

# MAF'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.*

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## Workplace Culture

### **How would you describe your organization's culture?**

Our working culture is liberal and open. Our employees feel free to talk about what is good and what needs to be improved, or to remark someone if they did something that we disagree with. The general atmosphere is very positive and constructive.

We keep increasing our internal information incrementally (i.e. document meetings, staff members ideas, important resources, and work products in an internal program), and we are working on improving our management system to encourage both systematic thinking and creativity for strategy development.

We try to be mindful of times when ego and emotions (which are not practical for the situation) get in the way, so we can calculate and "compensate" for it in our decision making process. As our management team started working in the foundation just earlier this year, we are currently establishing a methodology for our work efforts and activities.

One example is writing an ethical code document, planned to be finished before the end of 2020.

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

No. We speak to employees and activists regularly but don't conduct surveys. As the organization is getting bigger, it is a good idea to start performing periodical surveys.

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

We currently have two paid staff members and are now working on recruiting a part time third one. In the process of publishing the opening, we were mindful of the spaces in which the ad was shared, making sure to share it in Facebook groups of job seekers from marginalized communities in Israel (LGBTQ+, Arabs and Druze, groups seeking to incorporate people with mental health issues into the workforce).

We will include diversity, equity, inclusion practices as a part of the ethical code, as well as incorporate it into our long-term strategic plan. We will continue to seek new and better ways to diversify our team.

**What areas of your organizational culture have room for improvement?**

In general, we need to create and improve our methodology in all HR aspects.

We need to systemize high level "zoom out" days of brainstorming, to work solely on strategy and system of management with our staff, board and most active volunteers.

We need to prioritize team building, and schedule 1-2 days a year for some kind of out of work activity.

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

We are planning to write one by the end of 2020 and will be happy to share it with ACE once it is published.

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

In 2020 we did not spend any funds on professional developments. Before Covid-19 outbreak, we were planning to attend a professional conference abroad. Unfortunately, this event was cancelled.

Nevertheless, since entering their positions at MAF, our ED and project manager spent many hours on self-development and participate regularly in professional online seminars and physical events.

The estimated hours spent on this in 2020 were:

1. Ronny

- a. Live events - 20 hours.
- b. Online webinars and alternative protein courses - 40 hours.

2. Neta

- a. Online webinars and alternative protein courses - 25 hours
- b. Participation in online seminar and reading about management, development and DEI - 15 hours

In addition, our executive director spent time guiding and mentoring our new project manager through the alternative protein space.

Moreover, a board member gave a lecture to all our members about creativity.

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

No, health care plans are not a part of the employment benefits in Israel.

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

We are following the Israeli law and are paying our employees' time off and sick days.

Days off - 12 days annually.

Sick days - 18 days annually.

**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?**

No

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

No

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

MAF re-established about 8 months ago under new management, and its activity has only recently gained back its momentum. As part of our re-establishment we still have plenty of work ahead of us regarding HR policies, and we plan to have organized periodical team evaluations, DEI and ethical code statements, volunteer surveys and more, implemented by Q2 2021, as well as include it as a goal of its own in our long-term strategic plan. If ACE has any suggestion or advice that will assist us in improving in this aspect, we will be very happy to hear it.

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## 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.**

Ronny Reinberg  
Executive Director  
8 Months

**Leader 2**

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

Ronen Bar  
Chairperson of the board  
6 years

**Leader 3**

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

Neta Rosenthal  
Project Manager  
3 Months

## **Questions for Primary Leader:**

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

- A devoted group of activists and advisors.
- Great familiarity with the AP landscape - both locally and globally.
- Creativity and agility- project concepts are often "out of the box".
- Experience from within the biotech and Pharma spaces.

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

- Limited resources
- Infrastructure needs improvement (role definitions, manuals, codes etc.)
- Lack of key roles in the foundation, such as HR, Fundraising (currently recruiting), Social Media Management

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

The best decision I've made as a leader was to expand MAF's team of activists and employees. Specifically, adding Neta Rosenthal to our team as a project manager, which greatly improved our performance.

