

Animal Advocacy Careers' Reporting of Programs, Financials, Leadership, and Culture (2022)

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

PROGRAM 1

Program name: Job board

Date commenced (approximate month & year): October 2020

Program description:

Our job board lists roles at highly impact-focused animal advocacy nonprofits. Every two weeks, we search for advertised roles at 40 animal advocacy organizations and update the page shortly afterwards. We also accept some requests for other roles.

This program aims to attract and direct promising individuals towards high-impact career opportunities in the animal advocacy movement by creating a central directory of high-impact roles that is easy to monitor and search for relevant opportunities. Key features of the roles are summarized clearly on the board, e.g. the location, whether the role is paid, whether it is full-time or not, and the ACE review status.

We have listed jobs in 32 different countries. 362 out of 964 listed roles have been in the United States or expressed a preference for US applicants. 218 have been open to applicants from many countries or any country at all.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. The job board listings are of course mostly listings at other organizations. This is not usually done through explicit communication and collaboration, although some organizations do pro-actively request to be listed. Although we do not make formal recommendations and carry out much briefer checks on suitability, we select organizations in a fairly similar way to Animal Charity Evaluators. We include: Any organization that is currently or was formerly a standout or top charity according to ACE. A number of other organizations that we believe focus on promising tactics to help farmed or wild animals (the areas of animal advocacy we expect are most important to focus additional time or resources on), and that seem to approach

their work carefully to be as impactful for animals as possible. Usually, these are organizations that have been reviewed and received money from impact-focused grantmakers like Effective Altruism Funds or Open Philanthropy, though there are a few exceptions based on our own judgment. Finally, we accept individual requests from other organizations.

Program achievements:

See Animal Advocacy Careers' Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	638.01	624.87	1,664.86	4,000	12,000	15,000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We spent a few weeks' FTE work improving the user experience of the job board in early 2022. It seems unclear whether we will need to make similar changes again, so the time spent on the job board could shrink slightly, but is unlikely (less than 10% chance) to fall below 1.5 FTE weeks' worth of work per year, assuming AAC still exists as an organization.

We do not currently have plans to substantially expand the service, but as a small and new organization that is constantly evaluating the cost-effectiveness of our programs and where our comparative advantage lies, it is difficult to predict how our time allocation on specific projects might change.

There is a substantial chance (60%?) that we would increase the amount of time and resources spent on the job board by 2x or more in the next 18 months compared to the past 18.

PROGRAM 2

Program name: Online course

Date commenced (approximate month & year): October 2020

Program description: This program primarily aims to support promising individuals to evaluate, explore, and prepare for high-impact career paths in the animal advocacy movement. The course highlights a variety of possible career paths, shares effective animal advocacy research, and summarizes research and ideas by 80,000 Hours and others relating to career strategy. It provides support for participants to plan concrete next steps for exploring and evaluating their options.

This program also aims to attract and direct promising individuals towards high-impact career opportunities in the animal advocacy movement. It can make participants aware of options they had not considered before, make certain opportunities more salient to them, and provide them with motivation and encouragement to be ambitious about impact.

The course is open to participants from any part of the world. For example, in the first half of 2022, 36% of participants were from North America, 31% from Europe.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We highlight opportunities at other organizations and research conducted by them or relating to their achievements, though mostly not through explicit communication and collaboration. We have a small number of motivational videos to encourage continued engagement from participants that has been provided by partner organizations. We seek a small amount of sharing and marketing support from other organizations.

Program achievements:

See Animal Advocacy Careers' Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$3,414.84	\$3,117.38	\$2,813.31	\$18,000	\$35,000	\$40,000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

As a small and new organization that is constantly evaluating the cost-effectiveness of our programs and where our comparative advantage lies, it is difficult to predict how our time allocation on specific projects might change.

In 2022 we hired a Marketing Manager (50% FTE contractor) substantially because we wanted to test whether, with high-quality marketing, we could substantially grow participation rates. If we fail to achieve this with our fourth cohort in mid- to late 2022, then we will likely decrease the time spent on the course in 2023-2024, but are unlikely to remove it entirely.

