

2024

Year in Review



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Executive Director Letter



I am so excited and proud to share the incredible progress Sinergia Animal has made in 2024, thanks to the hard work of our team and unwavering support of people like you.

For the seventh consecutive year, [Animal Charity Evaluators \(ACE\)](#) has recognized us as a recommended charity, reinforcing our position as one of the most effective animal protection organizations in the world.

ACE's analysis clearly reveals just how cost-effective Sinergia Animal is. It estimates that, for every dollar we spend, our cage-free egg campaigns have the power to free **54** hens, our pig welfare program could help **21** mother pigs or **354** piglets, giving them a chance to live free from life-long confinement and painful mutilations, and our institutional diet change program replaces about **three** animal-based meals with cruelty-free plant-based options.

This year, we have also broken numerous records and achieved significant milestones in public policy. Due to our efforts, Argentina **began allowing cage-free eggs to be labeled** as such, enabling consumers to make more ethical choices. In Colombia, the launch of one of **our investigations led to a political debate in Congress**, which resulted in the creation of a committee to improve animal transport, composed of the Ministry of Transportation, the Ministry of Agriculture and Rural Development, the Colombian Agricultural Institute, and Sinergia Animal. These steps are pivotal in the larger movement toward systemic change for animals in the Global South.

Our diet change program, **Nourishing Tomorrow**, saw explosive growth, nearly quadrupling its impact. This program now has the potential to replace **almost four million animal-based meals per year**—up from just one million last year—providing a significant reduction in animal suffering by promoting plant-based alternatives.

Our oldest program, which aims to reduce animal suffering, continued to make strong progress via bold street actions, social and mainstream media campaigns, and ongoing negotiations. Through this work, we convinced **34** food companies to phase out the use of cruel cages for hens or to eliminate harmful gestation crates and mutilations for pigs.

In addition to our victories on the ground, we saw the World Bank publish its report, Recipe for a Livable Planet, which highlights the urgent need for a shift toward plant-rich diets, including in middle-income countries like Brazil. This echoes one of the key demands of our **Stop Financing Factory Farming** coalition campaign and further validates the global importance of the work we're doing.

Moreover, our media presence has grown exponentially, with our media hits almost doubling from 773 to **1,489**, allowing us to reach a broader audience and raise awareness about the plight of farmed animals—especially in countries where this subject is highly misunderstood or neglected.

As always, we are not complacent. Sinergia Animal remains committed to our mission of making the impossible possible for animals. The road ahead is long, but these milestones remind us that our efforts are making a profound difference. None of this would be possible without your support, and I am deeply grateful for your continued partnership.

Together, we will keep pushing forward, keep striving for more progress, and keep helping countries in the Global South treat farmed animals with the compassion they deserve.

With heartfelt thanks and great excitement for the future,

Carolina Galvani
Founder and Executive Director
 Sinergia Animal

Highlights

Reducing suffering:

34 corporate commitments to reduce the suffering of farmed animals, with 28 cage-free egg commitments (8 in Asia, 18 in Latin America, and 2 global) and 6 pig welfare commitments (in Brazil).

Tracking progress:

Our cage-free tracker programs kept running to make companies accountable and had 49.28% of companies reporting progress in Latin America and 80.76% in Asia. In Asia, this represents a 0.76% increase compared to last year, and a 10.76% rise compared to 2022 results.

Financial Institutions:

The third edition of the Bank for Animals initiative was launched—80 institutions were evaluated across 22 countries, including Uruguay for the first time. 11 banks improved their policies.

Institutional Meat Reduction:

37 new commitments and 264 institutions impacted in total, with the potential to serve almost 4 million plant-based meals per year, quadrupling the results of the program.

Plant-Based Course:

A record of at least 5,320 participants across 17 countries.

Influencing Public Opinion:

A record of 1,489 media hits globally, compared to 773 in 2023 and 591 in 2022. This represents a 92.63% increase compared to last year.

Academic Outreach:

Launched a technical white paper on cage-free production at a high-profile event, with government, academic, and corporate stakeholders from Argentina, Brazil, and Chile. Supported and presented key studies on food safety and antimicrobial resistance.

Investigations:

Released 7 groundbreaking undercover investigations that altogether had 110 media hits. One of them, released in the Colombian Congress, led to the creation of a government committee for improvements in animal transport.



Reducing suffering in the egg industry

CAGE-FREE EGG CORPORATE POLICIES

Sinergia Animal has successfully helped secure 28 cage-free egg commitments from food companies across Latin America and Asia, reducing animal suffering in the egg industry.

LATIN AMERICA

ARGENTINA

Frizata

FRIZATA

A major food producer with an online presence.



DEVOTOS DEL ASADO

A store in Buenos Aires.



Bagels & Bagels

BAGELS & BAGELS

A bakery chain with 14 locations.



LA FÁBRICA DEL TACO

A Mexican-style restaurant chain with 11 locations.



LA FABRICA

A sandwich chain with 32 stores and catering services.



TEIST CATERING

A large catering service provider.



HOTEL LOS CAUQUENES

A 5-star hotel in the south of Argentina with a cage-free policy at its Rosa Mora restaurant, inspiring other hotels.



POSADA DE LAS ÁGUILAS

A boutique hotel in Buenos Aires.



LA PULPERIA DE JUAN

A restaurant located in Mendoza.



CAÑÓN ALIMENTOS
A major food producer, distributing products to over 2000 stores.

COLOMBIA



GRUPO SERATTA
A fine dining group with 28 restaurants known for innovation.



SPOLETO
A popular Italian restaurant chain with 27 locations.



CHEF BURGER
A burger chain with 25 locations across Colombia.



COLOMBINA (Enforcement campaign)
A global food company that committed to cage-free in 2018 and subsequently weakened its policy, but renewed their initial pledge this year.

CHILE



LA VINOTECA
A restaurant and wine shop chain with five locations.



SAVIA MERCADO
A food service company for restaurants, bars, and cafes.



MELT
A local pizza chain with 43 locations.

PERU



ARMÓNICA

ARMÓNICA CAFÉ
A café with one location, part of Grupo Arama Holding.

GLOBAL

BELMOND

BELMOND

A hospitality company with 46 properties across 26 countries.



KEWPIE

A food manufacturer operating in 10 countries.

INDONESIA



SUBWAY INDONESIA

A quick-service restaurant with 102 locations.



BALI BUDA

A shop and café chain with 6 locations in Bali.



RELLAS KITCHEN

A catering and snacks company with two locations in Jakarta and Yogyakarta.

ARCHIPELAGO

ARCHIPELAGO INTERNATIONAL

A hotel management group with over 40,000 rooms across Southeast Asia, the Caribbean, the Middle East, and Oceania.



DOUGH LAB

An artisanal cookie company with 19 stores across Jakarta, Bogor, Bali, and Surabaya.



CUCA RESTAURANT

An award-winning fine-dining restaurant in Bali (LeGuideVert Michelin and 2024 Tripadvisor Travelers' Choice).

THAILAND



ZEN GROUP

Restaurant chain with over 330 locations operating across Thailand, Laos, Malaysia, Cambodia, Japan, and the Philippines. Policy applies to Thai operations.

MALAYSIA



IMPIANA HOTEL

4-star hotel in Kuala Lumpur.

CAGE-FREE TRACKER PROGRAMS

In 2024, we released the third edition of our Cage-Free Tracker report in [Asia](#) and the fifth in [Latin America](#). These reports assess companies' progress in fulfilling their cage-free egg commitments, offering insights at both regional and global levels.

