

GFI'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?

GFI has six organizational objectives, and one is to be “a satisfying and motivating place to work.” We take the work of Daniel Pink in his book *Drive* seriously. Pink asserts that the secret to high performance and satisfaction—at work, at school, and at home—is fulfillment of the deeply human need to direct our own lives, to learn and create, and to do better by ourselves and our world: autonomy, mastery, and purpose. That's what GFI strives to deliver. We encourage feedback to ensure that all team members are as happy and fulfilled vocationally as possible. One of our team members is dedicated to maximizing staff satisfaction. In our last team engagement survey, we asked employees to describe GFI's culture in one word. The top responses included *supportive, kind, thoughtful, passionate, warm, funny, and optimistic*.

We encourage all GFI team members to unplug each week:

- Everyone is urged to take “deep work” days, to block their Fridays for projects. 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.
- Everyone is urged to turn off email for most of the day and instead schedule times to respond—for example, 9:00 a.m. and 5:00 p.m. Overwhelming evidence indicates that one's productivity decreases and stress level increases with each email check and reply.

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

- Every Wednesday and every other Monday, we hold an all-staff video conference to share general department updates, specific project updates, host special guest speakers, review systems and operations information, and receive updates from the Leadership Team and Development department..
- Finally, on Fridays, we compile a weekly report that includes at least one highlight from each team member's week and an optional water cooler section for sharing a personal update or a step-back reflection.
- To foster bonding, we have a book club, a cooking club, a culture club, an appreciation program, a sunshine committee for team members who have experienced an exciting positive life event or suffered a loss, an onboarding buddy program for new staff, team

coffee breaks, and happy hours. We recently launched a team intranet to further break down silos between teams, encourage appreciation and connection, share news updates from the industry, centralize key files and resources, and have some fun together through contests and polls.

Do you regularly 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:

1. How happy are you vocationally, on a scale of 1-10?
2. Is there anything you want to change about your role at GFI that is not in the process of changing?
3. Is there anything I could do to make you happier?
4. 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 performance assessments (normally conducted twice annually, but scaled back to once in 2020 due to Covid), 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.

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 encourage the team 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.

Our May 2020 anonymous team survey drew 92% participation, placing GFI in the top 2 percent of organizations that use CultureAmp (thousands of organizations). Mean and median job satisfaction was eight out of 10. Eighty-six percent of team members rated their job satisfaction seven or better. Our top five most favorable scores were on the factors of social connection, management, organizational confidence, teamwork & ownership, and overall belonging: 96% of respondents said they are proud to work at GFI; 95% said their manager genuinely cares about their wellbeing; and 95% believe that GFI allows us to make a positive difference.

Responses to "what are some things we are doing great" included these direct quotes:

- "Not only am I incredibly passionate about our mission and the way that it is effectively

executed by our team, but I actually love the things that I get to work on each day. Most of all, I'm surrounded by the most supportive, kind, and brilliant colleagues. Many of the areas for growth that I've noticed for GFI are being actively addressed, which makes me very optimistic about our future."

- "I love GFI's deep work culture and overall support for productivity routines, and I think this culture is part of why GFI is so incredibly efficient. ... I also love everyone I work with, my supervisor is absolutely fantastic, and the work I am doing is challenging and fulfilling."
- "Changing the world. Having the best people ever. Being incredibly genuine and caring and supportive and smart and creative. Working on the same team rather than seeking credit or perks."
- "GFI is truly a leader in imagining a remote workplace. The many resources available to us to design our own workplace lives are helpful and considerate. The people I work with continue to be some of the most brilliant, thoughtful, driven, compassionate people I have ever known. That is critical to our success."
- "GFI is full of some of the smartest people I've ever worked with. Everyone I work with is extremely high functioning and contributes to GFI's mission in significant ways. We also measure everything, and it is true that what gets measured gets done. So that's great!"
- "The culture of positivity and abundance. The joy, levity, humor that makes it such a treasure to work here. The people we choose to be a part of our team."

(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., 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.
 - We list salary ranges and do not negotiate up, because a part of the gender wage gap has been traced to men being far more likely to negotiate higher salaries.

- Data collection and analysis
 - We collect and analyze data to determine if any aspect of our decision-making process is discriminatory. Examples of questions we are trying to answer include:
 - 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.
- 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.
- Our Hiring Team created a diversity and inclusion presentation 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.
 - Searching for "culture add" versus "culture fit."
 - Further diversify GFI's website and jobs page.
 - Train the GFI team on the skills and traits of a successful employee.
 - Track jobs with unique links so that we understand the origin of job applicants.
 - Continue promoting to all staff members our screening process that incorporates and evaluates the whole applicant.
 - Promote inclusiveness through culture initiatives.
 - Further reduce bias when considering applicants, e.g.:
 - Social class
 - Income level
 - Education
 - Writing skills
 - Mission alignment
 - Confirmation bias
 - "Similar to me" bias
- Evaluate diversity recruiting Key Results, one of which is "GFI's applicant pool exceeds the overall U.S. workforce demographic rates for people with a Bachelor's degree or higher." Historically, we have met this standard and we will evaluate our success again later this year after we finish filling the several open positions.