There is a substantial chance (30%?) that we will be sufficiently pleased with the results this year to invest 2x or more in the online course. This might include better marketing, better follow-up and support, translation into different languages, adaptation for high-priority countries or role types, in-depth additional content, and more.

PROGRAM 3

Program name: Fundraising Paid Work Placement Program

Date commenced (approximate month & year): January 2022

Program description: This program primarily aims to attract and direct promising individuals towards high-impact career opportunities in the animal advocacy movement. We place promising applicants at effective animal advocacy nonprofits. We support them to prepare for high-impact career paths and to use the placement to test their fit in fundraising in EAA nonprofits. Our research suggests that fundraising is the second hardest role type to hire for in the movement.

We believe that this program is potentially an efficient way to facilitate more people working on a key bottleneck in the movement but is also a unique opportunity to enter into the movement in a paid placement, which we also hope will increase diversity in the talent pool. Our research showed last year that organizations favor hiring candidates with some form of previous work

experience in the movement. We therefore hope that afterwards many participants will receive permanent EAA job offers.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. Initially, we interview the organisations on their specific needs and requirements for the skill we are hiring for (in this case fundraising) We then conduct the talent search and vetting for the placement program, providing support and training for accepted applicants to prepare for their placements. Finally we match the participants to other effective animal advocacy nonprofits who have agreed to participate as host organizations and show them work samples from the participants. These host organizations manage the participants during their placements, but we remain in touch with both parties to ensure that they are both satisfied and achieving their goals. This year, we have provided participants with their salaries, although we are unsure if we will continue to do so in future iterations of the programme or if we will require placement organizations to provide some part of participants' salaries.

Program achievements:

See Animal Advocacy Careers' Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	0	0	\$14,348.97	\$143,000	\$80,000	\$80,000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

As a small and new organization that is constantly evaluating the cost-effectiveness of our programs and where our comparative advantage lies, it is difficult to predict how our time allocation on specific projects might change.

We are pleased with the early signs from the program, but the placements have actually only just begun and it is too early to formally evaluate the program's impact.

In 2023, it seems roughly equally likely that we will invest roughly similar amounts of effort into the program again, cancel the program entirely, or spend 1.5x or more resources on it. 2024 seems especially uncertain, given that the program is brand new.

PROGRAM 4

Program name: Recruitment

Date commenced (approximate month & year): December 2020

Program description: Our recruitment service is the service that focuses most specifically on attracting and directing promising individuals towards high-impact career opportunities in the animal advocacy movement. Our team has been working on finding highly promising candidates for roles that are especially difficult to hire for, in effective animal advocacy nonprofits.

We have tried a number of approaches to this, including cold outreach to potential candidates via LinkedIn and building up a database of candidates interested in animal advocacy roles (sourced primarily via applicants to our various other programs). In September 2021 we hired an experienced recruitment specialist to assist organisations with their recruitment. She successfully outreached candidates and placed 4 candidates in roles and additionally gave 8 organisations recruitment consultancy services.

Due to greater cultural familiarity and our more extensive network of existing connections, we have mostly focused on roles in the United States and United Kingdom.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We coordinate with organizations to discuss which roles they would like assistance with hiring for, what sort of candidates they need, and how we can best complement their existing hiring processes. To date we have not charged a fee for this service.

Program achievements:

See Animal Advocacy Careers' Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	4085	\$10,131.54	\$14,380.89	\$25,682	\$10,000	\$10,000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

The recruiting service has not, so far, been as cost-effective as we had hoped that it might be in mid-2021 after our researcher had done some promising-seeming low-cost trials of the service himself.

As such, we have parted ways with our contract recruitment specialist. We still believe that the service has promise, so we intend to try an alternative model of recruiting in late 2022, to see if our CEO and newly hired Head of Programs can substantially increase its cost-effectiveness. If not, we expect to wind down the service.

This makes the future of this program at AAC especially difficult to estimate. In 2023, it seems roughly equally likely that we will invest roughly similar amounts of effort into the program again, cancel the program entirely, or spend 2x or more resources on it.