The Latin America report covered 138 companies in Argentina, Chile, Colombia, Peru, Ecuador, and Uruguay. Nearly half provided updates on their progress, with a 61.59% reporting globally and 29 companies that have fully adopted cage-free practices. Notably, 9.64% of companies with 2025 commitments have already met their goals, and 36.14% shared updates specific to the region. Still, 38.55% of companies did not report this year.

In Asia, we saw significant engagement from 78 companies across India, Indonesia, Japan, Malaysia, and Thailand. Participation grew steadily, with 27 responding in 2024, compared to 21 in 2023 and 8 in 2022. Many companies showed tangible progress, with 27.6% improving their rankings by reporting updated progress.

We also engaged 15 egg producers in Thailand, with a 26.6% response rate; 13.3% of respondents are now fully cage-free. In Indonesia, 37% of the 35 producers contacted replied, and 22.8% are 100% cage-free.

ADDITIONAL PROGRESS

- We have been collaborating with chefs in catering and culinary schools to promote the use of cage-free eggs. This year, several prominent chefs were encouraged to make independent commitments to support the cage-free movement. Notably, Argentinian chef Fernando Scapellato made the first public commitment, setting a strong example and paving the way for culinary schools and chefs featured on cooking shows to follow suit.
- In Indonesia, Hero Supermarket announced it would begin offering cage-free eggs at four of its 34 stores. Similarly, Ranch Market Indonesia shared that they now supply cage-free eggs through a third-party producer under their private-label brand.
- In Colombia, we launched the first accountability campaign targeting companies that had not reported progress on their cage-free commitments. This led to high engagement, including renewed commitment and reporting from Colombina, one of the country's largest food manufacturers.
- In Chile, we hosted The Gastronomy of the Future event in partnership with FEGACH (the national gastronomic federation) to highlight the importance of cage-free egg policies and plant-based meals.

CAMPAIGN ACTIONS

- **Latin America:** Over 40 campaign actions and 20 targeted campaigns were carried out, including a coordinated regional effort with partner groups targeting **Cencosud** and a regional campaign focusing on **Makro** in Argentina and Colombia—two of the largest supermarket chains in Latin America.
- **Thailand and Indonesia:** More than 37 campaign actions were carried out in these countries, including a number of campaign actions targeting Zen Group that resulted in the restaurant giant's commitment in Thailand.
- **Global Accountability:** We participated in international accountability campaigns organized by the **Open Wing Alliance**, urging **Focus Brands**, **Inspire Brands**, and **Au Bon Pain** to report their cage-free progress.

HIGHLIGHTS LATIN AMERICA

ARGENTINA

Campaign: Makro

Activists unveiled a giant campaign flag in the streets and at iconic locations in downtown Buenos Aires.



Campaign: Makro

Activists used a campaign banner and flyers styled to resemble Makro's promotional materials, successfully drawing significant attention.



Campaign: Don Us Company

Using a giant Don Us banner and flyers, activists raised awareness about the company's refusal to commit to cage-free.



Campaign: Freddo (1st Enforcement Campaign)

A dramatic display—featuring a cage with people inside—simulated the suffering of hens in battery cages.



CHILE

Campaign: La Vinoteca

Activists displayed a banner outside La Vinoteca stores, leading to their cage-free commitment.



Campaign: MELT Pizzas

A digital billboard urged MELT Pizzas to “melt the cruelty.” This impactful action resulted in the company committing to go cage-free.



Campaign: Multiple Companies

Workers at Damien Mercier, Varsoviene, Mokka, Tavelli, La Berlín, and Cassis received corporate-friendly kits informing them of the benefits of cage-free policies.



Campaign: Buka

Activists across Chile placed cruelty-seal stickers on Buka packaging in various supermarkets.



PERU

Campaign: Multiple Companies

Activists held banners outside various locations in Lima, urging Pastelería San Antonio, Belmond, Casa Andina, and Tierra Viva Hotels to adopt cage-free policies.



Campaign: Primos Chicken Bar

Demonstrators displayed banners outside two Primos Chicken Bar locations.



COLOMBIA

Campaign: Makro

Protesters symbolized the company's silence on animal suffering with ribbons over their mouths.



Campaign: Nicolukas

Posters demanding a cage-free policy were placed at a Nicolukas location before opening hours.



Campaign: Makro

Activists installed two large banners in Bogotá's mass transit system to advocate for cage-free eggs at Makro.



Campaign: DLK

We held a candlelight vigil on Candlemas Day (an important Colombian holiday).



HIGHLIGHTS ASIA

INDONESIA

Campaign: Archipelago International

Six activists dressed as hotel guests in bathrobes and shower caps gathered outside an Archipelago International property.



Campaign: Kewpie

As part of the OWA global campaign, activists featured a costume mimicking Kewpie's iconic mascot.



Campaign: Plataran

Action took place outside Plataran’s flagship restaurant. A meeting with the manager revealed that the action led to 200 reservations being canceled.



Campaign: Plataran

We collaborated with an artist to create a bed-like cage and placed it at an International Marathon event sponsored by the company.



THAILAND

Campaign: Gourmet Market

Delivered over **10,000 signatures** to Gourmet Market’s head office.



Campaign: Zen Group

Launched a **three-month tuk-tuk ad campaign**, featuring images of hens in battery cages and urging people to sign the petition for Zen Group. The company committed not long after the action.



Campaign: Gourmet Market

Held a **Valentine’s Day street action** in front of the newest shopping mall under The Mall Group, Gourmet Market’s parent company.



Campaign: After You

Used a **sound truck** equipped with campaign artwork and messages, driving around After You’s head office with loudspeakers from 9 am to 4 pm for **five consecutive days**.



Reducing suffering in the pig industry

POLICIES

We launched the third edition of our report *Pigs in Focus: A Monitoring Report on the Pork Industry in Brazil* (in Portuguese), which monitors the industry practices and animal welfare policies of the 16 largest pork producers in Brazil, representing 70% of the national production. It ranks companies according to their current policies and progress from the previous year. It focuses on practices that cause intense suffering to pigs, such as the use of gestation crates, painful procedures, and the improper use of antibiotics.

Many of the following commitments were influenced by this work.

Overall, we helped secure six pig welfare commitments, to phase out the continuous use of gestation crates and/or end mutilations.



·QUITANDA·

QUITANDA

Supermarket group in São Paulo has committed to phasing out the continuous use of gestation crates by 2027.



MASTER ALIMENTOS

One of the largest pork producers in Brazil and the owner of the Sulita brand has committed to phasing out the continuous use of gestation crates by 2031. This commitment impacts the lives of more than 38,000 sows annually. The company has also committed to banning teeth clipping and disbudding, impacting the lives of more than 1 million piglets annually.



FRIMESA

The fourth-biggest pig producer in Brazil and the 19th in the world has committed to banning three painful procedures on piglets by 2025: surgical castration, teeth clipping and disbudding, and ear notching. The commitment has the potential to impact the lives of more than 4.5 million piglets per year.



DIVINO FOGÃO

Nationwide restaurant chain has committed to phasing out the continuous use of gestation crates from the supply for their 200 restaurants in Brazil by 2029.



GIRAFFAS

Brazil's 9th-biggest fast-food chain with more than 400 locations has committed to phasing out the continuous use of gestation crates from all their locations by 2029.



MERCADINHOS SÃO LUIZ

A Brazilian retail chain with 25 locations has committed to banning the continuous use of gestation crates for sows by 2031.

CAMPAIGN ACTIONS

Campaign: Giraffas

Offer signs and table tags in the Eldorado shopping mall food court.



