



ANIMAL CHARITY
EVALUATORSSM

ANIMA INTERNATIONAL QUESTIONNAIRE, 2019

BUDGET AND RESOURCE ALLOCATION	2
Budget information	2
Staff resources	3
Programs and activities	4
LEADERSHIP AND STRATEGY	5
Staff leadership	5
Board	6
Strategic planning	7
Collaborations	8
CULTURE AND HUMAN RESOURCES	9
Culture	9
Human resources policies	12

BUDGET AND RESOURCE ALLOCATION

Budget information

1.1 | What were your charity's total expenditures in 2018?

2,147,151.18 USD

1.2 | What were your charity's total expenditures in the first six months of 2019?

1,338,188.27 USD

1.3 | What was your charity's total revenue in 2018?

2,383,167.30 USD

1.4 | What was your charity's total revenue in the first six months of 2019?

1,902,139.74 USD

1.5 | What were your charity's other assets in 2018?

Investigation and farm intervention equipment (cameras, walkie-talkies, etc.) 1 car worth approximately 8100 USD. Office equipment for some employees (laptops, printers, etc.)

1.6 | What were your charity's other assets in the first six months of 2019?

Investigation and farm intervention equipment (cameras, walkie-talkies, etc.) 2 cars worth approximately 8100 and 16700 USD. Office equipment for some employees (laptops, printers, etc.)

1.7 | Did your charity receive any large (>20% of its budget) grants in the past two years?

We didn't receive any big grants that would be more than 20% of our current budget. We did, however, receive an Open Philanthropy Grant in November 2017 as Otwarte Klatki (in Poland), which was at that time more than 20% of our budget.

1.8 | If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?

In the past year, we have received 945,079.32 USD in restricted donations in total. Most of these donations come from foundations. We received restricted donations to support a variety of programs, namely: hen welfare improvement, broiler welfare improvement, the promotion of plant-based products, movement building, media campaigns, plant-based eating pledges, fur

farming ban campaigns, legislative changes, capacity building (fundraising), veg fests. Most of the donations were made to support a longer period of our work (1-2 years).

1.9 | If your charity has any revenue-generating programs, how much revenue did they generate in 2018 and the first six months of 2019?

In 2018: 22,110.16 USD. In the first six months of 2019: 13,344.23 USD.

1.10 | Did you set a fundraising goal for last year? If so, did you meet it?

Because of merging and the uncertainty it involves, such as combining the different fundraising goals of our groups and not being sure how much time we could dedicate to fundraising, we didn't set any strong goal. Our estimated goal was a range of 1,750,000–2,000,000 USD. We met this goal and were able to exceed it, as in 2018 we collected roughly 2,400,000 USD.

1.11 | Do you expect your funding situation in the coming year to differ significantly from the situation in the past few years? If so, how?

We don't expect any major changes in our funding situation. We expect our funding to continue growing to be more and more stable in comparison to previous rapid growth that happened thanks to the Animal Charity Evaluators recommendation for Otwarte Klatki as a Standout Charity and important grants, such as the Open Philanthropy Project grant. We don't consider this situation a very significant change as we still are in a growth phase.

1.12 | (Optional): Is there anything else you'd like us to know about your charity's funding situation?

In recent years we have experienced quick growth, especially in Eastern European regions of Anima International, this is mostly a result of the Open Philanthropy Project investing in developments in Poland and Ukraine. Big funders empowered us to fill a lot of financial bottlenecks and proceed with our plans faster. At the same time, we are aware of the problems of being too dependent on one source of income. We are investing heavily in day-to-day fundraising and increasing small donations to build our capacity and to be more versatile in our work, especially in exploring and trying less researched or less favored interventions.

Staff resources

1.13 | How many full-time staff are currently employed by your organization?

65

1.14 | How many part-time staff are currently employed by your organization?

9

1.15 | How many paid interns are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

Currently, we don't have any paid interns in the whole of Anima International.

