



ANIMAL CHARITY  
EVALUATORS<sup>SM</sup>

## MERCY FOR ANIMALS QUESTIONNAIRE, 2019

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## BUDGET AND RESOURCE ALLOCATION

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### Budget information

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

USD \$11,891,274

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

USD \$5,555,619

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

USD \$10,297,862

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

USD \$3,799,014

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

USD \$6,869,570 (includes short-term securities portion of investments, receivables, inventory, prepaid expenses, and security deposits)

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

USD \$7,653,295 (includes short-term securities portion of investments, receivables, inventory, prepaid expenses, and security deposits). Note that we have responded to these questions in regard to all of Mercy For Animals' affiliated organizations around the world, namely: Mercy For Animals, Inc. (in the US); Associação Mercy For Animals Brasil; Mercy For Animals Asia Limited (in Hong Kong); Mercy For Animals Latino-America (in Mexico); and Mercy For Animals India Foundation.

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

No, Mercy For Animals did not receive any large grants representing over 20% of its budget these past two years.

#### **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?**

Mercy For Animals did receive restricted donations in 2018, primarily from institutional funding sources. The amount of restricted funding received in 2018 was \$660,673. The program areas

supported by restricted funding were undercover investigations, legal advocacy, corporate engagement, and international.

**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?**

Yes, Mercy For Animals has two revenue-generating programs apart from its fundraising activities: its merchandise program, which raised \$176,900 in 2018 and \$65,111 in the first six months of 2019, and ticket sales to events, which raised \$99,000 in 2018 and \$56,000 in the first two quarters of 2019.

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

Mercy For Animals sets a revenue goal each year. For 2018, the revenue goal was \$13,732,972. The revenue earned in 2018 totaled approximately 80% of the goal. Across all nonprofit sectors, changes in the United States tax code impacted individual giving trends, resulting in an overall decline. Additionally, 2018 was an active political year, including Mercy For Animals' dedicated campaign efforts to pass California's Proposition 12. Consequently, donor support diverted from Mercy For Animals' mission to support the passage of this landmark anti-confinement legislation. Mercy For Animals has established a conservative financial goal for 2019 and will continue to build on its strategic plan by projecting similarly conservative revenue growth for the three years encompassed by that plan.

**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?**

Yes, Mercy For Animals entered into a grant agreement with Open Philanthropy Project for \$2.3 million on July 1, 2019. While we did receive significant funds from OPP in 2016 and 2017, we did not receive significant funds for 2018 or the first half of 2019.

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

Spending in 2018 related to infrastructure and employee transition costs are not expected to be incurred again in 2019.

**Staff resources**

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

105. In addition, we have 7 contractors.

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

2

**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.)**

We have 1 paid intern in Brazil.

**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.)**

Brazil: 2 outreach volunteers—approximately 4 hours per week

Mexico: 2 social-media-support volunteers—approximately 2 hours per week

US: During 2019, Mercy For Animals has had 6 unpaid legal interns, each of whom worked full-time for a period of 6–14 weeks.

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

No

## Programs and activities

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

- Advocacy trainings
- Animal welfare or vegan food labeling
- Investigations
- Legislative advocacy
- Obtaining corporate commitments to higher welfare
- Obtaining institutional commitments to meat reduction
- Social media and content production: Our social media activity with high-quality content is extremely productive and essential to pushing institutional changes, raising awareness, and engaging activists.

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

Our new strategic plan sets institutional change and capacity building as our top priorities for the next three years. Driving changes that reduce suffering of animals raised for food and enable increased market share of plant-based and cell-based foods through corporate, legislative, and public policies are primary focus areas. Additionally, for maximum long-term success, we

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<sup>1</sup> 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.

understand that we must build the capacity, scale, and breadth of the animal protection movement to be inclusive, diverse, empowered, and well-equipped. Integral to achieving that goal is our high-quality public engagement work, including social media, public relations, and lastly but perhaps most importantly, our investigations.

## LEADERSHIP AND STRATEGY

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### 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.**

As of September 1, 2019:

Leah Garcés: President; 11 months

### 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.**

<https://mercyforanimals.org/about>

### 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.**

<https://mfa.cachefly.net/mfa/pdfs/MFA-Three-Year-Strategic-Plan.pdf>

**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?**

The goals for the coming three years are listed below.

We broke them down per country and per year to set the 2019 goals. These goals, as well as our progress toward achieving them, are viewable here. To ensure we meet our three-year global goals, we will evaluate our progress in October and adjust our 2020 goals accordingly.