GFI is committed to creating a culture and environment that fosters belonging, value, and respect. All employees should feel welcome, comfortable being themselves, and encouraged to participate in the organization. We ask all new employees to watch our [Diversity and Inclusion Presentation](#) and to reach out to our Culture and Engagement Specialist Ana Orth with any questions or concerns.

What areas of your organizational culture have room for improvement?

Our 2020 team engagement survey, while largely very favorable, showed that we have a number of opportunities for growth and improvement. We will never be perfect, but we are committed to regularly soliciting feedback and taking action to drive positive organizational change, regardless of the focus area.

Our top focus areas for the coming year include the following:

1. Improving our feedback culture by:
 - Launching Culture Amp Performance in August — this is a comprehensive feedback portal that will include performance reviews, ongoing 360 feedback, and a platform for individual goal setting. Performance reviews are currently underway and will be completed by the end of September.
 - Providing professional development training about creating a strong culture of feedback and intentionally building this aspect of GFI's work. This training is scheduled for the last week of September.
2. Stronger Leadership Team and Executive Team communications to facilitate collaboration and info sharing by:
 - Providing monthly Development Team updates and weekly Leadership Team updates at Wednesday staff meetings, as well as "Ask the Leadership Team Anything" sessions every six months (most recently this past August 2020).
 - Launching the Collaboration Champions to better identify and execute on opportunities to support cross-organizational collaboration and adoption of systems/processes.
 - Streamlining our Phase Gate, RAPID, and OKRA processes to be more efficient and cohesive.
3. Fostering professional development and growth by:
 - Incorporating professional development goal-setting into performance reviews.
 - Proactively identifying opportunities for career development and creating clearer expectations and plans. GFI's General Counsel and Director of Administration is now meeting with every team member twice per year to review their career goals.
 - Growing our LinkedIn Learning muscles by creating video collections on specific topics and conducting surveys to better understand employees' professional development needs.
4. Improving diversity and inclusion by:
 - Creating an anti-racism statement and action plan for the organization (in process).
 - Crafting specific goals and expectations around diversity throughout the OKRAs (for both internal and external work).

- Focusing the Culture Club on inclusion work and launching two task forces to address key issues. One group will delve into issues related to white supremacist culture, discuss how it may affect our work, and make recommendations for improvement to the Leadership Team. The other will weave cultural and diversity celebrations into GFI's calendar, coordinate special guest speakers to share insights on diversity and inclusion, and work to build GFI's overall sense of inclusion and belonging through special events.

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>

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

In 2020, we budgeted \$500/employee for professional development, unlimited access to more than 5,000 free LinkedIn Learning courses, and bi-weekly LinkedIn Learning lunches, where we discuss course content and determine how we can apply it to our work at GFI. If staff members would like to attend a conference, workshop, class, or other event, their supervisor is encouraged to evaluate the request and, where possible, 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 and/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 encourage employees to spend time on professional development during our Purge, Reset, Regroup, & Recharge (PRRR) weeks. (See response to the question "Does your organization have any other important or unusual policies you'd like us to know about?" for more information about PRRR weeks.) We also cover fees associated with certifications and professional dues when they are required for a position. Additionally, we have external speakers attend some of our staff meetings to provide training on topics such as presentation skills.

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

This category of benefits is available to all GFI staff who work at least 30 hours per week.

- Medical: GFI offers medical coverage for employees, spouses/partners, and dependents through Cigna. Employees can choose from two plans and are eligible to enroll immediately upon employment. Coverage starts the first day of the month following your start date. (If you start on March 31, coverage will begin on April 1. If you start on September 20, coverage will begin on October 1.) Here's how it breaks down:
 - Base Plan: GFI covers 100% of the premium for employees and 50% for spouses/partners and dependents.
 - Buy Up Plan: GFI covers \$505.28 per month (the full cost of the Base Plan) for employees and you are responsible for the remaining cost to meet the \$710.25 months premium. We will also cover spouses/partners and dependents up to the rate that they are covered under the Base Plan
 - More details on the plans and costs are available here.
- Dental and Vision Coverage: Plans are available through Principal and employees are eligible immediately upon employment; the same sign-up timeline used for medical insurance applies. GFI covers 50% of the premium for employees, spouses/partners, and dependents.

In addition to providing medical and dental coverage, we offer life and disability insurance:

- Basic Life and AD&D Insurance: GFI provides a \$50,000 life insurance and accidental death and dismemberment policy to every employee. There is no cost incurred by the employee.
- Short-Term Disability Insurance: GFI sponsors short-term disability insurance for every employee. After 7 days of illness, the policy can be used to cover 60% of pay up to \$1000 per week for up to 25 weeks. This policy can be used in tandem with available sick time to cover up to 100% of pay (vacation time can be used after sick time is exhausted). Short-term disability can be used for personal illness or injury (including pregnancy-related issues and recovery). Claims are reviewed and approved by Principal based on medical need. There is no cost incurred by the employee for this coverage.
- Voluntary Life Insurance: We offer a life insurance policy that provides up to \$300,000 coverage for employees, \$100,000 for spouses/partners, and \$20,000 for children. This coverage is optional and is not covered by GFI.
- Voluntary Long-Term Disability Insurance: We offer a long-term disability insurance policy which provides 60% of your salary up to \$6000 per month in the event of a serious injury or illness. This coverage is optional and is not covered by GFI.

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
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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 (including mental), 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.

