

change.org

Impact Report 2018



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About Us

Our **mission** is to empower people everywhere to create the change they want to see. Our **vision** is a world where no one is powerless, and creating change is part of everyday life.

Change.org is the world's largest platform for social change, with over 265 million users globally. Every day, millions of people use Change.org to start, sign, and support petitions on issues that matter to their lives and communities, creating powerful campaigns that drive real change.

Change.org is comprised of two organizations that enable us to maximize our impact around the world: a Public Benefit Corporation (PBC) and a charitable Foundation.

Change.org PBC is a mission-driven company that builds all of Change.org's technology and supports users across North America, Europe, and Australia. All of the PBC's revenue comes from our users, whose contributions enable us to offer free online tools and support for citizen-driven campaigns.

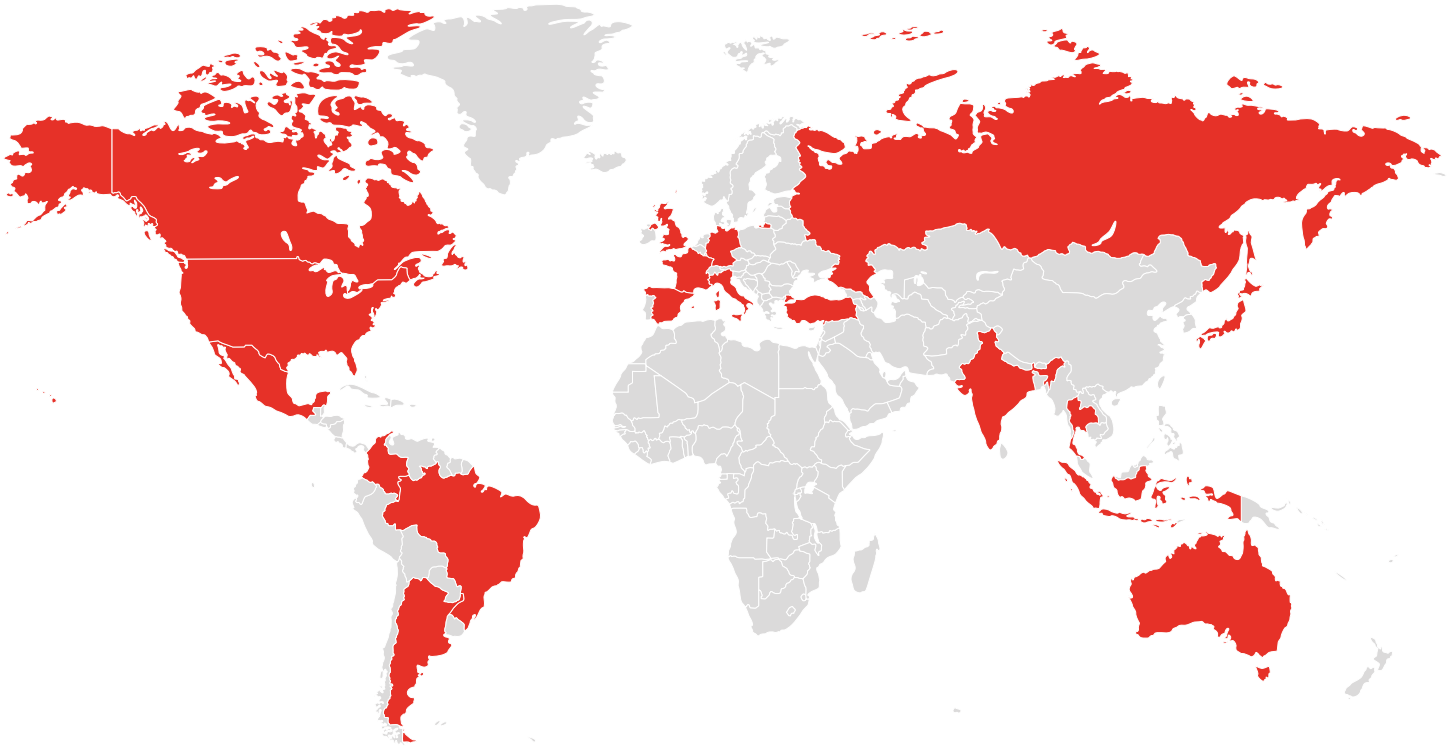
The Change.org Foundation is a non-profit organization that offers free grassroots training and support to users of the Change.org platform primarily in Latin America, Asia, and the Middle East. The Foundation is funded through a combination of small donations and philanthropic funds, and has an independent board, governance structure, finances, and administration to the PBC.

A Public Benefit Corporation ("PBC") is a new form of legal status in the US for mission-driven companies. In traditional corporations, company officers and directors have a duty to maximize shareholder value, even where that conflicts with the company's mission. In a PBC, by contrast, the company's mission is legally enshrined in its Articles of Incorporation and directors are legally required to consider all stakeholders when making decisions – including users, staff, the environment, and the surrounding community.

Alongside our status as a PBC, we are a **Certified B Corporation (a 'B Corp')**. B Corps use the power of business to solve social and environmental problems, and must satisfy a regular assessment by the non-profit B Lab – the B Impact Assessment (BIA) – that measures, verifies, and reports on corporate governance, worker benefits, community engagement, and environmental performance.

In 2017, we completed our fourth recertification cycle, increasing our overall score on the B Impact Assessment to 122 points (up from 96.5 in 2015). Our next B Impact Assessment will be reported in 2020, per B Lab guidelines. We are using this report to build upon the B Impact Assessment and offer further insight into the goals, operation, and impact of Change.org PBC.

Change.org is available in 12 languages, and has local teams in 18 countries.



Change.org PBC country teams:

Australia, Canada, France, Italy, Russia, Spain, Turkey, United Kingdom, United States

Change.org Foundation country teams:

Argentina, Brazil, Colombia, Germany, India, Indonesia, Japan, Mexico, Thailand

Our Users

In 2018 Change.org grew to 265,786,771* users, and saw 603,903,062 signatures from all over the world.

Our users are as diverse as the countries in which we operate. They span all political, social, and economic perspectives, range from teenagers to senior citizens, and include experienced activists as well as millions of people entirely new to civic action. The one thing they have most in common is the belief that ordinary people should be able to have a voice on the issues that impact their lives.