Campaign: Zaffari

Halloween action featuring a historical figure from the city of Porto Alegre: the butcher of Arvoredo, who walked the famous haunted route and went to one of the Zaffari locations.



Campaign: Aurora

Billboards displayed across three Brazilian states (São Paulo, Minas Gerais, and Paraná).



Campaign: Zaffari

Christmas action with an LED trailer displaying the company's "gift" to animals: a life of suffering in tiny cages.



Financial Institutions

BANKS FOR ANIMALS

This year marked significant progress in our efforts to hold financial institutions accountable for their role in shaping sustainable and ethical food systems. We launched the third edition of the **Banks for Animals ranking initiative**, now available at www.banksforanimals.org. The ranking, which assesses the policies related to animal welfare of 80 private banks, added five new institutions and expanded to include Uruguay for the first time. Among the newcomers, **Krung Thai Bank** became the first Thai institution to receive a score.

Encouragingly, 11 commercial banks improved their policies this year, including prominent names like **Bank of China, BNDES, Crédit Agricole, Morgan Stanley, and WestPac**.

Despite these advancements, two institutions weakened their commitments and the ranking revealed that more than half of the banks still lack policies addressing animal welfare and plant-based transitions, resulting in a score of zero. The most commonly achieved criterion among the banks was the integration of policies supporting a transition to more sustainable food systems, but much work remains.

STOP FINANCING FACTORY FARMING (S3F)



This year, our Stop Financing Factory Farming (S3F) campaign made significant strides in advocating for an end to investments in industrial livestock production, focusing on engagement with the World Bank and strengthening grassroots efforts..

In May 2024, the World Bank published the report [Recipe for a Livable Planet](#), which highlights the need for a shift towards more plant-rich diets, partly incorporating a key demand of the S3F campaign

Other campaign highlights:

- During the **World Bank’s Fall Meeting**, our Development Director Caroline Oliveira highlighted the transformative potential of programs like Nourishing Tomorrow, which promote dietary transitions toward more plant-rich, sustainable, and compassionate food systems.
- We published the white paper [“Development Finance Support for Animal Agriculture,”](#) detailing livestock projects financed by multilateral development banks (MDBs) in 2023. Among the key findings, the report revealed that the World Bank Group allocated 1.5 billion USD to animal agriculture last year. To further enhance transparency, we also launched the [Factory Farming Finance Tracker](#), a tool designed to provide detailed insights into MDB financing of factory farming.
- Together with the S3F coalition, we actively raised concerns about six specific projects funded by MBDs, with Sinergia Animal serving as the lead author in five of these cases. These efforts aim to steer investments away from industrial livestock and toward sustainable and ethical food systems.

Month	MDB	Project Number	S3F Letter	Results
FEB	European Investment Bank (EIB)	20220349	Protix	Approved
APR	International Finance Corporation (IFC)	48742	DLL	Approved
MAY	Multilateral Investment Guarantee Agency (MIGA)* *part of the World Bank	1 5258	Santander	Approved
JULY	European Bank for Reconstruction and Development (EBRD)	EBRD-55277	Food Union	Not yet approved
OCT	International Finance Corporation (IFC)	47487	Metagro	Not yet approved We had extensive engagement with IFC on this
NOV	International Finance Corporation (IFC)	48407	Samuda Foods	Not yet approved

- We Hosted a **panel discussion at UN Biodiversity COP16 in Cali, Colombia**, highlighting the misalignment of multilateral development banks' (MDBs') financing with the **Global Biodiversity Framework (GBF)**. Our coalition also carried out peaceful demonstrations at the event.¹



At the G20, we partnered with Mercy for Animals and published an [open letter](#) to advocate for sustainable food systems in the Global Alliance Against Poverty and Hunger.

At the UN Framework Convention on Climate Change COP29, we joined the World Federation for Animals' Food and Climate Action Group to promote the inclusion of food systems in climate negotiations and launch the [Animals for Climate Action tool](#).



We conducted **weekly monitoring of new livestock projects proposed by MDBs** and objected to 11 projects.

We organized an [impactful demonstration](#) in front of the **International Finance Corporation (IFC)** office in São Paulo, delivering a joint letter from NGOs urging the IFC Executive Directors to vote against a controversial project.



We also extended support to impacted communities in following up on two official grievances. [One complaint](#) was submitted in 2023 to the **Inter-American Development Bank's (IDB) Independent Consultation and Investigation Mechanism (MICI)** regarding its financing of Pronaca in Ecuador^{2,3}. Another [complaint](#) was submitted in 2024 to the **IFC's Compliance Advisor Ombudsman** concerning its support for Indorama.



Engagement on MDB Policies

In addition to project-specific advocacy, we collaborated with the S3F coalition to influence policy development at key MDBs. We provided detailed feedback on the **Asian Development Bank (ADB) and Asian Infrastructure Investment Bank's (AIIB) Climate Resilient Inclusive Development Program**, the IDB's proposed flagship report on agriculture, and the European Bank for Reconstruction and Development's (EBRD) draft *Food and Agriculture Strategy*.⁴



¹ COP16 Biodiversity Misalignment Brief: <https://stopfinancingfactoryfarming.com/resources/cop16-biodiversity-misalignment-brief/>
² New Report Documents Social and Environmental Harms of PRONACA's Animal Agriculture Operations and Indigenous Communities: <https://foe.org/news/pronaca-report/>
³ Public Development Banks are Funding Factory Farming in Ecuador: <https://www.youtube.com/watch?v=ls3KMIzohN4>
⁴ Civil Society Policy Forum: Annual Meetings 2024: <https://www.worldbank.org/en/events/2024/06/26/civil-society-policy-forum-annual-meetings-2024>

Legislative and **Regulative Efforts**

COLOMBIA

A Sinergia investigation exposing shocking transport conditions of farmed animals led to a **debate in the Colombian Congress and the creation of a committee for improvements in animal transport, composed of the Ministry of Transportation, the Ministry of Agriculture and Rural Development and the Colombian Agricultural Institute, and Sinergia Animal.**

BRAZIL

Public Hearing on Male Chick Killing

Sinergia Animal participated in a **public hearing** in the Legislative Assembly of São Paulo, discussing a **bill on male chick killing**. Sinergia co-signed this bill in **2022**, alongside other animal protection organizations, in a move aimed at ending the practice in the country.

PERU

Legal Opinion on Egg Labeling Bill

The **Peruvian government** reached out to Sinergia Animal for a legal opinion on a bill promoting consumer rights related to egg labeling. The opinion was **delivered in April 2024**, supporting the promotion of **transparency** and **informed consumer choices** regarding egg production practices.

ARGENTINA

Bill for Egg Labeling

Sinergia Animal has been working on the **egg-labeling bill to disclose production systems (cage, cage-free, free-range, and organic)** on egg packaging for four years. A new version of the bill was presented, with a **two-year deadline** for approval, which expires in December 2024. If the bill is not passed, Sinergia will **present it again in 2025**.

Key Demands:

- i. **Mandatory egg labeling** by the production system remains pending.
- ii. **Cage-free labeling:** While previously **banned**, the local regulations now allow **cage-free eggs** to be **labeled legally**.
- iii. **Penalties** may be given for **false** or **misleading labeling**.

The bill has garnered **support from cage-free producers** and **strong media coverage** (including **TV and radio attention**), despite opposition from part of the **Poultry Chamber**, which is now publicly discussing the need for improved **labeling practices**.

