



**2023**  
**Year in**  
**Review**

 **SINERGIA  
ANIMAL**

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# Executive Director Letter

I'd like to share with you some highlights from Sinergia Animal's exhilarating and transformative journey in 2023. This year has been an absolute game-changer for us and, looking back, it's clear to see that we've achieved some incredible things and taken some monumental strides towards a better world.

The corporate policies dedicated to reducing animal suffering that we have impacted have skyrocketed by an astounding 70% compared to last year! A standout accomplishment is the historic cage-free egg policy we secured with Super Indo, a retail giant in Indonesia.

We saw a remarkable 40% increase in the number of companies reporting progress via our Cage-Free Tracker program in Asia and Latin America, showing that our influence is resonating on a global scale.

Enter our Nourishing Tomorrow program, where we proudly report an impact of a whopping 1.9 million meals now being served without animal products—a threefold increase from the 580,000 meals influenced last year.

Our commitment to educating healthcare professionals on the merits of a plant-based diet has seen a very impressive threefold increase in participants completing the course and earning certification.

We have also more than tripled the participation of academics in our scientific workshops on animal welfare in Latin American and Asian countries, where this awareness-raising and alliance-building work is crucial.

And, last but not least, the number of private banks improving their animal welfare lending criteria went from 3 to 13—an astonishing fourfold increase

compared to previous year—in the second edition of our Banks For Animals report.

And that's not all—these are just highlights! I'm sure you, like me, will feel very hopeful about the future as you read more details about everything we've accomplished during 2023 in this report.

These extraordinary leaps forward can be attributed to several key factors. Firstly, our teams are developing their skills daily, and we take immense pride in fostering growth through continuous training and resource provision. Secondly, our adoption of more rigorous goal-setting practices has catapulted our progress. Lastly, a heightened commitment to cultivating respect for altruism and animals within our organization has kept our core values vibrant and alive.

As a valued member of our vibrant community of supporters, we extend a heartfelt invitation for you to join us in celebrating these momentous achievements. Your presence is not just appreciated; it's a source of strength, and your commitment fuels our ongoing dedication to doing more and doing better.

With the understanding that billions of animals rely on our ongoing dedication, seriousness, and optimism, we express our profound gratitude to you for standing by our side.

Thank you for being an integral part of our shared journey. Together, we don't just make a difference—we create a world that is kinder and holds a promising future for farmed animals in the Global South.

Warmly,  
Carolina Galvani  
**Executive Director**

# Highlights

**Reducing suffering: a record of 49 corporate commitments:**

4 in Asia, 41 in Latin America, and 4 global.

**Tracking progress:**

Our tracker programs had unprecedented results, with 50.43% of companies reporting progress in Latin America and 80% in Asia.

**Financial Institutions:**

The second edition of the Bank for Animals initiative was launched. Six new institutions entered the ranking and 13 commercial banks improved their policies.

**Vegan Challenges:**

43,993 new signups in Asia and Latin America.

**Institutional Meat Reduction:**

Institutional Meat Reduction: 25 new commitments, with the potential to serve almost 1 million plant-based meals per year.

**Plant-Based Course:**

A record of over 6,900 participants, including 1,747 healthcare professionals.

**Influencing Public Opinion:**

773 media hits globally.

**Academic Outreach:**

More than 1,700 participants in Latin American and Southeast Asian workshops on animal welfare. A study on eggs and salmonella was published in a peer-reviewed Indonesian journal.

**Investigations:**

Released 3 groundbreaking undercover investigations.



# Reducing suffering in the egg industry

## CAGE-FREE EGG CORPORATE POLICIES

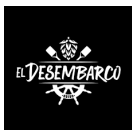
We helped secure 39 cage-free egg commitments from food companies in Latin America and Asia

### LATIN AMERICA

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### ARGENTINA

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#### EL DESEMBARCO

Argentinian bar with more than 28 locations in Argentina, Uruguay, and Chile.



#### CHUNGO

Artisanal ice cream company with 32 locations.



#### EL CLUB DE LA MILANESA

Restaurant chain with 56 locations.



#### DÍA ARGENTINA

The country's leading retailer with over 1,000 locations, announced a cage-free policy for third-party eggs with a 2028 deadline.



#### PULPERÍA QUILAPÁN

Restaurant, grocery store, and social hang-out in the old neighborhood of San Telmo, Buenos Aires.



#### TEMPLE BAR

Brewery and bar with 30 locations.



#### DEAN & DENNIS

Fast-food chain with 28 locations.

## COLOMBIA



**HACIENDA SAN ALONSO**  
Hotel with two restaurants and catering services.



**BOULEVARD 24**  
Wok, Sushi, Grill, Burger, Poke, and Ramen in Bogota.



**CAFÉ QUIPE**  
Specialized cafe in Bogota.



**LA RECETA S.A.**  
Restaurant group with two brands and more than 40 locations in the country.



**GROS0**  
Bakery chain with four locations.



**CHALET SUIZO**  
Old restaurant in Bogota, from the 50's.



**HOTEL LANCASTER HOUSE**  
A hotel with two restaurant brands and a catering service.



**AREPAS DE MEDELLÍN**  
Local restaurant in Bogota.



**ANDANTE**  
Restaurant specialized in Italian food.



**SELINA COLOMBIA**  
Hotel chain with eight units.



**DEL CESTO**  
Artisanal bakery in Bogota.



**REAL FRUVER**  
Wholesale fruit and vegetable store with two locations in Bogotá.



**GRUPO 5G**  
Restaurant chain with six locations.



**ECOSAVIA**  
Organic market with two locations and delivery service.



**OLIVETO PIZZA & PASTA**  
Italian cuisine restaurant with four locations.



**DON JEDIONDO**  
Restaurant chain with 35 locations.



**SOMOS**  
Cafe and bar in Bogota.



**MISTRAL**  
Bakery chain with three locations.



**HORNITOS**  
Bakery chain with 19 locations.

## CHILE

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**CREPES & WAFFLES**  
Bakery chain with three locations in Chile.



