



ANIMAL CHARITY
EVALUATORSSM

THE HUMANE LEAGUE QUESTIONNAIRE, 2019

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BUDGET AND RESOURCE ALLOCATION

Budget information

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

\$6,678,159.35

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

\$4,315,978.30

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

\$5,430,885.38

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

\$4,249,474.50

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

\$4,960,365.28 investments

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

\$6,546,514.55 investments

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

Yes

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?

- \$353,000 for OWA regranting
- \$750,000 for broiler campaigns
- \$1.2 million for Open Wing Alliance regrants and operating costs (only \$125,500 of \$605,500 received in 2019 is for 2019 budgeted expenses, while the rest is for 2020)
- \$75,000 for OWA support
- \$50,000 for new translations of Peter Singer's Animal Liberation

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?

The Humane League does not have revenue-generating programs. An online merchandise store was launched in March 2019, which will eventually generate a de minimis amount of revenue.

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

Yes, we set a fundraising goal last year; however, we fell short of this goal by \$345,000. Some of this was due to timing issues as another \$100k+ was donated in January in response to 2018 efforts thereby making the shortfall \$245,000. The remainder was due to an unfulfilled pledge.

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?

2019's fundraising goal is significantly higher than in 2018 in order to fully fund the ongoing expansion of programs and operations. The majority of the increase is being spent on expanding the Open Wing Alliance and its grants to member organizations. At this time, we are not expecting any more significant gains or losses in our funding for the next year. That said, we are, of course, pursuing new foundations, investing in direct mail to broaden our general donor base, and attempting to renew relationships with lapsed major donors with the hope that we will be able to continue to expand our programs in a healthy, sustainable manner.

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

We are cognizant that a majority of our funding comes from two major donors and are making concerted efforts to diversify our revenue sources to limit our risk. We know that, in order to be effective, we must ensure that no single donor holds enough power to influence or impair our programs. To this end, we are investing heavily in bringing in new donors through direct mail, online, and planned giving and hope to see an increasingly diverse donor base in the coming years.

These are unaudited financials; THL is currently undergoing our annual audit.

These budget numbers above include funding distributed to THL UK, THL Mexico, and non-related organizations around the world via the OWA grant budget. These numbers do not include the relatively small amount of funding raised by The Humane League UK in 2019.

Staff resources

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

73

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.)

Presently, The Humane League has no paid interns. However, we are launching a paid fellowship program in the US to begin September 2019 and we plan to have 5-6 paid interns/fellows for our first 3-month term.¹ We will likely expand the number of paid interns for future terms.

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.)

US: We classify our US network into 5 categories: Supporter, Contributor, Activist, Leader, and Captain. We have approximately 524 Activists, Leaders, and Captains, who are considered our active volunteers. We estimate that the average volunteer works approximately 4 hours per week, but the range varies widely from 1 to 20 hours per week. We are phasing out unpaid interns, but we currently still have 5 unpaid interns who work between 15-25 hours per week. These unpaid internships will end by September 25th, 2019.

Japan: In Japan, we have 6 active volunteers. Volunteer hours are irregular and are project-based. We typically give projects about every 4 months and the projects are about 20 hours worth of work. There are no unpaid interns.

MX: The Humane League Mexico has approximately 130 volunteers. 30 of those volunteers are considered very active; they do approximately 2 hours of work per week. The remaining 100 individuals participate in some events but do not regularly volunteer. There are no unpaid interns.

UK: The Humane League UK has 10 Regional Reps and 107 National Volunteers. Regional Reps give approximately 5 hours per week and National Volunteers give an average of 1-2 hours per week. There are no unpaid interns.

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

The number of staff above is for the US nonprofit (and Japan, who are employed by the US organization). The UK organization has 14 full-time staff and the Mexico organization has 4 staff. There are 91 full-time employees across the 3 organizations.

¹ GFI notified ACE on 9/18/19 that they have 5 paid fellows.

Programs and activities

1.18 | Which programs/interventions does your charity employ, *investing at least 10% of its annual budget and/or staff time*?²

- Advocacy trainings
- Campus outreach/trainings
- Media campaigns
- Obtaining corporate commitments to higher welfare

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

Not listed as an option to select in the list above, movement building is a core focus of our organizing team.

The particular focus on any one program or tactic varies as we respond to the changing landscape of the movement.

Media campaigns may qualify if that would include our public pressure campaign tactics that involve lots of local and social media/advertisements.

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.

We will email a list.³

- David Coman-Hidy: President (9 years)

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.

³ The following list was shared with us via email.

