



ANIMAL CHARITY
EVALUATORSSM

THE GOOD FOOD INSTITUTE QUESTIONNAIRE, 2019

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BUDGET AND RESOURCE ALLOCATION

Budget information

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

\$6,761,880

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

\$4,544,709

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

\$7,818,816

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

\$3,014,447

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

\$5,872,173

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

\$5,692,105

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

In 2018, we did not receive any grants in excess of 20% of our budget. In 2017, we secured a grant from Open Philanthropy Project that amounted to 21% of our budget (\$1,000,000 grant out of a total \$4,687,032 in philanthropic gifts and grants).

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 2018, we received the following restricted donations:

- * \$500,000 for our Plant-Based Meat and Cultivated Meat Competitive Research Grants Program
- * \$250,000 from the Bill & Melinda Gates Foundation for a crop research project in India
- * \$128,035 for International Engagement
- * \$125,000 for the Sustainable Seafood Initiative, based out of our Science & Technology (SciTech) program
- * \$2,000 for our SciTech program

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?

N/A

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

Yes. Our 2018 fundraising goal was \$7,500,000 to fund GFI's core programs, and we raised \$7,818,816, exceeding our goal by \$318,816.

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?

As of August 1st, our plan for the remainder of 2019 includes hiring at least 15 staff in the U.S. and at least 12 staff across our global affiliates (full plans available upon request); as discussed below, we are aiming to grow such that we have 10-12 months of operating reserves and a fundraising goal for 2020 that is equal to our projected 2021 budget.

Our ability to ramp up our programs and impact to this level depends on an upcoming grant funding decision from Open Philanthropy Project and our ability to meet our ambitious fundraising goal for 2019. (We will update ACE as soon as we receive the Open Philanthropy Project funding decision.)

We expect to spend approximately \$8.7 million on core programs in 2019. If we are able to meet our 2019 fundraising goal of \$9 million for core programs, that will involve putting less than \$300,000 into our operating reserve. As outlined above, a vital part of our sustainability strategy is building an operating reserve equal to 10-12 months of operating expenses. For 2020 we will have to increase our fundraising goal by 26% to meet our projected expenses of \$8.3 million for U.S. operations and \$3 million for our overseas affiliates, and this allows for no increase in our reserves.

In addition to our core programs, we would like to raise \$5 million in 2019 for our Competitive Grant Research Program. As of August 1st, we have \$3.15 million of that pledged. The grant program could be scaled up significantly without diminishing marginal returns.

Finally, we are in the process of setting up a 501(c)(4), the Good Food Legislative Fund. Our hope is that we will be able to raise \$1 million for lobbying efforts in order to ensure that plant-based meats can compete on a level playing field with their animal-based counterparts and that cultivated meat faces no regulatory barriers when entering the marketplace.

GFI is still essentially a startup nonprofit, and we greatly value every person who chooses to make a donation, no matter the size. Every gift and grant enables us to sustain our core programs, remain nimble, and pursue fresh opportunities for increasing mission impact that

present themselves. As an organization that is a little over three years old, it's also vital that we continue to build the safety net of our operating reserve.

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

As a nonprofit, GFI is entirely sustained by gifts and grants from our family of supporters. The two core elements of our organizational sustainability strategy are as follows:

- We operate on a 12-month rolling budget, meaning we budget to spend one year what we raised the prior year in gifts and grants. This strategy ensures that we can remain nimble and adjust current year proposed spend based on the success of our prior year's fundraising.
- Since our founding in 2016, building an operating reserve has been a core part of our fiscal responsibility and sustainability strategy. The operating reserve forms a safety net, protecting GFI against external factors beyond our control—such as fluctuations in the economy—that could impact future fundraising. Our goal is to build and maintain a reserve equal to at least 10–12 months of current year operating costs.

The speed at which appetizing, cost-competitive plant-based and cultivated meat reach the marketplace is almost entirely dependent on the resources dedicated to their development. Gift and grant support is vital in order to accomplish this. Much as a diversified investment portfolio is critical for an individual or institution to accomplish financial goals, GFI requires a diversified portfolio of small, mid-size, and large donors to thrive.