Investigations

In 2024, we released seven investigations that expose ongoing cruelty and neglect within the global animal agriculture industry.

ANIMAL TRANSPORT IN COLOMBIA

Our investigation uncovered alarming cruelty and violations of animal welfare regulations faced by pigs, chickens, and hens during **land transport in Colombia**.

These conditions directly contravene Colombian animal welfare regulations outlined in **Resolution 20223040006915** of 2022, which governs the transport and handling of live animals.

The launching of the investigation led to a **political control debate in the Colombian Congress and the creation of a committee for improvements in animal transport**, composed of the Ministry of Transportation, the Colombian Agricultural Institute, and Sinergia Animal.

Social Media:

- [Instagram Post](#): 42,942 views
- **Collaborative posts with senator Andre Padilla:**
 - [First post](#): 1,405 views
 - [Second post](#): 15,370 views
 - [Third post](#): 53,342 views
- **Results posts:**
 - [Collaborative post](#) with Plataforma Alto, el Reportero Animal, and Vegan FTA: 37,942 views
 - [Carousel](#): 1,492 accounts reached

Media mentions: 16



BRAZILIAN PIG FARMS

A new investigation revealed controversial practices and significant regulatory violations within Brazil's pork industry, also exposing the unsanitary conditions in which animals are confined and the devastating impact these environments have on their well-being.

The footage preceded the launch of the Pigs in Focus report, which found that 66% of the companies evaluated had introduced new animal welfare policies, signaling progress, but highlighting an ongoing need for reforms across the sector.

Social Media:

- [Instagram Post](#): 15,415 view
- Media Mentions: 17



LIVESTOCK AUCTIONS IN SOUTH AMERICA

Sinergia Animal, in collaboration with We Animals Media, revealed shocking images from livestock auction markets in Argentina and Chile that show extreme mistreatment and violations of animal welfare regulations. At these markets, animals are subjected to unsanitary conditions, with visible signs of disease, untreated injuries, forbidden violence, and severe overcrowding.

Social Media:

- [Instagram Post](#): 40K views
- Collaborative post and reshared by [EcoNews](#): 617K followers
- Collaborative [post](#) with influencer [@jesica_alegria](#)

Media mentions: 4



ZENXIN EGG SUPPLIERS IN MALAYSIA

Sinergia Animal exposed the suffering of hens inside Zenxin Agriculture's battery cage farm in Malaysia, which are sold by the retailer Zenxin Organic. The footage reveals a stark contrast to the company's claims of being organic and sustainable.

Social Media:

- [Instagram post](#): 635 views

Media mentions: 34



DANONE'S DAIRY SUPPLIERS IN BRAZIL

Sinergia Animal launched a second investigation into Danone, which revealed further disturbing practices.

The footage shows calves confined to individual cages for extended periods, sometimes for as long as three months, restricting their natural movement and causing severe distress. Mutilations such as dehorning are carried out without any pain relief, and injured cows are left with no adequate treatment for their wounds. Male calves are also neglected: they are fed only leftover colostrum, transported while still newborns, and slaughtered inhumanely.

Social Media:

- [Instagram Post](#) on Sinergia Animal Brasil: 74,621 views
- [Instagram Post](#) on Sinergia Animal International: 4,055



Exclusive media feature results:

- [Instagram video](#) by Intercept Brasil: 809,000 views
- [Instagram image post](#) by Intercept Brasil: 58,738 likes
- [Video](#) by Intercept Brasil: 51,800 views
- [YouTube video](#) by Intercept Brasil: 5,907 views
- [Facebook video](#) by Intercept Brasil: 1,000 views



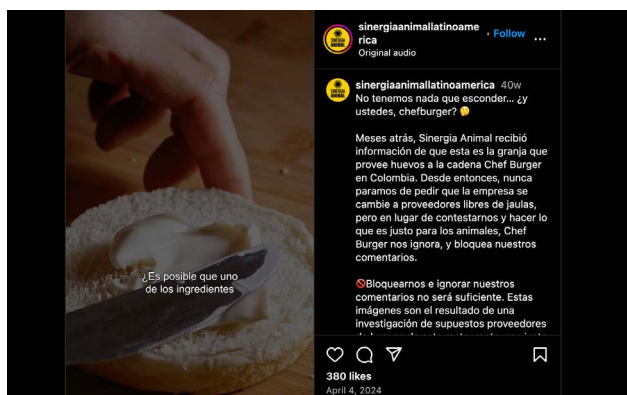
Media mentions: 16

CHEF BURGER COLOMBIA

Sinergia Animal revealed the cruel conditions in which hens are kept at a farm that supplied Chef Burger. Since the release of these recordings, the company has publicly committed to stop working with this supplier, and adopted a cage-free egg policy.

Social Media:

- [Instagram post](#) on Sinergia Animal Latin America: 52,609 views



DAIRY FARMS IN ARGENTINA AND CHILE

Sinergia Animal, in collaboration with WeAnimals, launched an investigation into the Argentine and Chilean dairy industry, exposing severe cruelty.

The footage shows calves tied with short ropes, unable to move or access water, and separated from their mothers at birth, causing extreme distress. Cows are kept in unsanitary conditions and exploited for milk production, treated as mere machines.

Social Media:

- [Instagram post](#) on Sinergia Animal Latin America: 3,954 views



Nourishing Tomorrow

Institutional Meat Reduction

This year, our dietary change program Nourishing Tomorrow hit its best year, nearly quadrupling the number of meals impacted and securing **37 new commitments to reduce procurement of animal products by 20%**. This effort can potentially replace animal products with plant-based alternatives in nearly **4 million meals annually**.

NEW COMMITMENTS

ARGENTINA - 16 COMMITMENTS COVERING 102 LOCATIONS

Institution	Number of Plant-Based Meals
Colegios del Solar, Bahía Blanca, Buenos Aires	13,300
Hotel Pristine luxury camps, Iguazú, Misiones	9,984
Hogar de Ancianos Ledor Vador, Buenos Aires	34,320
Corriente Política y Social La Colectiva, Mendoza & the Network of Children's Recreation Centers	156,000
Corriente Política y Social La Colectiva, Corrientes	28,600
Corriente Política y Social La Colectiva, Córdoba	50,960
Municipalidad de San José de Gualeguaychú, Entre Ríos	54,264
Instituto IAES Fundación Lapacho, Puerto Rico, Misiones	39,900
Colegio Pablo Virreyes, Buenos Aires	256,500
Hospital Dr. Ramón Carrillo, San Martín de los Andes, Neuquén	15,600
Fundación Haciendo Camino, Santiago del Estero	16,072
Banco de Alimentos - Goya, Corrientes	190,518

Banco de Alimentos Río Cuarto, Córdoba	326,060
Banco de Alimentos Valle de Uco, Mendoza	38,390
Servicios Hospitalarios San Justo, Buenos Aires	12,480
Comuna Villa Cerro Azul, Córdoba	1,252
Total number of meals in Argentina	1,244,200

