

ASF's Reporting of Leadership, Strategy, and Culture (2020)

This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.

Workplace Culture

How would you describe your organization's culture?

Last year, we conducted a culture workshop in order to describe our culture and to identify steps to improve our culture (all based on the book "Business Culture Design" by Simon Sagemester). The results are that we have a strong "blue meme" which stands for clear structures, rules and processes as well as for a sense of duty. This is followed by a strong "green meme" that stands for relationships in the form of a positive and respectful atmosphere. We also have a sense of community and a shared vision (though individual employees have somewhat different preferences on the animal welfare - animal rights spectrum). Finally, we have a pragmatic and result-oriented side. Our weakest meme is "red" which stands for courage and the willingness to go through conflicts. Strengthening our "red meme" is one of our goals.

Do you regularly conduct surveys to learn about staff morale and work climate?

Yes. This year we introduced regular surveys via Officevibe for the German team. We receive data on many important questions and anonymous feedback which proves to be very valuable (see below).

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

As we mentioned in previous evaluations, creating a diverse team is (in some areas) harder than in the US - especially when it comes to skin colour as the German and Polish animal movements mostly consist of white people.

We're tracking our gender diversity and made progress on our senior leadership team which used to be almost exclusively male. The majority is now female which is a result of both hiring and internal promotions.

We included a DEI statement to all of our job listings.

New articles etc. we publish in German are now gender neutral (non-binary) - the German language favors the male gender and there is a movement to change that. Looking at the

Diffusion of Innovation Model, we purposefully joined as Early Adopters. Exceptions are articles targeted at companies and press releases. The reason is that gender neutral language is so rarely used in these areas that we'd probably be part of the Innovators which we don't think would be a wise choice as we could be seen as radicals which we try to avoid.

What areas of your organizational culture have room for improvement?

While our engagement scores aren't too bad (7.5/10 Overall Engagement Score in Officevibe and an eNPS of 47), we see two weaknesses: Feedback (6.8/10) and Recognition (6.7/10). In terms of feedback, we have good tools in place and are testing out additional tools. However, we don't use the tools often enough. We'll improve that by adding our semi-annual feedback meetings to our goals. This will make sure that the meetings won't fall through the cracks. In terms of recognition, we have decided to dig deeper and to have workshops and/or coachings for our leadership team.

We are planning on introducing Officevibe to our Polish team as well in order to get a better idea whether there are additional/other aspects to look at.

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

Yes, we have what we call "action guidelines".

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

Our guideline is to use 5-15% of our time for professional development. ASF pays up to €500 for all job related training (and in some cases more).

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

Yes. Health care plans are mandatory under German law and reimbursement covers most health care costs and all salaries.

Health care plans are also mandatory under Polish law. Reimbursement covers most of the health care costs and all salaries.

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

In Germany: 26 paid days off (legal minimum is 20 days, 30 days are quite common). No limit on sick days (as required by law).

In Poland: 26 paid days off (legal minimum is 26 days for our employees). No limit on sick days (as required by law).

List of Policies

Please indicate which of the following policies your organization is committed to, in writing.

Please note: while we think it is generally better to have more of these policies rather than fewer, we do not expect every organization to have all or even most of these policies in place. We do not currently require organizations to have a certain number of these policies in order to receive a recommendation from us.

Checklist:

- ✓ 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)
- ✓ Paid family and medical leave

- ✗ Simple and transparent written procedure for submitting reasonable accommodation requests
- ✓ Remote work option is available
- ✓ Audited financial documents (e.g. for U.S. organizations 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
- ✓ 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

Does your organization have any other important or unusual policies you'd like us to know about?

We report harassment or discrimination through all levels of the managerial chain, up to and including the board of directors when compliant with German laws. Same goes for documenting instances of harassment or discrimination along with the outcomes of each case.

In terms of accommodation, one room per person is the norm.

Employees can always request further training or support (no written procedure but granting these requests is the norm).

We introduced the "€100 rule" that allows all employees to buy/order anything that helps them with their work for up to €100 - no questions asked. This is based on trust and helps to reduce the need for making requests and decisions.