With each gift, members of the ACE and GFI community are creating a more humane, sustainable, and just world: one that has the potential to dramatically decrease animal suffering and wildlife extinction, feed our planet's population of 9.7 billion people by 2050, prevent global temperature rise from exceeding the critical threshold of 2°C, halt the destruction of the Amazon rainforest and other biodiversity hotspots, and ward off the threat of antibiotic-resistant superbugs.

Staff resources

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

As of August 1, 2019, 62.

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

3

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.)

0

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.)

Our 36 unpaid interns each dedicate up to 16 hours per week to GFI projects.

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

Our staff numbers above do not include GFI's 20 international team members. Pending sufficient resources, we have at least 15 positions we would like to hire for in the United States (list available upon request) and we would like to grow our global affiliates to roughly eight staff per office, which will amount to 40 total international staff, 20 of whom have yet to be hired.

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

- Cultured/cell-based product development
- Cultured/cell-based product legal advocacy
- Cultured/cell-based product promotion
- Legislative advocacy
- Lobbying
- Plant-based product development
- Plant-based product legal advocacy
- Plant-based product promotion

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

Gift and grant support is more critical than ever to GFI's mission impact, as we are not only on course to achieve ambitious goals in the U.S., but are also in the process of robustly expanding our presence internationally. We have established GFI affiliates in Brazil, India, Asia-Pacific, and Europe, and, beginning in September 2019, Israel. One of our primary areas of focus in the

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.

coming two years is to ensure each international affiliate is independent, fully operational, and staffed with at least eight professionals, including a Managing Director, Executive Assistant, and Directors of Policy, Corporate Engagement, SciTech, Communications, Development, and Administration.

Essentially, each of GFI's global affiliates is at the same stage of growth in mid-2019 as GFI-US was in mid-2016, when we were first invited by ACE to participate in this detailed evaluation process. Therefore securing ongoing and increased gift and grant support is key to their mission impact and sustainability.

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.

1. Bruce Friedrich, Co-founder and Executive Director, 3+ years tenure at GFI
 - a. From ACE's first evaluation of GFI, you have recognized that Bruce has a collaborative leadership style that emphasizes staff autonomy. Bruce provides strategic vision for the organization and works hard to make sure that everyone in leadership is focused on mission impact, as well as staff happiness and autonomy. He will make tough decisions where he has to—for example about salary structure, budgets, and hiring—but for decisions across GFI's programmatic areas, he plays the role of advisor, with decisions made by the relevant directors in consultation with their teams.
2. Jessica Almy, Director of Policy, 2+ years tenure at GFI
 - a. Jessica's leadership style is adaptive: she encourages a diversity of viewpoints and tailors her management to the strengths and challenges of individual team members. Jessica uses feedback—which she gives and seeks regularly in one-on-one meetings—as a tool to grow in her role and to help her team grow in their roles. In our most recent biannual review (July 2019), one of Jessica's staff wrote "Jessica is one of the best managers I've ever had. She is thoughtful, kind, and inspiring. Jessica does a great job of providing adequate guidance while still making sure I'm being challenged. I appreciate how much effort she puts into

making sure I know what's expected of me and giving me the opportunities to learn and grow professionally.”

3. Annie Cull, Director of Communications, 2 years tenure at GFI
 - a. Annie uses a coaching, non-authoritarian style of leadership focusing on encouraging her staff to achieve their highest potential. She is process-oriented and tries to create an environment where each member of the team can be highly autonomous while understanding how their role fits into the larger context of getting work done. One of her team members explains: “One of Annie’s greatest managerial gifts is zeroing in on our strengths and finding opportunities for us to use these—and develop them further—in service of GFI’s mission. It makes the day-to-day fulfilling, and it makes the long-term perspective energizing. I have always felt that I have autonomy to do my work efficiently, support when I need it, and opportunity for growth on her team.”
4. Alison Rabschnuk, Director of Corporate Engagement, 2+ years tenure at GFI
 - a. Alison’s leadership style is to support her team by helping them set priorities and by championing their efforts internally and externally. She trusts her team to manage their own work and create their own opportunities. A corporate engagement team member explains: “Alison is an excellent listener, deft with parsing my questions and empowering me to find solutions that are good fits for me and for the team. Alison expresses a level of confidence in the team and our work that engenders enthusiasm and excitement. I feel like she believes in each of us, and that helps us exercise agency in our work.”
5. David Welch, Director of Science and Technology, 2 years tenure at GFI
 - a. David’s leadership style is to provide direction to his team members on department strategy and project goals, then trust them to understand how to achieve their goals and execute tasks successfully. He makes himself available at all times to answer questions and provide feedback so that his team always feels supported. A SciTech team member writes, “I can't say enough good things about David as a leader. He approaches everything that comes his way in a thoughtful and strategic way. He is unfailingly positive and provides team members with the support they need for their work without ever micromanaging. David helps the team keep focused on the big picture and makes sure that our work aligns with our overall goals.”

