capacity to influence a wider audience and also strongly supports all our campaigns and programs as all our press releases mention at least one of them.

INDONESIA



Number of media hits: 70+

Highlighted mentions:

- [Line Today](#) (Major Outlet)
- [Tribunnews](#) (Big)
- [Suara.com](#) (Big)

THAILAND



Number of media hits: 50+

Highlighted mentions:

- [Khaosod](#) (Major outlet)
- [NatGeo](#) (Major)
- [Matchon](#) (Major)

ARGENTINA



Number of media hits: 200+

Highlighted mentions:

- [La Nación](#) (Major outlet)
- [Filo News](#) (Major)
- [Perfil](#) (Major)

COLOMBIA



Number of media hits: 240+

Highlighted mentions:

- [Caracol Televisión](#) (Major outlet)
- [Canal RCN](#) (Major)
- [Revista Semana](#) (Major)

CHILE



Number of media hits: 90+

Highlighted mentions:

- [TVN](#) (Major outlet)
- [Publímometro](#) (Major)
- [El Mostrador](#) (Big)

BRAZIL



Number of media hits: 60+

Highlighted mentions:

- [Valor Econômico](#) (Major outlet)
- [Repórter Brasil](#) (Big)
- [Globo Rural](#) (Big)

INTERNATIONAL



Number of media hits: 3

Highlighted mention: [Vox](#)

Although we don't consistently do press outreach work in countries where we don't work directly, we have been getting attention from outlets such as [Vox](#) and [Plant Based News](#) due to our focus in the Global South and our unique divestment campaign that often targets global banks and other financial institutions.

Online education and engagement

In 2021, we increased our online presence by over 160,000 followers and by 72% in comparison to the previous year. Besides our institutional channels in several languages, we also have program channels for vegan challenges and meat reduction programs as detailed below.

This year, we increased the number of social media channels we have and increased our presence on Twitter and LinkedIn for strategic reasons; such as campaign mobilization and fundraising.

Our program channels allow us to have a wider angle to engage more people with our campaigns. For example, vegan challenge channels promote veganism and animal rights messaging, while Nourishing Tomorrow channels have a more pragmatic approach and work with health and environmental messaging to gather the attention of consumers who want to reduce, but not to eliminate, consumption.

CHANNELS     	AUDIENCE IN 2020	AUDIENCE IN 2021
Facebook Latin America	63,730	89,707
Facebook International	12,317	16,240
Facebook Brazil	17,598	31,888
Facebook Thailand	18,575	34,430
Facebook Indonesia	9,388	29,837
Facebook Vegan Challenge group Latin America	3,801	4,740
Facebook Vegan Challenge group Indonesia	0	994
Facebook Vegan Challenge group Thailand	2,439	15,111
Facebook Nourishing Tomorrow Latin America	129	16,064
Facebook Nourishing Tomorrow Indonesia	0	6,529
Instagram Latin America	39,598	43,600
Instagram International	762	1,426
Instagram Brazil	2,811	3,972
Instagram Thailand	2,668	4,472
Instagram Indonesia	6,161	9,291
Instagram Vegan Challenge Latin America	0	835
Instagram Vegan Challenge Indonesia	8,000	8,825
Instagram Nourishing Tomorrow Latin America	500	4,071
Twitter Latin America	350	784
Twitter International	0	129

CHANNELS     	AUDIENCE IN 2020	AUDIENCE IN 2021
Twitter Brazil	0	27
Twitter Thailand	35	583
Twitter Indonesia	28	679
Youtube Latin America	486	756
Youtube International	85	110
Youtube Brazil	6	44
Youtube Thailand	29	44
Youtube Indonesia	4	18
LinkedIn	219	686
Total	189,719	325,892
Growth		72%

NEWSLETTERS

2021 was the year that we started to engage with our followers regularly by newsletters, following professional standards of digital marketing. These newsletters have been sent to approximately 150,000 supporters and strategically support our fundraising, campaigning, and growth in social media efforts.

WORLD DAY FOR THE END OF FISHING

We keep working with special celebrations and global campaigns to raise awareness. This year, our main action was related to the World Day for the End of Fishing. We created a one-week campaign for this campaign around March 26, in which all of our social media content raised awareness about fish sentience and the impacts of fishing and aquaculture. Some highlights are:

 **634,649**
reach on Facebook by April 2021

 **1,397 downloads**
of our [vegan seafood cookbook](#), available in five languages

 **100,915**
impressions on Instagram by April 2021

 **33 Instagram profiles**
supported us, including:

- Chilean actress Eliana Albasetti ([@elialbasetti](#), 353K followers)
- Hola Vegan ([@holavegan](#), 155K followers)
- Febrian, from Indonesia ([@_febrian](#), 134K followers)

 **11 media hits**
across all countries

Joint efforts with other organizations

Our name Sinergia (Synergy) was chosen due to our strong belief in collaboration with other animal protection organizations and social causes. Below are some examples of how we work via coalitions and partnerships and invest in synergies by supporting initiatives led by other organizations.