*Juan Valdez*

**JUAN VALDEZ**  
Colombian coffee chain with 20 locations in Chile.

## ECUADOR

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**DOS SUCRES**  
Restaurant in Ecuador with one location.

*Selina*

**HOTEL SELINA**  
Hotel chain with four locations in Ecuador.

## PERU

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ANTIGUA

**HOTEL ANTIGUA**  
**CASONA SAN BLAS**  
Boutique hotel in Cusco.

## ASIA & GLOBAL

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BANYAN TREE  
HOTELS & RESORTS

### BANYAN TREE HOTELS AND RESORTS

Multinational hospitality company operating 70 resorts and hotels.



### KERRY INC.

Food R&D and manufacturing company operating in more than 50 countries and 147 locations.



### THE ASCOTT LTD

Hospitality company with 14 brands and 900 locations.



### JOLLIBEE FOODS CORPORATION

Restaurant chain with over 6,300 locations globally.

## INDONESIA

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### SUPER INDO

Supermarket chain with 228 stores.



### MONOLOG QUALITY COFFEE CO.

Breakfast cafe with 3 locations.



### VIAVIA JOGJA

Local bakery and restaurant.

## THAILAND

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### SUKISHI INTERGROUP

Restaurant group with more than 50 locations.



## CAGE-FREE TRACKER PROGRAMS

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We launched the second edition of our [Cage-Free Tracker report](#) in Asia and the fourth edition in Latin America.

In Asia, our teams are monitoring the progress of companies operating in India, Indonesia, Japan, Malaysia, and Thailand. There was a 6.25% increase in companies that responded to our communications about being a part of the program in 2023, compared to 2022. Additionally, the number of companies sharing progress information about Asia nearly tripled, rising from 8 in 2022 to 21 in 2023.

Of 45 companies surveyed in 2022, 12 (or 26.7%) improved their rankings this year, reporting their progress in Asia or nationally. In Thailand, 15 egg producers were contacted for the first time, 27% of which replied. Of the contacted producers, 13% reported 100% cage-free production (with or without certification).

In Latin America, our focus is on companies operating in Argentina, Chile, Colombia, Peru, Ecuador, and Uruguay. This year had an encouraging increase in reporting, with 50.43% of 115 companies surveyed showcasing their progress, signifying a notable improvement from 35.5% in 2022.

The level of transition to cage-free eggs varied, with almost half (48.21%) of the companies indicating a transition rate between 80% and 100%, reflecting a positive trend toward cage-free egg implementation.

## ADDITIONAL PROGRESS

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- After dialogue with Sinergia Animal since 2021, Gourmet Market—a premium Thai supermarket chain with 30 locations—has started using in-store materials to advertise cage-free eggs.
- After eight months of campaigning by Sinergia Animal, Siam Makro, one of Thailand's largest retailers with more than 150 locations, has launched its cage-free brand.
- On The Table, a Japanese-inspired restaurant brand under Zen Group, one of Sinergia Animal's campaign targets, has launched public relations materials informing consumers that it uses cage-free eggs in some locations.
- After a year-long campaign, Subway Indonesia announced that they are sourcing cage-free eggs for 21 out of 78 stores.
- After dialogue since 2021, Hero Supermarket, an Indonesian chain with 34 stores, declared they will start selling cage-free eggs in four stores.

## CAMPAIGN ACTIONS

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- More than 40 actions and 20 campaigns ran in Latin America, including: a regional one coordinated with other partner groups, targeting Cencosud; and a regional campaign targeting Makro in Argentina and Colombia, two of Latin America's largest supermarket chains.
- More than 37 campaign actions in Thailand and Indonesia, including two actions targeting Ahold Delhaize in Amsterdam, demanding a commitment for Super Indo, one of their brands active in Indonesia.
- Participated in global accountability campaigns run by the Open Wing Alliance, asking Focus Brands, Inspire Brands, and Au Bon Pain to report the progress of cage-free implementation in their supply chains.



# Highlights

## LATIN AMERICA

**Country:** Chile  
**Month:** January  
**Campaign:** Mil Sabores

Ads placed on 50 buses that stopped near the company's restaurants.

**Country:** Chile  
**Month:** March  
**Campaign:** Mil Sabores

Activists held giant eggs outside several Mil Sabores restaurants.



**Country:** Argentina  
**Month:** April  
**Campaign:** Cencosud

Actions at two locations and the main avenue in Buenos Aires.



**Country:** Uruguay  
**Month:** April  
**Campaign:** Ta-Ta, Disco and Tienda Inglesa

Actions at three supermarkets.



**Country:** Colombia  
**Month:** May  
**Campaign:** Cencosud

With a 50-meter long warning tape, our activists demonstrated in front of a Jumbo location.



**Country:** Chile  
**Month:** May  
**Campaign:** Mil Sabores

At Plaza de Armas, one of the most iconic places in Santiago, activists assembled a scene with a giant plate containing 5 bloody eggs.