Covid “Holidays”—Since the onset of Covid, we have offered our U.S. team additional holidays to help them destress and recharge, including having a “take as much time as you need” policy for several months.

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

Additional comment: We offer paid family and medical leave if required by law to do so. For example, we are not subject to the federal Family and Medical Leave Act, but are subject to various similar laws in state's where our employees reside and we comply with those laws.

- ✓ 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?

GFI has instituted new policies to support our staff during Covid. We are committed to keeping morale up and providing our employees with the support that they need during this time, be it additional mental health resources or time away from work to take care of themselves and their loved ones. We've encouraged team members—particularly those who have had to prioritize caregiving duties—to work flexible hours and take breaks from work without submitting time-off requests. This August, we offered a \$500 stipend to all of our team members with children from preschool to high school age to help defray some of the costs involved in supporting their children during Covid. We understand that this is a small help in the context of the challenges that our team members are facing, and we encourage team members to reach out if they need additional support from GFI.

Since the onset on Covid, we have offered four extra days off and implemented a “take the time you need” policy from March 15th to May 31st. We also sent communications about using Families First Coronavirus Response Act (FFCRA) time and have instituted Purge, Reset, Regroup, & Recharge (PRRR) weeks, during which employees are encouraged to focus on deep work and organization. Non-essential meetings and emails are postponed until the following weeks. Our PRRR week goals are to give ourselves time to step-back, reflect on our work, reduce stress, let our brains take a break, and hopefully, return to our normal work reinvigorated.

We are providing ample opportunities for social connection among GFI team members during Covid, especially through virtual happy hours, coffee breaks, and three online forums that encourage our employees to share information with teammates and to offer additional virtual support: Parenting in the Pandemic, General Covid Resources, and a fun SIP (Shelter in Place) and EAT group, where teammates can connect over food and drink recipes.

We are also connecting employees to health and financial resources. Our healthcare providers have covered the cost of Covid testing and provided access to free, confidential resources through their Employee Assistance Programs. Our financial advisor is offering employees guidance in navigating complex financial stresses during this time. Our HR team encourages all team members to reach out if they require additional support from GFI and/or our providers.

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

You may access our employee handbook [here](#). Please note that the handbook is in the midst of a substantial overhaul, and we ask that you do not share this with any audience outside of ACE.

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

We instituted a new policy that allows team members to participate in social justice work (i.e. protests) without having to use their PTO hours and are creating an anti-racism statement, which we anticipate will guide the development of new organizational policies.

We are also launching two related task forces:

- **Dismantling White Supremacy Culture Task Force**, which, in partnership with an external professional, will delve into issues related to white supremacist culture, discuss how it may affect our work, make recommendations for improvement to the Leadership Team, and implement an action plan.
- **Diversity & Inclusion Education and Events Task Force**, which will weave cultural and diversity celebrations into GFI's calendar, coordinate special guest speakers to share insights on diversity and inclusion, and work to build GFI's overall sense of inclusion and belonging through special events.

We welcome any additional questions ACE has about our organizational policies or culture.

Leadership and Strategy

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

U.S. Leadership Team

Bruce Friedrich, Co-founder and Executive Director, 5 years at GFI

Bruce oversees GFI's global strategy and programs, working with directors, international managing directors, and GFI's executive team to ensure that GFI is maximally effective at

implementing programs that deliver mission-focused results. He has penned op-eds for the Wall Street Journal, USA Today, Los Angeles Times, Wired, and many other publications. He has appeared on The New Yorker Radio Hour, CBS This Morning, Ezra Klein's podcast, Recode Decode, and TED Radio Hour. Bruce's [2019 TED talk](#) has been viewed more than 2.3 million times and translated into 30 languages. He graduated magna cum laude from Georgetown Law and also holds degrees from Johns Hopkins University and the London School of Economics.

Sanah Baig, Chief of Staff & Acting Director of Communications, 2+ years at GFI

Sanah brings both federal and local government-related expertise to her role at GFI, where she works with the Leadership Team to execute the organization's global strategic vision. Sanah was previously a program director at the National Association of Counties where she managed more than a dozen grant-funded programs designed to increase local governments' capacity for resilience and economic development planning. Prior to that, she served as an advisor to the U.S. Secretary of Agriculture on place-based and rural infrastructure investments as well as on the Department's response to the opioid epidemic. Sanah holds a bachelor's degree from the University of Virginia and hails from the Washington, D.C. area.

Jessica Almy, Director of Policy, 3+ years at GFI

Jessica oversees GFI's team of lawyers and lobbyists, who are focused on securing funds for alternative protein research and development and on ensuring a level statutory and regulatory playing field for alternative protein. She came to GFI from the Center for Science in the Public Interest, where she served as Deputy Director of Nutrition Policy. Before working for CSPI, she worked for the D.C.-based law firm Meyer Glitzenstein & Crystal. She holds a J.D. from New York University School of Law and an M.S. in Animals and Public Policy from Tufts University. She is a member of the bar in New York and Washington, D.C.

Caroline Bushnell, Director of Corporate Engagement, 2+ years at GFI

Caroline leads GFI's corporate engagement team in their work with the food industry to make alternative proteins as tasty, affordable, and accessible as conventional animal products. Previously, Caroline served as the Director of Marketing for Celestial Seasonings at The Hain Celestial Group. She has also worked at Moet Hennessy and Janus Capital Group. With 15 years of experience in CPG brand management, finance, and consulting, she is deeply familiar with the food industry. Caroline also serves as a governor-appointed member of the Colorado Food Systems Advisory Council. She is a graduate of the Leeds School of Business at the University of Colorado at Boulder.

