

SVB'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?

Our organization's culture can be described as inclusive, naturally fostering diversity and respecting differences in every aspect of our work, which includes volunteers, coordinators and staff with individuals from different sexual orientations, different ethnic backgrounds and different political opinions.

This aspect of our organizational culture can also be seen in our approach towards the public in general: we tend to be inclusive - while avoiding judgment - respecting each individual difficulty and focusing on the positive aspects of a transition to a plant based diet and in what brings all of us together, not what makes us drift apart, especially regarding our communication inside and outside the organization, in order to stimulate and inspire others.

As we focus our attention on individuals that are not vegan, this line of communication has proven to be very important and effective. This is another important aspect of our culture: effectiveness. We are impact oriented and our staff is always trying to do more with less with the relentless mission to save animal lives.

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

Surveys are done twice a year. Last year we held weekly meetings for over 4 months to talk about each of the departments and to create a safe space with an open microphone for anyone who wishes to speak. Each department conducts meetings to learn about staff morale and then discusses with the head of HR any possible improvements to the work environment. During the quarantine we've conducted 4 webinars focused on staff morale using tools such as nonviolent communication, thetahealing, discussing the mechanisms of burnout, and yoga practices.

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

Diversity was something that happened naturally when SVB decided to hire and expand the staff, probably due to the strong inclusive culture of our leadership. We also have a policy against acts

of discrimination and harassment in place that is known by all staff members, and we've recently held a webinar called "veganism and racial matters" prepared by members of our staff.

What areas of your organizational culture have room for improvement?

We believe that we could implement a 360-degree feedback evaluation process on a regular basis in order to create a safe space for self-evaluation and evaluation of the department heads and supervisor(s). We are currently drafting this project with our HR department.

Also, it is our view that we need to establish clearer individual goals for each position/staff member, which is also being developed.

Last but not least, we are developing our code of ethics and anti-corruption policy, which we feel is an important improvement in terms of putting clearer policies in place.

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

We have a policy against acts of discrimination and harassment and two other policies being developed: code of ethics and anti corruption policy.

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

Despite our lack of funding allocated for professional development - our revenues are not yet steady enough to make this allocation -, we encourage our staff to seek personal development and often introduce them to free webinars and lectures and courses and opportunities related to animal advocacy to be carried out during their work hours. As an example, three of our staff members are currently attending the Proveg International workshops and webinars accelerators, and one member of our staff is participating in a mentorship program held by Anima International related to fundraising.

We've also held Meatless Mondays trainings to build capacity of the staff and give them the proper tools to talk about the campaign effectively.

We think it is also important to point out that the work hours of our staff are very flexible, which enables the individuals to develop their on activities at their own time.

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

No. This is something that is in our radar and we aim to implement in the near future.

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

The staff is entitled to 30 days per year of paid time off. Also, we tend to give unlimited personal sick days if we are asked by our staff, as long as motivated.

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 also have a Privacy and Data Protection Policy in place to protect the personal data of those various stakeholders connected to the organisation.

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

We would like to point out that (i) we have audited a large proportion of our revenues and expenses related to a campaign that was funded by an institution that required independent audit; and (ii) since the creation of the policy against discrimination and harassment in 2018, we have never had a formal or informal complaint of discrimination or harassment.

The Brazilian Vegetarian Society adopts a zero tolerance policy for acts of discrimination and harassment in the workplace. All complaints filed by any employee or against an employee will be investigated. An employee who is proven to have harassed or discriminated against another person will bear disciplinary actions, which may even include dismissal from the job. Our Policy

for acts of discrimination and harassment was based on the Discrimination and Harassment Policy of Vegan Outreach <https://veganoutreach.org/discrimination-harassment-policy/>.

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.

Guilherme Carvalho Felipe Leal - Executive Secretary since 2013. 7 years.

Leader 2

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

Monica Buava - Campaign manager since 2010, has been working with SVB since 2005. 15 years.

Leader 3

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

Ricardo S. P. de Laurino - President - started as SVB's Curitiba local group coordinator in 2008. 12 years.

Leader 4

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

Larissa Rodrigues Maluf - staff since 2017, communication coordinator. 3 years

Questions for Primary Leader:

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

Our impact oriented work, dynamic and effectiveness, which were builded upon our grassroots work and experience. Also our positive and inclusive approach in our animal advocacy efforts.

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

We have a very motivated and efficient team, but we are not yet able to pay compatible market wages and we view this as a weakness once we could eventually lose key staff. We have had a significant growth in the past years and we are still conquering financial stability and learning the balance between investing in our projects and campaigns and investing in our staff without losing effectiveness.

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

The best decision I made as a leader was a calculated risk decision of using a large part of our reserves to take the organization to a new level. We've decided to use part of the institution's savings by investing in the launching of more programs and campaigns and by hiring more staff. This was a big decision and we can see now that it was the best one for our organization.

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

The biggest mistake was not realizing that we needed to adjust the bylaws to reflect the new reality of a larger institution with larger staff and reach and with clearer procedures that would ensure the stability and continuity of our organizational culture and mission.

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

In a broader sense, I invited key persons within the organization to be closer to the decision making process and to give their inputs and opinions on strategic matters and future plans.

Also, regarding campaigns, due to the success of our Vegan Label the department itself started to be self sufficient and independent. The team taking care of this program has also developed into a free-of-charge consulting team for food industries (whether with products certified or not) that are looking at developing and launching vegan products. In that sense, this team now is also our "food industry team", headed by a food engineer, which has been delivering presentations in industries' headquarters (such as two presentations given to the Unilever Brasil full R&D team), participating in meetings to help Marketing and R&D teams of food industries find the right solutions, and participating in major industry fairs as content providers (e.g. lectures and articles) and also as exhibitors (such as Food Ingredients South America and FispalTecnologia) to provide valuable advice to visitors and exhibitors with decision-making potential.