COLOMBIA - 12 COMMITMENTS COVERING 21 LOCATIONS

Institution	Number of Plant-Based Meals
Institución Educativa Técnica Álvaro Molina - Campus San José de las Hermosas, Chaparral, Tólima	9,600
Fundación Niños de Los Andes - Dirección Regional, Bogotá	390,000
Escuela Pedagógica Experimental - EPE, Bogotá	27,120
Institución Educativa Oficial Luis Fernando Caicedo - Campus Cecilia Caballero de López, Cali	36,720
Fundación Escuela Circo al Aire Libre, Comuna 1, Cali	9,360
Collective - KOKOA (Kocina Komunitaria Amplia Chucho León Patiño of the National University of Colombia, Campus Bogotá)	80,000
Fundación Sol en los Andes, Bogotá	17,160
Servicio Nacional de Aprendizaje (SENA) de Colombia, Técnico en Producción Agroecológica program, in partnership with Granja La Hermosa, Cali	56,800
Secretaría de Salud de la Alcaldía de Popayán, Popayán (includes 3 units: Elderly, Infancy and Adolescence, and Expectant Mothers)	506,000
Institución Universitaria Digital de Antioquia, Medellín	416,000
Secretaría de Educación, Alcaldía de Popayán, Popayán (includes 5 schools)	564,000
Corporación Universitaria Santa Rosa de Cabal UNISARC, Santa Rosa de Cabal, Risaralda	128,000
Total number of meals in Colombia	2,240,760

INDONESIA - 9 COMMITMENTS

Institution	Number of Plant-Based Meals
Jiwa Laut, an NGO working with the local community, Yogyakarta Province	115,200
Rella's Kitchen, catering company serving meals for private schools, cafes, and restaurants in Jakarta	13,300
Dreama Kitchen, a homemade catering business led by a young chef based in Yogyakarta	19,000
Sekolah Bumi Bambini, a nature-based school providing education for preschoolers in Jakarta	10,640
Kebuni Shop, a family cafe that wants to serve healthy foods for their customers	15,560
Breadly Bakehouse, a B2B bakery that supplies various businesses from restaurants, cafes, catering, and hotels	266,000
Posyandu Jepitu, a government-funded community health station caring for infants and the elderly	7,800
SLB Autis Laboratorium UM, a school for special needs students	2,432
Yayasan Peduli Kemanusiaan (YPK) Bali, a humanitarian care foundation	59,800
Total number of meals in Indonesia	509,732

IMPLEMENTATIONS

ARGENTINA

We have completed 13 implementations, reaching 26 institutions, while ten ongoing projects currently benefit 53 institutions. The program spans nine provinces, including Buenos Aires, Entre Ríos, Córdoba, Corrientes, Misiones, Mendoza, Neuquén, Santiago del Estero, and Santa Fe. To support this growth, we have established the National Chefs Team, a group of 17 chefs who specialize in plant-based cuisine and work locally in each province to ensure the success of these initiatives.

Completed

Institutions committed in 2023 and completed in 2024:

- **Escuela Quintaesencia - Amartya:**
276,640 plant-based meals
- **Punto Digital Salto Encantado - Misiones:** 11,970 plant-based meals
- **Escuela I.B. F.J.C. N°948 - P. Carlo Falotti, Garuhape, Misiones (Mbya Indigenous Community - Guarani):** 60,990 plant-based meals
- **Hogar Jesús Niño - Familia Kolping, Misiones:** 7,904 plant-based meals



- **Movimiento Corriente Política y Social La Colectiva de Buenos Aires and Proyecto Mi Olla Mi Decisión:** 109,200 plant-based meals
- **Asociación Civil Juana Azurduy in La Matanza, Buenos Aires:** 40,660 plant-based meals
- **Corriente Política y Social La Colectiva Córdoba:** 79,440 plant-based meals
- **Asociación Civil Juana Azurduy in Almirante Brown, Buenos Aires:** 9,100 plant-based meals
- **EFA El Dorado, Misiones:** 9,348 plant-based meals
- **Colegio Pablo Virreyes, Buenos Aires:** 256,500 plant-b

Institutions committed in 2024 and completed in 2024:

- **Hotel Pristine luxury camps:** 9,984 plant-based meals
- **Hogar de Ancianos Ledor Vador:** 34,320 plant-based meals
- **Municipalidad de San José de Gualeguaychú, Entre Ríos:** 54,264 plant-based meals

In Progress

Institutions committed in 2023 and still in progress:

- **Dr. Arturo Illia Hospital, Mendoza:** 6,032 plant-based meals

Institutions committed in 2024 and in progress:

- **Colegios del Solar, Bahía Blanca, Buenos Aires:** 13,300 plant-based meals
- **Corriente Política y Social La Colectiva Mendoza y la Red de Centros de Recreación Infantil:** 156,000 plant-based meals
- **Corriente Política y Social La Colectiva Corrientes:** 28,600 plant-based meals
- **Corriente Política y Social La Colectiva Córdoba:** 50,960 plant-based meals
- **Hospital Dr. Ramón Carrillo de San Martín de los Andes, Neuquén:** 15,600 plant-based meals
- **Fundación Haciendo Camino, Santiago del Estero:** 16,072 plant-based meals
- **Banco de Alimentos – Goya Corrientes:** 190,518 plant-based meals

Servicios Hospitalarios San Justo, Buenos Aires: 12,480 plant-based meals



COLOMBIA

In Colombia, this year marked the completion of the cycle for nine implementations, five of which first committed in 2023. This has brought the total number of institutions engaged to 17. Additionally, three commitments from 2019 that had stalled (due to changes outside the program and public order situations) have resumed their activities. Currently, progress is being made with another ten commitments (covering 76 institutions), while five commitments (covering ten institutions) have yet to start.

Completed

- **Fundación Proyecto de Vida - Campus Soacha:** 18,800 plant-based meals
- **Fundación Proyecto de Vida - Campus Ciudad Bolívar, Bogotá:** 27,840 plant-based meals
- **SIGAC (Comprehensive Community Management System - Department of Environmental Management) of the Cali District Mayor's Office:** 122,304 plant-based meals
- **Fundación Social Coemprender:** 42,120 plant-based meals
- **Fundación Universitaria de Popayán, Popayán:** 342,000 plant-based meals
- **Universidad del Cauca, Popayán:** 920,000 plant-based meals
- **Corporación Universitaria Autónoma del Cauca, Popayán:** 140,440 plant-based meals
- **Colegio Mafalda, Popayán:** 8,000 plant-based meals

In Progress

Institutions committed in 2024 and in progress:

- **Fundación Oreste Sindici:** 30,420 plant-based meals
- **Institución Educativa Técnica Alvaro Molina - Campus San José de las Hermosas, Chaparral, Tólima:** 9,600 plant-based meals
- **Fundación Niños de Los Andes - Dirección Regional, Bogotá:** 390,000 plant-based meals
- **Escuela Pedagógica Experimental (EPE), Bogotá:** 27,120 plant-based meals
- **Institución Educativa Oficial Luis Fernando Caicedo - Campus Cecilia Caballero de López, Cali:** 36,720 plant-based meals



- **Fundación Escuela Circo al Aire Libre, Comuna 1, Cali City:** 9,360 plant-based meals
- **Collective KOKOA (Kocina Komunitaria Amplia Chucho León Patiño) of the National University of Colombia, Bogotá:** 80,000 plant-based meals
- **Institución Educativa Comercial del Norte, Popayán:** 70,000 plant-based meals
- **Institución Educativa Técnica Tomás Cipriano de Mosquera, Popayán:** 84,000 plant-based meals
- **Fundación Tejiendo Redes (includes 80 rural schools):** 97,600 plant-based meals



INDONESIA

We are currently completing two implementation cycles, five are in progress, and the remaining two have not yet started due to conflicting schedules.