**Country:** Peru  
**Month:** June  
**Campaign:** Cencosud

Giant billboard next to one of the oldest Cencosud locations in the country.



**Country:** Colombia  
**Month:** August  
**Campaign:** Nicolukas

In one of the Nicolukas headquarters, we carried out our first action to launch this campaign. With a big cake, we had a day of awareness raising.



**Country:** Chile  
**Month:** September  
**Campaign:** MELT Pizzas

An LED Truck toured through Santiago, stopping at iconic spots in the city and different MELT Shops



**Country:** Argentina  
**Month:** September  
**Campaign:** Makro

We took a banner that looks like an egg package and a lot of A4 printed sheets to El Obelisco, a symbolic place in Buenos Aires. The public was invited to join the action by stepping on the A4 sheets to sense the amount of space hens are confined to in the egg industry.



## ASIA

### INDONESIA

**Country:** Indonesia  
**Month:** January  
**Campaign:** Subway

145 train advertisements, including wall panels, ceiling panels, hanging alleys, handgrips, and inside doors. Potential to reach more than 117,386 commuters daily.



**Country:** The Netherlands  
**Month:** February  
**Campaign:** Ahold Delhaize

Partnered with Dutch NGO Millieudedefensie Jong, and held a protest in front of an Albert Heijn in Amsterdam.



**Country:** Indonesia  
**Month:** July  
**Campaign:** Super Indo

A campaign-launch street action in front of Headquarters with a banner mimicking Super Indo's discount banner.



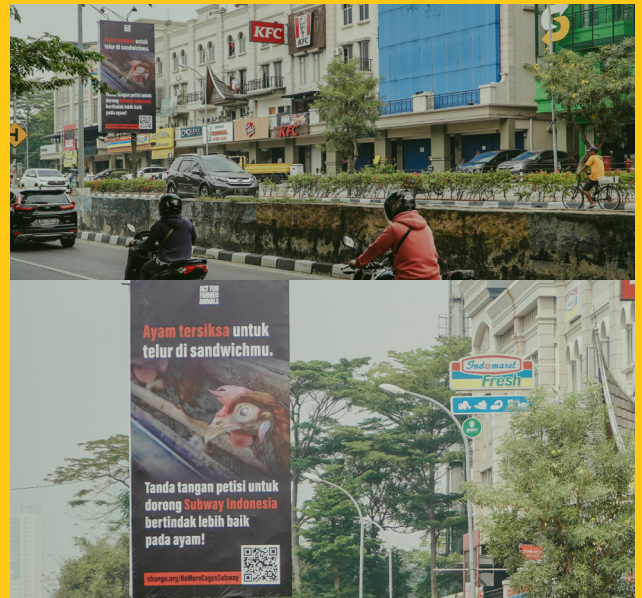
**Country:** Indonesia  
**Month:** September  
**Campaign:** Subway

Walk to Free Action on Jakarta's car-free day. Showing Subway's contribution to animal cruelty, handing out flyers to visitors.



**Country:** Indonesia  
**Month:** October  
**Campaign:** Subway

Two-week billboard advertisement 100 meters from a Subway store, with potential to reach 210,000 people daily.



## THAILAND

**Country:** Thailand  
**Month:** January  
**Campaign:** Siam Makro

Delivered a symbolic New Year "gift basket" at the company's head office.



**Country:** Thailand  
**Month:** January  
**Campaign:** Siam Makro

Advertisements on two minibuses commuting through main streets, one of the most common modes of transportation in Bangkok.



**Country:** Thailand  
**Month:** June to August  
**Campaign:** Gourmet Market

Installed a three-month advertisement on the Chao Phraya Express, one of the most used public transportation modes in Bangkok both for tourists and locals.



**Country:** Thailand  
**Month:** June  
**Campaign:** Siam Makro

Delivered to the Makro head office 30,000 signatures of supporters who have asked the company to announce a policy to no longer source caged eggs.



**Country:** Thailand  
**Month:** October  
**Campaign:** Siam Makro

A protest in front of a public park in one of the busiest areas of Bangkok asking Makro to announce a cage-free policy.



# Reducing suffering in the pig industry

## POLICIES

Overall, we helped secure 10 commitments for pigs, to phase out gestation crates and/or end mutilations.

In December, we launched the second 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 largest pork producers in Brazil. It ranks companies according to their current policies and in comparison with 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 commitments mentioned were influenced by this work.



### HABIB'S

Fast food company with over 300 restaurants commits to phasing out the continuous use of gestation crates with a 2026 deadline.



### ALIBEM

One of the largest pig producers in Brazil committed to phasing out gestation crates completely in all new units, with immediate effect. They also committed to phasing out the continuous use of gestation crates in all existing units with a 2031 deadline. They declared they had already banned 100% of teeth cutting and grinding and implemented 100% immunocastration in 2023.



### MASTER ALIMENTOS

One of the largest pig producers declared they had already phased out ear cropping and implemented 100% immunocastration in 2023. They also committed to only using antibiotics for therapeutic purposes to treat sick animals.



**BRF**

Brazil's largest pig producer, and the ninth largest in the world, committed to phasing out gestation crates completely in all new units, with immediate effect.



**AURORA**

The third largest Brazilian pig producer and eighteenth largest in the world. They declared they had already banned 100% of teeth cutting and grinding, do not use surgical castration in most of their operations, and have committed to implementing 100% immunocastration by 2030.