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.

Stewart David, Board Chair: Stewart David is a retired CPA and worked as a management consultant, senior tax reviewer, and tax manager at a mid-sized accounting and management consulting firm. He has held volunteer leadership positions in local, state, and national animal

protection organizations, including serving on the audit committees of several large national nonprofits. In addition to his role as board chair, Stewart also directs GFI's audit committee.

Vandhana Balasubramanian: Vandhana Balasubramanian helped GFI incorporate as a nonprofit in 2016. After becoming interested in animal rights in law school, Vandhana led Mercy For Animal's legal department for seven years, obtaining unprecedented progress for animals in courtrooms, on ballots, and within government institutions.

Kathy Freston: Kathy Freston is a New York Times bestselling author of Clean Protein (with co-author Bruce Friedrich); The Lean: A Revolutionary (and Simple!) 30-Day Plan for Healthy, Lasting Weight Loss; The Quantum Wellness Cleanse: The 21 Day Essential Guide to Healing Your Body, Mind, and Spirit; and Quantum Wellness: A Practical and Spiritual Guide to Health and Happiness. She has appeared on Oprah, Ellen, and countless other TV programs. You can learn much more about Kathy by visiting her website: <http://kathyfreston.com>.

Bruce Friedrich, Board Treasurer and GFI Executive Director: Bruce Friedrich is co-founder and Executive Director of GFI. He is also co-founder and adviser to impact venture funds New Crop Capital and Clear Current Capital, both of which invest in companies that are focused on transforming the future of food, though he has no financial interest in either fund. Bruce co-authored two books, contributed chapters to six more, and has written seven law review articles. He graduated magna cum laude, Order of the Coif, from Georgetown Law and Phi Beta Kappa from Grinnell College. He also holds degrees from Johns Hopkins University and the London School of Economics. You can access Bruce's LinkedIn profile here: <https://www.linkedin.com/in/brucegfriedrich/>.

Milo Runkle: Milo Runkle is founder and former president of Mercy For Animals. For almost 20 years, he worked alongside elected officials, corporate executives, heads of international organizations, academics, farmers, celebrities, and film producers to pass landmark farm animal protection legislation and implement animal welfare policy changes. At age 16, he received the Bill Rosenberg Youth Activist Award—the highest national recognition for young animal advocates.

Sarah David, Board Secretary and Treasurer: Sarah serves as GFI's General Counsel and Director of Finance. Prior to GFI, Sarah worked for 21 years at United Technologies Corporation, a diversified Fortune 50 industrial company that supports the building and aerospace industries worldwide. She most recently served as Vice President and General Counsel at UTC, where she managed a team of more than 300 personnel operating out of over 60 locations around the world. Sarah holds a J.D. and MBA from The University of Connecticut, and a B.A. in Biology and Spanish from Wellesley College. Sarah has been volunteering on a regular basis at her local Humane Society and has volunteered at animal charities since high school. You can access Sarah's LinkedIn profile here: <https://www.linkedin.com/in/sarah-david-5b0b774/>.

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.

Our most recent strategic plan, completed in August 2019, can be found [here](#).

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?

GFI's overarching goal—our North Star—is to harness the power of food innovation and markets to accelerate plant-based and cultivated meat, thereby creating a sustainable, healthy, and just food system.

Since our evaluation by ACE last year, we have implemented our OKRA framework for tracking organizational goals and their outcomes, which stands for Objectives, Key Results, and Actions. Objectives are top-level, strategic goals. Key Results are the tangible, tactical complement to objectives. They answer how the objective will be completed and include a time frame, measurement strategy, and an explicit outcome. Multiple Actions are attached to each Key Result and are reevaluated quarterly. We employ dozens of metrics to measure our progress against our OKRAs on a quarterly basis.