Every week, more than 1 million new people join Change.org's global audience of more than 265 million people, making Change.org a perpetual snapshot of what citizens around the world are working to change at any moment.

* includes 47 million users in countries without Change.org staff on the ground.

Registered users as of 31 December 2018:



“I had signed a lot of petitions in Change.org, so I decided that it was time to create mine. I started it and I got an avalanche of signatures from all over Spain. There were so many people supporting me without even knowing me that I thought: “I can’t give up”. The signatures lifted my spirits so much.”

– Moumine Kone,

petition starter from Spain



Our Impact Model

We believe that to create a world where no one is powerless, we need social and political systems that ensure people everywhere have voice on the issues that impact their lives.

Our strategy to help create more responsive systems of decision-making is to build an accessible platform through which we can do the following:

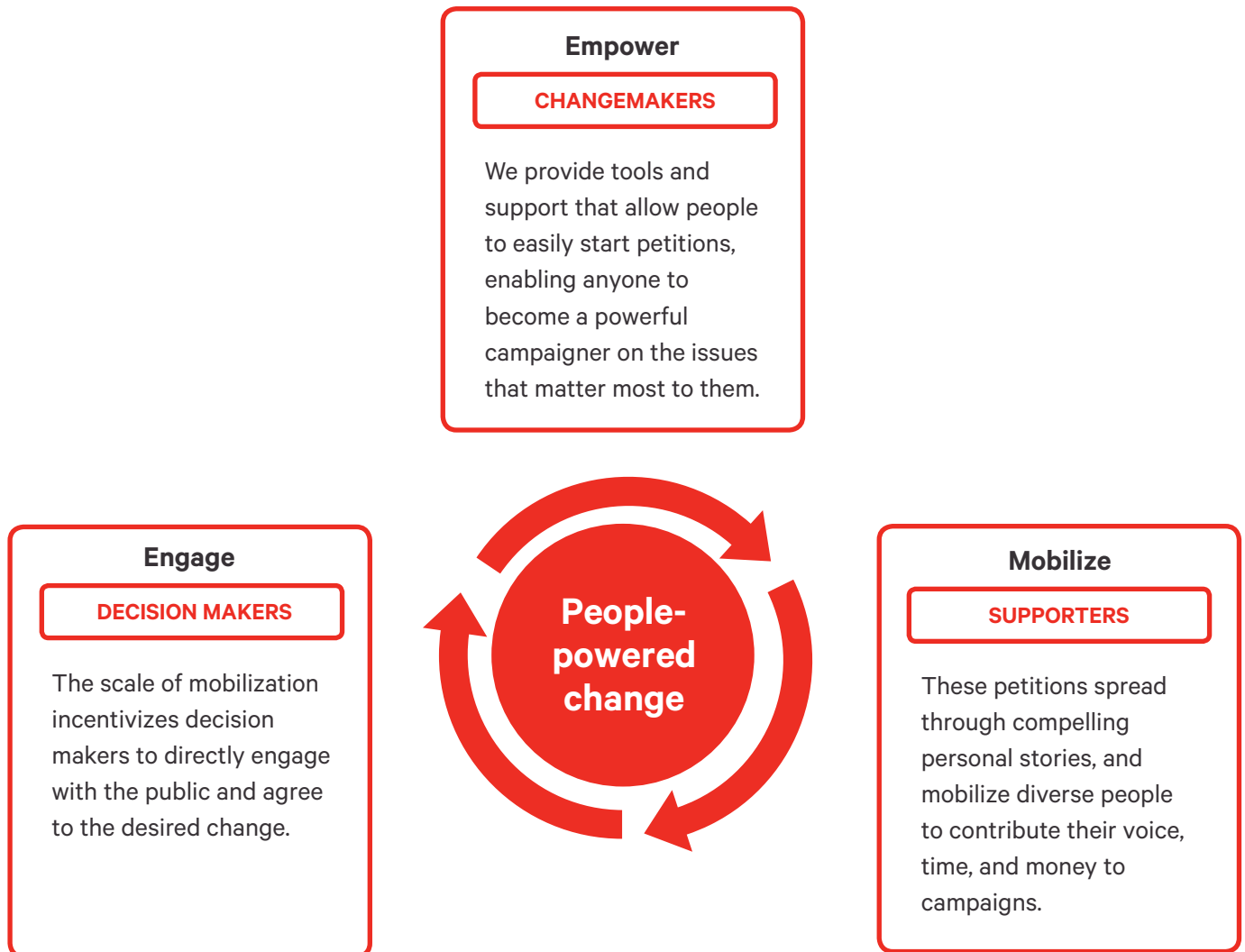
- 1** **empower** ordinary people to become powerful campaigners on the issues they care about
- 2** **mobilize** people to join together and contribute their voice, time, and money to advance these campaigns
- 3** **engage** decision-makers to compel them to respond to the public demand generated by each campaign

Our goal is to create a virtuous cycle of civic participation: as more people start campaigns on our platform, an ever-larger network of people join those campaigns, increasing the pressure on and incentives to decision-makers to respond to each campaign's demands. This real-world impact, in turn, inspires even more people to start new campaigns, accelerating the virtuous cycle.

We believe this virtuous cycle can be transformative – making people more confident in the power of their own voice and more likely to participate in civic action, and making decision makers increasingly accountable to the public interest.

We are still early in our progress toward building the type of platform that will enable this virtuous cycle, but already see its potential. With more than 25,000 campaigns started each month, a global network of more than 265 million supporters, and thousands of responses from decision-makers worldwide, we see increasing evidence of the potential our platform has for transformative impact.

The virtuous cycle of civic participation



PEOPLE-POWERED CHANGE

This cycle helps people recognize the power of their own voices and of collective action. As communities become more engaged, governments and companies become more accountable to the people whose lives they impact.

Victories

Every month, 25,000 petitions are launched on Change.org covering hundreds of different issue areas.

Every hour, one of these campaigns wins – changing a law, corporate practice, or a decision by someone with institutional power, and directly impacting the lives of thousands or millions of people.

In addition to the declared victories, in 2018 tens of thousands of campaigns made an impact by educating and influencing the public, compelling decision makers to address an issue they would have otherwise ignored, and changing millions of people's sense of their own individual and collective agency.

To illustrate the breadth of campaigns on Change.org, what follows is a small selection of victories from 2018 across some of the most popular issue areas on our platform.