1.16 | How many unpaid interns or other volunteers are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

In Anima International, there are 639 active volunteers. According to our yearly diversity questionnaire and research that we undertook in June 2019, the average time of volunteer working hours is 4.6 hours per week. The median is 4 hours per week.

1.17 | (Optional): Is there anything else you'd like us to know about your charity's staff and volunteers?

Most of the information about staff and volunteers is covered by the answers in other forms, so we don't have anything more to add here.

Programs and activities

1.18 | Which programs/interventions does your charity employ, *investing at least 10% of its annual budget and/or staff time*?¹

- Legislative advocacy
- Media campaigns
- Obtaining corporate commitments to higher welfare
- Plant-based product promotion
- Movement building

1.19 | (Optional): Is there anything else you'd like us to know about your charity's programs?

We see a few problems with the reported data. As we don't split some programs in our expenses tracking as separate, like plant-based products promotion and development, we used it as one category, but we are active in both spheres as one program. Another problem is that the granularity of our data doesn't allow for tracking everything precisely, as we are too concerned about the cost-effectiveness of work that is required for such models. For example, our activists (both volunteers and employees) are encouraged to help other organizations, in the case of employees in their paid time. This is an important area of our culture, but we don't track this in staff allocation time.

¹ This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

It is also worth mentioning that we are not dedicated to any program as our long term strategy and are very opportunistic. If we identify a program that seems promising, impactful, cost-effective, worth the risk or is simply low-hanging fruit, our budget is flexible enough to move resources into new areas.

We also try to dedicate some resources to programs that are uncertain, unexplored or not yet supported by evidence if we consider them worthwhile. Apart from investing in interventions with a good track record, we try to be flexible, innovative and to take risks in our selection of programs.

LEADERSHIP AND STRATEGY

Staff leadership

2.1 | Please identify 1–5 key members of your organization’s leadership team. You may wish to include only the President/Executive Director, or you may wish to include department directors and/or country directors. Below, for each leader, please list: (1) their name, (2) their role, (3) the number of years they've been with your organization, and OPTIONALLY (4) a brief description of their leadership style.

Dobrosława Gogłóza (7 years) is the founder of Otwarte Klatki and Anima International. Before engaging in the animal rights movement, she was a women’s rights activist. She has an MA degree in American Studies with a focus on literature and she worked as a teacher in public and private schools. Aside from her pedagogical background, Dobrosława has many years of experience in journalism, writing columns and public speaking - she was a member of the editorial board in a vegetarian magazine and a local cultural magazine. She uses her professional experience to help organizations - both animal protection and social movements, mostly on issues of communication, leadership, and management. Dobrosława is also an avid reader and a polyglot.

<https://www.linkedin.com/in/dgogloza/>

Marta Cendrowicz (4 years) is a board member and International Corporate Campaigns Director in Otwarte Klatki, with four years of experience in animal advocacy. She has a Masters degree in Czech studies. Before she assumed a leading role in an animal rights organization, she worked for an international company in a manager position. What is more, Marta has over ten years of volunteer experience in organizing concerts, events, exhibitions, workshops and music festivals in Wrocław, Poland. She was also a co-founder of the informal feminist group *Liberta*, which

organized self-defense training and festivals, i.e. *16 Days Against Domestic Violence* and *Lesbians, Gays and Friends Festival*. Marta's hobby outside of work is powerlifting.

<https://www.linkedin.com/in/marta-cendrowicz-46807512a/>

Kirsty Henderson (2 years) is an experienced animal rights activist - she has been campaigning for animal protection for seven years. She's a former Senior Campaign Coordinator for PETA UK, where she worked with teams of organizations and activists from around the world, particularly Europe (including Otwarte Klatki and Anima). For nine months Kirsty worked as International Engagement Intern for the Good Food Institute after which she founded her own NGO in France, now with one full-time paid employee, which campaigns to increase plant-based meals in public catering services. She holds a Masters degree in History.

www.linkedin.com/in/kirsty-henderson

Jan Sorgenfrei (20 years) is a co-founder of Anima and Anima International. He has been an activist in the international animal advocacy movement for over twenty years and he has more than a decade of experience as an advisor to other organizations. Jan graduated from Copenhagen University with a specialization in animal ethics. He's a father of a teenage daughter.