PROGRAM 5

Program name: Career advising service

Date commenced (approximate month & year): May 2020

Program description: This program primarily aims to support promising individuals to evaluate, explore, and prepare for high-impact career paths in the animal advocacy movement. We have a personalized conversation with advisees about their skills, interests, and needs, to talk through what might be the best suited and highest-impact opportunities for them to help

animals. We support advisees to plan concrete next steps for exploring and evaluating their options.

This program also aims to attract and direct promising individuals towards high-impact career opportunities in the animal advocacy movement. It can make participants aware of options they had not considered before, make certain opportunities more salient to them, and provide them with motivation and encouragement to be ambitious about impact.

We can have calls with people from any part of the world. Due to greater cultural familiarity and our more extensive network of existing connections, advisees are often from the United States or Europe.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We sometimes highlight opportunities at other organizations, though mostly not through explicit communication and collaboration. We sometimes make recommendations or introductions for advisees to have further conversations with staff at other effective animal advocacy organizations.

Program achievements:

See Animal Advocacy Careers' Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$1,574.72	\$1,644.21	\$7,646.04	\$13,000	\$24,000	\$24,000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

As a small and new organization that is constantly evaluating the cost-effectiveness of our programs and where our comparative advantage lies, it is difficult to predict how our time allocation on specific projects might change.

We are assessing the feasibility of several variations on advising calls to see if we can find more cost-effective methods of delivering this service, such as group coaching and more targeted outreach to potentially promising advisees.

If early results from these experiments seem promising, we could scale advising to around 0.75 FTE staff member's effort in the rest of 2023.

(Optional) Is there anything else you would like us to know about your programs?

To the question of how many programs do we run: This depends exactly how you define a "program". E.g. our "skilled volunteering board" and "online careers advice" (other than the online course) could arguably be counted each as a "program". We don't count them as such below, because we don't invest much time into them and because we mostly see them as adding value by supporting the other services, e.g. helping to drive web traffic to our site to advertise the other services.

Using our definition of program, we are currently operating 5 services. (We also wound down our management and leadership training service that we offered in 2021.)

Where are your headquarters located?

Anaheim, California, United States. (Though all staff are remote and located in various countries.)

Do you have any subsidiaries in other countries? yes/no [If yes] Which countries?

No.

Are your subsidiaries financially independent? yes/no/other (elaborate)

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Do your subsidiaries have independent boards of directors? yes/no/other (elaborate)

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Who are the decision makers for local programs carried out by your organization's subsidiaries?

Which accounting method do you use or did you use in the following years?

2020	Other
2021	Other

2022	Accrual accounting
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[If other] Please elaborate, if possible:

Until February 2022, AAC was fiscally sponsored by Player’s Philanthropy Fund who used cash basis accounting. From February 2022 onward we started operating independently and moved to accrual basis.

Please indicate the currency you are referring to here:

USD

Please complete the following table about your organization’s annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year. For all projected numbers, please answer under the assumption that your status with ACE (Top Charity, Standout Charity, or not currently recommended) will stay the same. If you project a sizable increase or decrease in revenue in 2023 and/or 2024 that may appear to diverge from your current trajectory, we ask that you briefly comment with an explanation below. These figures will assist us in understanding the overall health of your charity’s financials, such as revenue diversity and sufficiency of reserves, as well as your existing plans for expansion.

	2020	2021	MidYear 2022	Projection For 2022	Projection For 2023	Projection For 2024
Total Revenue (sum of the 4 below)						
- Revenue from donations	207,493.50	41,420.00	381,357.14	383,382.14	550,000	605,000
- Revenue from own work (earned income)	0	00		2000	5000	5000
- Revenue from capital investments (investment income)	0	0	0	0	0	0
- Revenue (other)	9.86	16.86	23.93	25	25	25
Total Expenditures	99,783.24	113,722.25	74,745.91	335,842.63	400,000	420,000
- Expenditures specifically for starting new programs				0	0	0
Financial Assets (i.e., cash, savings, investments, etc.)	112,773.03	40,487.64	316,383.03	39,968.37	NA	NA
Nonfinancial assets > \$10,000 USD	0	0	0	0	0	0

Liabilities (if any)	0	0	9,091.54	10,000	NA	NA
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If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year.