PARTNERSHIPS WITH INDONESIAN NGOS

In Indonesia, all our programs are carried out in partnership with local NGOs. For example, we worked with Animal Friends Jogja in cage-free campaigns, negotiations, and investigations. In our food policy program, we work in partnership with Bentara Papua for Nourishing Tomorrow and our Vegan Challenge is supported by 14 local organizations and businesses. In Thailand, we collaborate with Dharma Voices for the Animals in culinary events in monasteries.

50BY40

We are one of the members of 50by40, a coalition of several multi-stakeholder organizations dedicated to cutting the global production and consumption of animal products by 50% by 2040.

CIWF'S SALMON INVESTIGATION

We have 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.

ANIMALS ASIA

We are one of the 23 animal protection organizations that are part of Asia for Animals, a coalition that focuses on improving animal welfare in Asia by sharing information, strategies, and knowledge.

COALITION FOR AQUATIC CONSERVATION (CAC)

We are part of the Coalition for Aquatic Conservation, an international group that unites conservation experts and organizations sharing a common goal — a world in which all aquatic animals live meaningful lives.

OPEN WING ALLIANCE

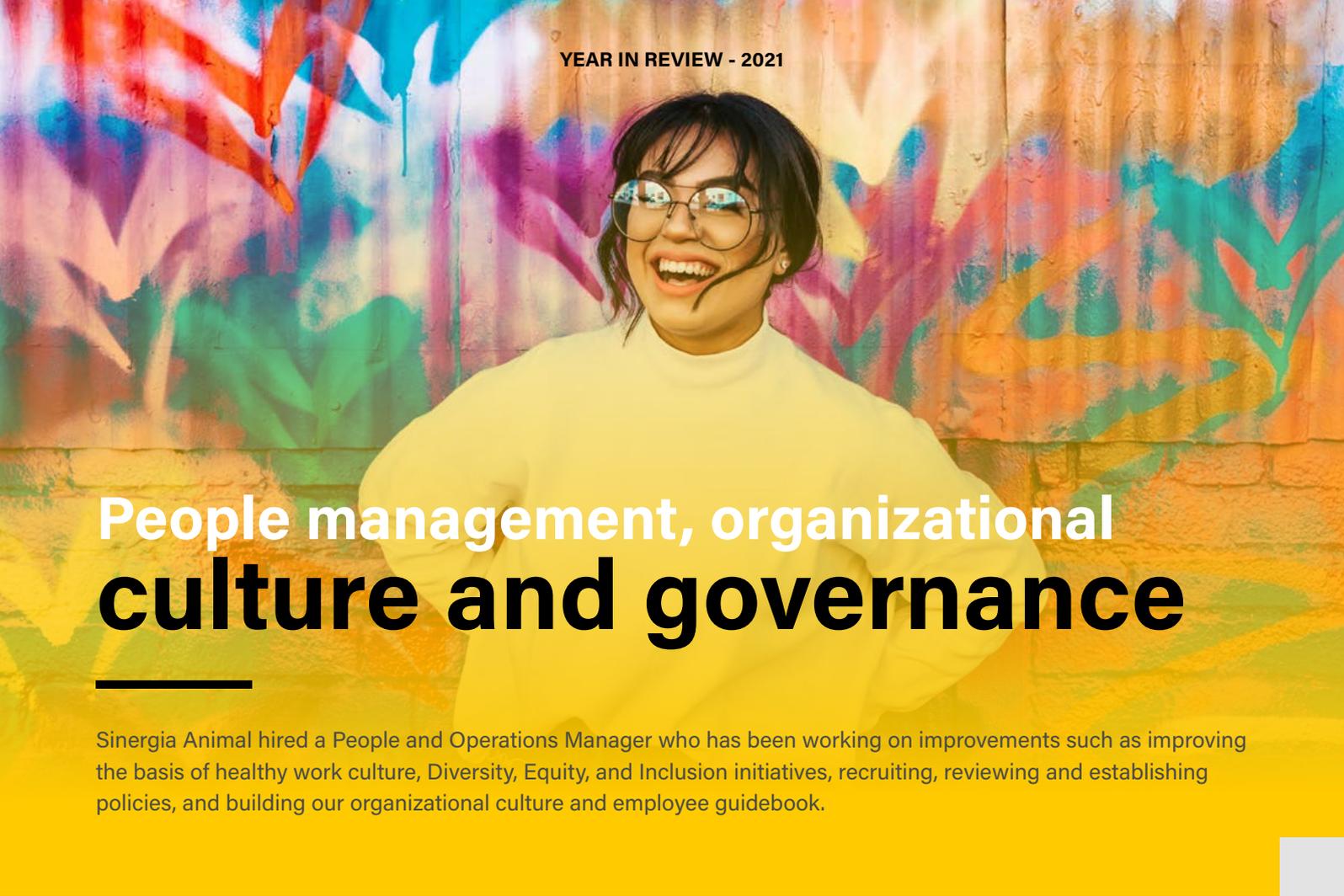
As mentioned previously, we participate in all OWA global campaigns and are a member of their advisory board.