Women's Rights



Zaynub Afinnih www.change.org/JusticePourNoura

16,203 campaigns were started to advance women's rights in 2018 from people like Zaynub Afinnih. Here's her campaign:

French girl leads global campaign to save the life of a sexual assault survivor in Sudan

A 16-year-old girl from France, Zaynub Afinnih, [launched a campaign](#) in defense of Sudanese teenager Noura Hussein that turned into a global movement against forced marriage. Hussein had been sentenced to death for fatally stabbing her rapist – a man she was forced to marry as a child. More than 1.7 million supporters joined the campaign, which was covered by mainstream media worldwide more than 500 times, including in the BBC, The New York Times, and CNN.

The petition was delivered in-person to Sudanese embassies in 6 countries, and received an endorsement from the UN Secretary General. In response to this overwhelming pressure, Sudanese officials agreed to

overturn her death sentence, replacing it with a lesser penalty. Zaynub celebrated the progress in a video to supporters, and has vowed to keep campaigning until Noura is safe and free.

more than
1.7 million
signatures

Here are a few more examples of women's rights campaigns from 2018:



A New York City teacher **led an historic campaign** to secure the first ever paid parental leave for all teachers in the city.

by Emily James

84,935 signatures



A survivor of human trafficking **led a successful campaign** for new regulations to implement anti-trafficking measures in Argentina.

by Sonia Sánchez

97,248 signatures



An 18-year-old student **led a campaign** that convinced the UK government to offer free sanitary products to all girls in primary and secondary school.

by Amika George

276,770 signatures



Women's rights organization Alerta Feminista **led a mass public mobilization** online and offline to secure €120 million in government funding to stop violence against women in Spain.

by Alerta Feminista

38,880 signatures



Famous French actress Muriel Robin – who played the role of a woman sentenced to 10 years of prison for killing her abusive husband – started a petition that **sparked a national movement** against domestic violence and pushed the government to announce a range of measures to stop it.

by Muriel Robin

769,531 signatures



A 27-year-old survivor **led a successful campaign** to pass a law to make revenge porn a crime in Italy.

by Insieme in Rete

125,977 signatures

Health & Disabilities



Matthew Smith www.change.org/project84

19,965 campaigns on health and disabilities were started in 2018 from people like Matthew Smith. Here's his campaign:

Brother of suicide victim convinces the UK government to make mental health history

24-year-old Matthew Smith, who lost his brother to suicide, [started a petition](#) to make the UK the first country in the world to make suicide prevention the responsibility of a specific government minister. Matthew partnered with suicide prevention organization Campaign Against Living Miserably (CALM) to mobilize nearly 400,000 supporters to make sure the message could not be ignored. The campaign grabbed media headlines through tactics that included installing 84 human-shaped sculptures on the edge of a London rooftop to represent the 84 people who die from suicide every week in the UK.

On World Mental Health Day, the British Government responded with an announcement that they would introduce a new minister for suicide prevention for the first time in history. Matthew recorded an inspiring video message to his supporters after the news was announced.

nearly
400,000
signatures

Here are a few more examples of health and disabilities campaigns from 2018:



Parents of children with cancer in Mexico **convinced the government** to pass a law providing job-protection when they take time off to care for their kids.

by Fundación Cáncer Warriors de México

379,683 signatures



A wheelchair-bound football fan and his supporters **convinced the Spanish Football Federation** to lift its ban on people with physical disabilities becoming trainers.

by Carlos Rodrigo Durán

75,139 signatures



The parents of a man who died from exposure to chemicals **compelled Lowe's and Home Depot** to stop selling toxic paint strippers.

by Cindy and Hal Wynne

84,935 signatures



A member of the Turkish parliament **successfully petitioned colleagues** to approve a Research Commission for Down Syndrome to improve support for families.

by Didem Engin

93,400 signatures



A 32 year old single mother **successfully campaigned** for access to a potentially life saving cancer treatment drug.

by Natalya Ashirova

428,065 signatures



A teenage girl whose mother is in a wheelchair **led a campaign** that convinced Google to add wheelchair-friendly routes to Google Maps.

by Belinda Bradley

298,621 signatures

Animal Rights



Anastasia Ivanova www.change.org/whalejail

13,922 campaigns on animal rights were started in 2018 from people like Anastasia Ivanova. Here's her campaign:

Campaign convinces Russian government to release animals from a “whale jail”

In late 2018, a drone captured aerial footage of eleven killer whales and 87 belugas confined in small chain link pens in Srednyaya Bay, in Russia's Far East. The animals had been captured over the summer by four Russian firms that supply marine animals to aquariums. The authorities opened an investigation into the matter, as reports came in that the animals were severely distressed and in deteriorating health from captivity in confined conditions. A young local activist, seeking to gain media attention for the issue, [launched a petition](#) to close the “whale jail” and return the animals to the wild.

The petition was quickly translated into 7 languages and spread rapidly around the world, with more than

1.5 million people calling for the release of the animals. The campaign also attracted the attention of influencers including Leonardo DiCaprio, Pamela Anderson and the famous ocean explorer Jean-Michel Cousteau, who encouraged followers to sign the petition. International media added further fuel to the campaign, reporting on the building public outrage. After months of mounting pressure, Russian officials brought charges against the four companies responsible for the whale jail, and ordered that the animals be released into the wild.

Here are a few more examples of animal rights campaigns from 2018:



15-year-old Bella successfully **led a campaign** to convince the UK Government to end the use of wild animals in traveling circuses.

by Bella Lack

191,589 signatures



A local resident **led a viral campaign** to help end the tradition of torturing animals at an annual festival in Yucatán.

by Erika Roldán

751,911 signatures



Animal Hope in Legislation mobilized allies to help **secure an historic ban** on all fur products in Los Angeles.

by Animal Hope in Legislation

145,352 signatures



A young **animal protection activist** convinced a **pet food manufacturer** in Australia to stop putting shark flesh in its products.

by Brielle Revello

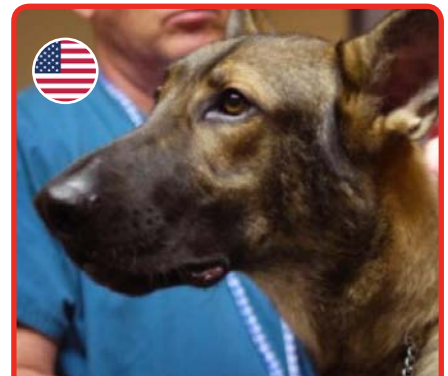
1,434 signatures



An animal rights group **built public support** to convince the department store Breuninger to stop selling fur.

by Deutsches Tierschutzbüro e.V.