- Andrea Gunn: Executive Vice President (6 years)
- Michelle Kucerak: Senior Vice President, Programs and Development (4.5 years)
- Rachel Huff-Wagenborg: Vice President, Operations (5.5 years)
- Aaron Ross: Vice President, Policy and Strategy (11.5 years)
- Jennifer Barckley: Vice President, Communications (1 year)
- Wendy Watts: General Counsel (2.5 years)
- THL Mexico = Ana Ortega: Managing Director, MX (4 years)
- THL UK = Vicky Bond: Managing Director, UK (2.5 years)
- THL Japan = Maho Uehara, Corporate Relations Manager, Japan (2.5 years)

In general, THL’s leaders strive to model the behaviors we want to see from staff. Our leaders embody THL’s core values of effective, inclusive, innovative, nimble, and collaborative, and aim to demonstrate work/life balance and healthy boundaries. We have high standards and feel strongly that all of our employees can meet them. We follow the mantra “guide more, do less,” empowering employees to take ownership over their roles and decisions. Finally, we believe that people are our most important asset and work hard to provide transparency and support to ensure our employees feel valued and satisfied.

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.

You can find information on each of our board members here:

<https://thehumaneleague.org/our-leadership>

Note, we are currently recruiting board members and have 3 strong candidates in our review process. The goal is to have a board of 7 before the end of 2019.

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.

3-year Priorities

Win significant welfare reforms.

Secure commitments from all major food companies in key areas for cage free and broilers. Influence legislation when needed.

- USA: broiler commitments, cage-free enforcement, ballot initiatives
- MX/LatAm: further progress on cage-free
- UK/EU: cage-free enforcement, broiler commitments, potential EU legislation
- OWA/Global: cage-free commitments from all global food companies

Build a stronger movement.

- We have a coalition with key animal groups around the world. THL holds a leadership role and efficiently shares resources, facilitates collaboration, and creates strategy alignment.
- We have a greatly expanded number of supporters involved in our work. We are providing them with exceptional training and leadership development

Innovate and assess and impact.

We are continuously adapting our strategy to reflect the changing landscape. We have answers to the following questions:

- What is the value of individual veg outreach? How does it play into THL's overarching strategy?
- What will the role of legal advocacy and ballot initiatives be in the next 5 years?
- What is the most effective way to develop leaders within the animal movement?

Run an effective org.

THL is sustainable, operationally efficient, and viewed as one of the most desired places to work within the non-profit community. We are able to recruit and retain top talent.

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?

2019 US Priorities and Goals

Win flagship campaigns and additional policies.

- 100% of campaigns launched by quarter 3 are won.
- 15 new US broiler and 25 global cage-free policy commitments are secured.

- Progress is made towards implementing cage-free commitments, measured by an increase in % of egg-laying hens in the US*, 50% of companies upholding their commitments and reporting transition progress, or additional measures (such as legislation, producer investments, etc.)

**Percentage of US egg-laying hens raised in cage-free conditions compared to all US egg-laying hens increase from 17.3%* to 19.3% - 25.1%*

Mobilize and train an expanding network committed to our theory of change.

- A method for tracking supporter engagement is defined by end of Q2, baselines are established by end of Q2, and we have 400 Activists, 85 Leaders, and 50 Captains by the end of 2019.
- Our Changemaker Network is defined by end of Q3 and expands from 146,758 to _____** by the end of 2019.
- Active OWA groups apply updated tactics, at least 10 OWA groups increase the frequency of policy commitments, and new groups are recruited in at least 10 priority areas.

***Defining and analyzing Changemaker Network from Q1 - Q3, blank to be filled in by the end of Q3*

Build and maintain strategic partnerships in a generous, productive, and positive way.

- The Humane League (THL), Mercy for Animals (MFA), Compassion in World Farming (CIWF), and Animal Equality (AE) have complementary and aligned strategies, as rated by key staff*** working in coalition with these groups.

****Key staff are defined and understood internally*

Improve internal efficiency and accountability.

- The number of non-adherences to protocols (that have been defined and communicated) reduces monthly, as reported by each team.
- Staff exhibit a marked improvement in the recovery and understanding of internal resources, based on results of two “information scavenger hunts” to be conducted in quarter 2 and quarter 4.

Instill an organizational culture of learning and engagement.

- All staff in the US organization have at least one professional development goal, and 80% of staff achieve at least one professional development goal.
- At least 85% of staff participate in each mandatory org-wide initiative.

Collaborations

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

Yes. We view collaborating with other animal protection organizations and fostering a collaborative environment across the movement as a strategic imperative. The majority of our corporate campaigns and grassroots organizing initiatives involve some partnership with other leading animal organizations.

Our Open Wing Alliance (OWA) coalition is comprised of 64 member organizations around the world (<https://www.openwingalliance.org/organisations>), of which 48 are actively collaborating in our global and regional cage-free and broiler welfare campaigns. In addition to winning corporate welfare policies, one of the OWA's main goals is to improve collaboration between animal protection organizations and develop a more unified strategy for the global farm animal protection movement. We do this by providing a platform for our member groups to openly share resources and information, hosting free events and trainings for groups to strategize and learn from each other, and giving grants to support our member groups' corporate campaign work.