At last, our Vegan Option campaign has transitioned from a more "ask-type" of campaign to a more "consulting-type" of program, which aims at helping food service brands choose the right solutions for their challenges in the "veg" universe, at no cost.

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

I started the process of adjusting the bylaws that will in turn guarantee the stability of our institution and our mission and goals giving us serenity to the continuity of our mission.

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

SVB believes that programs aimed at fostering changes in consumption habits hold a greater potential than those focused exclusively on supply-side mitigation measures, especially considering our local context. SVB stands out as the only organization in Brazil working with physicians and dietitians to promote vegan eating. We are considered as a reference in publications and positions related to plant-based food.

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

No

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

- Anna Michaella Pessoa Moura De Aguiar - nutritionist
- Ariel Adjuto Chaves Sousa - civil engineer
- Bernardo Feitosa - entrepreneur
- Eligiane Macedo - military person
- Fabíola Carvalho Dionis - public servant
- Gabriela Emi de Brito Akaboci - architect
- João Vicente Costa - entrepreneur
- Franciane Faria - physical educator
- Larissa Rodrigues Maluf - social communication having specialized in advertising and publicity
- Lucival Ceconello Junior - linguist
- Mara Cecília Ando - entrepreneur
- Renata Maria Andreoni Barcat - public servant
- Renato Kalil F. Uehbe - doctor
- Alexandre Pedro Choma - civil engineer
- Angelica Marin Avellar Fonseca - ballet dancer
- Erik Pucci - Computer Systems Analyst
- Marineli Aparecida Gelinsk - pharmacist
- Luciana Choma - civil engineer
- Margie Margarida Gandara Rauen - professor
- Ricardo Sérgio Parisi Laurino - entrepreneur

- Carla Gurgacz - actress
- Louise Bousfield de Lorenzi Tezza - police officer
- Amanda Karoline Gaia Oliveira - public servant
- Adelsiane Giselle Coelho Ponciano - public servant
- Jarbas Guedes - nutritionist
- Maria das Graças Coelho Miranda - retired
- Mariana Araújo Brandão de Souza - chef
- Arthur Barcellos Bernd - professor
- Jessica Schuster - nutritionist
- Lilian Córdova Alves - nutritionist
- Matheus Rios - lawyer
- Maria Júlia Cauduro Rosa - nutritionist
- Paula Burguez - computer system analyst
- Renata Souza Coelho - doctor
- Bárbara Eduarda Nóbrega Bastos - public servant
- Eduarda Melo Vasconcelos - designer
- Karla Ramos de Medeiros - public servant
- Loraine de Fatima Oliveira - public servant
- Luana Antero de Melo - translation
- Natália Alcântara Teixeira - nutritionist
- Tiago Franca Barreto - public servant
- Adriana Adelina Gentile Muglia - process and quality analyst
- Cintia Lombardi Ribeiro dos Santos - nutritionist
- Cristiana Ramos de Carvalho - architect
- Enita da Silva Souto Jorge - artist
- Patrícia Silva - public servant
- Rafaela Senderowicz Mold - nutritionist
- Sandra Sachs - Designer
- Caroline Rodrigues Szulczewski - veterinarian
- Cynthia Schuck - researcher
- Fabio Zukerman - entrepreneur
- Fernando Costa Santana - entrepreneur
- Guilherme Carvalho Felipe Leal - entrepreneur
- Mônica Buava - entrepreneur
- Danilo Anholeto - business manager
- LUCIANA CHOMA - engineer
- RAFAELA SENDEROWICZ MOLD - nutritionist
- PAULA BURGUEZ - computer system analyst

We are currently reviewing the composition of the board because it has grown too big over the years.

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

Our strategic plans are created every two years and reviewed at the end of every year. Our next strategic plan for the next two years shall be finalized between November and December of this current year.

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

The board and staff are involved in the construction of the strategic plan as reviewers. Our organization encourages everyone to contribute to the process and to the text by asking them to review the texts and send their opinions, possible suggestions for adjustments, any objections that they have, so it is a relatively long process of reviews and meetings for discussion of wording.

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

We set our goals based on impact, likelihood of success, and neglectedness (how much a given issue/strategy is not being properly worked on). We understand impact as a multifactor parameter but mainly defined by the number of animals potentially "saved". The goals are then "quantified" based on research (e.g. how many practitioners are in Brazil? Of which specializations? How many dietitians? How many students/meals everyday in the state of SP? How much of an impact can we create here?) and also on our own track record of campaigns. We monitor the progress using checkpoints towards the defined final goals (e.g. if we set the goal of reaching 100 million vegan meals per year within two years, then we should achieve 80 million meals in the first year).

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

Our first formal self-assessment occurred in our first evaluation process with ACE in 2018 and again now in 2020, which always makes us realise we have room for improvement. Regarding informal self-assessments, we have typically held summits with our local groups, department coordinators, staff, and board for updates twice a year, which would often work as self-assessments of the state of the organization at each moment.

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

Yes, everytime we hold an important event or activity. For example, in our annual Vegfest Brazil (largest veg event in Latin America, which lasts 4 days), we make sure to have a comprehensive meeting right after the event, opening the space for all and every aspect of the event and what can be improved in future editions and/or and the team dynamics.

International Operations

Do you operate in more than one country?

No