David Welch, Director of Science and Technology, 3+ years at GFI

David oversees GFI's team of scientists, combining his background in plant biology and regenerative medicine to help companies and academic research institutions accelerate the development of alternatives to animal products. David holds a bachelor's degree in biology from the University of California at Berkeley and a Ph.D. in plant developmental cell biology from Utrecht University. He has more than 15 years' experience in the life science industry, including

the product development, market development and commercialization of cells, scaffolds, cell reprogramming tools and cell culture media for regenerative medicine and bioprocessing applications.

Sarah David, General Counsel and Director of Administration, 1+ year at GFI

Sarah joined GFI after a 21-year career at United Technologies Corporation (UTC), a diversified Fortune 50 industrial company that supports the building and aerospace industries worldwide. Her last role at UTC was Vice President and General Counsel at UTC Climate, Controls & Security. Sarah fulfilled her plan of retiring early and doing volunteer work, but when she heard GFI was looking for a General Counsel, she decided to put her legal skills to work in service of a healthy, humane, and sustainable food supply. Sarah holds a J.D. and MBA from The University of Connecticut, and a B.A. in Biology and Spanish from Wellesley College.

Susan Halteman, Director of Development, 1+ year at GFI

Susan leads GFI's development team. She has nearly 20 years of experience in nonprofit leadership. For the 18 years before she joined GFI, Susan worked in every aspect of fundraising, including 12 years leading and growing development teams, strategies, and programs. Susan has raised funds for the arts, higher education, human services, justice, and housing organizations.

Shelia Voss, Director of Communications, <1 year at GFI

Sheila, who joined GFI in November 2020, comes most recently from the Missouri Botanical Garden in St. Louis, where she served as the Vice President of Education for 10 years. There she led a team of 45 staff and hundreds of volunteers to increase ecological literacy and sustainability practices among diverse audiences. Her expertise in educating the public about plant science, sustainability, and conservation has translated into a National Daytime Emmy for Outstanding Youth Special, two National Emmy Nominations, and three Regional Emmy Awards, amongst many other distinctions. Sheila is also actively involved in her local community, serving on the boards of several organizations focused on biodiversity and sustainability.

International Managing Directors

Elaine Siu, Managing Director-Asia Pacific, 2+ years at GFI

Elaine is working to build GFI's community in select areas across the Asia Pacific region. Elaine spent more than ten years as a lawyer in Hong Kong at international law firms and financial institutions. She then left the conventional workplace to immerse herself in social entrepreneurial pursuits and the startup world. Elaine has an LLB Law's degree from King's College London, an MS in Entrepreneurship from Foster School of Business, University of Washington.

Gustavo Guadagnini, Managing Director-Brazil, 3+ years at GFI

Gus lives and works in São Paulo, Brazil and is focused on developing and promoting Brazil's plant-based food industry. He has experience as a start-up strategist and is involved in the

Brazilian entrepreneurship community. Gus worked with the Whirlpool Corporation for seven years, and he has a background in project management, product development, and marketing. He holds a bachelor's degree in Business from Pontifical Catholic University of São Paulo.

Varun Deshpande, Managing Director-India, 3+ years at GFI

Varun lives in Mumbai, India and studied at Carnegie Mellon University. He then went on to work on implementing digital health in India and the United States, helping vulnerable populations through care coordination and a systems approach to healthcare. Varun also has experience working with tech companies and venture capitalist forums and has served on the boards of a number of Asian technology companies.

Richard Parr, Managing Director-Europe, 1.5+ years at GFI

Richard is based out of the UK. Prior to joining GFI, Richard worked as Special Adviser to the UK Prime Minister between 2012 and 2016 and as Special Adviser to the Secretary of State for International Development from 2010-12 and 2016-18. In government, his main focus was on international development policy, and he worked closely on the formation of the UN Sustainable Development Goals. Richard holds an MA in Modern History from Oxford University.

Nir Goldstein, Managing Director-Israel, 1+ year at GFI

Nir joined GFI as Israel's Managing Director in September 2019. Previously, Nir worked for Leading Edge Consultants, an Israel-based management consulting firm, where he founded the Foodtech, Agritech & Sustainability Department that helps startups develop go-to-market strategies. Simultaneously, he worked with leading Israeli food producers to replace eggs as ingredients in baked goods with plant-based alternatives. Nir has a bachelor's degree in Industrial Engineering & Management from Tel Aviv University.

Questions for Primary Leader:

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

GFI's major strengths include our theory of change and our team members. GFI was founded explicitly as an effective altruist (EA) organization. As such, our focus is on implementing highly tractable strategies to solve the harms of industrial animal agriculture, which the EA community has deemed to be a [neglected](#) cause area. The issue we work on is extraordinarily important not just for alleviating animal suffering and eliminating the slaughter of billions of animals each year, but also for mitigating climate change and threats to wild species, preserving biodiversity, reducing antibiotic resistance and the risk of future pandemics, and promoting global food security.