**CERATTI**

This big processed meat brand has committed to stop buying pig's meat from producers that use gestation crates continuously by 2028. (Though the language used in their commitment is not ideal and we are campaigning to ensure that it is adjusted.)



**JBS**

Brazil's second largest pig producer, and the sixteenth largest in the world, committed to phasing out gestation crates completely in all new units, with immediate effect. They also committed to phasing out ear cropping.



**ALEGRA**

Alegria, one of the largest pig producers, declared that they had already banned 100% of teeth cutting and grinding. They have committed to phasing out ear cropping by the end of 2023 and implementing 100% immunocastration by 2025.



**PIF PAF**

In 2023 Pif Paf, one of the largest pig producers, declared they had already banned 100% of teeth cutting and grinding.



**DIA**

Dia, a Spanish supermarket chain, committed to phasing out gestation crates by 2028 in all their operations in Brazil.





# Reducing suffering in the dairy industry

Running a campaign asking Danone in Brazil to phase out veal crates and mutilations and end the practice of discarding of male calves.

## CAMPAIGN ACTIONS

**Country:** Brazil  
**Month:** March  
**Campaign:** Danone

Launch of investigation in front of the company's corporate office.



**Country:** Brazil  
**Month:** June  
**Campaign:** Danone

Set up a "crime scene" related to the killing of male calves in front of the company's office.



**Country:** Brazil  
**Month:** July  
**Campaign:** Danone

Exposing the Danone investigation on the streets, using screens to show the videos, wearing cow masks, and distributing 500+ flyers in front of the company's corporate headquarters.



## Financial Institutions

- Launch of the second edition of the Banks for Animals ranking initiative: [www.banksforanimals.org](http://www.banksforanimals.org)
- Five new institutions (from Chile, Ecuador, and Peru) entered the ranking.
- Policies of 74 private banks related to animal welfare were updated.
- 13 commercial institutions improved their policies, and seven weakened them; a significant increase compared to the [previous edition](#).
- Most achieved criterion was the transition to more sustainable food systems.
- Participated (via the launching of an investigation) in the Stop Financing Factory Farming coalition campaign against the million-dollar loan from the International Finance Corporation (IFC) to the giant Brazilian dairy company Alvoar Lacteos.
- Executive director Carolina Galvani presented at the Civil Society Policy Forum, a World Bank event, asking for the end of investments in factory farming.
- Sponsored an event at the Bonn Climate Change Conference in June 2023.
- Organized an action at the Finance in Common Summit
- Co-organized an event during the World Bank autumn annual meeting
- Initiated a discussion with the IFC about minimum criteria for loans to financial intermediaries
- Launched a campaign asking Rabobank, a Dutch bank with presence in 40 countries, to demand the companies they finance (Ahold Delhaize and SHV Group) comply with animal welfare standards in their subsidiaries in the global south (Super Indo in Asia and Makro in Latin America, respectively).

# Legislative Efforts

## IN BRAZIL

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- In April 2023, we participated in a public hearing in the Legislative Assembly of the State of São Paulo regarding the ratification of the free trade agreement (FTA) between Mercosur and the European Union and its impact on animals and the environment.
- In May 2023, we participated in an in-person meeting with representatives of the European Union to talk about the FTA. In partnership with other animal protection and environmental organizations, Sinergia Animal demanded the inclusion of animal welfare conditions in the Agreement, as well as the protection of the biomes of Brazil and the Mercosur countries.
- In July 2023, Sinergia attended a public hearing in the Legislative Assembly of the State of Sao Paulo to support and participate in the Campaign against Livestock Transportation, led by our partners Mercy for Animals and Animal Equality.
- In August 2023, another in-person meeting with representatives of the European Union to talk about the FTA occurred. This time, the meeting was held only with animal protection organizations and the agenda was therefore set exclusively around discussing animal welfare standards. It aimed to enable the European Union to really understand factory farming conditions in Brazil.
- In December 2023, we participated in the launch of the "Brasil Sem Gaiolas" (Brazil without Cages) campaign, supporting our partners Animal Equality, Fórum Animal, and World Animal Protection at the Legislative Assembly of the State of Sao Paulo.

## IN ARGENTINA

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- We entered the third year of work with politicians in Argentina to approve a bill that requires egg labeling to disclose production systems.
- New bill presented in 2023, with a two-year deadline for approval.

# Investigations

Published 3 investigations showing the cruel reality of dairy farms in Brazil and the conditions endured by broiler chickens at a farm in Argentina:

## 1. DANONE'S DAIRY SUPPLIERS IN BRAZIL

- Exposed for the first time: the inadequate handling of animals, the possibly illegal transportation and slaughter of newborn calves, and painful mutilations performed without pain relief. [Learn more](#)



## 2. ALVOAR LACTEOS'S DAIRY SUPPLIERS IN BRAZIL

- Revealed newborn calves being starved for up to 18 hours and sent to slaughter within only hours or days of life.
- Farmers admitted newborn calves are given to people who can kill them outside of legal slaughterhouses, which can constitute crimes of public health and animal cruelty under Brazilian legislation.
- This investigation was used to ask the World Bank not to give a loan to the company. [Learn more](#)



## 3. BROILER INVESTIGATION IN ARGENTINA

- We collaborated with We Animals Media on this investigation that revealed the immense suffering endured by broiler chickens at a farm in Argentina.
- Birds could barely move or support their own weight. [Learn more](#)



# Vegan Challenges

Over 43,990 consumers signed up in Asia and Latin America.