You can upload multiple files through one file upload if the files are compressed into a ZIP file before uploading.

What is the total share of funding sources from large donations (>20% of funding)? Specify the funding source, if possible.

Open Philanthropy Fund: \$432,000, in two installments over 2 years

EA Animal Welfare Fund: \$166,000 in three installments over 3 years

Do you have any significant restricted donations? [If yes] Please elaborate.

Yes. 80,000 USD received in July 2022, restricted to the work placement program in 2022.

If you reported expenditures specifically for starting new programs in the table above, please elaborate.

At this stage we do not plan on starting a brand new program in the next few years but iterating or expanding programmes we have already started, we included this in program expenses under each project. this could include hiring specific staff specialists if necessary, technology or marketing.

If your expenditures reported in the table above include significant costs that are not directly related to programs (e.g., administration expenses, wages, or training), please elaborate.

Our other expenditures include administration and fundraising salaries as well as general communications work that supports all programs. We have one part-time operations manager who oversees finance, HR and compliance, and part of our CEO's hours are allocated to various administrative and fundraising duties. Part of our team members' time is also allocated to general communications, such as updating our website and social media. We are uncertain about what counts as "significant costs". We do not view admin and fundraising as separate from programs—rather, they are a core part of supporting successful programs and are therefore related to all programs. It would be impossible to execute programs without ensuring our nonprofit is compliant, without fundraising, or without keeping our accounting up to date and paying invoices.

Do you have a significant percentage of assets that would be difficult to liquidate to meet cash needs within one year? [If yes] Please elaborate.

No.

(Optional) Is there anything else you would like us to know about your financial situation?

AAC was fiscally sponsored by Players Philanthropy Fund until February 2022. Our total 2022 projected expenses (Jan to Dec 2022) are much higher than the mid-2022 expenses because

the fundraising work placement program expenses are expected to occur during the second half of the year.

If you received additional, unexpected funding of \$200,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion, on top of the projections submitted in the previous section?

We currently do not have guaranteed funding for 2023 so this money would be greatly welcomed; spent on staff salary and allocated proportionally on programs as listed under the programs section. We are constantly evaluating the cost effectiveness of our programs but currently for the next year we only intend to iterate on and improve existing programs not launch new ones.

If you received \$1,000,000 USD of additional, unexpected funding, how would you distribute it among i) each of your current programs, ii) any new programs, and/or iii) other plans for expansion, on top of the projected expenditures reported in the previous section?

If we received this amount of money then as above it would firstly go to covering our organisations budget. However if we got positive results from some of our programs this year it could also be used to hire more specialist staff, facilitate more work placements or we would evaluate the best way we could use this money. We would not expand faster than we have capacity for, we received a huge grant 6 months into starting AAC of \$430,000 and rather than just hiring and spending quickly we continued to evaluate our programs through a longitudinal study and only after we had proven results did we invest further in the programs.

Please list the key members of your organization's leadership team, including i) their name, ii) their role, and iii) the number of years they've worked at your organization.

Lauren Mee: Co-founder and CEO. Worked at AAC for 3 years (since August 2019).

<https://www.linkedin.com/in/laurenmee1988/>

Jamie Harris: Co-founder and Researcher. Worked at AAC for 2 years, 8 months (since December 2019). <https://www.linkedin.com/in/jamie-harris-14b011138>

Sofia Balderson: Head of Programs,. Worked at AAC for 0 years (starting August 2022)

<https://www.linkedin.com/in/sofia-balderson/>

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2021? [If yes] Please describe the transition process.

No.

Please provide a complete list of your organization's current board members. If this information is available online, you may simply provide a link to the web page.