In Progress

- **Schole Fitra:** 6,840 plant-based meals
- **Jiwa Laut:** 115,200 plant-based meals
- **Sekolah Bumi Bambini:** 10,640 plant-based meals
- **Kebuni Shop:** 15,560 plant-based meals
- **Posyandu Jepitu:** 7,800 plant-based meals

Completed

- **Sekolah Citra Berkat Taman Dayu:** 11,096 plant-based meals
- **Solidaritas Perempuan Kinasih / KWT Lestari Kharisma:** 28,800 plant-based meals



PLANT-BASED COURSE - Sixth Edition

- We recently held the sixth edition of our free training course, Plant-based Nutrition: Health, Culture, and Sustainability, designed for health professionals and other specialists in Latin America to enhance their knowledge of plant-based diets. This year, the course reached 17 countries, expanding its reach and introducing new modules, including one focused on nutrition for the general public and another on plant-based nutrition for high-performance athletes.
- We surpassed our previous registration record in this edition with 5,320 participants, compared to 4,041 in the fifth edition. Notably, we also saw a record number of health professionals joining, with 2,790 registered in this edition alone, surpassing 1,873 health professionals from the previous two editions in 2023. Of the total number of participants, 19.5% completed the course and 10.15% obtained certification. For the first time, the number of health professionals registered exceeded those taking the general modules, with 2,790 health professionals and 2,530 participants in the general courses.
- Of the participants, 92.4% said they were satisfied with the course (50.3% responded that the course fully met expectations and 42.1% that it exceeded them), 96.3% would recommend it to friends, and 29.6% said they would start eating more or fully plant-based after the course.

OTHER ACTIONS

- We actively participated in the **United Nations Biodiversity Conference COP16** in Cali, Valle del Cauca, Colombia. We provided plant-based meals to over 300 authorities from national animal protection institutions. Additionally, we held meetings with several Colombian government entities, including the Ministry of Environment, the Ministry of Agriculture, the Ministry of Health, and the Ministry of Industry, Commerce, and Tourism. We are also in ongoing discussions with the **UN Food and Agricultural Organization (FAO)** in Colombia to align our program with their activities.
- We participated in the third **International Congress on Food and Nutritional Security** and the first **National Congress on the Right to Food**, engaging with a range of public and private organizations working to promote food security and the right to food in **Colombia, Peru, and Chile**. As part of our contribution, we produced a video showing global experiences from the Nourishing Tomorrow program.
- Nourishing Tomorrow Colombia was featured in seven interviews on prestigious radio stations, such as **Caracol Radio, Radio G Internacional, and Radio Auténtica**, to discuss the program's impact and the benefits of plant-based nutrition.
- We partnered with the **Educated Choices Program**, an educational platform for students and teachers in **Argentina and Colombia** that focuses on the environmental impact of food.
- We also developed a dynamic **event framework for educational institutions in Argentina**, featuring thematic activity stations tailored to children of different ages. This interactive model encourages student collaboration and helps raise awareness of sustainable, plant-based food choices. In addition, we conducted **nutrition workshops for institutional cooks**, focusing on plant-based dietary patterns.
- Nourishing Tomorrow Argentina participated in the event **The Gastronomy of the Future in Chile**, where we presented the program's role in mitigating the climate crisis, promoting human health, and fostering food equity.



- Nourishing Tomorrow Argentina allied with the **Argentine Association of Lifestyle Medicine**, which works at the governmental level to install plant-based menus in hospitals and clinics. It will act as a bridge with various health institutions in Argentina, facilitating initial contact and the dissemination of our program. To support our growing initiatives, we formed a team of specialized volunteers who assist us in marketing, nutrition, and materials design. Their contributions are essential in expanding the program's reach and effectiveness.
- Nourishing Tomorrow Argentina also developed or provided various resources for participating institutions, including personalized recipe booklets, certification for kitchen teams, portion calculation tools (enabling kitchen managers at participating institutions to calculate ingredient proportions and automatically determine the cost per portion), diverse educational materials, environmental talks, an environmental calendar highlighting the connection between plant-based eating and environmental sustainability, and a transportable thermal device for kitchens in vulnerable neighborhoods (which saves gas costs in cooking).

Influencing Public Opinion

In 2024, we had our best year in terms of media visibility, securing 1,489 media hits globally, compared to 773 in 2023. This represents a 92.63% increase compared to last year. Many of our press releases were featured in mainstream media outlets, such as The Intercept (Brazil), Caracol Radio (Colombia), Econews (Argentina), El Mostrador (Chile), Bangkok Post (Thailand), Tirta (Indonesia), Nikkei (Japan), and India Today (India). This coverage strengthens our identity and capacity to influence a wider audience, while also strongly supporting all our campaigns and programs.

COLOMBIA

Political Debate on Animal Transport

We were invited by Senator Andrea Padilla to participate in a political debate on animal transport following the release of our investigation. We presented to authorities from the Ministry of Agriculture, the Ministry of Transport, and the ICA (the institution in charge of agricultural activities).



Media Outreach

We had 270 media hits across major outlets, including [Caracol Radio](#), [Blu Radio](#), [El Tiempo](#), [Semana](#), and [RCN Radio](#).

Partnership with Meatless Monday Foundation

We partnered with the Meatless Monday Foundation for Paul McCartney's concert in Colombia on November 1, coinciding with World Vegan Day. At the event, we had the only vegan food booth, distributed snacks, and shared our message with hundreds of attendees, encouraging them to follow us on Instagram and become activists.



Hable con el programa

MinTransporte, MinAgricultura e ICA en el ojo por maltrato en transporte de animales

La ONG Sinergia Animal Colombia afirma tener

ARGENTINA

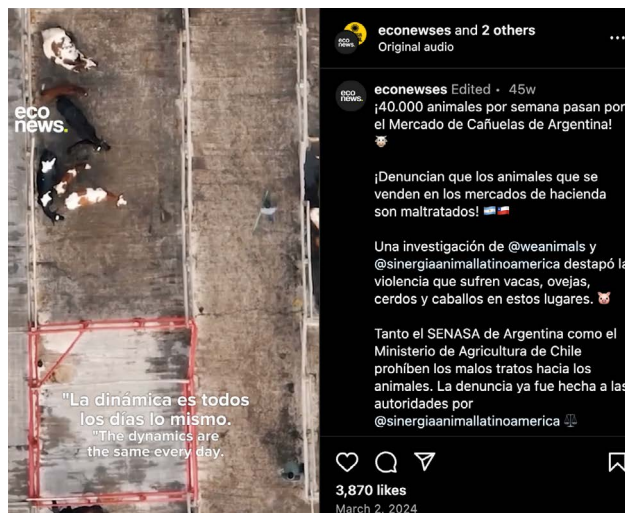
Animal Rights Congress at Buenos Aires Law University

Our Argentina team participated in a panel on activism, presenting investigations on egg production, dairy, and auction markets presented to authorities from the Ministry of Agriculture, the Ministry of Transport, and the ICA (the institution in charge of agricultural activities). The event was streamed across Latin America.



Media Outreach

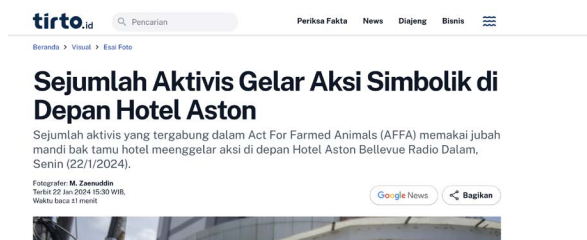
We had 58 media hits, with notable mentions by [EcoNews](#).



INDONESIA

Media Outreach

We had 124 media hits, with significant coverage from [Tirto](#), [Tempo](#), [Sindo](#), and [Antara News](#).