## LATIN AMERICA



**DESAFÍO 21 DÍAS VEG**  
[desafio21diasveg.com](http://desafio21diasveg.com)

**New signups:** 29,260  
**Paid impressions on Facebook:** 5.8M  
**Main media hit:** [PERFIL](#)

**Other info:** We were interviewed about veganism by IP Noticias, an Argentinian TV channel.

## INDONESIA



**21 HARI VEG**  
[21hariveg.org](http://21hariveg.org)

**New signups:** 6,374  
**Paid impressions on Facebook:** 3.1M  
**Main media hit:** [JPNN](#)

**Other info:** We gave talks at the Vegan & Vegetarian Festival 2023, hosted by a prominent Indonesian retail brand.

## THAILAND



**THAI CHALLENGE 22**  
[thaichallenge22.org](http://thaichallenge22.org)

**New signups:** 8,359  
**Paid impressions on Facebook:** 2.1M  
**Main media hit:** [Naewna](#)

**Other info:** Partnership with Mahidol University to promote the campaign to students and collaboration with Let's Plant Meat, a well-known brand in the Thai plant-based food industry.



# Nourishing Tomorrow

## Institutional Meat Reduction

During this year, Nourishing Tomorrow in Argentina, Colombia, and Indonesia secured 25 institutional commitments, with the potential to replace animal products with plant-based options in almost 1 million meals each year. Excitingly, the number of meals impacted is the highest in the history of the program.}

As part of our efforts in this program, we invited our community, through this [insightful Instagram video](#) featuring Jimena Hoyos, to join us in thinking deeply about the planet's future and the impact of our choices toward a healthier and more sustainable future.

### NEW COMMITMENTS

Country	Institution	#PB meals
ARGENTINA	Escuela I.B. F.J.C. N°948 - P. Carlo Falotti, Garuhape, Misiones - Mbya Indigenous Community (Guarani)	60,990
	Movimiento Corriente Política y Social La Colectiva de Buenos Aires + Proyecto Mi Olla Mi Decisión (My Pot My Decision Project)	109,200
	Asociación Civil Juana Azurduy in La Matanza, Buenos Aires (includes the Merendero Las Bartolinas and the project Mi olla, Mi decisión)	40,660
	Corriente Política y Social La Colectiva in the province of Córdoba (includes Neighborhood Dining Room Carlitos Reyes, Neighborhood Dining Room Corazones Felices, and the project Mi olla, Mi decisión)	79,440
	Asociación Civil Juana Azurduy in Almirante Brown, Buenos Aires (Changuitos Community Center, Casa del Niño del Corazón, Luján Ombú Dining Room)	9,100
	Dr. Arturo Illia Hospital, Mendoza	6,032
	EFA Eldorado	9,348
	Comedor UNER - Facultad de Bromatología	20,330
	Punto Digital Salto Encantado - Misiones	11,970
	Hogar Jesús Niño - Familia Kolping	7,904
Coordinación de Comedores - Gualeguaychú	127,946	

Country	Institution	#PB meals
COLOMBIA	Fundación Oreste Sindici	30,420
	Fundación Proyecto de Vida - Campus Soacha	18,800
	Fundación Proyecto de Vida - Campus Bogotá	27,840
	Fundación Social Coemprender	42,120
	El Nido en el Roble Alternative and popular school	8,000
	Ecohotel Tierractiva Turismo consciente	87,360
	Fundación Colombia Chiquita	20,800
	SIGAC (Comprehensive Community Management System - Department of Environmental Management) of the Cali District Mayor's Office (includes 12 community kitchens)	122,304
	Fundación Tejiendo Redes	97,600
Colegio Colombia Mafalda	8,000	
INDONESIA	Schole Fitrah	6,840
	Sekolah Citra Berkat Taman Dayu	11,096
	Solidaritas Perempuan Kinasih / KWT Lestari Kharisma	28,800

## IMPLEMENTATIONS

For commitments made in the past years, we completed **18 implementations** and are **in progress with 16 others**.

Country	Institution	#PB meals
ARGENTINA - COMPLETED	EAT - Saint Mary School	15,732
	Universidad Nacional de San Martín	78,850
	Catering Gourmet	64,480
	EAT - Colegio Limerick Bilingüe	9,500
	Granja Penal N°9 (prison)	12,896
	Municipality of Gualeguaychú, Entre Ríos	31,920
	Coordinación de Comedores - Gualeguaychú (21 schools)	127,946
	Comedor UNER - Facultad de Bromatología	20,330

2023 YEAR IN REVIEW

Country	Institution	#PB meals
ARGENTINA - IN PROGRESS	Escuela Quintaesencia - Amartya	276,640
	Escuela I.B. F.J.C. N°948 - P. Carlo Falotti, Garuhape, Misiones - Mbya Indigenous Community (Guarani)	60,990
	Movimiento Corriente Política y Social La Colectiva de Buenos Aires + Proyecto Mi Olla Mi Decisión (My Pot My Decision Project)	109,200
	Asociación Civil Juana Azurduy in La Matanza, Buenos Aires (includes the Merendero Las Bartolinas and the project Mi olla, Mi decisión).	40,660
	Corriente Política y Social La Colectiva in the province of Córdoba (includes Neighborhood Dining Room Carlitos Reyes, Neighborhood Dining Room Corazones Felices, and the project Mi olla, Mi decisión),	79,440
	Asociación Civil Juana Azurduy in Almirante Brown, Buenos Aires (Changuitos Community Center, Casa del Niño del Corazón, Luján Ombú Dining Room)	9,100
	Dr. Arturo Illia Hospital, Mendoza	6,032
COLOMBIA - COMPLETED	Liceo pedagógico Santa Ana	29,520
	Fundación La Gracia de Vivir - FUNGRACIA	89,400
	Colegio Gimnasio Los Ángeles	34,800
	Evergreen School	71,160
	Colegio Unidad Pedagógica	44,400
COLOMBIA - IN PROGRESS	Institución Educativa Comercial del Norte	14,000
	Corporación Ambiental Calima	6,240