60,473 signatures



The White Coat Waste Project mobilized more than 1 million people to **convince US agencies to retire** rather than kill animals used in federal experiments.

by White Coat Waste Project

1,183,065 signatures

Environment & Plastics



Eve Helman, Mya Chau, and Starbucks CEO Kevin Johnson www.change.org/starbucksbettercup

13,713 campaigns on environmental issues were started in 2018 from people like Eve and Mya. Here's their campaign:

Two 11-year-old girls convince Starbucks to use recyclable and compostable cups

In the course of a 6th grade science project, Mya and Eve, two 11-year-old girls from Calgary, Canada, discovered that 1 million trees are cut down every year to provide the paper for 4 billion single-use Starbucks cups. Inspired to take action, they launched a #BetterCup campaign to encourage Starbucks to commit to using recyclable and reusable cups. Their campaign struck a chord, [with 347,665 people signing in support](#) and media coverage across Canada, including an interview on Canada's biggest broadcast TV station, CBC.

Mya and Eve announced to supporters that they would be taking their petition to Seattle, for delivery ahead of

Starbucks' shareholder meeting. In response, less than 24 hours before the meeting, Starbucks announced a \$10 million commitment to invest in the creation of a recyclable and compostable cup, and invited the girls to meet Starbucks leadership, including CEO Kevin Johnson. The next day, Mya and Eve attended the shareholder meeting in Seattle and asked the company, in front of thousands of shareholders: "Will you have reusable cups at this meeting next year?" The girls will be tracking Starbucks' commitment and progress.

Here are a few more examples of campaigns on single use plastics from 2018:



10-year-old Brayden **convinced Disney to phase out single-use plastics** in its parks, hotels, and cruise ships.

by Brayden Bittel

34,810 signatures



A school class of 9 and 10-year-olds **became a critical voice** in securing a commitment from the UK Government to ban plastic straws.

by Year 5 class, Oxley Park

109,007 signatures



An Italian school teacher **led a movement that convinced the Environment Minister** to make national commitments to reduce plastic waste.

by Debora Fabietti

733,626 signatures



A young woman from London **led a successful campaign** to get Pret A Manger to commit to the introduction of compostable cutlery.

by Stephanie M

68,660 signatures



A National Geographic **subscriber convinced the magazine** to stop mailing its product in plastic packaging.

by Hannah Yesk

1,362 signatures



Residents of a small town in Western Australia **convinced the country's largest supermarket chains** to reduce plastic wrapping for fruits and vegetables.

by Pat Lowe

390,651 signatures

Economic Fairness



Priscillia Ludosky www.change.org/GiletsJaunes

28,395 campaigns on economic fairness were started in 2018 from people like Priscillia Ludosky. Here's her campaign:

Campaign protesting fuel prices sparks the Yellow Vests movement in France

The Yellow Vests movement in France, which grew into the most influential grassroots movement of the Macron Presidency, was sparked and driven by a Change.org campaign.

Priscillia Ludosky, a 32-year-old small business owner from a Paris suburb, [started a petition to protest rises in fuel prices](#) that made no provision to support the poorest French citizens living in areas without access to public transportation. The petition became the rallying point for public opposition to the fuel hike, growing to more than 1.2 million supporters. In November, this online movement spilled into the streets, driven by poor and middle-class workers who expanded their protest beyond fuel prices to a broader critique of cost of living, inequality, and the lack of public participation and transparency in government decision-making.

In response to growing unrest, the French government announced it would postpone all tax increases on fuel and gas, offer greater support for the poor, and launch 3-month tour to gather citizens' opinions on the future of the country's policies on the environment, taxes, and civic participation. President Macron delivered a direct response to all petition supporters through his profile on Change.org, saying "You have been hit hard by rising fuel prices and have decided to react by signing this petition. I heard your message. I am answering you directly: you are right."

The size and impact of this campaign put Change.org at the center of French politics. Political scientist Pierre Mathiot summed it up in leading newspaper *Le Parisien* with the conclusion that "Change.org has replaced the marches from Bastille to Nation."

Here are a few more examples of economic fairness campaigns from 2018:



A 17-year old **student** **convinced FedEx** to not lay off workers in Italy by gathering support from other students, the media, and the Pope.

by Luigi Galvano

51,986 signatures



Residents of a partially collapsed building convinced President Putin to intervene and agree to resettle them.

by Alexey Sokolov

211,539 signatures



The sister of a disabled woman **convinced a major bank** to reverse its decision to hike their rent far beyond their ability to pay.

by Aurora Espinosa Cisneros

118,855 signatures



Si el huevo tiene IVA,
#elIVAtienehuevo

The Colombian government stepped back from plans to raise taxes on food staples **in response to public mobilization** opposing the move.

by Marco Romero

76,547 signatures



A veteran and hundreds of thousands of supporters convinced the Herefordshire County Council to find housing for a former SAS hero, saving him from homelessness.

by Andy McNab

543,698 signatures



48-year-old Andreas **won his campaign** to lower the monthly health insurance contributions for low-income, self-employed workers.

by Andreas Müller

145,788 signatures

Children's Rights



Purnima Govindarajulu www.change.org/AdultSurvivorSupport

6,172 campaigns to protect children were started in 2018 from people like Purnima Govindarajulu. Here's her campaign:

Child abuse survivor in India secures legal reform

When child abuse survivor Purnima Govindarajulu traveled to her home state in India to file charges against her abuser in order to protect her younger cousins and nieces, she was horrified to find that the statute of limitations for reporting child abuse in India is only three years.

In response, Purnima [started a petition calling for a reinterpretation of the law](#), gained the support of 380,000 signers, and captured the attention of national and international media – including The Times of India, Reuters, BuzzFeed News, and The BBC.

Because of the support of her campaign and with the help of our team in India, Purnima was able to meet

with the Minister of Women and Child Development, who subsequently made a major change to government policy by announcing the removal of any time limit on cases pursued through the Prevention of Child Abuse Act, giving untold numbers of survivors the ability to pursue justice.