- **Change Goal 1.** Drive and ensure enforcement of legislation, regulations, and government policies that reduce the suffering of animals used for food and enable an increased market share of plant-based and cell-based foods
- **Change Goal 2.** Drive and ensure enforcement of corporate policies that reduce the suffering of animals used for food and enable increased market share of plant-based and cell-based foods
- **Change Goal 3.** Build the capacity, scale, and breadth of the animal protection movement so that it is inclusive, diverse, empowered, and well-equipped to achieve our mission
- **Foundational Goal 1.** We will inspire, engage, and retain public interest and stakeholders because we cannot do this work alone, and we must build momentum by building allies.
- **Foundational Goal 2.** We will develop key resources in order to reach our goals.
- **Foundational Goal 3.** We will establish rigorous internal processes, policies, and procedures.
- **Foundational Goal 4.** We will invest in those who dedicate their lives to this work and consider our people our most critical asset.
- **Change Goal 1.1.** Pass at least one state-based initiative in the United States and ensure enforcement of laws passed via prior state-based initiatives
- **Change Goal 1.2.** Lead in influencing at least 10 legislative or regulatory measures at the federal, provincial, or state level relating to the protection of farmed animals, the environment, or human health from factory farming
- **Change Goal 1.3.** Pass at least five policies or ordinances in key cities to promote plant-based eating and disincentivize the purchase of products from caged or crated animals
- **Change Goal 1.4.** Replace at least 80 million meat-based meals with plant-based meals through commitments from institutions, impacting 4.5 million animals
- **Change Goal 2.1.** Secure and enforce cage-free commitments that will impact at least 55 million animals
- **Change Goal 2.2.** Secure broiler commitments that will impact at least 1 billion animals
- **Change Goal 2.3.** By the end of 2019, develop a strategic plan for working with companies on meat reduction commitments and inclusion of more plant-based foods and cell-based meat (as they become available)
- **Change Goal 3.1.** Develop and coach at least 75 volunteer leaders on effective activism to become Mercy For Animals ambassadors with the goal of empowering them to build mission-aligned communities and to cultivate future advocacy leaders
- **Change Goal 3.2.** Advance effective animal advocacy by launching at least three distinct, public-facing capacity-building tools by January 1, 2022, each of which helps us and others
- **Change Goal 3.3.** Build relationships and collaborate with non-animal-movement allies to initiate and execute projects in furtherance of our mission

- **Change Goal 3.4.** Grow and diversify relationships to mobilize resources to achieve our mission
- **Foundational Goal 1.1.** Through undercover investigations, we will inspire and engage the public and other stakeholders in our mission by bearing witness to and exposing the systematic exploitation and abuse of animals raised for food.
- **Foundational Goal 1.2.** We will showcase solutions and a vision for a better future.
- **Foundational Goal 1.3.** We will strengthen our leadership, thought leadership, and public presence.
- **Foundational Goal 1.4.** We will nurture strategic partnerships with influencers, other animal organizations, and other social justice movements.
- **Foundational Goal 1.5.** We will engage a broad, diverse audience, in part by ensuring our message is unified and culturally relevant.
- **Foundational Goal 1.6.** We will innovate in digital trends and outreach strategies.
- **Foundational Goal 2.1.** We will empower and motivate staff and volunteers.
- **Foundational Goal 2.2.** We will leverage social and cultural resources, including celebrity endorsement, political support, partnerships with other organizations, and our reputation in the movement.
- **Foundational Goal 2.3.** To power our impact, we will diversify funding sources.
- **Foundational Goal 2.4.** Through technology we will track our progress and remain at the forefront of innovation.
- **Foundational Goal 2.5.1.** We will conduct research on and attain greater knowledge of effective activism.
- **Foundational Goal 2.5.2.** Also through research, we will attain greater knowledge of critical emerging areas, such as fish welfare.
- **Foundational Goal 2.5.3.** Also through research, we will gain greater understanding of how to achieve the maximum impact in critical regions with high potential, such as Asia.
- **Foundational Goal 3.1.** We will maintain financial responsibility and legal compliance.
- **Foundational Goal 3.2.** We will be accountable to the goals and objectives we have set and will publicly track our progress.
- **Foundational Goal 3.3.** We will strive for alignment and communication across the organization to ensure we operate efficiently and effectively while allowing for autonomy of all regional teams.
- **Foundational Goal 4.1.** We will implement professional development, training, and cross-training programs and provide competitive compensation and benefits.
- **Foundational Goal 4.2.** We will learn from external partners and share best practices about how to build a sustainable organization.
- **Foundational Goal 4.3.** Our staff members' physical and mental health will be top priorities, and we will strive to work smarter rather than harder—using data to drive effectiveness.
- **Foundational Goal 4.4.** We will foster a thriving internal culture in which staff feel supported, valued, and empowered to do their best work.