THAILAND

Media Outreach

We had 314 media hits, with significant mentions in [TNN News](#), [Bangkok Post Matichon](#), and [Siamrath](#).



MALAYSIA

Media Outreach

We had 70 media hits, including in [Sinar Daily](#), [WeirdKaya](#), and [Malaysiakini](#).



CHILE

Media Outreach

We had 85 media hits, including coverage from [Portal Agro](#), [El Mostrador](#), and [Cuál Es Tu Huella](#).



BRAZIL

Media Outreach

We had 414 hits, with major mentions in outlets such as [Intercept Brasil](#), [Globo Rural](#), [UOL](#), [Estadão Neo Mundo](#), and [Band](#).



JAPAN

Media Outreach

We had 28 hits, with major mentions in outlets such as [Japanese Agriculture](#), [Nikkei](#), and [Infoseeknews](#).



INDIA

Media Outreach

We had 49 hits, with major mentions in outlets such as [India Today](#) and [Business Today](#).



INTERNATIONAL

Media Outreach

We had 77 media hits, with significant mentions in the [United States](#) and [Spain](#).



13



Online Education and Engagement

Sinergia Animal has **26** social media accounts (Facebook, Instagram, X, YouTube, TikTok, and LinkedIn) across five languages. In 2024, we reached an audience of **461,174** followers on these platforms.

We estimate that our pages reach a total of **26,764,913** impressions, and our profiles, as a whole, impact **29,499,540** users. We published **2,565 posts**, including images, reels, videos, and tweets with a positive engagement rate of **9,32%**.

Academic Outreach

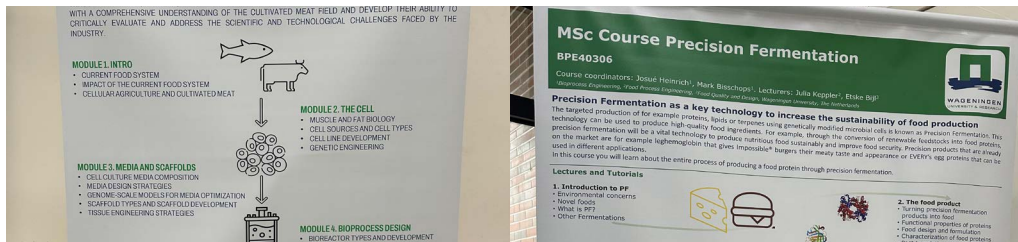
- In 2024, we made significant strides in advancing the conversation on animal welfare and food systems through academic outreach and participation in high-profile events. Below are some of the highlights.
- **Technical White Paper Launch:** We launched Sinergia Animal's technical white paper on the global transition toward acceptable business models, focusing on laying hens. The event in Brazil brought together leading specialists in animal welfare, major cage-free producers in Latin America, university professors, NGOs, representatives from the Ministry of Agriculture, politicians, corporate stakeholders, and others from Argentina, Brazil, and Chile. Read more: [Cage-Free Eggs: Global Transition Towards Acceptable Business Models.](#)



- **Salmonella Study in Chile:** A study conducted by the University of Chile and the University of Maryland investigated Salmonella contamination and antimicrobial resistance in eggs from various production systems in Chile. The findings revealed that some egg samples were contaminated with Salmonella serotype Enteritidis, which is resistant to the antibiotic nalidixic acid. Despite Chilean consumers demonstrating adequate food safety knowledge, cross-contamination and consuming raw or undercooked eggs were still common and contributed to 25% of foodborne outbreaks. Read more: [Study reveals that antibiotic-resistant bacteria are present in Chile's egg production.](#)
- **ISAE Congress Presentation:** We presented at the Congress of the International Society for Applied Ethology (ISAE), where we marked the 60th anniversary of Animal Machines by Ruth Harrison. Our presentation highlighted the minimal progress in industrial animal production since the book's publication and explored the challenges in leveraging science for substantial improvements in animal welfare. We also discussed strategies for using robust scientific evidence to influence policy-making.



- **Brazil's One Health Committee:** We represented the third sector in Brazil's Interinstitutional One Health Committee, coordinated by the Brazilian Ministry of Health. The committee began developing a participatory action plan to reduce the risks of emerging and re-emerging zoonotic pandemics and epidemics, with recommendations to be circulated across Ministries and forwarded to government leaders.
- **International Conferences and Collaborations:** We participated in the first International Cell Ag Brazil Conference and the first NAPI Alternative Proteins Meeting, where we engaged in plenary sessions at the Ministry of the Environment and Climate Change. These engagements allowed us to explore synergies and foster collaborations to advance animal welfare and law frameworks.



- **Earth Congress at UBA:** We participated in "Earth Congress: Ecology, Society and Politics" at the University of Buenos Aires (UBA), organized by the National University of Quilmes. Our paper, "Making visible and acting on the impact of food on the environment," presented insights into the Nourishing Tomorrow program and was the only session addressing the climate crisis from a food perspective.



- **Food and Nutritional Security Congress:** At the third International Congress on Food and Nutritional Security and the first National Congress on the Right to Food, organized by the UN Food and Agriculture Organization (FAO) in Colombia, we presented our paper, "Plant-based food as a strategy to address the climate crisis, human health, and food justice." This session was unique in addressing the climate crisis through the lens of food systems and was presented at a table on food security, sovereignty, and the right to food.





Work with Producers Indonesia

In 2024, we made significant progress in working directly with egg producers in Indonesia, particularly in advancing the transition to cage-free systems and improving animal welfare standards. Key activities included:

- **Cage Farms Outreach:** We reached out to 57 cage farms, ranging from small operations with 500 hens to larger ones with 60,000 hens.
- **Farm Visits:** We visited 17 cage farms with populations ranging from 1,000 to 46,000 hens, as well as five cage-free farms, with the following populations:
 - Garuda Farm: 1,000 hens
 - Talun Indonesia Baharu: 4,000 hens
 - Jatam Difabel Farm: 296 hens
 - KWT Blambangan: 202 hens
 - KWT Melati Jragung: 203 hens
- **Cage-Free Transition:** One producer, Rossa Farm (with a population of 2,850 hens), transitioned to cage-free systems this year. Another producer, Navisa Farm, expressed interest in trying the cage-free system. PT Girijaya Budiman Agro built a new cage-free farm in Sukabumi with a population of 4,427 hens.
- **Certified Humane Certification:** Four producers (PT IPSS, Telur Ayam Bahagia, KWTs, and Widodo Makmur Unggas) obtained Certified Humane Certification. Three more producers are in the process of applying for the certification.
- **Stakeholder Engagement:** Together with Animal Friends Jogja, we participated in a discussion forum with egg producers, the Department of Food Security and Agriculture of Bantul Regency (Special Region of Yogyakarta), and the Department of Animal Husbandry and Fisheries of Blitar Regency (East Java). We proposed to hold a follow-up collaboration forum next year with the Blitar government and local producers.
- **Training and Conferences:** We participated in a welfare training session at Suranaree University in Thailand. We delivered a presentation titled "Cage-Free Futures: Welfare Management for Cage-Free Hens" at Indonesia's third Animal Welfare Conference.