380,000
signatures

Here are a few more examples of children's rights campaigns from 2018:



A children's rights group led a successful campaign **in Argentina to change a law** that previously prevented anyone but parents from reporting assault against children.

by Red por la Infancia

157,163 signatures



The mother of a three-year-old with Down syndrome in Spain **ran a successful campaign** to get her the support teacher she needs to go to her local school.

by Maria Carmona Araujo

8,227 signatures



A child rights organization **led and won the fight** to admit 200 undocumented immigrant children to primary school in Spain.

by ASOCIACION PRODEIN

97,753 signatures



Apple and Amazon **bowed to pressure** to remove cosmetic surgery game apps aimed at children.

by Holli Rubin

154,607 signatures



The mother of a six-year-old epileptic boy **sparked a national movement** that convinced Parliament to legalize medical marijuana in the UK.

by Hannah Deacon

718,307 signatures



The mother of a child who tragically died from choking during a school field trip **changed federal law** to require schools to offer first aid training to employees.

by Alessandra Begalli

129,381 signatures

Funding Model

We are proudly funded through revenue that comes directly from our users, whose contributions keep our platform free, independent, and available to everyone.

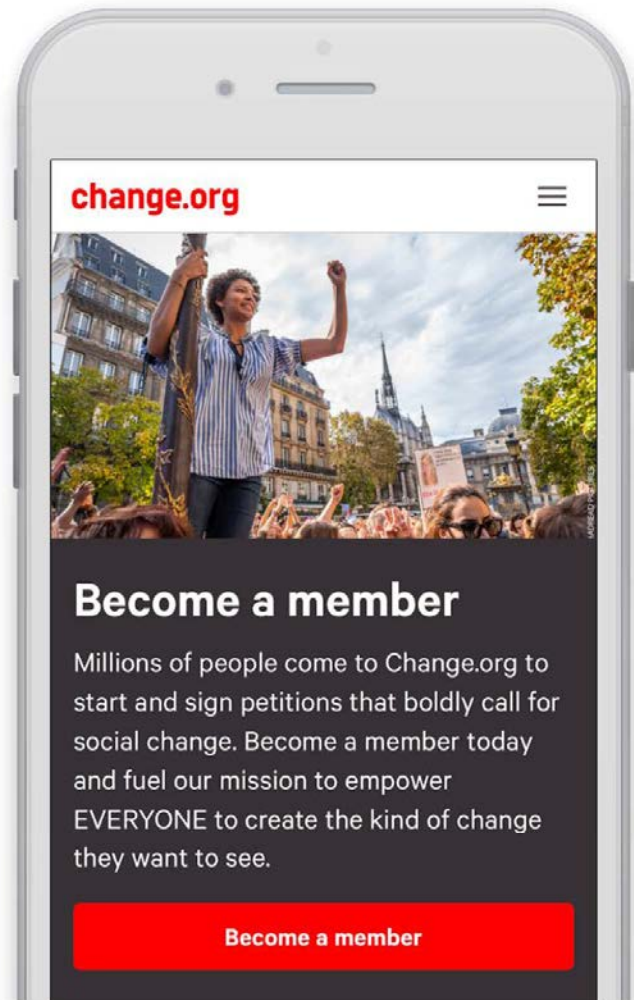
There are two ways we fund our work:
MEMBERSHIP and **PROMOTED PETITIONS**.

POWERING OUR PLATFORM THROUGH MEMBERSHIP

Our Membership program enables people to contribute monthly, with 100% of contributions used to fund the free support and tools we offer to help ordinary people win their campaigns every day. These are small, regular membership contributions from an incredible community of people who believe that every person should have a voice, and that civic participation is essential to creating responsive and accountable institutions.

We provide members with regular updates on the impact of their contributions through exclusive content.

By the end of 2018, more than
98,000 members
were making monthly contributions



“Please continue like you are doing. You are fantastic, thanks with my heart for making real this revolution and for the everyday passion you put in your work! You are precious because you love justice and freedom! I’m with you!”

– Stefano, Change.org member from Italy

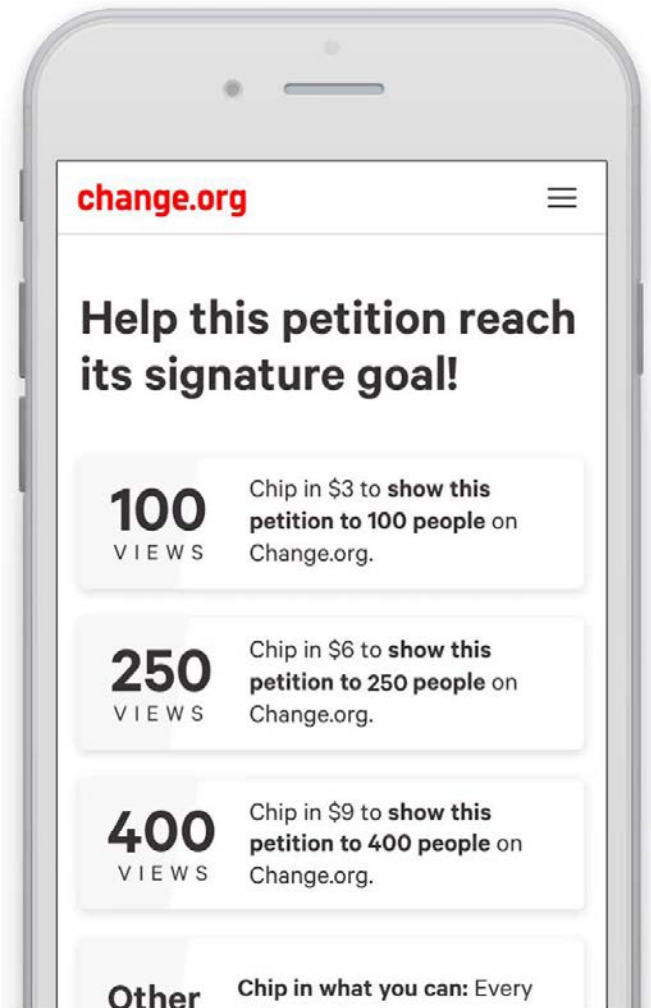
POWERING SPECIFIC CAMPAIGNS THROUGH PROMOTED PETITIONS

Change.org's Promoted Petitions tool enables supporters of campaigns to contribute not only their voice, but also their money to support and grow the campaigns they join. After signing a petition, users can chip in money to promote that petition to more users on Change.org.