## Collaborations

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

Yes. Collaboration is one of our core values. We recognize not only our gains through collaboration but the importance of sharing our history and knowledge with younger organizations in countries where the movement is in the early stages. We collaborate closely with various groups in each of our countries of operation.

We are members of the global organization Open Wing Alliance.

In the United States, we collaborate with The Humane League, Animal Equality, Compassion in World Farming, The Humane Society of the United States (Farm Animal Protection program), The Good Food Institute, Animal Legal Defense Fund, World Animal Protection, Compassion Over Killing, and American Society for the Prevention of Cruelty to Animals.

We participate in a corporate engagement coalition comprising The Humane League, Animal Equality, Compassion in World Farming, The Humane Society of the United States (Farm Animal Protection program), World Animal Protection, and Compassion Over Killing.

We also participate in a legislative advocacy coalition comprising The Humane League, Animal Equality, Compassion in World Farming, The Humane Society of the United States (Farm Animal Protection program), American Society for the Prevention of Cruelty to Animals, and World Animal Protection.

In Brazil, we collaborate with the Brazilian Vegetarian Society, Fórum Nacional de Proteção e Defesa Animal, Animal Equality, Humane Society International, and The Good Food Institute.

Our partner organizations in Mexico are The Humane League, Animal Equality, and Humane Society International.

And in India we collaborate with the Federation of Indian Animal Protection Organisations, Humane Society International, and The Good Food Institute.

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

Yes. Previous leadership worked with the Table Group for almost a year, but shortly before our current president started, they declined to renew the contract.

The board has engaged Bain & Company, a global management firm, on a pro bono basis to help with board governance. The firm's consultant continues to facilitate board meetings, onboarding,



and other procedures. Also, our president receives executive coaching from Transforming Lives coach Brian Gorman, recommended by Bain, to help with our transition and transformation.

Mercy For Animals also receives advice from external law firms. For example, we are currently represented pro bono by Bruce Wagman of Riley, Safer, Holmes & Cancila on an amicus brief filed in the ongoing foie gras ban litigation in California. Furriela Advogados represents Mercy For Animals Brazil in its defense against a defamation lawsuit filed by Sodiê in relation to a Mercy For Animals corporate campaign. Barnes & Thornburg also represent us in ongoing litigation to recover funds misappropriated by our prior insurance broker. Additionally, Mercy For Animals receives legal advice on operational matters from expert law firms as needed, on both a pro bono and paid basis.

We engaged BPM as our accounting partner in January 2018 to help us manage our day-to-day finance and accounting operations and provide comprehensive financial and business counsel. In 2019, we plan to bring accounting operations in house and consult BPM for advisory services.

## CULTURE AND HUMAN RESOURCES

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### Culture

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

Yes. You can view our code of ethics and conduct in our US employee handbook, under “Workplace Expectations.”

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

Yes. Please find more details below.

- This year, during February and March, we conducted four pulse surveys to measure our organization’s morale, strengths, and opportunities for improvement. After each pulse survey, we shared and debriefed results with all team members.
- In March, we began an “Ask Me Anything” series through which team members pose questions for our president and senior leadership team to answer during all-staff meetings.
- In March and April, we conducted a needs assessment to gather feedback on the state of talent development at Mercy For Animals. We did so by administering a fifth pulse survey for team members and a questionnaire for team leaders. Upon completing the latter, all team leaders—from managers to VPs to the president—participated in curated

one-on-one discussions with the People Operations Department (what Mercy For Animals calls HR) to take a deep dive into their needs and those of their teams. We shared results with all team members in the form of a proposed talent development program to meet the needs of the organization.

- As a result of our needs assessment, in June and July we embarked on our first development modules for team members and leadership, complete with video chats and evaluation sections for team members to discuss and submit feedback on morale, personal growth, and productivity. We will introduce a new module with video chats and evaluation sections on a monthly basis (barring December, when many team members celebrate holidays) in 2019.
- We are in the process of incorporating a “culture bot” into our Slack platform to present team members with weekly engagement questions, with the goal of full integration of our bot in August. This approach will elicit steady and meaningful feedback from our team members.
- We will conduct a 360 degree feedback survey for our leadership team in Q4; if this proves valuable and successful we are planning to roll it out to the whole organization in 2020.