Jakub Stencel (6 years) is a co-founder of Anima International and a board member of Otwarte Klatki. He has nine years of experience in the animal rights movement. Jakub specializes in growth, development, and operations.

www.linkedin.com/in/jakub-stencel

Board

2.2 | Please provide a list of board members and brief descriptions of their occupations or backgrounds (job titles/industries or links to LinkedIn are sufficient). If this information is available online, feel free to simply provide a link.

Lina Lind Christensen has eight years of experience in the animal advocacy movement, including six years working for Anima in Denmark, specializing in corporate outreach, cage-free and broiler campaign work. Lina is the founder of the "Frie Vinger" sanctuary, which rescues and rehomes laying hens and broiler chickens. She has an MA in Philosophy with a specialization in animal ethics. Lina won several awards for her work and is featured in The Unbound Project film *The Machine*.

<https://www.linkedin.com/in/lina-lind-christensen-748b553a/>

Kristina Mering is the president of Nähtamatud Loomad (Open Cages Estonia) and has been an animal rights activist for thirteen years. She has an MA in Sociology. Kristina received the volunteer coordinator of the year award from the President of Estonia in 2018. Within two years of starting an Anima International branch in Estonia, Nähtamatud Loomad has 8 employees, 70 volunteers and has launched many active national campaigns.

<https://www.linkedin.com/in/kristina-mering-51639814a/>

Paweł Rawicki is a co-founder of Otwarte Klatki. He's been an animal rights activist for over twelve years. He's the coordinator of welfare campaigns, including the campaign for the fur farming ban in Poland. Paweł is also the coordinator of the video team in Otwarte Klatki. He was previously involved in a cooperative bookshop/cafe/live music venue, Falanster. He has an MA degree in Sociology.

<https://www.linkedin.com/in/pawe%C5%82-rawicki-9310a7136/>

Thorbjørn Schionning is a co-founder of Anima International. He has over ten years of experience in animal advocacy, working for Anima in Denmark. He specializes in corporate outreach and media work. Thorbjørn has an MA degree in business administration and communication. Thorbjørn is a father of two teenagers and a young daughter.

Gabriele Vaitkeviciute is a co-founder of Tušti Narvai (Open Cages Lithuania). She has six years of experience in the animal rights movement. For three years she's been advising other NGOs in Lithuania on fundraising, communication, and work with volunteers. She's the coordinator of the fur campaign in Lithuania.

<https://www.linkedin.com/in/gabriel%C4%97-vaitkevi%C4%8Di%C5%ABt%C4%97-a26a6a9b/>

Joh Vinding is a co-founder of Anima International. He has twenty years of experience in the field of animal protection working for Anima. Joh has an MA degree in Danish and Media Studies. Joh is a father of a young daughter.

Strategic planning

2.3 | Does your organization have a strategic plan?

Yes

2.4 | If your organization has a strategic plan, please provide a link here or email it to us.

We will provide our strategic plan by email.

2.5 | As an organization, what are your most important goals for the coming year? If we've previously evaluated your organization, have your goals changed since then?

Our most important goals for the coming year are to work on development and operations of the organization, testing and focusing more on movement building, strengthening both factory-farmed animals welfare campaigns (mostly broiler welfare) and plant-based product promotion. Finally, we want to heavily invest our attention in regions with more neglected animal advocacy, like Russian-speaking countries.