POLITICAL OUTREACH IN BRAZIL

Sinergia Animal is supporting Bill: 356/2021, which aims to prohibit the disposal of dairy calves by any cruel means in the state of São Paulo. We have been leading conversations with the congressman who introduced the bill and published an open letter which was signed alongside other organizations. Moreover, we have signed an open letter with other NGOs in order to call out the government for publishing a regulation that allows the slaughter of pregnant cows. In addition, we co-signed a bill to stop the killing of male chicks in the state of São Paulo.

OPEN LETTERS AND OTHER INITIATIVES

We have also supported more than 30 letters and initiatives from other groups.; Globally, we signed a letter directed at President Biden to focus on diet change.



People management, organizational culture and governance

Sinergia Animal hired a People and Operations Manager who has been working on improvements such as improving the basis of healthy work culture, Diversity, Equity, and Inclusion initiatives, recruiting, reviewing and establishing policies, and building our organizational culture and employee guidebook.

CULTURE

Sinergia Animal's conscious organizational culture was defined and discussed with the team. Our organizational culture is: "Sinergia - The combined power of a group of things when they are working together that is greater than the total power achieved by each working separately"

With the Culture Values ([full version available here](#)):

Safe | Inclusive | Non-violent | Empowering | Results-Oriented | Global South | Innovative | Amicable

Every team member had a training on what conscious culture is then was presented the Sinergia Animal's Culture Proposal together with a survey to see if they believed and agreed that this culture applied and if it is what they expected.

- Every team member had to rate how Sinergia Animal is at this moment in each culture pillar from 0 to 10. All pillars were rated with the average of 9 or higher;
- Words used to describe Sinergia's leadership were: sensitive, open, welcoming, supportive, caring, and encouraging, among others;
- Many action plans were made collectively with the results of this survey, such as an open form to submit ideas;
- A Feedback Committee was created to include people from other departments in the creation of Sinergia Animal's evaluation and feedback processes.

TRAINING AND DEVELOPMENT ACTIONS

This year we were proud and happy to launch our Training and Development Program, with an individual yearly allowance of €685.00 per person for training, courses, and books to develop knowledge for each position at the organization. Besides that, many other training opportunities were made available as described below.

As we understand that a healthy work environment starts with attentive and empathetic leadership, we had many trainings for our leaders such as:

- A training program with a coach in which subjects such as feedback, assertive communication, and effective management (16 hours)
- Every leader at Sinergia Animal has been enrolled in a training program about active listening, oratory with a psychologist (15 hours)
- The Executive Director and the People and Operations Manager have been taking Mindful Leadership training (49 hours)
- Total: 80 hours

The whole team had many training sessions totalizing 12 hours including:

- Design, Online security, Accounting and Finance, Press Releases, Newsletters and Ads Writing, and Effective Altruism

We had a two week retreat with time to socialize and attend to training events such as:

- Cross-cultural training (7.5 hours);
- Dragon Dreaming facilitation discussing autonomy at the organization (15 hours)

There were also individual trainings, solicited by team members or directors, such as:

- Racial Diversity
- Communication Strategy for Social Media
- Introduction to Community Management

ROLES DEFINITION

- We carried out a careful review and readjustment of department structures, that also had greater detail of refining functions, job titles, workload, and personal responsibilities to provide more clarity and improve the feedback and evaluation processes.

RECRUITMENT

- Sinergia Animal had an important year in terms of team growth, now being 33% bigger than in 2020. Through 2021, we hired 17 new team members, 13 being in Thailand and Indonesia.
- Having the policy of opening our positions internally first, whenever possible, we had two new director positions filled internally with Latin American and Asian staff, 1 promotion, 1 intern was hired, and 5 lateral movements, 3 of those, including people management to their role, following our goal to empower and give more independence to all regions within the organization.
- In our continuous work on raising awareness of Diversity, Equity, and Inclusion, we have 3 positions open exclusively for Black, Indigenous, trans people, and people with disabilities.

Research

Since we aim to be recognized as a science-based organization, we established a Research Department in 2021 led by Dr. María Marta Andreatta, Ph.D. in Health Sciences, with 20 years of experience in academic research. During 2021, we have reached agreements with leading academic researchers to conduct scientific studies that are relevant to our campaigns. We are also working with

research market companies to develop surveys to improve engagement with our Asian campaigns by understanding better consumers' knowledge, perceptions, and behavior about animal welfare and animal food products. In addition, we are planning some activities to build a network of researchers interested in carrying out studies sponsored by **Sinergia Animal**.





ABOUT SINERGIA ANIMAL

Rated 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