GFI's approach to eliminating industrial animal agriculture is highly tractable, as it doesn't require individual consumers to stop eating meat. Instead, we focus on making it easier for people to eat the foods they want by biomimicking meat with plants and growing meat directly from cells. While significant human and financial resources are dedicated to advocacy and farm animal welfare,

very few resources outside of GFI are being dedicated to this theory of change: for the majority of what we do, we are the only international nonprofit doing it, and we are effecting change on a much larger scale than organizations with similar missions.

Our mission to transform the global food system is powered by [our diverse team](#) from around the world. As of September 2020, our team comprises 62 professionals in the United States and 38 across our five international affiliates; three pro bono senior advisors, who dedicate time every week to GFI's mission; a slate of top-notch pro bono lawyers; dozens of advisors, and a constant rotation of talented interns and fellows.

Our record of achievements since our founding in 2016 (see our annual reviews at [gfi.org/2019](#), [gfi.org/2018](#), [gfi.org/2017](#), and [gfi.org/2016](#)) demonstrates that our team's work constitutes a highly effective, impactful, and necessary component to eliminating industrial animal agriculture.

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

Our primary weakness revolves around our distributed, remote-work structure, with no physical office locations, with the exception of our Policy team's Washington, D.C. office.

Cost-effectiveness and candidate quality selection are two primary drivers of our decision to be a largely remote workplace. We strive to focus every donated dollar on maximum mission impact, and removing the significant costs associated with physical office space overhead makes our donor dollars go much further, faster. We also strive to hire the most outstanding candidates to fill each open role at GFI, and therefore recruit from a geographically and culturally diverse pool of candidates. Our exceptional team members live in every corner of the country, and few of these employees have the opportunity to collaborate in person with one another. While we foster a positive, strong remote work culture that our team members thrive in (as detailed in our other ACE evaluation materials), research shows there are benefits to working in a shared physical space that a remote work environment can't replicate. Despite some of these drawbacks to remote work, in our most recent workplace satisfaction survey, our staff reported high levels of social connection, teamwork, and a sense of overall belonging.

Another weakness (or challenge) is that we have a more difficult time engaging with prospective donors who want to see the impact their donations have on the lives of individual animals. Our theory of change, designed to effect maximum impact, focuses on transforming industrial animal agriculture. We do not provide direct care to animals. This is a weakness to the extent that it may make it hard for many non-EA donors to feel a sense of connection to our mission and to the animals we are helping.

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

One of the most impactful leadership decisions I've made is to focus on employee excellence from the initiation of the application process. We have a rigorous hiring process and have implemented a hiring philosophy of only selecting candidates who are truly outstanding.

Once we complete an initial screening of applicants (which, as described in our Culture and Human Resources document, is designed to mitigate unconscious bias), they advance through an intensive application process that consists of the following stages:

- **Written Assignments (WAs)**—WAs constitute the first major stage of our candidate screening process and usually consists of 8-12 questions which evaluate a candidate's relevant experience and professional approach. The WA also includes 1-3 short writing projects or other relevant projects modeled after tasks performed in the role. Candidates are invited to complete the written assignment within about 2 weeks of applying and are given approximately 7 days to complete it (including a full weekend).

After a candidate submits their written assignment, a team of reviewers uses a scorecard to evaluate their responses and assess whether they should be moved to the Timed Project stage. Most candidates who are asked to complete the written assignment do not move further than this step. It's a strong screening tool designed to eliminate those who are unlikely to do well in the Timed Project and helps reduce our candidate pool to the best possible options.

- **Timed Projects (TPs)**—TPs include 2-4 written assignments representative of the type of work the position will require, to be completed within 3-4 hours (position dependent). Candidates can schedule their timed projects for any time during a 3- to 7-day period, including over a weekend.

After a candidate submits their TP, reviewers use a scorecard to evaluate their responses and assess whether they should be moved to the Video Interview stage.

Since this is the penultimate step of our process, only a handful of candidates advance beyond the TP stage. If a candidate passes this stage (e.g., a majority of reviewers think they should be interviewed), they will be moved to the Video Interview stage.

- **Video Interviews**—Candidates participate in three 60-minute interviews with each member of the hiring team. GFI follows a structured interview process to reduce bias and ensure our hiring strategy is as fair as possible. This means that we ask each candidate the same questions during the interview and follow the same general approach.
- **Reference Checks**—After a candidate has successfully completed the Video Interview stage, they will be invited to submit three references. Whenever possible, we conduct reference checks over the phone in order to better assess tone. We always complete reference checks before an offer has been made.
- **Background Checks**—We conduct background checks once a candidate has accepted our job offer.

We are completely anti-nepotism and anti-connections, and we have not hired anyone without completing this full process. Sometimes we do not extend an offer to any candidates who apply

for a position in a hiring round, as we have done three times now for our current top lobbyist job opening. Everyone who works at GFI has to be exceptional, and they have to prove it. They also have to be good-natured and really want to work here. We also appreciate that candidates are choosing GFI to fulfil their vocational goals just as much as GFI is seeking the very best candidates for our roles. We have received positive feedback from candidates acknowledging the rigor of our process, which occasionally leads a candidate to withdraw as they have learned that GFI is not the best fit for them personally.