We currently don't want to change the scale of our involvement in the programs we run to not burden ourselves with new programs. With Anima International as a new entity, we are heavily focusing on strengthening our culture, internal operations and making sure every region is well represented in decision making and is following standards we want to uphold. We believe that strong organizations are crucial to the effective reduction of animal suffering. Evidence from the for-profit sector shows mergers as being costly or disastrous for the performance of the organization, so we don't want to accidentally downplay this factor during our scaling up.

Apart from the special focus on robustness, we will steadily grow our programs, with special attention to broiler chicken welfare and plant-based products promotion. We will also help in the development and growth of this sector of the market and invest heavily in our movement-building project which is the backbone of Anima International.

We were evaluated by ACE in 2017 as Open Cages, as the merge and Anima International was just getting started. Since then our goals haven't changed much in regards to the direction we go, but thanks to greater support and recognition we were able to scale up some of our plans (like the movement-building project thanks to support from the Open Philanthropy Project).

Sticking to our 2017 plans, we slowly incorporated more volunteer talent into our staff and invested funds and attention in Russian-speaking countries, which resulted in an independent and robust Ukrainian team and a steadily growing Russian team. Similarly, we have increased our budget allocation in corporate campaigns and plant-based campaigns, mostly thanks to bigger funders and donors. The most important goal since the last evaluation was to undertake a successful transition to Anima International and going through the merge with as little impact on our effectiveness as possible, which we consider as achieved.

Collaborations

2.6 | Is your organization engaged in collaborations with other advocates or advocacy groups? If so, which ones?

We cooperate with a lot of other groups. We have prepared the list of groups we work under this link:

https://docs.google.com/document/d/1KnZ_6gifr3fD9RHLtLr1Hkr3n_Q44LYmTH39bHMEock/edit

2.7 | In the past three years, has your organization worked with any external advisors or consultants? Please provide details.

Anima International provided ACE with a list containing confidential information.

CULTURE AND HUMAN RESOURCES

Culture

3.1 | Do you have a workplace code of ethics or a similar document that clearly outlines expectations for employee behavior?

Yes, for the purpose of evaluation we made a Google Docs copy. You can view how it looks under this link:

https://docs.google.com/document/d/1Zw_w0IbR_9327dNnQRshdk2GR_HVrwglmAOfC1HqwCI/edit?usp=sharing

3.2 | Do you regularly interview staff or conduct surveys to learn about staff morale and work climate?

We do regularly interview staff and conduct surveys about morale within the organization. We don't, however, limit ourselves just to staff. In fact, when Otwarte Klatki was established we were a 100% volunteer based organization. From the early beginning, we cared a lot about creating in our local groups a culture of trust, safety, and well-being of our activist. Well-being in the group is a crucial thing for volunteers to become long-term activists and stay with us for longer with a more responsible role. Currently, we still put the pressure on work climate inside our local groups and campaign groups. Caring for it is not limited only to employees. Our volunteer coordinator conducts training about psychological safety for all local group leaders and people who work with volunteers. Local coordinators are also responsible for measuring the mood in their group and solve potential problems within the group.

From the level of the local groups we wanted to spread this culture to our employees when we started to hire people. Anima International countries with more than 3 people hired and their own structure (Poland, Denmark, Lithuania, Estonia, Ukraine) do interviews or surveys about employees well-being in their teams and constantly improve it to be more solid and regular.

Moreover for all AI countries, we made an additional and supplementary survey on the international level. This allows us to assess staff morale and react to the problems in all countries. As Anima International is a recently established organization, we conducted an international "pansurvey" once and definitely want to repeat such research in the future because we found it very valuable, both for us and for our employees. The survey we use contains questions about:

- Job satisfaction
- Information availability
- Atmosphere in the work group

- Interactions between colleagues from all the AI countries
- The feeling of being valued by the leadership and co-workers
- The feeling that the organization cares about employees well being
- Feeling comfortable to give other people feedback and creating a workspace where people respect diversity and different opinions
- Clarity of the structure of the organization in every single country
- Having the opportunity to learn new skills and tactics
- The feeling of being a decision-making person
- Being encouraged to educate and gain new skills
- Being fairly paid for the work
- Having tools and resources necessary to do work properly
- Feeling able to utilize our time-off policy and take the time off that is needed
- Receiving adequate feedback on performance
- The feeling of burn out - making sure employees know who can they ask for help if they are concerned about it

And more. The full questionnaire is available in the link above:
<https://otwarte-klatki.typeform.com/to/fZu1Ko>

3.3 | (How) do you integrate and encourage diversity practices within your recruitment and hiring process?

As an organization and part of a social movement which aspires to make the world a better place, diversity and equity are crucial for us. We consider it important for ethical reasons (fairness) and organizational reasons (increasing performance and public appearance). We also acknowledge that perceived diversity is instrumental in creating a respectful and inclusive workplace, although it is not an end in itself. Therefore we have to make sure that underrepresented groups are not only welcomed but also feel respected, have equal opportunities and are full team members.

Currently, we consider the implementation of transparent, debiased procedures as one of the most important factors in avoiding discrimination against people of different backgrounds or cognitive styles.

We certainly struggle with a different operational capacity in some regions, and there are cultural and organizational differences between some countries that Anima International works in. This means our recruitment processes are not standardized. Furthermore, we always use an approach that is best for the current situation, sometimes we have to decrease resources allocated to recruitment and, therefore, sacrifice our emphasis on diversity to some extent. We elaborate more on this in the response to the question “Is there anything else you'd like us to know about your organization's human resources policies?”.

During our recruitment processes we aim to integrate the best practices advised by research. As an example, these are the practices we integrated into two of our most recent recruitments:

- when announcing our recruitment we focused on a narrow list of required traits,
- we performed recruitment by hiring in rounds, and not on a rolling basis,
- during evaluations we randomized, anonymized and depersonalized answers and test results for evaluators,
- when we announced recruitment opportunities we tried to use messaging that makes it easier for less confident people to apply,
- evaluators rated answers independently before a joint meeting,
- we tried to generate general guidelines for what are expected answers (although we also identified problems with this approach),
- we stated salary in recruitment offers,
- we made the process transparent, with a clearly stated timeline estimate and communicated at every step with candidates,
- we collected and provided feedback after recruitment.

It's worth noting that when our national organizations are heavily based on volunteer work and grassroots outreach, like in Poland, for example, we try to implement most of the mentioned solutions at the stage of volunteer recruitment. Some work very well, but we also underperform in some, like outreach to the people living outside of bigger cities, where our main groups are based. We also aim to work on solutions that will allow underrepresented groups to volunteer for us, like older people and immigrants from Belarus and Ukraine. We measure diversity in our organization yearly, form conclusions and publish results openly on our website - <https://www.otwarteklatki.pl/roznorodnosc-czyli-kto-tworzy-otwarte-klatki/>

Apart from the recruitment and hiring processes, we are also investing in the creation of a supportive workplace and personal development environment. Our current solutions include:

- data collection on employee work satisfaction
- creation of programs that allow people to report problems
- flexible hours and remote work
- data collection on work-life balance within the workplace
- measuring diversity
- transparent salaries based on algorithms to avoid favoritism and other related biases, we also make them public on our website in a commitment to transparency - <https://www.otwarteklatki.pl/transparentne-pensje-w-otwartych-klatkach/>
- mentorship programs, especially for women, to inspire and share knowledge about women in leadership
- investment of management time to research and acknowledge cultural differences, with the goal of creating a workplace that doesn't exclude people based on their cultural background and resulting interpersonal communication styles.

We consciously decided not to run more common practices, like debias or diversity training, as we believe that evidence doesn't support it as being effective.