Development and Movement Building

MOVEMENT BUILDING

In 2024, we significantly expanded our efforts to build and strengthen movements across Latin America and Southeast Asia:

- **Strengthened Teams:** Building on our established structures in Indonesia and Brazil, we welcomed a Community and Development Manager to our team in Thailand and are preparing to add three new team members in Argentina, Colombia, and Chile to deepen our community-building initiatives.
- **Volunteer Engagement:** We engaged over 300 new volunteers in Brazil, Indonesia, and Thailand, demonstrating the growing momentum of our work in these regions. To enhance our volunteer retention and readiness to action, we moved our onboarding process to an online training platform, which allows us to keep up with their progress and adherence to the content.
- **Geographical Expansion:** Our programs in Brazil grew to two new cities, with plans to expand to two more in 2025. Volunteers in two cities in Brazil and two in Indonesia have been trained as Sinergia Ambassadors and are now developing movement-building autonomously.
- **Regional Representation:** At the Animal Vegan Advocacy Summit (AVA) and Asia Farm Animal Day (AFAD) in Hanoi, our Community and Development representatives from Thailand and Indonesia shared key strategies for building volunteer communities. These events strengthened our connections across Southeast Asia and provided valuable visibility for our organization and its impactful work in the region.



DEVELOPMENT

In 2024, we launched key initiatives to foster stronger donor relationships and enhance fundraising efforts, achieving a 36% increase in funds raised from individual donors compared to 2023:

- **Quarterly Online Donor Meetings:** Offered exclusive updates on our programs and achievements, featuring Q&A sessions with our directors.
- **Enhanced Donor Newsletters:** Improved content resulted in a 48% rise in open rates and a 39% increase in clickthrough rates on average.
- **Optimized Lead Generation:** Leveraged Google Ads to drive increased traffic to our website.
- **Sinergia Store Launch:** Introduced a collection of exclusive products and designs created by our team and offered by a specialized company, which donates a share of their profits to Sinergia.



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People Management, Organizational Culture, and Governance

In 2024, Sinergia Animal aimed to professionalize its operations and foster a unified, purpose-driven team. The year marked the deepening of nationalization efforts, an inspiring cultural evolution, and more robust processes to enhance efficiency and effectiveness. We remain committed to creating a supportive and inclusive environment for our team, empowering them to thrive personally and professionally. Our focus on training, leadership development, and cultural transformation continues to strengthen the team's ability to drive change for animals.

TEAM EMPOWERMENT AND CULTURE

Sinergia Animal continued to prioritize building a strong, cohesive team in 2024, with critical milestones as follows:

- **Nationalization Deepening:** The processes initiated in 2023 were enhanced to ensure smoother operations, respect local cultures, and provide more autonomy. During the process, we were able to secure two lateral career moves, five internal promotions, and nine new hires, demonstrating our commitment to internal growth and offering opportunities for advancement.
- **Cultural Transformation:** We redefined our cultural pillars to reflect the purpose-driven culture we strive for. Our new values—Compassion, Adaptability, Synergy, and Empowerment—capture the essence of who we are and what we stand for. These pillars foster a collaborative, empathetic, and resilient team united by the goal of creating meaningful change for animals. This shift strengthens our cultural identity and helps everyone in the organization connect more deeply with our mission and values.
- **Team-Building Initiatives:** Several new initiatives were introduced to enhance team cohesion:
 - *Monthly Celebrations:* Celebrating birthdays and work anniversaries fostered appreciation and connection within the team.
 - *Random Pairings:* Bi-weekly pairings of team members promoted collaboration and helped build stronger relationships across departments.
 - *Monthly Coworking Days:* National teams began gathering in coworking spaces once a month, which promoted connection, idea-sharing, and faster decision-making.

PROFESSIONAL DEVELOPMENT

Sinergia Animal continued to invest in the professional growth of its team members through a variety of training opportunities, both internal and external. These initiatives helped to build essential skills, enhance knowledge, and foster a culture of continuous learning and improvement.

External Trainings:

Writing to Persuade: Focused on improving persuasive writing techniques to better advocate for the organization's mission.

Creative Idea Generation: Focused on generating out-of-box ideas for campaign actions in complex contexts.

Global Leadership in Times of Uncertainty: A Focus on Inclusive Leadership: Equipped leaders with strategies for leading inclusively during times of uncertainty.

Livestock Farming and the Environment: Deepened understanding of the environmental impacts of livestock farming and its intersection with our animal welfare work.

Respect in the Workplace: Provided insights on fostering respectful and equitable environments in the workplace.

Internal Trainings:

Legal Handbook Training: Ensured staff were well-informed on legal matters related to campaigning and the organization's operations.

Meta Ads Training: Equipped team members with the skills to leverage Meta (Facebook/Instagram) ads for effective advocacy and outreach.

Sinergia Insights: Exploring Our Departments: Provided an in-depth look at various organizational departments to enhance cross-team collaboration and understanding.

Dos and Don'ts in Communicating Pig Welfare: Focused on best practices for promoting the welfare of pigs in line with our advocacy goals.



DIVERSITY, EQUITY, AND INCLUSION

Sinergia Animal made significant progress in its DEI initiatives, ensuring the organization remains committed to fostering an inclusive, respectful, and diverse workplace.

- **DEI Census:** A second internal census was conducted to assess the representation of minoritized groups within the organization. The insights gained from this census will help inform further strategic actions to improve DEI.
- **Respect in the Workplace Channel:** We launched a dedicated channel promoting workplace respect and equity. The channel includes “DEI Pills,” a monthly series of educational content designed to equalize knowledge in diversity and foster a culture of respect, developed in collaboration with external experts.
- **Quarterly Check-ins with Diversity Talent Bank – Animal Welfare Organizations:** Building on a 2023 initiative, Sinergia Animal continued hosting quarterly sessions with partner organizations to align strategies, share best practices, and strengthen collective DEI efforts. Two additional organizations joined this initiative in 2024, expanding its reach.

LEADERSHIP DEVELOPMENT

In 2024, Sinergia Animal strongly emphasized leadership development, ensuring that our leaders are equipped with the tools, strategies, and confidence needed to manage teams effectively and lead by example.

- **Individual Coaching Sessions:** Leaders participated in one-on-one coaching sessions focused on team management, goal-setting, and personal leadership development.
- **Leadership Events:** Two events focused on strategic planning, goal-setting, follow-up processes, and effective team management.
- **Supervisor Feedback:** A new annual feedback cycle was introduced, allowing team





members to provide constructive feedback to their supervisors, promoting a culture of transparency and continuous growth.

- **Supervisor's Guidelines:** The People team developed Supervisor's Guidelines, a comprehensive resource to support effective leadership. It includes practical tips, templates, and organizational procedures to help leaders succeed in their roles, building on the Team Member's Guidebook introduced in 2022.

GLOBAL ENGAGEMENT

Sinergia Animal team members actively participated in international events, showcasing our work, sharing best practices, and contributing to global conversations within and beyond the animal welfare movement. A new structured process was introduced to provide more team members with opportunities to attend key international events. This initiative enables Sinergia Animal to increase its global visibility, foster networking opportunities, and continue learning from others in the field.

Some events we attended include:

- [Animal Advocacy Strategy Forum \(AASF\)](#), third edition: we gave a talk on institutional diet-change strategies, sharing insights on how to drive impactful change through plant-based policies and initiatives.
- [Asia Farm Animal Day \(AFAD\)](#): we gave a talk on Diversity, Equity, and Inclusion (DEI) in the Global South, focusing on challenges, cultural nuances, and strategies from Latin America and Asia.
- [Conference on Animal Rights in Europe \(CARE\)](#): we gave a talk on the challenges of working in the most neglected regions, as well as potential solutions, lessons, and strategies to drive positive change for farmed animals.
- [AVA Summit & VegFest Brazil 2024](#): we participated with two conferences, one networking session and host a booth that impacted hundreds of individuals.



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.



www.wfa.org



sinergiaanimalinternational.org