Treasurer: Lauren Mee <https://www.linkedin.com/in/laurenmee1988/>

VP: Sanjay Joshi <https://www.linkedin.com/in/sanjayashwinjoshi/>

President: Taylor Ford <https://www.linkedin.com/in/taylor-ford-83648693/>

Secretary: David Nash <https://www.linkedin.com/in/david-nash-15824651/>

What kind of legal entity is your organization?

Animal Advocacy Careers, Inc. is a 501(c)(3) nonprofit organization (EIN: 86-1554905). Until February 2022, AAC was fiscally sponsored by Player's Philanthropy Fund (EIN: 27-6601178)

How would you describe the organizational structure of your organization?

As a fully remote organization, staff members are all granted substantial autonomy over their day-to-day decision-making and work, though broad priorities and expected outcomes are set in agreement with their line manager. Higher-level organizational priorities are primarily set by the leadership team, though feedback from other staff is welcomed and elicited, and key organizational directions must be approved by the board.

How many full-time staff, part-time staff, and contractors are currently employed/contracted by your organization? Please specify staff numbers by country subsidiary, if applicable.

1 full-time employee (Lauren Mee, CEO).

4 part-time contractors, each at 50% FTE (Jamie Harris, Researcher; Aneeha Patwardhan, Operations Manager; Martin Underwood, Careers Adviser; Ana Barreiro, Marketing Manager).

1 full-time contractor (Sofia Balderson) recently hired, who will be transitioned to an employee at the end of the year.

8 part-time temporary contractors, each at 50% FTE for 6 months – these are our participants in the Paid Work Placement Program.

How many volunteers working at least five hours per week are currently affiliated with your organization?

None

What strategies do you use to learn about staff morale and work culture (e.g., staff surveys, in-person check-ins, suggestion boxes, etc.)?

Every staff member has a regular one-to-one check-in with their line manager where we discuss progress and get support where needed. We also have a monthly team call where we share updates on and congratulate each other on what we have been working on, and a variety of ad hoc calls to discuss specific topics. Most staff have 2-way feedback sessions with each staff member and their line manager using TMC templates. These provide opportunities for growth and improvement for both the staff and the line manager, but this is also a space to praise and show gratitude for performance. The CEO's performance is evaluated annually by the board of directors using the TMC template, during this process the evaluation committee will also elicit feedback from all staff members and the advisory board. We will use the feedback from staff and the advisory board to try to make positive changes where we need to however we are still too small for an anonymous staff survey to be practically possible.

Please indicate the following policies for which your organization has a written commitment:

No policy	A formal compensation policy to determine staff salaries
Have formal policy	Paid time off
Have formal policy	Sick days and personal leave
Have formal policy	Healthcare coverage
Have formal policy	Paid family and medical leave
Have formal policy	Clearly defined essential functions for all positions, preferably with written job descriptions
Have partial policy / informal policy	Annual (or more frequent) performance evaluations
Have formal policy	Formal onboarding or orientation process
Have formal policy	Training and development available to each employee
Have partial policy / informal policy	A simple and transparent written procedure for employees to request additional training or support
Have formal policy	Flexible work hours
Have formal policy	Remote work option
	Paid internships
Have formal policy	A clearly written workplace code of ethics/conduct
Have formal policy	A written statement that the organization does not tolerate discrimination on the basis of race, gender, sexual orientation, disability status, or other irrelevant characteristics
Have formal policy	A simple and transparent written procedure for filing complaints
Have formal policy	Mandatory reporting of harassment and discrimination through all levels, up to and including the board of directors
Have formal policy	Explicit protocols for addressing concerns or allegations of harassment or discrimination
Have formal policy	Documentation of all reported instances of harassment or discrimination, along with the outcomes of each case
Have formal policy	Regular training on topics such as harassment and discrimination in the workplace
Have formal policy	An anti-retaliation policy protecting whistleblowers and those who

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

We have recently contracted an independent HR consultant who will be working with AAC in the next year or so to review our wage and compensation policy, improve the complaints procedure and give guidance on other areas where AAC can develop more robust HR policies based on its current and forthcoming size.