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

Directive on the Prevention and Handling of Sexualized Violence:

https://files.albertschweitzerfoundation.org/1/ASS-Richtlinie-sexualisierte-Gewalt-englische-Version_v.06-2020.pdf

Complaint procedure:

[https://files.albertschweitzerfoundation.org/1/ASS - Beschwerdeablauf - sexualisierte-Gewalt_A4_english_v.06-2020.pdf](https://files.albertschweitzerfoundation.org/1/ASS_-_Beschwerdeablauf_-_sexualisierte-Gewalt_A4_english_v.06-2020.pdf)

Leadership and Strategy

Please identify 1–5 key members of your organization’s leadership team.

Leader 1

Please list this leader's: (1) name, (2) role, (3) the number of years they've been with your organization.

Mahi Klosterhalfen
CEO & President
12 years

Leader 2

Please list this leader's: (1) name, (2) role, (3) the number of years they've been with your organization.

Silja Kallsen-MacKenzie
Director of Internationalization
10 years

Leader 3

Please list this leader's: (1) name, (2) role, (3) the number of years they've been with your organization.

Carsten Halmanseder
Director of Campaigns
9 years

Leader 4

Please list this leader's: (1) name, (2) role, (3) the number of years they've been with your organization.

Luisa Böhle
Director of Corporate Outreach
6 years

Leader 5

Please list this leader's: (1) name, (2) role, (3) the number of years they've been with your organization.

Diana von Webel
Director of Communications
1 year

Questions for Primary Leader:

What do you consider to be your organization's major strengths?

1) We are always willing to adapt our strategy in order to focus on what we see as the most promising interventions. We have most recently done this by adding a campaigns department in Germany in order to put pressure on companies (and other campaign targets). Our analysis was that the German animal protection movement was lacking campaigning power, that this was an important piece of the puzzle and that we are well-suited to provide this piece.

2) Our corporate outreach program is very strong. It played a major role in transitioning Germany from a country with 90% of all laying hens in cages (a little over ten years ago) to 90% cage-free (now) and 100% cage-free (next couple of years). When the former Minister of Agriculture announced a ban on all cages, she explicitly said that this step is OK for farmers and the economy as cage eggs had lost their economic relevance in Germany. The latter is a direct result of our corporate outreach work. When we started this type of work, we were the only German group doing it. As cage-free work is basically done in Germany, we are putting our focus on helping broiler chickens and fishes.

3) We have a lot of legal expertise. Our board member Hans-Georg Kluge has been the most important lawyer for the German animal protection movement over the past years. His wins include a court ruling deeming the killing of male chicks illegal and a court ruling saying that investigations are usually legal (if the groups/individuals doing the investigations have good reasons to believe that laws and regulations to protect animals are being broken and the situation is not fixed by the authorities).

What do you consider to be your organization's major weaknesses?

1) Many of our team members (including me) tend to avoid conflicts which leads to a lack of radical candor in our organization. In some cases, this has led to frustration and unhealthy compromises. We have identified this problem in a workshop on our organizational culture and are taking active steps to get better at radical candor. This includes a workshop on having and solving conflicts in a constructive way. We will continue to work on this as building up more radical candor cannot be done overnight.

2) We have been slower at scaling up our international work than I thought we could have been. Internationalization turned out to be more complex than I anticipated. Internal problems in Poland and a health issue of a key internal employee further held us back. Since then, we have been getting a hold of the issues and are moving to a better basis to further internationalize our work.

3) Our legal work very much depends on one person as there are not a lot of excellent lawyers who really know and understand the German animal welfare law (and sub laws) as well as the surrounding fields of law. We have been actively looking into developing talent and we currently have a candidate that looks like a great fit.

4) We are not a very diverse team and, in the past, we had not done much to change that. This topic has also been brought up by the team. We are now taking active steps such as including DEI statements in all of our job offers. We will probably take additional steps in the future. A recent internal survey showed that most employees are now happy with the scale, scope and speed of our steps.

What's the best decision you've made as a leader?