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

- Every recruitment effort begins with a meeting to outline the hiring plan, ideal candidate profile, and diversity goals for the relevant department. This helps ensure that we build teams with diverse backgrounds and viewpoints to inspire innovation and embrace our core value of global-mindedness.
- We review every job description and job post for inclusive language to ensure we do not alienate or exclude any groups. For example, we avoid gender-coded words.
- Salary range, benefits, and a diversity statement appear on every job post.
- We remove all identifying personal information from completed job skills tests prior to reviewing and scoring to reduce potential bias.
- Every interviewer is trained on behavioral and structured interviewing; bias, including self-awareness around their own biases and how to reduce them in our recruitment and hiring process; and legal compliance and employment discrimination.
- We host a panel interview as the final recruiting step for all vacant positions. The purpose of this panel is to find well-qualified, mission-aligned talent while emphasizing diversity in sourcing and selection; to help reduce unconscious bias in the hiring process; to prevent in-group favoritism, which is extremely common and often unrecognized; to demonstrate our commitment to global-mindedness by ensuring representation of diverse backgrounds and points of view among panel interviewers; and to create a more inclusive experience for our candidates. We are currently exploring how to use the panel interview process even more effectively to attract, select, and hire diverse candidates and to make them feel included, respected, safe, and valued throughout the hiring process and beyond.

## Human resources policies

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

We recognize that self-compassion and professional development are essential to realizing our vision of a world where animals are respected, protected, and free to pursue their own interests. That's why one of our foundational goals is to invest in those who dedicate their lives to this work—in other words, our team members—through professional development opportunities and support of their physical and mental health. In furtherance of this goal, among other initiatives, is our annual professional development and self-care budget. Each team member may use their allotment for courses, books, and other professional tools and resources. They may also use it for self-care, such as gym memberships or meditation courses or apps. Please find funding details for each region below.

Brazil and Mexico: 350 USD per team member for professional development and self-care—an amount determined in collaboration with our regional people operations managers to ensure equity across all regions.

US: On average, 750 USD per team member for professional development and self-care.

All Regions:

We invested over 15,000 USD in LinkedIn Learning All Language seats. This gives all team members access to professional development courses and videos in English, French, German, Japanese, Mandarin, Portuguese, and Spanish.

All team members are encouraged to make professional development a priority through LinkedIn Learning courses, our talent development program, or other means that interest them. Our staff is encouraged to budget working hours to pursue professional development opportunities.

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

Yes, in the US, where there is no nationalized healthcare, we offer medical, dental, vision, life, short- and long-term disability, accident, and companion animal insurance. We also offer FSA and DCFSAs to our US team members.

In Mexico, we offer private health insurance that is additional to the government-provided social security services. Team members who stop working at the organization have the option to continue paying for the private health insurance.

In Brazil, we offer a private health insurance program that is additional to the government-provided social security services.

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

Mexico: In addition to 7–8 national holidays, we offer 15 vacation days, 56 hours of sick time, 1 staff-appreciation day, 2 days for December and January holidays, and 3 days for bereavement.

Brazil: In addition to 12 national holidays, we offer 30 vacation days, 15 continuous sick days (the government pays for days in excess, if required), 1 staff-appreciation day, and 3 days for bereavement.

US: In addition to 7 national holidays, we offer 20 vacation days, 56 hours of sick time, another 3 winter holidays, and 1 staff-appreciation day.

### **3.7 | List of HR policies<sup>2</sup>**

- 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
- Regular, mandatory trainings on topics such as harassment and discrimination in the workplace
- An anti-retaliation policy protecting whistleblowers and those who report grievances
- Flexible work hours
- Paid family and medical leave
- Simple and transparent written procedure for submitting reasonable accommodation requests
- Remote work option is available
- Audited financial documents (including the most recently filed IRS form 990) are available on the charity's website
- Formal orientation is provided to all new employees
- Funding for training and development is consistently available to each employee

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<sup>2</sup> 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.

- Funding is provided for books or other educational materials related to each employee's work
- Paid trainings are available on topics such as: diversity, equal employment opportunity, leadership, and conflict resolution
- Paid trainings in intercultural competence (for multinational organizations only)
- Simple and transparent written procedure for employees to request further training or support

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

<https://drive.google.com/file/d/1p6sp2KZOLcINN4g0VOUEWNQA7haniYrn/view>

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

No