

Vegetarianos Hoy'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?

The culture at Vegetarianos Hoy is open and collaborative. There is a general openness to discuss issues of the organization and other topics of relevance to the team such as news in the vegan and animal welfare movement, national issues from each country or international issues, everyone is welcomed to share opinions and they are received constructively. We have constant natural collaboration between the staff, work is interconnected, and members ask for help to other employees acknowledging their different skills. There is a great intrinsic motivation and identification with Vegetarianos Hoy mission and also a dependence on high command for decision making and strategies.

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

No. We are just working on a 360° survey for this year we considered that for 2019 it was not practical because the team was just building and we had some changes on the staff, 2019 was a year of lots of movements as well as 2020, with lots of new team members. Instead, we arrange individual meetings 1 month and 3 months after the person is hired and by the end of the year when we also review the annual objectives of each area.

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

On our job offer website we do have the statement “Vegetarianos Hoy está comprometida con ser un espacio de trabajo inclusivo y diverso. Todos los postulantes recibirán la misma consideración independiente de su género, sexo, etnia, color, edad, orientación sexual, estado civil, religión, capacidades diferentes o pertenecientes a otros grupos sociales. Cualquier persona que se ajuste a la descripción de cargo está invitada a aplicar.”

<https://vegetarianoshoy.org/oportunidades/>

“Vegetarianos Hoy is committed to being an inclusive and diverse workplace. All applicants will receive the same consideration regardless of their gender, sex, ethnicity, color, age, sexual

orientation, marital status, religion, different capacities or belonging to other social groups. Anyone who fits the job description is invited to apply. ")

Before we post any job offering, we always write a job profile and job description, so this is the base for our hiring process keeping in mind that the applicants first and above all must fit these descriptions/profile. In the process, we firstly review the google form answers to determine the fit for the position before looking at the CV and personal information, we also never require a CV with photos.

What areas of your organizational culture have room for improvement?

We should create a space for more proposals and experimentation on all staff levels, reducing the fear of failure and encouraging learning.

Burn out is a constant preoccupation, all staff is invested on their jobs and motivated for the mission but this may cause burn out on the long run and we must create a culture that makes compatible work and self-care more heavily.

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

Yes

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

Today we are not allocating a specific funding to professional development, we do have a general fund for conferences of 2.000USD. During 2020 we have taken the chance of all the online conference opportunities that in other context we wouldn't have been able to participate due to traveling expenses or ticket expenses, as many events lowered their fees now that they are online. Depending of the area of work of the members we encourage and offer to participate on various events as: CARE Conference, Proveg Accelerators, Veganizer University, Pollination's "Retiro de Meditación para activistas", Sentient Sessions, OWA International Meeting, Encompass Institute (October) and more. Our Campaign Coordinator in charge of Chile Libre de Jaulas also takes part of all OWA trainings regularly.

We are recollecting the experience of the staff in these activities and if they have impact in their job to evaluate to develop an official policy and funding for this.

Approximately each staff uses 100 hours for training or development activities each year.

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

Our salary policy is built on a gross salary base. In Chile, where most of the team is present, we have that we are required to pay directly for health care and unemployment insurance, among other insurances, this is included on the gross salary and discounted for que liquid salary each employee receives. For other countries we directly pay the gross salary to our staff as we are not constituted on those countries and in this way, they can directly allocate this fund for their needs.

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

For full time employees we offer 15 days of paid time off. In Chile we have that the government paid for the sick days and for other countries we offer 3 days for sick days.

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 have a dress code that has guidelines regarding the use our organization T-Shirt.

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

On the in boarding presentation all the policies are detailed and later emailed to the staff. Will be emailed to ACE.¹

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

Some of them are not written explicitly but still we do apply them:

- Paid internships.
- Formal orientation is provided to all new employees. All employees do have a formal on-board meeting and specific on board for their areas of work.
- Regularly scheduled performance evaluations. They are applied 1 month, 3 months after been hired and later 1 time a year by the end of the year.
- In the case of “All reported instances of harassment or discrimination are documented, along with the outcomes of each case.” So far, we have not had any of this type of instances, but if we were to have, they would be documented.
- “Funding is provided for books or other educational materials related to each employee’s work” We have the “Biblioteca V” that is available for all the staff.
- Paid family and medical leave. We offer what is legally required by law.

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.

Ignacia Uribe, Executive Director and Founder, 8 years.

Leader 2

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

Javiera Mayorga, Projects Director, +2 years.

¹ *This document was shared privately with ACE.*

Leader 3

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

Cristian Apiolaza, Legal Director, 2 years.