Making sure that we are very focused. Many years ago, our founder and I decided to transition ASF from a group that was active in many different areas of animal protection into a group that solely focuses on farmed animals (for the same reasons that the EAA movement - that evolved several years later - is now promoting). Even a focus on farmed animals does not seem to suffice (for a group of our size) in order to be truly effective. My experience is that dismantling factory farming requires us to focus on specific parts of the "machine" and to dismantle them bit by bit. We have done that by being laser focused on the egg industry for several years. That way, we were able to play a major role in ending the use of cages as well as ending the practice of beak searing. The current focus is on changing the broiler industry while - being a bigger organization than we used to be - we also manage to do serious work for fishes and to tackle legal opportunities for other farmed species. Other than that, my job is to say no to a lot of other issues, which isn't always easy (and which I didn't always do a good job at - see my answer to the next question). However, I am convinced that we need to be very focused on a very limited number of issues in order to create meaningful and lasting change. Especially in the last twelve months, I have taken several steps for us to refocus which includes a step to spin off some of our previous work into a new organization that will help the movement with capacity building.

What's the biggest mistake (or maybe hardest decision) you've made as a leader?

My biggest mistake has been to not tackle complexity issues for a long time. As organizations grow, a tendency to become more and more complex is probably natural. I think that leadership needs to be aware of this and to make sure that things don't become too complex/complicated. I had failed at this and we became an organization that followed too many different projects and approaches at the same time. The decision to make changes - including spinning of a part of our

work, to refocus on fewer approaches, and to go back from dual to single leadership - wasn't easy as it included changes that were/are not popular with everyone in the team. But as I stated above: I am convinced that complexity must not become too large and that focus is vital. That doesn't mean that I'm against multiple approaches - on the contrary. But I do think that individual organizations should limit the number of approaches they pursue and should rather work at becoming great at a few approaches.

What changes have you made to your organization as a result of past successes?

As part of tuning our strategic plan once per year, we always look at what works best (in the entire movement and internally). Movement wise, we have seen amazing progress by organizations that were running pressure campaigns against companies and we realized that we don't have enough internal resources to generate a lot of pressure in Germany. Since there was a lack of groups launching pressure campaigns against companies for farmed animals, we decided to build our own campaigns team.

Internally, we saw very good progress through corporate outreach but realized that our team wasn't big enough to properly cover all relevant companies. That's why we decided to expand our corporate outreach team. We recently welcomed two new members to that team.

What changes have you made to your organization as a result of past failures?

We constantly make small adjustments as we go, reflect and learn (I sometimes jokingly say "I try and fail, I learn and fail better"). In terms of bigger changes: see my answers above.

What does your organization do differently from other animal organizations? How does your organization stand out?

Every year - when we are reviewing our strategic plan - we ask ourselves the following questions: What does the animal protection movement need more of? Are we the right organization to fill these gaps? How big of a gap would we see, if we stopped doing the interventions what we are doing? What should we focus on?

I think that really helps us not to get too attached to certain ways of doing things and to also see what pieces we can add to the puzzle. Seeing the movement as a whole also keeps us very cooperative with other groups as it takes joint forces to end factory farming and to reduce the amounts of animal products.

Have you had a leadership transition since the beginning of 2019? If yes, please describe the transition process.

Yes. The transitions are:

- Going back from a dual leadership model to single leadership (one CEO instead of two people sharing the responsibilities of the CEO) - as described and explained above. The spin-off was part of this decision which will lead to our former veterinary director to work in the new organization.
- We came to a mutual agreement to end the work relationship with our former Country Director of Poland.
- Switching from a model where one person is responsible for all corporate outreach work to a model with one director of corporate outreach in Germany and one Director of Internationalization (which mainly consists of corporate work). This was because our corporate outreach became increasingly hard to manage as it started to include a second country and the teams grew. The person formerly responsible for all corporate outreach is now our Director of Internationalization. Our new Director of Corporate Outreach in Germany was promoted internally.
- Hiring a new Director of Communications after her predecessor decided to pursue a different career path.

Please provide a list of board members and brief descriptions of their occupations or backgrounds.