The people we hire are highly productive and report high levels of respect for colleagues, teamwork, and job satisfaction. In our most recent employee satisfaction survey, team members shared sentiments like,

- *“GFI is full of some of the smartest people I’ve ever worked with. Everyone I work with is extremely high functioning and contributes to GFI’s mission in significant ways.”*
- *“Not only am I incredibly passionate about our mission and the way that it is effectively executed by our team, but I actually love the things that I get to work on each day. Most of all, I’m surrounded by the most supportive, kind, and brilliant colleagues.”*

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

Hardest Decision—We have had to make some very difficult but important changes to GFI's structure over the past year, which resulted in the layoffs of five valued employees.

The generosity of GFI’s donors, our theory of change, and an amazing team have fueled incredible growth and mission impact over the past four-plus years. Prior to the Covid-19 pandemic, we were thinking deeply about what it means to go from “start-up” mode into a more stable and mature organization.

During this time, we determined that the functions of Innovation, which was one of our four core programs since GFI’s inception, would be better aligned if integrated into complementary work taking place across our SciTech, Corporate Engagement, and Executive departments. We therefore eliminated the Innovation department in mid-2019 and our Director of Innovation transitioned out of his position at GFI.

In the last nine months, our Leadership Team has been evaluating how to better balance our external impact with the internal support necessary for long-term sustainability. Enter Covid-19. The potential long-term economic impacts of this crisis are unknown and we are adjusting our strategy to have the most impact in the months and years to come. We are strong, but even the healthiest organization is not immune to this event.

We decided to freeze the majority of our hiring, carefully evaluate all planned expenditures, and eliminate four HR positions whose work is directly impacted by the reduction in hiring and new staff training. While it was difficult to lose valued team members, there was unfortunately no scenario in which we saw enough hiring and new employee training work to maintain the HR function as previously organized.

In arriving at this difficult decision, we've sought to balance our commitment to stewarding donor dollars and remaining focused on our mission with our concern and care for the impacted individuals. We provided each employee with a generous severance package, something we had not offered in the pre-Covid era.

We believe that our decisions to phase out the Innovation department and restructure our HR department were the best decisions among a series of very difficult choices.

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

Three notable changes we have made as a result of our successes include:

International Affiliate Leadership + Growth—As a result of our early and continuous international success, we have grown to five international affiliates and found outstanding leaders to serve as their Managing Directors, all of whom are now [growing their teams](#) and making rapid progress in their regions. (We detail much of this progress in our ACE evaluation materials.)

Establishment of D.C. Policy Office—In 2019, after years of securing legislative wins and building relationships with influential stakeholders in D.C., our Policy team established a physical office in Washington, D.C. The opening of the office space has fostered the continued success of the Policy team by providing a dedicated meeting space for meetings with political leaders as well as a shared workspace where the team can strategize for and debrief after events on Capitol Hill or meetings with federal agencies.

SciTech Research Program Expansion—Our SciTech program's successes have led to a significant growth in team size to keep pace with the amount of work the team is producing. For example, our Research Grant Program, led by Associate SciTech Director Erin Rees Clayton, has been very successful in its first two years. To keep pace with our research program's rapidly expanding impact, we hired two research funding coordinators who support Erin by identifying scientific research funding opportunities in the public and private sector, connecting researchers in academia and industry to funding, and helping ensure the research grant program runs smoothly as it grows.

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

While we are always incorporating lessons learned from our work, we do not have examples of meaningful failures that have led to organization-wide changes.

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

GFI is the only international organization that is focused on developing profitable system-level solutions to industrial animal agriculture, using the power of food innovation and markets.

As an effective altruism organization, GFI targets neglected areas with the potential for exponential impact. We advance critical alternative protein thought leadership and work that the for-profit sector, academia, and governments have not yet prioritized. To maximize our impact and the effectiveness of our supporters' contributions, the GFI team relies on three pillars that guide our prioritization:

- System-level solutions—We focus on implementing system-level solutions to industrial animal agriculture by changing the global supply of meat rather than placing the onus for change on individual consumers.
- Big-picture perspective—We work across alternative protein industries, the public and private sectors, and international borders. Our teams identify and address today's industry-wide challenges, and we forecast and avert obstacles.
- Free knowledge sharing—In a field where many innovators seek novel solutions to the same set of problems, GFI's research, data, and insights are open-access and support the progress of every innovator in this space. We focus on the white space: high impact, tractable solutions in areas where too few people are working.

While there are hundreds of groups focused on changing attitudes about industrial animal agriculture and quite a few improving welfare for farmed animals (both absolutely critical and worthy of support, of course), GFI is unique in our focus on engaging policymakers, corporations, and scientists with a single-minded focus on dramatically decreasing meat consumption by changing the global **supply** of meat.

We don't believe any other animal group has the same focus we do on:

- **Steering government resources into open-access alternative protein R&D** (we have enlisted some organizations to help us all over the world, but those organizations are not primarily focused on alternative proteins, and they are supporting GFI, not leading this effort);
- **Creating a pipeline of scientists and filling scientific white spaces** (there is one other organization funding cultivated meat research, but it is not methodically filling white spaces and is not publishing technological readiness analyses); and
- **Convincing major food corporations to seriously invest in plant-based and cultivated meat R&D** (we are aware of no other organization doing this or with the scientific staff that would be required to do it well).

GFI is the only organization doing this specific work, and we are doing it in the U.S, India, Israel, Brazil, Europe, and the Asia Pacific region.