Collaboration is one of our core values, and all of our teams actively collaborate with other organizations whenever they have the opportunity to. In addition to items listed above, our Operations, Legal, Technology, and Organizing teams have regular, standing meetings with other organizations to share information, and our other teams collaborate with other organizations informally. Whenever a group asks us for information, we will happily share so long as we are legally able.

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

- We used a compensation consultant in 2017-2018 to complete a comp analysis.
- Neysa Colizzi from Bain, now a board member, advised on our internal structure and growth.
- Judy Hertz from Midwest Academy helped us redefine our Organizing structure and roles and introduce new organizing tools. Midwest Academy is a national training institute committed to advancing the struggle for social, economic, and racial justice, which advances movements for progressive social change by teaching strategic, rigorous, results-oriented approach to social action and organization building.
- To improve our fundraising, we worked with Veritus Group, a consultant who runs the Major Gift Academy training for development staff, and MalWarwick, a fundraising consultant who specializes in direct mail and online ad campaigns.

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, we have a Standards of Conduct Policy that clearly outlines expectations for employee behavior, as well as a set of specific Expectations to optimize staff interaction. We review both of these documents at the start of every staff retreat as well. Additionally, all staff are trained on our core values during new hire orientation and evaluated on them within annual reviews.

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

Yes, we conduct bi-annual employee satisfaction surveys. Additionally, we solicit feedback continuously—via various surveys, meetings, focus groups, and check-ins—on our initiatives to support morale and a healthy work environment.

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

We follow HR best practices for recruitment, and work to minimize bias and encourage diversity through the hiring process and employee lifecycle. Our hiring process is led by a recruiting professional, our Talent Acquisition Lead, who trains everyone who participates in recruiting on EEOC requirements and unconscious bias. Our Talent Acquisition Lead also serves on THL's Equity and Inclusion Committee. The hiring teams for each position are comprised of multiple interviewers (who vary in age, tenure, gender, etc.) to allow for a diverse perspective. The initial screening of applicants is performed by the Talent Acquisition Lead and job skills tests are graded blind. Our job descriptions are carefully crafted to improve accessibility and encourage individuals from marginalized communities to apply. For example, we remove non-essential qualifications and education requirements.

Human resources policies

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

Our FY2019 budget allocated \$125,600 for learning and professional development. We developed a 2019 organization goal focused on cultivating an environment of learning and engagement. We invested in a Learning Management System, Grovo, and a full-time employee

dedicated to training. Staff are encouraged to spend at least one hour per week focused on learning and growth, and we check-in on learning and growth during monthly individual goal progress reviews.

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

Yes, we offer full coverage of employees' healthcare premiums at a gold level plan and life insurance premiums. We also offer a 50% cost share of employees' vision and dental premiums.

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

The Humane League recognizes the importance of time off for rest, relaxation, and other familial or personal obligations. Therefore, employees may use Paid Time Off (PTO) for any purpose including vacation, illness, bereavement and personal appointments. Time off is essentially "unlimited" and may be used up to two consecutive weeks at a time. All staff are required to take a minimum of five consecutive days of PTO each year and managers check with staff quarterly to ensure sufficient PTO is taken. Country-specific leave conforms to local regulations, erring on the side of being more generous.

3.7 | List of HR policies⁴

- 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
- Internships are paid (if your organization has interns; leave blank if it does not)

⁴ 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.

- Paid family and medical leave
- Simple and transparent written procedure for submitting reasonable accommodation requests
- 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
- 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
- Mandatory PTO minimum
- Private accommodations when traveling
- US: Twelve weeks of paid parental leave for any parent following the birth, adoption, or foster placement of a child
- Pre-leave checklist for staff taking PTO to support “unplugged” vacations
- Reimbursements are provided for full-time staff: home wifi and “bring your own device”

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

The handbook has been shared with ACE.

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

Our People Operations (HR) team administers policies and benefits with the following principles: the employee comes first, we recognize that employees bring their whole selves to work, and maintaining a safe, comfortable and respectful work environment is paramount to our work.

While we don't technically have an anonymous reporting system, our regular surveys function in this way. We are considering implementing an additional year-round system.

We pay interns who join our new fellowship program; however some internships—happening outside that program—are unpaid. More info was provided in sections 1.14 and 1.15.

As part of our new website, we are developing a page to house our 990 and Audited Financial Documents. This work started in April in tandem with other website updates, so we hope to see it on the website before the end of the year.

The benefits and policies in the independent entities in the UK and MX have similar policies as all of those listed above, but these are tailored to comply with country-specific laws.