Organizationally, we have six objectives for 2019 and 21 Key Results; there are many Actions under each Key Result (we would be happy to share the full OKRA spreadsheet for U.S. operations. We also have OKRA spreadsheets for each of our international affiliates, which we would be happy to share):

Objective 1: Established food businesses embrace, develop, and promote plant-based and cellular agriculture cultivated meat products.

- KR 1: The plant-based meat industry grows 20% and achieves 2% market share by the end of 2019.
- KR 2: Investments in the plant-based and cultivated meat sectors increase by 20% in 2019.
- KR 3: GFI facilitates technology supporting plant-based and cultivated meat product development.

Objective 2: An equal regulatory/governmental playing field for cellular agriculture.

- KR 1: Increase public investments into plant-based and cultivated meat R&D by 20% by the end of 2019.

- KR 2: Increase nonprofit commitment and work in the plant-based and cultivated meat space by 10% by the end of 2019.
- KR 3: Keep the policy health index for plant-based and cultivated meat above 80% in all GFI focus markets in 2019.

Objective 3: A strong ecosystem for business and research exists for plant-based and cellular agriculture.

- KR 1: Five plant-based and cultivated meat companies with qualified business and technology founders are started in 2019 as a direct result of GFI recruiting.
- KR 2: Open-access technology support program to plant-based and cultivated meat industry is expanded and funded in 2019.
- KR 3: Open-access technology support program to plant-based and cultivated meat industry is expanded and funded in 2019. [We have not attached an estimation of how much we will raise and distribute on this; we will add a number in 2020.]
- KR 4: The Sustainable Seafood Initiative has been created to support the growth of the plant-based and cultivated seafood industry through technical, consumer, and policy research and the engagement of key stakeholders.

Objective 4: GFI is the go-to partner and thought leader for all things plant-based and cellular agriculture.

- KR 1: Build/revise existing brand infrastructure components and launch revised project management model.
- KR 2: Ensure the implementation of Salesforce CRM and Pardot with special focus on identifying key audiences, establishing baselines, and identifying clear metrics for growth.
- KR 3: Assist in the creation of a successful narrative for plant-based and cultivated meat through strategic communications messaging success in key focus areas of plant-based and cultivated meat (eggs and dairy not in primary focus area currently).
- KR 4: Be a recognized thought leader in the plant-based and cultivated meat research space.

Objective 5: GFI is a satisfying and motivating place to work.

- KR 1: Keep GFI employee satisfaction at 80% overall or higher.
- KR 2: Candidates and hiring teams have an excellent hiring and onboarding experience.
- KR 3: GFI has an organizational structure that maximizes managerial efficiency, staff collaboration, and initiative execution.
- KR 4: GFI has a well-defined and communicated strategic plan and execution management process that keeps all functions and staff aligned and coordinated with the mission.

Objective 6: GFI operates from a position of financial strength and sustainability.

- KR 1: GFI's core programs and the competitive grant program are fully funded.
- KR 2: GFI's funding base is grown and diversified.
- KR 3: GFI operates within its budget through monitoring and financial controls.

Collaborations

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

GFI's major collaborators include:

- Food Frontier, GFI's "sister" organization in Australia that operates across Asia Pacific to accelerate growth in plant-based meat and cultivated meat.
- ProVeg International, a leading international food awareness organization that works with governments, public institutions, private companies, medical professionals, and the public to help the world transition to a more plant-based society and economy.
- Purple Orange Ventures, an entrepreneur-led impact seed fund based in Germany that seeks early-stage teams leveraging technology to remove animals from the global food system.
- The ACLU and Animal Legal Defense Fund on litigation in Missouri and Arkansas, as well as national strategy with regard to label censorship laws.

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

Our Communications team has worked with (all pro bono):

- Barb Stuckey, CIO President & Chief Innovation Officer of Mattson, who provides pro bono support to GFI specific to consumer insights around acceptance of cultivated meat.
- Sentient Media (Grant Lingel and Mikko Järvenpää), which is advising GFI on how to optimize our site and editorial content for SEO. They are working with us to identify and rank for key search terms so that users looking to learn more about plant-based and cultivated meat products are able to discover GFI's resources.
- Ryan Draving, Principal and Head of Strategy at Muhlenhaupt + Company, who advises GFI on marketing tools and technologies.
- Lauren Burkes, independent consultant, who is helping GFI create an advisory board for communications.
- Communications professionals of several mission-aligned organizations, including Anna West (HSUS), Kenny Torrella (MFA), Meredith Turner (Farm Sanctuary), and others.