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.

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 non-profits. In addition to his role as board chair, Stewart also directs GFI's audit committee.

Vandhana Balasubramanian

Vandhana Bala is an attorney with 20 years of experience spanning a broad range of issues. For the past decade, Vandhana has advised non-profit organizations in advocating for a sustainable and ethical food supply. Vandhana began her legal career at Sidley Austin, a global law firm, and later started her own practice where she handled a wide range of commercial matters, companion animal issues, and criminal cases. As a social justice advocate, Vandhana achieved several precedent-setting legal victories in the enforcement of criminal laws to protect marginalized groups. She has lectured extensively at law schools and bar associations across the country and has been interviewed by dozens of media outlets on her work. Vandhana currently serves as General Counsel for an international food supply chain consulting firm.

Kathy Freston

Kathy Freston is a New York Times best selling author of 8 books, notably *The Lean*, *Quantum Wellness*, and *Clean Protein*. Kathy writes on food and wellness, and her advocacy on behalf of a more healthy, sustainable, and just food system spans concern for human health as well as animal and environmental welfare. Kathy has appeared frequently on national TV, including *Ellen*, *Dr. Oz*, *Good Morning America*, *The Talk*, *Extra* and *Oprah*. Her work has been featured in *Vanity Fair*, *Harper's Bazaar*, *Self*, *W*, and *Fitness*. She has been a regular contributor to *The Huffington Post*. You can learn much more about Kathy by visiting her website: <http://kathyfreston.com>.

Bruce Friedrich, GFI Executive Director

Bruce Friedrich is co-founder and executive director of GFI. He is also co-founder and advisor 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.

Cameron Icard

Cameron has a B.A. in economics from Rhodes College. After a career in the corporate sector, she began work on legislative issues and philanthropy in both the animal and environmental fields. She has held staff and advisory positions at local and international organizations such as The Nature Conservancy and Animal Care Centers of New York City. Cameron has served on numerous boards and firmly believes in the interconnectedness of human health, environmentalism, and animal protection.

Note: Sarah David, GFI's General Counsel and Director of Finance, serves as Board Secretary and Treasurer, though she is not a voting member of the board.

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

We revise our strategic plan annually, usually in August, and supplement it with our organizational Objectives, Key Results and Activities (OKRAs), which we craft at the end of each calendar year for the upcoming year and revisit on a quarterly basis. Our six organizational objectives are developed in collaboration across GFI U.S. and all GFI Affiliates to ensure strategic cohesion. Key Results, which differ across geographic regions, are tracked continuously and reported on quarterly. Adjustments to the underlying action plans are made more frequently according to progress against KR targets.

Every person in the organization is encouraged to have a say in every aspect of the strategic planning process. In practice, most people predominantly or exclusively weigh in on their own section. After inviting contributions from all team members, each director charts the strategic plan for their particular department, working closely with all members of their team.

We invite ACE to learn more about our strategic planning process by reviewing our [U.S. team's Q3 2020 OKRAs](#) and our [2020 Strategic Plan](#).

We are very pleased that after two years of working with GFI on a pro bono basis, the consulting firm Bain & Company has officially adopted GFI as a social impact partner and will be working with GFI's leadership team and staff across a variety of key priorities, including a project to map out a new five-year organizational strategy.

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

As noted in the previous answer, all team members take part in departmental strategic planning (plotting their own vocational destiny) and are encouraged to weigh in across the entire plan. GFI's board is responsible for reviewing all long-term organizational plans and strategic priorities.

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

GFI is guided by our North Star of “harnessing the power of food innovation and markets to accelerate alternative proteins to create a sustainable, healthy, and just food system.” We use a tailored variant of the OKR (Objective and Key Results) system invented by Andy Grove (we call ours “OKRAs”) to strategically align our efforts around our North Star. There are three layers of prioritization defined in the system:

- **Objectives** serve to define GFI’s top six areas of focus and are written as future outcomes that the organization seeks to achieve. Our objectives are directly tied to our North Star and include:
 - GFI influences the public sector to support alternative proteins.
 - GFI fosters a strong open-access alternative protein research and training ecosystem.
 - GFI influences the for-profit sector to prioritize alternative proteins.
 - GFI is an alternative protein thought leader.
 - GFI is an inspiring and well-run workplace.
 - GFI operates from a position of financial strength.
- **Key Results** are measurable targets that demonstrate how our organization is progressing towards each objective. These are specific, time-bound milestones coupled with a measurement strategy. The owners of the Key Results for each objective provide grades, end of year projections, and short written summaries of Key Results mid-year.

Each quarter, teams grade Key Results and speak to their trajectory to meet year-end targets. Graded KRs fall into 3 general categories:

- **Green (0.8 - 1.0):** A grade of 0.8 or higher indicates that either the KR was met, or significant progress has been made towards year-end targets. Because we establish KRs as stretch goals, we expect Green grading to be an uncommon achievement, rather than the norm.
- **Yellow (0.4 - 0.7):** A grade of 0.4 - 0.7 means that significant progress was made, but we haven’t exceeded expectations. A deep evaluation is often helpful for KRs in this category to determine whether our underlying action plan is as effective as possible and whether we need to dedicate additional resources to the KR through year end.
- **Red (0.0 - 0.3):** A grade of 0.0 - 0.3 means that minimal progress has been made towards the originally intended outcome. If this is the case, it’s important we consider why that is. Frequently the issue is not simply “we were too busy,” but rather, “the actions we took towards this KR did not move the needle as we hoped.” The outputs were there, but not the outcomes. If that’s the case, that’s a strong indication that a strategic shift needs to occur.