Questions for Primary Leader:

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

We are an organization born in Latin America, so we know the different contexts from firsthand. Also, we started as a grassroots organization many years ago (2012), so local people know us and they have seen our growth and professionalization, which makes us reliable and also as part of their lives. Today, we are also very open-minded, and we are up to work almost with anyone who can be an ally for animals (companies, government, senate, etc). And we are a small but professional and multi-disciplinary team, with a wide range of skills sets. Also, we have a lot of experience working with media and public opinion; during the years we have been able to bring new subjects into the national agenda in Chile, and we have a strong presence in Instagram, with almost 190.000 followers from all Latin America: we are one of the largest Spanish speaking vegan accounts, sharing this podium with much larger NGOs like Igualdad Animal and Peta.

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

As we are a small organization, sometimes we don't have the necessary resources (time, money, staff) to do all what we want to do. We are not much bureaucratic, but even good ideas have to wait sometimes too much because we stop and see if we can do them. Sometimes, we are also too conservative, because we are still small, and we have had to carefully manage our economic resources. We have been trying to change this in the last months, at the same time that we have been able to secure more funds.

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

Probably, it was the decision -and the risk- of professionalize our work, and to start really "working" on this instead of doing it in our free time. I quit my job and started working full time in Vegetarianos Hoy in January 2019. At first it was just me, but after some months I could bring someone else in, and that's how the team started to grow.

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

Before 2019, I thought someone else could do this and I would keep my career in journalism (I was editor in chief of Cosmopolitan Chile). So, at the end of 2016, with some little funds, I hired someone part time to be the CEO of Vegetarianos Hoy and lead the professionalization. But it

didn't work out, in part because we didn't have a detailed plan (we expected that she would do it), and in part because she wasn't the right person for the job. So we let her go by the middle of 2017, and then I decided to work myself in the professionalization during my free time for a little while, until we would have enough funds and planning to take the next step. After that, in 2018 I hired another person, this time as a part time Campaign Manager, with a detailed plan of goals and objectives. Again, after some months I realize it didn't work out, because I still had another job and I couldn't guide her; there was no structure to support her work, and I had not enough time to be her boss. This time, I understood that if I was the leader, I should be the first one to work on Vegetarianos Hoy, and take the risk that if it didn't work, I would be the only one responsible. These were mistakes that pushed me to take the hardest decision, that afterwards became the best decision.

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

In 2019, we didn't have enough resources to have a legal team, but we managed to do some work with volunteers lawyers: we presented a project to change the legal status of animals in the Civil Code, and also file complaints against farmed animal cruelty. All of that, with a lot of support from public opinion in Chile. Legal work is probably one of the most neglected areas in Latin America and I saw the great opportunity that we as an organization and of course farmed animals will have working on it. So, this year, one of our main priorities was to hire someone to develop that area, and we did it in July (part time). We started this legal work in Chile, but we want to expand it to some other countries like Argentina, where there are more farmed animals and no organization doing legal work.

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

During our first year, we had some problems with the people we chose to work with. So we designed a different process for interviewing and somehow testing the candidates for each position, and it turned out better. It was before the pandemic, so now we are adjusting this process to the new reality.

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

We are one of the few, if not the only one in sometimes, professional organizations working in Latin America with a positive and corporate friendly approach, in promising countries where there is not much –and sometimes not at all- corporate work in the food industry. Also, we are probably the only professional animal organization where everyone is a native Spanish speaker, so we have developed a great internal culture that starts with our common language. And when comparing with other volunteers animal organizations from Latin America, the difference is that we have worked a lot to learn from the international movement and bring and adapt that knowledge to our context. I personally worked in another professional animal organization from the US before, so we don't started our professional work from scratch and I believe that the

connection with the international movement makes our work more effective. For example, we try to participate as much as possible in international events, where we can learn from other NGO's and also represent the movement in Latin America.

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

No, we haven't had a proper leadership transition, but since the beginning of 2019 we have hired two area directors, who work with the campaign managers. In these cases, it has been pretty natural, because both directors were part of the organization and they transitioned to this new position. Another leadership challenge we had, was that I got pregnant during 2019, and I started my maternity leave on November. During that time, I organized everything with the Projects Director (Javiera Mayorga), so she took new responsibilities during some months, with the support of the board. It all happened during the summer of the southern hemisphere, which is usually a quieter time of the year, and I was back in March, just in time to face the new reality with the pandemic.