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

It's a difficult question to answer, as I just started managing MAF at the beginning of 2020. Nevertheless, it seems I have defined too many active projects, causing us to work harder than originally planned to meet our goals. In the future I would limit the active projects number to meet our actual resources and capabilities.

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

- We choose our projects based on where our capabilities' contribution will be the most influential.
- We focus on practical and measurable objectives.
- We are creating financial value by new means - conference sponsorships, outsourcing on new ideas, etc.

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

We are in the process of hiring a resource development professional, after acknowledging our need of the function as a separate role.

We have set our attention to hiring well experienced individuals, and have created a well-established, organized and long (in Israeli standards) hiring process.

As part of our fundraising strategy, we seek new and creative financing routes.

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

As far as we know, we are the only Alt. Protein organization that's majorly invested in creating a collaboration of the AP industry with the pharmaceutical, Biotech and other life sciences industries, a plan in compliance with my experience and MAF's track record in creating and promoting alternative protein startups.

In addition, our team is comprised of a devoted group of activists with diverse backgrounds - VP of technology in a pharma company, an experienced manager in the field of AR, a Stanford Ph.D. student researching computational biology, a journalist, a high-tech HR advisor, a programmer, and more. Our activists are mostly from the "classical" AR movement and are very mission-aligned. As such, we are deeply rooted and well-connected in these communities, as well as in the alternative protein space. Our network is of great help to our work, and we will continue to increase it.

Our location is also an advantage. Israel is geographically a small hub of startups, scientists and entrepreneurs, while also being one of the most developed countries regarding animal rights. This combination creates an opportunity for Israel to be a leading force in factory farming transformative technologies.

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

Yes - during 2019 we had no paid working staffers, only volunteers. At the beginning of 2020 we hired an Executive Director, and a few months later a Project Manager. The onboarding process mainly included the transition of organized information, knowledge, connections and guidance from the board to the executive director. This included meetings with connections and donors, in-depth talks with scientists, studying the AP space, creation of a systemized methodology for using tools to share and organize ideas and tasks, such as Mindmaps, Onenote, Trello and more.

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

Please use the following link for the board of director's bio:

<https://www.modern-agriculture.org/team>.

(note: we will be launching the new version of our website in a few days, please make sure to consider the information in its most recent version in our evaluation process)

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

We set our strategic plan once a year after consulting with our team members, and according to our programs' development we see if the plan needs adaptations. We are in the process of writing a long-term strategic plan, to be finished by the end of 2020/beginning of 2021. The long-term strategic plan will be revised annually.

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

The strategic plan was until now presented and voted upon once a year, during our mandatory board meeting. For the future we plan on creating a long-term strategic plan, from which our annual plan will be derived. The plan will be composed by representatives of the board and the team, reviewed and approved by the rest of the board, and then presented for feedback and comments by our volunteers and advisory board.

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

We set our goals by mapping out both our strengths and unique contribution to the advancement of alt. protein and the white spaces and needs of the movement. From those we derive our end goals, and cut those to annual ambitious yet attainable goals.

The progress is monitored continuously in our team meetings, and all our actions (meetings, connections, personal development) aim to advance us towards completing our annual goals. Although we are still in the process of formulating a longer-term strategic plan, we already have future goals strategized, from which our current annual goals were derived.

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

We have not engaged in such process officially since our re-establishment in the beginning of 2020, yet in our team meeting we regularly feedback our process and work. We intend to formulate such a process and incorporate it as part of our future long-term strategic plan.

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

At the moment all our relevant projects are still ongoing, as we re-established our activity in 2020. Future retrospective feedback meetings after completion of projects are a part of the current projects outline.

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## International Operations

**Do you operate in more than one country?**

No