Country	Institution	#PB meals
INDONESIA - COMPLETED	Empathy School	38,000
	Pondok Diakonia Bawen	13,248
INDONESIA - IN PROGRESS	Sekolah Citra Berkat Taman Dayu	11,096
	Schole Fitra	6,840
	Solidaritas Perempuan Kinasih / KWT Lestari Kharisma	28,800

## PLANT-BASED DIET COURSE FOR HEALTH PROFESSIONALS

We ran the fourth and fifth editions of our free training course “Plant-Based Food - Health, Culture, and Sustainability,” targeting healthcare and other professionals in Latin America in order to enhance their knowledge about plant-based diets.

This year, for the first time, we also allowed students in the last year of any Health Sciences degree to take the medical classes of the course and the general public to take the non-healthcare specific classes.

We achieved a record number of 6,931 sign-ups (5,184 from all areas and 1,747 healthcare professionals).

The survey of participants who finished the course revealed that 84% expressed complete satisfaction with their expectations being met, and 96% of them would recommend the course to their colleagues.

## OTHER ACTIONS

- In Latin America, we organized 8 virtual talks entitled [“Plant-based food: food for the future”](#) in partnership with the University of Antioquia (Colombia), the Latin American Institute of Critical Animal Studies (an international entity), and Nourishing Tomorrow.
- Thanks to the new commitment we secured in Argentina with “Punto Digital Salto Encantado,” we hosted a virtual [plant-based cooking workshop](#) for families. The workshop was live-streamed nationwide, and has been watched over 285 times.
- [Educational material](#) was developed for pre-school and primary school teachers, with pedagogical content and didactic activities, addressing the impact of a plant-based diet on the planet, health, and equitable access to food for the most disadvantaged communities.
- Participation in [school science fairs](#) under the Coordination of Canteens of Gualeguaychú, to share plant-based dishes with families.

- Workshops on nutrition and plant-based food to teach school teams and management under the [Coordination of Canteens of Gualeguaychú](#), and the teaching team and [community of the indigenous school of Misiones](#). We shared with the educational community: the importance of the school's participation in the Nourishing Tomorrow Program; the health benefits of a diet with more vegetables, fruits, and cereals; and the possible uses of the educational material developed by our team.
- Creation of an [institutional video](#) reflecting the impact of food in the current context of the climate crisis, and inviting institutions to join the program.
- Talks on plant-based nutrition to the educational community of an institution, given by Dr. Evelyn Re, a specialist in the area. [The recordings](#) will allow us to offer it to other institutions.
- Creation of a National Team of Chefs, with cooks in most of the provinces of Argentina.
- We were invited for an interview on Tu presencia Radio, a Colombian radio program, where we discussed the health benefits of plant-based food.
- In Colombia, we participated in the Technological Corporation of the University of Bogotá's Health Week, developing a virtual workshop on plant nutrition with a focus on circular economics. This space was strategically organized to motivate the university to join the Program, and there is a high probability that they will do so.
- We created two plant-based nutrition workshops with an emphasis on family economics and food security aimed at the parents of students at the school of the Fundación Proyecto de Vida, a social organization of Colombia.
- We created a promotional video for the program featuring Jimena Hoyos, a celebrity in Colombia. The video was released on various networks, generating significant impact.





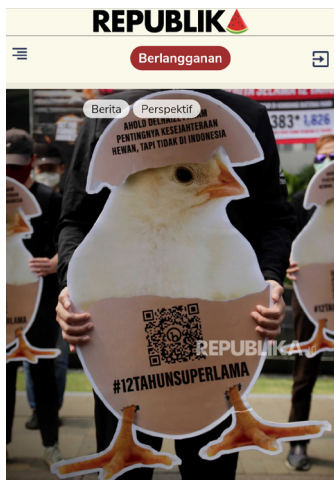
# Influencing Public Opinion

In 2023, we secured 866 media hits globally and many of our press releases were featured in mainstream media outlets, such as [La Tribuna](#), [Neo Mondo](#), and [Republika](#). This strengthens our identity and capacity to influence a wider audience, while also strongly supporting all our campaigns and programs.

## INDONESIA

Number of media hits: 110

Highlighted mention: [Republika](#), [Media Indonesia](#) (Major), [Tempo](#) (Major).



Sejumlah aktivis yang tergabung dalam AFFA

## THAILAND

Number of media hits: 41

Highlighted mention: [Gourmet and Cuisine](#) (Big), [ThanSettakij](#) (Big), [MarketThink](#) (Big)



## ARGENTINA

Number of media hits: 97

Highlighted mention: [Tarde Para Nada](#) (Big), FiloNews: [1](#), [2](#) and [3](#) (Major), [Perfil](#) (Major), [Ámbito](#) (Major)

**El impacto ambiental de la producción de carne: ¿Qué debemos saber?**

En esta nota con Lara Fandino de Sinergia Animal y Jacqueline Guzmán de GenV, te contamos la huella ambiental de la industria ganadera, la explotación, crueldad y sufrimiento al cual son sometidos los animales; y la importancia de una alimentación a base de plantas, sin dañar a los animales, sin dañar nuestros ecosistemas, y sin generar problemas irreversibles para la humanidad.