- **Action Plans** encompass the tactical, granular projects that are required to achieve one or more Key Results. Each global affiliate and department is responsible for creating and collating actions into an Action Plan, and all actions have explicit owners and supporters. We create quarterly Action Plans for each Key Result and track our progress toward achieving actions in a master database.

Any actions that are carried over are added to the OKRA doc for the next quarter. A strong quarter for a team carrying out the OKRA process is a 0.6 - 0.7 average. Team members whose tasks fall within the 0 - 0.4 range recalibrate and determine how best to prioritize or change their approach going forward. It is important to note that OKRAs are solely a tool to help teams achieve their goals and grow; they are not used as individual performance evaluation tools.

In February 2020, we welcomed our new Strategic Planning Specialist, Brian Berry, who provides essential strategic support as we continue to fine-tune, track, and evaluate our OKRAs across the U.S. and international affiliates. By bringing greater focus and accountability to our goal-setting processes, Brian helps ensure that our cross-organizational priorities are well-coordinated, our evaluation metrics are solid, and that progress is clearly communicated to our staff.

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

We conduct team-wide formal assessments each quarter as part of our OKRA review process and an annual organizational assessment in advance of crafting our strategic plan. Our executive director conducts a formal self-assessment annually and our board completes a formal self-assessment every two years. We also have an independent review of our executive director annually, which is presented to the Board.

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

Yes, GFI team members conduct post-mortem meetings for all major projects. Over the past year, GFI has instituted the Phase Gate governance structure which establishes formal checkpoints to ideate, authorize, monitor, and evaluate major projects. In the final phase of a project, upon completion of all project deliverables, projects are evaluated as part of the quarterly OKRA grading process and summarized via a report that presents key findings and learnings, etc. This includes written summaries, presentation to all staff, or both.

Teams adapt [GFI's Project Evaluation Template](#) to evaluate major projects and guide their post-mortem meetings. Key topics covered include OKRA impact, project goals evaluation, measures of success/KPIs; and strengths, weaknesses, and opportunities.

It is the responsibility of the project owner to initiate the evaluation process. Staff members who supported the project are included in postmortem surveys and meetings, and assist in data

analyses to determine whether the key metrics of the project were properly tracked and whether goals were met, both quantitative and qualitative.

GFI's Leadership Team independently conducts post mortems on key projects and policy changes as needed.

International Operations

Do you operate in more than one country?

Yes

In which countries do you operate?

GFI has affiliates in the Asia Pacific (APAC) out of Hong Kong and mainland China, Brazil, Europe out of Belgium and England, India, and Israel.

How long have you operated in each country?

We launched GFI Brazil in February 2017, GFI India in November 2017, GFI APAC in July 2018, GFI Europe in February 2019, and GFI Israel in September 2019.

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

No

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

Our key international priorities include (i) forging strong relationships with international academic and scientific institutions that can generate alternative protein research and (ii) advocating with international government leaders for favorable alternative protein regulations and open-access research and development funds.

We selected our five international affiliates after determining that each region possessed both top-flight universities equipped to conduct groundbreaking research as well as governments that could be influenced to enact favorable regulations and to fund open-access research.

We're currently conducting an evaluation indicating that affiliates we originally created are still in high impact, high priority geographical regions. We're unlikely to close any of these offices or open any new ones in the near-term, though we may do more in Canada (from our U.S. office)

and in Japan and Korea (from our APAC office). Confidentially, we may move our Hong Kong headquarters for our APAC operations to Singapore because of Chinese politics.

Are your subsidiaries financially independent?

No. GFI's affiliates conduct fundraising in their regions to supplement funding from GFI-U.S. but are not financially self-sufficient. Also, please see the next answer regarding the fact that they are not subsidiaries of GFI; they are independent organizations.

Do your subsidiaries have independent boards?

GFI does not have any subsidiaries in the sense that we do not own our affiliates, with the exception of our affiliate in Brazil which is a partnership between GFI and our local Managing Director. Our affiliates across Asia Pacific, Europe, India, and Israel are all independent entities/nonprofits that GFI does not own. Our relationship with all five affiliates is governed by affiliate or service agreements, and the board of each entity consists of various representatives in accordance with the local laws of that entity. In most cases, GFI's Executive Director Bruce Friedrich and the local Managing Director sit on the board, with other board members composed of independent individuals and/or other GFI employees. In some cases Bruce and/or other GFI employees hold shares in the affiliates pending those affiliates being approved as nonprofits in their jurisdiction.

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

The Managing Director and all staff members of every affiliate organization are native to and reside in the country or region.

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

Affiliate programs are guided by GFI's theory of change and programmatic priorities. They also use an "Objectives and Key Results" framework to set goals and track progress, but, based on the unique opportunities and challenges in their region, independently set key results and actions necessary to meet GFI's six primary objectives.

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

The Managing Director of each affiliate program determines the annual strategic plan for his or her region. Each Managing Director collaborates with his or her team to establish quarterly, annual, and long-term goals and action plans.