With more than 265 million users, Change.org represents the largest audience of people taking action on social issues worldwide, and users who promote petitions on our platform are able to raise immediate awareness about the campaigns they support.

During 2018,
1.6 million people
promoted petitions on Change.org

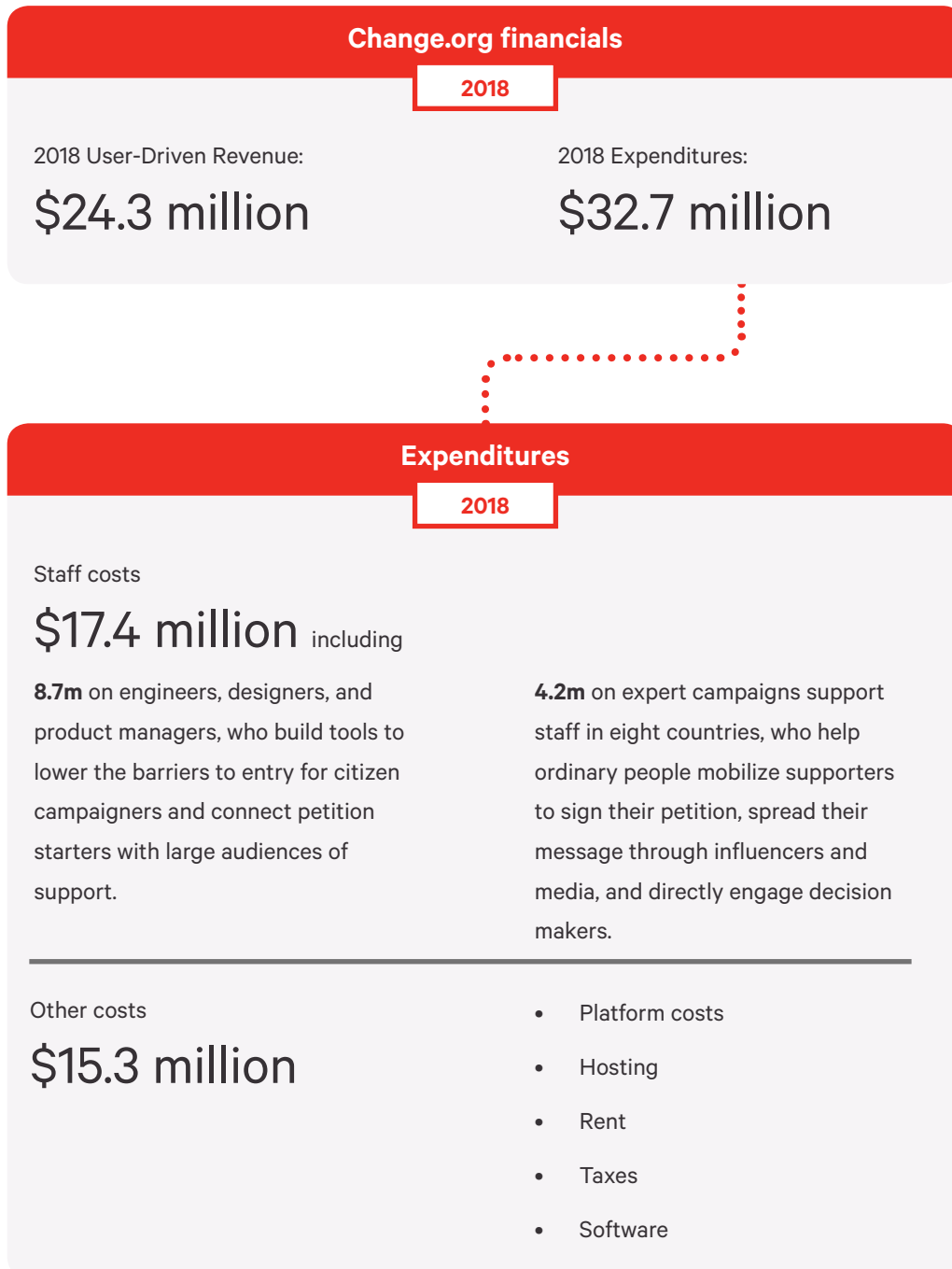
We do not accept corporate advertisements, keeping Change.org entirely funded by and focused on our users.



In 2016 we shifted to a **mission-aligned and user-driven funding model**. Until 2016, our revenue was primarily driven by an advertising product for non-profit organizations called Sponsored Petitions. While this revenue model generated significant resources for our organization, its rate of growth slowed over time, and it caused us to focus too many resources on serving advertisers instead of serving our users. In 2016 we decided to discontinue this advertising product in order to focus on building tools that would enable our users to contribute money to increase the power of specific campaigns or the effectiveness of our platform as a whole.

We now have a deeply mission-aligned revenue model with a virtuous cycle, in which the more powerful campaigns that are launched on Change.org, the more revenue we generate from people who join and want to support these campaigns and our platform, which gives us more resources to invest in free tools and support to further increase the number of powerful campaigns.

Financials



The difference between our revenue and expenses in 2018 was covered by funds from our most recent investment round in 2017. This \$30m+ investment round was led by Reid Hoffman, founder of LinkedIn, and joined by existing funders including Bill Gates, Evan Williams, and Sam Altman.

User Safety & Privacy

ONLINE SAFETY

We have a responsibility, as the world's largest platform for social change, to create a safe environment where a plurality of views can be shared in a healthy way, and where even people who disagree on some issues can find common ground around others. We therefore take a strong stance against hate, discriminatory views and other abusive behaviour, and we have detailed policies and processes in place to ensure Change.org is a safe space for our users.

We have produced a comprehensive set of [Community Guidelines](#) which establish in clear language the behaviour we expect from our users.