GFI also works with freelancers in areas such as photography, video, and graphic design.

Our Corporate Engagement team has worked (pro bono) with Arlin Wasserman of Changing Tastes and Michiel Bakker of Google, both of whom advise us on our work with foodservice.

Our Human Resources and Administration team has worked (pro bono) with:

- Milena Esherick, GFI senior advisor, who has helped with projects such as strategizing to resolve conflicts, personality testing, work/life balance support, and providing resources to the team to help prevent burnout.
- Neysa Colizzi, GFI advisor, who has primarily worked with Bruce as an executive coach but has also provided guidance and resources regarding team performance management, change management (especially regarding the recent organizational restructure), and general leadership support and feedback.

Our Policy team has worked with a number of external pro bono advisors and consultants over the past three years, primarily in support of our regulatory work. Last year, the legal and lobbying teams at Sidley Austin LLP donated nearly \$700,000 in services to support a clear and efficient path to market for cultivated meat without unnecessary congressional interference. Additional advisors and consultants have included the Law Office of Nigel Barrella, Rebecca Cross (then with Davis Wright Tremaine), and Arnold & Porter.

Our SciTech team has an advisory board (pro bono) that consists of five members with expertise in the science behind plant-based and cultivated meat. We meet with them once per quarter to discuss our strategy and projects. We also regularly hire consultants to complement our staff team's specific areas of expertise, and to augment the SciTech team's bandwidth. These consultants have helped us with specific projects such as analyzing the technical requirements to create an open-source seafood cell line repository.

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, GFI has a Code of Conduct that serves as the ethical framework supporting all of our work. Our employees understand that it is important to follow the Code in spirit and to the letter, both personally and by encouraging others on the GFI team to do the same.

Our Code covers topics such as providing a supportive and safe work environment; enforcing equal opportunity employment; ensuring zero tolerance for harassment, discrimination, and bullying; maintaining a safe workplace; avoiding conflicts of interest; preserving confidentiality; and ensuring financial integrity and responsibility.

We understand that sometimes identifying the right thing to do isn't an easy call. If employees aren't sure of what to do, we encourage them to ask questions of their managers or GFI's Legal Department and/or to make a report via the GFI Compliance Hotline:

<https://secure.ethicspoint.com/domain/media/en/gui/57187/index.html>

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

We administer multiple all-staff surveys each year to assess employee morale and job satisfaction, and our Executive Director holds meetings with each employee every six months to discuss the following questions:

- How happy are you vocationally, on a scale of 1-10?
- Is there anything you want to change about your role at GFI that is not in the process of changing?
- Is there anything I could do to make you happier?
- Is there anything else you would like to discuss? (No topics are out of bounds.)

Our Executive Director is sincerely interested in employee morale and invites employees to take as much time as they would like to discuss these questions. We offer employees the opportunity to provide additional feedback about GFI's work climate during their twice-annual performance assessments, and all employees are invited to complete anonymous surveys assessing supervisors' performance and impact on their morale. We also create custom surveys to assess specific aspects of GFI's work culture. The purpose of our next all-staff survey in the queue, for example, is to understand the current state of diversity, equity, and inclusion at GFI and to determine what we can do to be even more diverse, equitable, and inclusive.

Our goal for every survey is to collect information that can improve our operations and ensure we sufficiently address concerns and issues important to our team. We use the anonymity feature in SurveyMonkey that prevents us from tracking IP addresses. We've notified the team of this and encourage them to provide candid feedback to ensure we receive information we can use to drive additional improvements.

We then present back to our staff a summary analysis of each survey accompanied by an action plan to ensure all GFI team members understand that we value their input and will use it to continually improve the organization.

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

We integrate and encourage diversity practices within our recruitment and hiring process in the following ways:

Targeted advertising

- We target underrepresented communities on job boards, e.g.:
 - African American Development Officers, which supports the professional advancement of African Americans in the fundraising profession.
 - Historically Black Colleges and Universities (HBCU) Job Board, which supports the career success of students, alumni, and staff at HBCUs.
 - Diversity Careers, which focuses entirely on Diversity employment opportunities and candidate recruiting.
- We research, identify, and advertise to POC-identified groups/associations through social media platforms, e.g., the Congressional Black Caucus Foundation and the Congressional Asian Pacific American Staff Association.