While we strive for a comfortable workplace we are also aware that choosing certain solutions (like remote work) may make it harder for certain personalities or minorities to work well within our framework. Additionally, the societies we operate in are less ethnically diverse. Thus, as we move to more diverse societies we need to remind ourselves to continuously learn and test new solutions.

Admittedly, it's very hard to navigate through data on how to create an inclusive organization, but from the very start, we were committed to doing so. We encountered certain bottlenecks that constrained our ability to be more diverse, like a lack of sufficient operational power, lack of resources to invest into proper diversity solutions, and fast growth that made us increase the speed of scaling up. Yet, we are confident we properly identified these problems. While this may seem far from perfect, we are always learning and innovating, and as the emphasis and data on equity solutions are growing worldwide we are certain we will implement (and drop) a lot more ideas that will allow us to be a better organization.

Human resources policies

3.4 | How much time and funding is allocated for the professional development of staff?

Our employees have 5-10 mandatory hours per month to spend on self-development and most of our staff is in the upper limit. We treat self-development and constant learning as a valuable part of our work. Every single employee put self-development in their OKRs as a separate objective, so constant learning is evaluated by the same rules as other tasks and projects connected with our work. We decided to put self-development into our OKRs to not postpone it but prioritize it, and treat it equally with other tasks. Our employees are independent with creating their plans for self-development and can set educational goals with their mentors / coordinators. The system of self-development OKRs works in the majority of our countries (Poland, Belarus, Russia, Ukraine, Lithuania, Estonia) and the rest of AI countries are currently implementing it.

Moreover, we offer our employees access to internal and external training, materials, and courses which are considered individually. Funding allocated to personal development is currently unlimited. We provide funding based on estimated cost-effectiveness analysis rather than solely on the cost. While we don't see it coming, it may change if our self-development expenses will put a strain on our organization capacity.

3.5 | Do you offer a health care plan or a healthcare reimbursement account?

In every country where we operate general healthcare is free or reimbursed by the government. The only country where this is not the case is Ukraine, so here we do offer staff standard health care insurance offered by the state. We don't provide any extra nor premium health care plans to employees.

3.6 | How many days of paid time off, sick days, and personal leave do you offer full-time employees per year?

We offer all full-time employees paid time off, paid sick days and personal leave. The amount varies according to the laws of the countries in which they are employed.

Paid time off - between 20 (Lithuania) and 28 days per year (Estonia), not including national holidays.

Sick days - this varies very widely between countries based on the law and depends on how much time is taken off and for what illness. Currently there is no real 'limit' in any country but the amount of salary the employee receives generally decreases the longer they are on sick leave. We can provide more in depth explanations for each individual country if needed.

Personal leave - This is taken when needed with no limit, decided on a case by case basis.

3.7 | List of HR policies²

- Regularly scheduled performance evaluations
- All positions have clearly defined essential functions with written job descriptions
- Staff salaries are determined by a formal compensation plan
- A written statement that your organization does not discriminate on the basis of race, sexual orientation, disability status, or other characteristics
- A written statement supporting gender equity and/or discouraging sexual harassment
- A simple and transparent written procedure for filing complaints
- An optional anonymous reporting system
- Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors
- Explicit protocols for addressing concerns or allegations of harassment or discrimination
- All reported instances of harassment or discrimination are documented, along with the outcomes of each case
- An anti-retaliation policy protecting whistleblowers and those who report grievances
- Flexible work hours
- Paid family and medical leave
- Remote work option is available
- Formal orientation is provided to all new employees
- Funding for training and development is consistently available to each employee
- Funding is provided for books or other educational materials related to each employee's work

² This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

- Simple and transparent written procedure for employees to request further training or support
- Movement building
 - Our movement building policy states that employees can be paid even if they spend their work time helping to build the movement as a whole, and not necessarily working for the benefit of Anima International itself. For example, staff members can choose to dedicate a portion of their time to training people from other organisations and other countries which will be no immediate benefit to AI, but will benefit the movement. We have assisted, advised or trained people from across the world and will continue to do so in the future.
- Transparent salaries
 - While all our member organisations have formal compensation plans, some of our countries take this to the next level by working with flat, transparent salaries for all employees including management. In Poland, for example, we publish all employees' salaries on our website and in the press for everyone to see and there is very little difference between the salaries of employees and management.
 - For more information about this policy, please see this article - <https://animalcharityevaluators.org/blog/open-cages-approach-to-salary-transparency>

3.8 | If your organization has an employee handbook or written list of policies, please provide a link here or email it to us.