We encourage our users to:

- Speak out on issues they want to change
- Mobilize others to support their cause
- Call on the relevant decision-makers to address the issue
- Engage in healthy debate with the wider Change.org community



At the same time, we are very clear that **we will not tolerate:**

- Hate speech
- Incitement to violence or the glorification of violence
- Impersonation of other people
- Violation of other people's privacy
- Bullying
- Gratuitously graphic content
- Content that may be harmful to children
- Spam
- Illegal content



In order to identify and deal with any breach of our Community Guidelines, we empower our users to report inappropriate content via 'report a policy violation' buttons which identify any content (petitions and comments) that is not compliant with our Community Guidelines. We have a **dedicated User Safety Team** that acts quickly to respond to guideline breaches. All of our users agree before accessing the platform that they can be asked to remove content that is not compliant with Community Guidelines.

Our User Safety Team engages in open dialogue with petition starters whose content has been flagged to help them understand their responsibilities under our Community Guidelines. However, we do reserve the right to remove content and, in the event of serious breaches, restrict the access of a user to the platform.

We review our policies regularly to ensure they are adapted to the changing external environment and that the work of our User Safety Team reflects best practices.

As well as ensuring compliance with our Community Guidelines, our User Safety Team connects users to additional support services on issues such as domestic violence or suicide prevention where appropriate.

MISINFORMATION



We want to minimize the spread of demonstrably false information that is being presented as factual. Where issues are flagged we check the veracity of any claims and remove any content that is proven to be misleading to other users. We also use a banner system which flags content to our users which is a widely held conspiracy theory or difficult to disprove.

USER PRIVACY



Our users trust us with their personal data and we take our duty to protect it very seriously. We incorporate the protection of personal data into the design of all of our platform's features and are fully compliant with data protection and privacy laws across the countries we operate in. We do not sell our users' data to third parties.

We have a clearly articulated set of [policies](#) on our platform to ensure that our users are well-informed about how we use and look after their data. These policies explain:

- The information we collect
- How we use it
- How long we retain it
- Whom we share it with
- How users can change their privacy settings, ask for a record of the data we hold on them, or ask for all of their data to be erased from the platform

See <https://www.change.org/policies/privacy#3> for more information.

Users can review their privacy options at any time via our Privacy Dashboard. This allows individual users to choose when Change.org will communicate with them and to opt out of emails altogether if they prefer. We honor all data access and deletion requests from our users.

Additionally we ensure our users are informed about our [use of cookies](#) on the platform. We provide users with information on:

- What a cookie is
- The type of cookies we use
- What their purpose is
- The point at which each cookie expires
- How the user can manage their cookie settings

Our goal is to keep our platform open, safe and empowering. To do that we have established and are committed to maintain rights and responsibilities which are robust enough to ensure our users are operating in a safe space but flexible enough to evolve with changing behaviors online.



The Change.org PBC team includes more than 150 technologists, movement-builders, and social entrepreneurs across 8 countries in North America and Europe, and the Change.org Foundation team includes more than 75 people supporting citizen campaigners across 10 countries in Latin America, the Middle East and Asia.



Our Team

EXECUTIVE AND LEADERSHIP



Ben Rattray

Chief Executive Officer (CEO) and Founder

Ben is the Founder and CEO of Change.org. He has been named one of Time's 100 most influential people in the world and one of Fortune's '40 Under 40' rising young business leaders, and is a graduate of Stanford University.

Benjamin Joffe-Walt

Chief Operating Officer (COO)

Benjamin Joffe-Walt is responsible for operations and global markets. He was Change.org's founding Vice President of Communications, and helped to expand Change.org to 18 markets. An award-winning journalist and editor in a previous life, Benjamin's work has appeared in a wide variety of media, including Bloomberg, The Economist, The Atlantic, The Telegraph, and The BBC.



Portia Kersten

Chief Financial Officer (CFO)

Portia Kersten is Change.org's CFO as well as a Partner and Co-Founder at Attivo, where she is focused on helping start-ups and early-stage companies raise capital, maximize growth potential, operationalize for scale, and achieve successful exits. Before founding Attivo, Portia spent 15 years as a CFO for startups and high-growth companies.



Paula Peters

Chief Global Officer, Europe

Paula Peters is a member of the Change.org management board. She is responsible for the success of all PBC-teams outside North America, including Europe, Turkey, Russia, and Australia.

In 2012 Paula founded the Change.org platform in Germany. Under Paula's leadership, Change.org Germany grew from 60,000 to nearly 2.5 million users in just over a year. Paula is the initiator of many digital movements, such as #bringbackourgirls and the manifesto 'Writers Against Mass Surveillance'.



Bec Wilson**Chief Global Officer, North America**

Bec Wilson oversees Change.org country operations in the United States and Canada, leading the campaigns team in its mission to support people-powered and technology-driven social movements. Prior to this role, Bec served as the Deputy Executive Director at the Centre for Australian Progress and was a senior advisor to the Mayor of Sydney.

**Nick Allardice****Chief Product Officer**

Nick Allardice leads Change.org's product team. Before that he headed Change.org's global campaigns operation, and oversaw the expansion into 18 markets across Europe, Asia, and South America. Prior to Change.org, Nick founded Live Below the Line, an international online campaign that has raised \$20 million for fighting extreme poverty, and held leadership roles at Make Poverty History and The Oaktree Foundation.

**Fabien Chazot****Chief Technology Officer**

Fabien Chazot leads Change.org's engineering team across three offices: San Francisco, Victoria B.C., and Paris. He oversees the organization's vision and execution across all technical fields, including infrastructure, security, data science, and platform. He was previously the VP of Engineering at Match.com Europe and Promovacances.com.

**Elana Lopez****Chief People Officer**

Elana Lopez leads our People team, including recruiting, people support, culture & diversity, and learning & development. Prior to joining the team at Change.org, Elana was Director of Human Resources at Avaaz.

**Preethi Herman****Global Executive Director of the Change.org Foundation**

Preethi is a 2018 Obama Fellow, and was selected by the Indian Government as one of the 25 women transforming India as part of its #WomenTransform initiative. She has been named one of Impact Media's 50 most influential women in Indian media, and led the expansion of the Change.org platform in India, which time she grew from 200,000 users to more than 10 million users over five years.



COUNTRY EXECUTIVE DIRECTORS



Jamie Biggar
Executive Director, Canada



Stephanie Brancaforte
Executive Director, Italy



Sarah Durieux
Executive Director, France



Kajal Odedra
Executive Director, UK



Uygur Özdesmi
Executive Director, Turkey



Jose Antonio Ritoré
Executive Director, Spain



Sally Rugg
Executive Director, Australia



Mitya Savelau
Executive Director, Russia



Bec Wilson
Chief Global Officer,
North America

Our Board

The Board of Directors at Change.org, PBC consists of seven people:



Allen Blue

Vice President Product Management and Co-Founder at LinkedIn, and Chair of the Board of Directors at Hope Street Group.