Florencia Luna  
5 de Mayo de 2023

## COLOMBIA

Number of media hits: 258

Highlighted mention: [Pulzo](#) (Big), [RCN](#) (Major), [Revista Semana](#) (Major).

**La Opinión**

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NEGOCIOS

**Mercado de comida vegana se duplicará para el 2028**

Con una tasa de crecimiento del 9,3%, se proyecta que la oferta de alimentos basados en plantas supere los 34,24 mil millones de dólares en todo el mundo en cinco años.

Publicado 01/02/2023 - 14:33  
Por **La Opinión**

## URUGUAY

No Hits

## CHILE

Number of media hits: 110

Highlighted mention: [La Tribuna](#) (Big), [El Conquistador](#) (Big), [El Mostrador](#) (Major), [CNN Chile](#) (Major)

**Predicen que el mercado de comida vegana se duplicará para el 2028**

2 febrero, 2023

Con una tasa de crecimiento del 9,3%, se proyecta que la oferta de alimentos basados en plantas supere los 34,24 mil millones de dólares en todo el mundo para 2028.

Según una investigación realizada por SkyQuest, el mercado global de comida vegana superará los 34,24 mil millones de dólares para el 2028, debido al aumento de consumidores preocupados por el sufrimiento animal y el bienestar de los animales en la industria ganadera.

Considerando que el mercado tuvo un valor de 15,6 mil millones de dólares en el 2021, la predicción del 2028 representa un crecimiento de la tasa anual del 9,3%.

## BRAZIL

Number of media hits: 250

Highlighted mention: Neo Mondo - Estadão (Major) [[1](#)] [[2](#)], [MSN Brasil](#) (Big), [IG Último Segundo](#) (Big) and [Gazeta da Semana](#) (Medium).

**ESTADÃO** Opinião • Política • Economia & Negócios

**ONG de proteção animal vence disputa contra BRF, maior produtora de carne suína no Brasil**

Escrito por Smoke  
22 de agosto de 2023

## INTERNATIONAL

No Hits

# Online Education and Engagement

In 2023, we increased our online following by over 19,000 people.

Besides our institutional channels in five languages, we also worked on strengthening our channels for the meat reduction programs. This allows us to develop more focused communication and engage more people in our campaigns. For example, the Nourishing Tomorrow channels in Asia and Latin America have a more pragmatic approach, working with health and environmental messaging to reach and sensitize new audiences.

CHANNELS	AUDIENCE IN 2021	AUDIENCE IN 2022	AUDIENCE IN 2023
Facebook Latin America	89,707	119,472	120,337
Facebook International	16,240	33,978	35,235
Facebook Brazil	31,888	43,835	44,076
Facebook Thailand	34,430	61,416	67,998
Facebook Indonesia	29,837	60,521	63,023
Whatsapp Vegan Challenge Groups Indonesia	0	373	3,374

2023 YEAR IN REVIEW

CHANNELS	AUDIENCE IN 2021	AUDIENCE IN 2022	AUDIENCE IN 2023
Facebook Vegan Challenge group Indonesia	994	4,154	4,416
Facebook Vegan Challenge group Thailand	15,111	34,307	24,665
Facebook Nourishing Tomorrow Latin America	16,064	23,472	23,929
Facebook Nourishing Tomorrow Indonesia	6,529	12,000	12,201
Facebook Nourishing Tomorrow Thailand	0	14,446	14,141
Instagram Latin America	43,600	49,411	48,350
Instagram International	1,426	2,556	2,749
Instagram Brazil	3,972	5,707	7,593
Instagram Thailand	4,472	7,122	8,078
Instagram Indonesia	9,291	10,510	12,883
Instagram Vegan Challenge Latin America	835	3,706	6,005
Instagram Vegan Challenge Indonesia	8,825	8,396	8,096
Instagram Vegan Challenge Thailand	0	285	528
Instagram Nourishing Tomorrow Latin America	4,071	8,963	14,017
Instagram Nourishing Tomorrow Indonesia	0	554	1225

2023 YEAR IN REVIEW

CHANNELS	AUDIENCE IN 2021	AUDIENCE IN 2022	AUDIENCE IN 2023
Twitter Latin America	784	871	951
Twitter International	129	209	262
Twitter Brazil	27	47	59
Twitter Thailand	583	615	606
Twitter Indonesia	679	630	588
Tiktok Latin America	0	23	240
Youtube Latin America	756	1,075	1,160
Youtube International	110	335	500
Youtube Brazil	44	284	349
Youtube Thailand	44	199	219
Youtube Indonesia	18	36	54
LinkedIn	686	2315	2,944
<b>Total</b>	<b>325,892</b>	<b>511,823</b>	<b>530,851</b>
<b>GROWTH</b>		<b>57%</b>	<b>3.8%</b>