Job description messaging

- We explicitly encourage people from underrepresented groups to apply.
- We use gender-neutral language in job descriptions.

Data collection and analysis

- We collect and analyze data to determine if any aspect of our decision-making process is discriminatory. The questions we are trying to answer include:
 - Do we reject POC disproportionately to non-POC when assessing writing? (would imply writing bias)
 - Do POC withdraw after salary check more often than non-POC?

Mitigate unconscious bias

- We determine job-relevant criteria before assessing applicants and only measure job-relevant criteria.
- We follow a structured interview process to mitigate unconscious bias.
- We are currently searching for application-blinding software to blind irrelevant aspects of an application that may cause bias.

Equal Employment Opportunity Commission (EEOC) surveys

- All applications offer voluntary EEOC surveys for candidates so that we can collect data and assess the diversity of our applicant pools.

Foster culture of diversity and inclusion

- GFI's Culture Club meets monthly to discuss a variety of work culture topics (including equity and inclusion), share concerns, and brainstorm solutions.
- Our Hiring Team is creating diversity and inclusion presentations for staff. Presentation topics include:
 - Avoid thought shortcuts during interviews; don't default to auto-reaction; think critically about applicant benefits; see through different lenses and avoid cultural stereotypes.

- Beware of focusing on personal connections and ‘likability’ during interviews as this often results in unconscious bias.
- Search for “culture add” versus “culture fit.”
- Further diversify GFI’s website and jobs page.
- Train GFI team on the skills and traits of a successful employee.
- Actively recruit for diversity in person, e.g., at conferences.
- Track job links so that we understand the origins of job applicants.
- Continue promoting to all staff members our screening process that evaluates the whole applicant.
- Promote inclusiveness through culture initiatives.
- Further reduce bias when considering applicants, e.g.:
 - Socio-economic background
 - Income level
 - Education
 - Writing skills
 - Mission alignment
 - Confirmation bias
 - “Similar to me” bias
- Explore Employee Resource Groups (ERGs).
- Create diversity recruiting Key Performance Indicators.

Human resources policies

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

While we do not have a specific amount set aside for each employee for professional development, we do offer funds for this purpose and work to support our team’s professional growth. If staff members would like to attend a conference, workshop, class, or other event, their supervisor will work it into the department budget. GFI says yes to these requests as much as possible as long as the expense is aligned with staff members’ professional goals or the organization’s goals. In the past, GFI employees have attended weekend-long workshops, week-long conferences, webinars, and other classes and events. We also cover fees associated with certifications and professional dues when they are required for a position (e.g. bar dues).

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

Yes. As we developed our health care plan, we reviewed publicly available benefits data for other similarly sized organizations with comparable budgets and emphasized meeting or exceeding the most common offerings. We provide:

Medical Coverage—We offer medical coverage for employees, spouses/partners, and dependents through United Healthcare. Employees can choose from two plans and are eligible to enroll immediately upon employment. Our plans include:

- High Deductible Plan: GFI covers 100% of the premium for employees and 50% for spouses/partners and dependents.
- Low Deductible Plan: GFI covers \$439.22 per month for employees. Spouses/partners and dependents are also covered in this plan.

Dental and Vision Coverage—Plans are available through Principal and employees are eligible immediately upon employment. We cover 50% of the premium for employees, spouses/partners, and dependents.

Flexible and Dependent Care Spending Accounts—We offer two flexible spending accounts to full-time employees, which are managed through Ameriflex.

- Flexible Spending Account: Employees can contribute up to \$2,700 pre-tax dollars per year each year and carryover up to \$500 into the following year. These funds can be used to cover the cost of medical, dental, and vision copays, coinsurance, deductibles, and exams. Funds can also be used to pay for physical therapy, chiropractic care, acupuncture, prescription drugs, and many over-the-counter healthcare items.
- Dependent Care Account: Employees can contribute up to \$5,000 pre-tax dollars per year for qualified dependent care expenses. The plan includes a 2.5 month grace period to allow employees to use the funds into the following plan year. These funds can be used to pay for expenses such as preschool, child daycare, adult daycare, after-school care, and sick-child facilities.