<https://albertschweitzerfoundation.org/about-us/team/board>

What does your organization do to create or revise your strategic plan? How often do you revise your strategy?

We have a three-year strategic plan that we update once a year. The alpha version is created by the CEO & President with a focus on what we can do to have the biggest impact. After that, the board and senior management give input and we make adjustments/improvements. We then send the beta version to the entire team for additional input. The CEO & President then seeks final input from the board and senior management team and finalizes the strategic plan. The CEO & President also provides explanations, if suggestions don't make it into the final document.

How are the board and staff involved in the strategic planning process?

See above.

How do you set goals and monitor progress towards those goals?

The CEO & President refers to the strategic plan to select appropriate goals for each quarter and discusses/finalizes the goals with the senior management team. Starting Q4/2020 we will ask the entire team for input for our quarterly goals.

Has your organization engaged in any formal self-assessments? How, when, and how regularly?

We conduct post mortems after each big project. This includes collecting what went well, what to improve in the future, and lessons learned. We often start listing lessons learned during the project.

Our annual Reports on Effectiveness are also a form of self-assessment:

<https://albertschweitzerfoundation.org/about-us/transparency>

Does your organization have retrospective or “post-mortem” meetings following major projects?

Yes (see above).

International Operations

Do you operate in more than one country?

Yes

In which countries do you operate?

Germany, Poland

How long have you operated in each country?

Germany: since 2000

Poland: since 2017

Have you stopped operating (or closed a subsidiary) in any country? If yes, when and why?

We have not.

What is your approach to deciding which countries to expand into?

Very similar to the approach described in the first question: We look for where we can add the most value to the movement.

When we expanded into Poland in 2017, we brought our corporate engagement and consumer outreach work along. Between then and now, we decided to put less emphasis on our consumer outreach work which simplifies the decision making process for future countries. The biggest questions now are a) which countries need (more) corporate engagement the most and b) do we feel ready to expand into these countries? To clarify b): expanding into a European country would be a small step for us compared to expanding into countries that are far away and have very different cultures, political, and legal systems such as China or India. We currently need another small or mid-sized step before we are ready to consider taking a big step.

As we are not sure if this topic will re-emerge during the evaluation process, we would like to share information on why we have not expanded into a third country, yet. There are three reasons:

- 1) Our internal structures were not set up right for further internationalization which took us a while to realize. The old structure was having one director for corporate outreach to oversee corporate outreach in Germany, our work in Poland and to work on further internationalization. These were too many responsibilities for one role. Our new structure (implemented in 2020) is that our former director of corporate outreach (Silja Kallsen-MacKenzie) became our director of internationalization. We internally promoted Luisa Böhle to become director of corporate outreach in Germany. We now consider our internal structures fit for further i18n.
- 2) The working relationship with our country director in Poland ended and we are now looking for a new country director. We will focus a little more on having a great setup in Poland before we will work on further i18n.

Are your subsidiaries financially independent?

No. The Polish foundation does very little fundraising as fundraising in Germany seems to have a much higher ROI. The Polish foundation therefore requires funding from the German foundation.

Do your subsidiaries have independent boards?

No. Our understanding of a subsidiary is that it works in sync with the founding organization. As we've seen this go wrong with independent boards (see e.g. CIWF and their former French subsidiary PMAF), we made sure that the German foundation is in control of the Polish foundation by having a board that consists of employees of the German foundation.

What do you do to understand the local context of the countries in which you operate?

Before launching projects or campaigns, we discuss this issue with the local team. We also discuss this on an ongoing basis during projects and campaigns. We also monitor the work of other NGOs in Poland and cooperate with them. Key staff members also develop their intercultural skills.

Who is responsible for decision-making for local programs carried out by the subsidiaries?

As we currently don't have a Country Director in Poland, our Director of Internationalization is responsible. When we have a Country Director, this is a shared responsibility between both roles.

Who is responsible for the strategy and direction of the subsidiaries?

Our CEO & President as well as our Director of Internationalization while the employees of the subsidiary are asked for suggestions and input. If we don't follow suggestions, we explain why.