## Academic Outreach

- We conducted the first edition of the Southeast Asian Workshop on Animal Welfare, and the second edition of the Latin American one. Together, the events gathered leading specialists from Argentina, Indonesia, Brazil, Chile, Colombia, Malaysia, Australia, and the United States. More than 1,700 people joined the workshops (1,300 in Latin America and 400 in Southeast Asia). Some attendees expressed an interest in working on academic studies related to cage-free systems in the future.
- A [study](#) on eggs and salmonella, a type of bacteria that causes human illness and death worldwide, was published in the Indonesian Journal of Veterinary Sciences by the Faculty of Veterinary Medicine UGM and the Indonesia Veterinary Association. The study found that salmonella is present in eggs sold at supermarkets. Of the eggs tested positive for this bacteria, 87.5% were resistant to oxytetracycline, a vital antibiotic used to treat various human conditions. Even more concerning, the study also found eggs with bacteria, on both shell and internally, that were resistant to several drugs—called “multi-drug resistance.”
- Read more: [Study reveals that antibiotic-resistant bacteria are still present in Indonesia’s egg production.](#)



## Development and Movement Building

- **Creation of Movement Building Department:** We established a dedicated department to enhance community-building activities exploring new possibilities to engage volunteers, activists, and donors with one new hiring in Brazil.
- **Telefundraising Program:** We launched a Telefundraising program engaging and training collaborators to reach out to potential individual supporters actively.
- **Donor communication:** We improved the content and frequency of our newsletters to donors and open rates increased by 31% and clickthrough rates by 17% on average. Unsubscribe rates are down 6.8%.



# People Management, Organizational Culture, and Governance

In the ever-evolving landscape of organizational dynamics, Sinergia Animal maintains its commitment to excellence in People Management and the cultivation of a great Organizational Culture. The year 2023 has been marked by strategic initiatives aimed at enhancing the professional growth, inclusivity, and effectiveness of our team. This section provides a comprehensive overview of our endeavors in Training and Development, Onboarding Excellence, Cultural Transformation, Nationalization, Leadership Development, and our ongoing commitment to Diversity, Equity, and Inclusion. These strategic pillars not only shape our internal landscape but also fortify our organizational foundation, empowering us to fulfill our mission with purpose and impact.

## **NATIONALIZATION**

Sinergia Animal has undertaken a comprehensive initiative to deepen the nationalization of its organizational structure. This initiative involves the creation of five National Managing Director positions, achieved through a strategic combination of internal promotions, external hires, and lateral movements. As part of this organizational restructuring, national directorates have been established in Brazil, Colombia, Argentina, Indonesia, and Thailand. In 2023, we witnessed a total of 5 lateral career moves, involving changes of department or position, indicative of our commitment to providing diverse opportunities within our organization. Additionally, 10 internal promotions and 14 new hires were made, reflecting our dedication to talent development.

This deliberate effort is aimed at empowering individuals from the Global South, further emphasizing Sinergia Animal's commitment to inclusivity and creating a workforce that is not only nationally representative but also diverse in experience and expertise.

## CULTURAL TRANSFORMATION

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In 2023, Sinergia Animal underwent a cultural shift, transitioning to a culture more closely aligned with the overarching goal of altruism and effectiveness. The current cultural framework is defined by the pillars of “**Safe, Inclusive, Notable, Effective, Resilient, Goal-driven, Innovative, and Active.**” This strategic reorientation marks a deliberate change in our cultural values, reflecting our commitment to cultivating an organization that drives us towards greater impact for the animals.

## ONBOARDING EXCELLENCE

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Sinergia Animal has significantly improved its onboarding program for new and existing team members. The new version includes a more in-depth introduction to the organization, welcome videos from department leaders, five new training modules, updates to internal policies, and improved access to valuable resources. The aim is to ensure all team members have a thorough understanding of our organization’s values, processes, and resources, fostering a cohesive and informed workforce.

## PROFESSIONAL GROWTH AND TRAINING INITIATIVES

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In continuation of our commitment to professional growth, Sinergia Animal has sustained its Training and Development program into 2023. This program provides individual yearly allowances to every team member for training and development initiatives. The program’s utilization has seen a significant increase, with over 94 training requests. Notably, internal training sessions conducted by team members who are experts in specific areas have been introduced, fostering a collaborative learning environment. Additionally, funds can now be utilized for the creation of more comfortable home office setups, aligning with our commitment to supporting team well-being.



## LEADERSHIP DEVELOPMENT

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- Leadership Development Week: Directors collaborated with [Mission Realization](#) consultancy to define the organization's Realization Map, align goals, and establish a comprehensive understanding of decision-making processes.
- Leader of the Future: A six-module leadership training program for all supervisors aimed to enhance their abilities in effectively managing and inspiring their respective teams, fostering a culture of mentorship and growth.
- Cascading Goals and Metrics: The organization ensured that overarching goals were effectively communicated and translated into departmental goals and metrics, to be followed monthly.

## DIVERSITY, EQUITY, AND INCLUSION

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- Diversity Talent Bank - Animal Welfare: Launched to engage potential candidates and expand reach. The initiative has attracted hundreds of passionate candidates and led to one additional organization joining as a participating partner.
- Internal Census: Sinergia Animal conducted an internal census to assess the representation of minoritized groups within the organization, informing strategic actions and initiatives.
- DEI Initiatives: To enhance team-wide understanding, Sinergia Animal introduced a Gender-neutral Language Guideline and conducted a DEI workplace lecture, fostering awareness among team members.



## 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.



[www.wfa.org](http://www.wfa.org)



[sinergiaanimalinternational.org](http://sinergiaanimalinternational.org)