We also offer a long-term disability insurance policy which provides 60% of employees' salary up to \$6,000 per month in the event of a serious injury or illness.

A guide to all GFI benefits can be found here:

https://drive.google.com/file/d/14GB7_OXbDq3ge_hMPZlkkEGxFZ7i5ZBO/view.

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

GFI's policy is to make every effort to accommodate time off requests.

Vacation Time—Full-time employees accrue vacation time at the following rates based on tenure:

- 0-2 years: 12 days per year accrued at 8 hours per month
- 2-5 years: 15 days per year accrued at 10 hours per month
- 5-10 years: 18 days per year accrued at 12 hours per month
- Part-time employees (defined as employees who work at least 20 hours per week) accrue half this time at half the rate.

Sick Time—All staff automatically receive 80 hours per year (10 days) and can rollover time up to 160 hours (four weeks). Sick time can be used in the case of personal illness, to care for

immediate family members who are ill, for medical appointments, and up to 16 hours annually for the care of companion animals.

Personal Days—All staff receive one personal day upon hire and one additional personal day after six months of service.

Paid Holidays—GFI provides most federal holidays plus one additional day after Thanksgiving for a total of 10 days. Staff who have worked at GFI for six months or more can also take three paid days between December 1st and January 31st.

Bereavement—GFI grants full-time employees up to six paid days of bereavement leave upon the loss of a loved one, including a companion animal, per year.

Voting Time—In the event that employees are not able to vote either before or after regularly assigned work hours due to work schedules, all employees receive up to two hours of paid time during the workday to vote.

Jury Duty—All employees receive up to 80 hours of paid time off to serve on a jury.

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
- 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

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 submitting reasonable accommodation requests
- Remote work option is available
- Formal orientation is provided to all new employees

One central tenet of our workplace culture, described by Daniel Pink in his book *Drive*, is that the secret to high performance and satisfaction is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world—in other words, to possess a sense of autonomy, mastery, and purpose. That’s what GFI strives to deliver to all team members, so that everyone feels that they have autonomy and purpose and works toward mastery. We actively encourage feedback to ensure that all employees are as happy and fulfilled vocationally as possible.

All GFI team members are encouraged to:

- take “deep work” days. Everyone is encouraged to block their Fridays for projects, and we encourage people to take mornings for projects as well. Team members are not available on email or for meetings during scheduled deep work times.
- turn off email for most of the day and instead schedule times to respond (e.g., 9:00 a.m. and 5:00 p.m.). There is overwhelming evidence that each time you check email and take a moment to reply to something, it reduces your productivity.

We are a remote team, so we make an extra effort to build in regular times to share updates, solicit advice, and bond:

- Every other Monday, we host an all-staff video conference focused on organization operations, discussing ways to improve our organization, or hearing updates from the program areas.
- We host a Virtual Happy Hour or Coffee Break every week on Tuesday, Wednesday, or Thursday to further encourage socialization and community building. These virtual spaces are designed as an opportunity to connect with team members and foster belonging.
- On Wednesdays, we convene again to listen to department-specific updates, with one or two departments presenting on a current project each week. This gives us a chance to learn in-depth about what everyone else is working on, ask questions, and see if there are ways we can help each other.
- Finally, on Fridays, we compile a weekly report consisting of at least one highlight (we try to keep this brief—the most exciting or interesting thing(s) from each team member’s week) and an optional Water Cooler section to share a personal update or a step-back reflection: “What’s working? What’s not? What should we be doing that we’re not? Blue sky ideas?”
- In order to foster team bonding, we also have a book club, a cooking club, a culture club, an appreciation program, a sunshine committee (for team members who are experiencing challenges in their lives), an onboarding buddy program for new staff, and remote office simulations.

- Twice a year, the whole team gathers for a team retreat, where we focus on bonding with each other and tackling big-picture questions and strategic planning. We also meet in smaller groups more frequently when team members attend the same conference or simply cross paths while traveling.

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

We have an employee handbook which we are in the process of revising. We would like to submit our revised employee handbook for your consideration later this quarter once we have completed it. Please reach out to us with any questions you may have in the meantime.

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

We welcome any additional questions you may have about our human resource policies.