Aria Finger

CEO at DoSomething.org, Adjunct Professor at NYU, and Board Director at Care for the Homeless.



Joe Greenstein

Co-founder, InnerSpace & Leaders in Tech. Previously Co-founder & CEO of Flixster.



Sarah Imbach

Investor, advisor and entrepreneur. Former COO at 23andMe, VP of Revenue & Chief of Staff at LinkedIn, and SVP at PayPal.



Nancy Lublin - Chairperson

Founder & CEO, Crisis Text Line & Loris.ai. Previously CEO at DoSomething.org and Founder of Dress for Success.



Ben Rattray

CEO and Founder, Change.org.



Tabreez Verjee

Co-Founder & Partner, Uprising. Formerly Seed Funder & Board Director at Kiva.org.

How We Work

Our goal is to make a positive impact in the world not only in what we do – by pursuing our mission of global empowerment – but also in how we run our organization.

“We believe that every organization has the opportunity to play an important role in positively impacting the lives of their staff, and the opportunity to adopt business practices that contribute to a more fair, inclusive, and equitable society.”

– Ben Rattray,
Change.org CEO

We are proud of the culture and organization we have created – one committed to a workplace infused with purpose, growth, and connection. While it's difficult to capture the nature of this culture in writing, listed below is an outline of some of the programs that reflect and reinforce how we work together.

Staff Board. In addition to a governing Board of Directors, we have a Staff Board that was founded to increase transparency and offer a channel for staff input into key strategic decisions across the organization. Our Staff Board is elected by staff annually and works closely and regularly with our executive team.

Parental leave. We offer 18 weeks of parental leave at full pay for all new parents, regardless of gender. We're proud to say that full parental leave has been taken by 100% of staff, men and women, since we launched this program in 2013.

Pay Equity. We have established clear and consistent growth paths and salary bands for roles across the organization to provide transparency and reduce bias, and we conduct an annual review to ensure that people are paid fairly according to their performance and level. We believe the persistent gender pay gap around the world is a serious problem for fairness and social progress, and are proud to say that women are paid equally for equal work at Change.org.

Unlimited vacation. We believe that the amount of time off given to workers in many countries – particularly in the United States where the average is 2 weeks – is unhealthy, and we work to ensure that all staff have sufficient time throughout the year to rest and rejuvenate. In addition to a policy of unlimited vacation, we actively encourage people to actually take this time off – and estimate that the average staff member takes more than 4 weeks of holiday annually.

Diversity & Inclusion Council. We are committed to building a diverse team that represents the communities we serve, and to create a safe and supportive working environment where everyone has access to opportunity. To ensure we have a clear organization-wide vision and strategy for increasing diversity and improving inclusion at Change.org, we established a Diversity & Inclusion Council at the end of 2018 with a similar structure to our successful Staff Board. The Council is led by our Senior Director of People & Inclusion, and we are ramping up our investment both in our capacity for execution as well as the tracking of our progress in 2019.

Women Helping Others Achieve. The most popular group at Change.org is a co-mentorship and leadership-building group called Women Helping Others Achieve (WHOA), which uses a combination of skill sharing, networking, and other support to assist the professional growth of women across the organization.

The Change.org Fellowship. Launched in 2018, The Change.org Fellowship was established to increase opportunities for aspiring product managers and engineers who are passionate about making a difference using technology, and who have roots in or deep connections with communities that have faced discrimination or marginalization in the tech sector. The program aims to create an entry point for people who might not otherwise get an equal shot at professional opportunities in tech.

Values Ambassadors. Each quarter our team celebrates the staff who best exemplify one or more of our seven organizational values – Embrace Openness, Think Big, Demand Excellence, Serve With Passion, Offer Solutions, Love and Understand, and Take Fun Seriously. Each of the people recognized receives either funds for professional development or an all-expenses paid trip to one of Change.org's 18 country offices.

Change.university. We recently launched a peer-to-peer learning program called Change.university, which creates opportunity for staff to learn new skills, and to step up as teachers to help others with their professional growth. Examples of recent trainings include Time Management; Managing up and Stepping Up; and Management 101 for New Managers.

General Information

Organization name	Change.org, PBC
Organization location	San Francisco, CA 94104 (USA)
Legal form & Registration	<p>Public Benefit Corporation (PBC)</p> <p>Change.org, PBC is registered in the State of Delaware, and the “file number” from the Delaware Secretary of State is 4215439.</p> <p>Entity founded: Sep 8, 2006</p> <p>Converted to PBC: Aug 24, 2017</p>
Contact details	<p>Change.org, PBC</p> <p>548 Market Street #29993, San Francisco, CA 94104</p> <p>e-mail: help@change.org</p> <p>website: www.change.org</p>
Purpose of PBC according to the Charter / mission:	The Corporation shall have a specific public benefit purpose of fostering social impact by empowering people everywhere to create the change they want to see.
Total number of staff as of Dec 31 2018	Full-time: 140
Associated organizations	<p>Mexico, Colombia, Brazil, Argentina, Germany, India, Thailand, Indonesia, and Japan are Change.org Foundation countries. They have an independent organizational structure from Change.org, PBC, including independent boards, governance, finance, administration, and counsel. However, all countries and country teams use the global campaigning infrastructure available on the Change.org platform.</p> <div> <div> Change.org Foundation (USA) Change.org Servicios Promocionales España S.L. (ES) Change.org Global Limited (UK) Change.org Worldwide Limited (UK, FR, IT, DE, NL) Change.org International Holdings, Inc. (USA) Change.org India Private Limited (India) Change.org Development & Promotion Services Canada Inc. (Canada) Change.org Australia Pty Ltd. (Australia) </div> <div> Change.org Pazarlama ve Satis Destek Limited Şirketi (Turkey) Change.org, Brasil (Brazil) Change.org e.V. (Germany) Create Change Foundation (India) Ek Anek Social Impact Solutions Pvt Ltd (India) Perkumpulan Gerakan Digital Bangsa (Indonesia) General Association, Change.org Japan (Japan) Change.org Latinoamerica A.C. (Mexico) </div> </div>

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