This is the list of guides and policies in form of handbook compiled from our internal wiki for ACE to see, as we cannot provide you access to our wiki -

<https://drive.google.com/file/d/14Z-apY-r9Aoy9Xo3a1BbwSWvevXuq6g0/view?usp=sharing>

3.9 | Is there anything else you'd like us to know about your organization's human resources policies?

When it comes to the organization's policies, culture, and management practices it's crucial to underline the specific structure of Anima International and the merge we are undergoing to gain a better understanding of the way we operate.

Concerning the merge, Anima International is a new organization that is still being formed as a result of a joint effort of Anima (Scandinavia) and Open Cages (Eastern Europe). Data on merges from for-profit industries suggests that most of them fail, and the main factors are cultural and leadership style differences. This is why we aim for an organization that is more of a coalition of various groups than one hierarchical monolith. This structure and the fact that the merge is still in progress means not every policy reflects exactly every group status. Saying this, we agree upon the best practices and management described here, but that implementation is at various stages depending on the country.

Furthermore, in regards to structure, the independence of national groups means minor policy differences are a fact not only because of the merge but also in regard to every member organization growth stage, cultural (and legal) context, and capacity. To be more precise, while it's the role of Anima International leadership to ensure and help with the implementation of policies in every country, we also have to be mindful and respectful that smaller groups have a harder time finding the required time and expertise to dedicate operations to it and consult every policy with legal experts in the country they operate in. This is why there may be minor differences between countries, like the Polish chapter of Anima International and, for example, Belarusian one.

It's also worth mentioning that in Europe a lot of policies are determined by law, like free paid time, maternity leave, health benefits, protection against discrimination, harassment, providing a job description, etc., so there is no need to have written policies governing some of these issues.

Additionally, we would like to add that as an organization we have always valued organizational culture and worked on it from the beginning of the organization. We believe culture and its management are crucial in creating an effective, dynamic and flexible organization. We are continuously working on this culture of personal development, trust, respect, independence, and open discussions. While we can try to reflect this in some policies we implement, like transparent and flat salaries in some of our groups (more here <https://animalcharityevaluators.org/blog/open-cages-approach-to-salary-transparency/>), or specific incentives in the workplace (like paying employees to help other organizations in their work time), most of our culture is not written. And to be frank, it's hard to imagine the effectiveness of such policies if they are written. But little active or hard effort is put to propagate these values within the group. While we know that some policies are required and important to have, and organizations should build fail proof systems, we discovered that a lot of evidence in management practices points to the fact that not every policy works and not every policy is sufficient to fix potential problems.

On a final note, we would like to point out that because of our structure and leadership style (more here: https://medium.com/@dobroslawa.gogloza_43716/why-volunteers-are-your-greatest-untapped-as-set-9cd41c264010) we have about 600 people in Anima International, while more than 500 are volunteers, they share virtually the same access to our organization, be it Google Drive, Slack workplaces or Trello boards. This creates a challenging environment to operate in due to various personalities, big group diversity and cultural backgrounds, and a lot of interpersonal relations. While we have had some conflicts and personal problems, they were all minor and so far we have a good record and no known instances of sexual harassment or mobbing. Of course, this may mean both that our culture of respect and openness is strong or that our mechanisms are too weak to detect such instances. While we suspect the former, we at the same time work on such mechanisms, as such problems are likely to occur just as a function of time and size of the organization.