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

Link to our webpage with names and board members' LinkedIn:

<https://vegetarianoshoy.org/en/who-we-are/>

What does your organization do to create or revise your strategic plan? How often do you revise strategy? (If no formal plan is used please explain how you set strategy)

During these past years we have improved our strategic planning process. On 2018 we started to work on an strategic analysis of Vegetarianos Hoy (financial, strengths and weaknesses, programs and time investment) and by the end of that year we created the first strategic plan for the organization, which started the professionalization of our work and kickstarted 2019 with a hired team.

Later, on 2019, Ignacia and Javiera participated on a training for strategic planning. Finally, by the end of the year we worked with the board on a 2-3 days activity to write and agree on a formal written 3-year strategic plan, which is the time our boards last (2020-2022).

A board meeting is scheduled by the end of the year (app. November) to review the written plan. During the year, the board meeting includes the review of critical objective related to strategic goals.

Also, after COVID-19 arrived at Chile the board directive reviewed our strategic plan and identified changes related to this new context.

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

In our case we are only working with the board members on the process, the hired team by the end of 2019 was new to the organization. The board has 2 to 3 working days to discuss the 3-year strategic plan, we decide for this 3-year time horizon as the board is valid for this time.

In spite of this, we do have a process of translating the strategic goals to annual objectives for each area where each staff member reviewed the outcomes of 2019 and proposed objectives for 2020, this objectives were later reviewed by the Executive Director to make sure they were aligned general strategy and long term goals.

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

We make a translation from our mission to the long-term goals to the programs setting specific yearly objectives. This programs therefore have key measurements that we use as a “proxy” to understand if we are moving forward to our mission goals.

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

Yes. Since 2018 we participate in the process of internal review of Fundación Lealtad that holds regular workshops. This organization, similar to ACE, promotes transparency and good practices for non-profits in general taking into account 7 key pillars (<https://fundacionlealtadchile.org/>). Through these workshops we have implemented changes to improve our organization and in 2020 our goal is to be evaluated by them in their formal process.

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

Yes. We do a written report that each of the staff completes and then we do our general meeting to evaluate, and share ideas on how to learn from mistakes or learnings.

International Operations

Do you operate in more than one country?

Yes

In which countries do you operate?

Chile, Colombia, México

How long have you operated in each country?

Chile since 2012 when Vegetarianos Hoy was funded. Since 2017 we registered as a charity organization and acquired legal personality, in 2019 we started to work with a professional hired staff.

Colombia since May 2020 with a part-time manager.

México since March 2020 with a hired person working part-time.

Additionally we can mention that in Argentina since 2019 we have had volunteers that collaborated regularly creating content and, for specific project, Veggie Challenge with a hired person for a month on 2020.

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?

In the first place we consider the main criteria of effective altruism:

1. Scale looking at the level of meat consumption in the country and its evolution, and size of factory farming industry.
2. Neglectedness or the level of organizations working on animal welfare and plant-based diets and the programs they are conducting.
3. Tractability: Although the tractability of animal welfare is not easy, we take into account the transparency of the data in each country, for example if data of meat consumption is available and credible, and the same for farmed animals data. With this we decide if we can approximately calculate our impact.

After that first evaluation, we also take into account the current reach we have in the prospective countries- for example, number of followers from those countries on social media and their participation on various campaigns as Veggie Challenge- and other organizational / internal considerations as if there are potential sources of income in that country to finance -partially- the country operations in the future. This may include if the country has national grants or funds we can apply or if we can certify products with vegan labels. The objective is that the country staff has the potential to partially self-sustained in time, but this will also depend on the opportunity of impact analyzed on the first criteria.

Are your subsidiaries financially independent?

No. Currently all the subsidiaries are financially dependent of the head quarter in Chile as we are only working in new countries with 1 part-time coordinator since 2020, but all the subsidiaries have their plans to become self-sustained.

Do your subsidiaries have independent boards?

No. All the subsidiaries are a branch of Vegetarianos Hoy and depend on the chilean board.

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

We do lot of research before deciding to expand to a new country to understand the status of the vegan/animal welfare movement, culture, political and economic context. Beyond that we consider crucial to hire staff from the country and not to only “export” the campaigns we are working in Chile but to adapt and learn from the process in the country. Our plan is to be able to visit each country when we stablish to accompany and train the staff.

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

It depends, first the ideas for local programs are always discussed with the local staff and they also present their ideas, we review this proposals with the Chilean team as they have more know-how and can provide ideas on how to implement or share some past experiences.

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

The Executive Director oversees the strategy and direction and Projects Director provides support and evaluation.