

METHODOLOGY

PLACES



THE POSITIVE COMPASS

Empowering businesses on their journey towards sustainability and regeneration



Positive

THE POSITIVE COMPASS - PLACES TOOLKIT

A dynamic and holistic tool designed to engage your thinking by giving you a new perspective on regenerative business, which creates the freedom to make change happen.

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Acknowledgments

The Positive Compass methodology was developed over several years by the core team of Positive and the appreciated and valuable support of external contributors experts, academics and reviewers. This methodology is an original piece of work that also draws inspiration from existing frameworks and organisations committed to empower systemic change.

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THE POSITIVE COMPASS

Welcome to the Positive Compass Methodology. This methodology is intended as a guiderail empowering changemakers to shift our economy from extraction and exploitation to equity and regeneration. Unlock new possibilities for your business with the compass enabling you to gain new perspectives and access new opportunities.

The Compass provides changemakers with a transformational set of principles - supported by tools and resources to guide and embed Impact. The methodology brings to life these five life-affirming principles (5Ps); People, Planet, Partners and Places with Purpose at the core. This is the future of business'. Future proof your business now and be ahead of the curve by adopting this compass.

This tool is designed to support your company and its ecosystem, and to build an economy in service of life that operates within the planetary boundaries work of Johan Rockström (Stockholm Resilience Centre).

To that end, we favor a qualitative-first approach. This is a key difference when comparing with the current generation of ESG (Environmental and Social Governance) and certification methodologies that have a focus on quantitative metrics first with a view of doing less harm.

Our intention is for the Compass to support businesses to contribute to a thriving planet and enable a life-affirming regenerative and equitable economy.



**THE POSITIVE COMPASS®
FOR REGENERATIVE BUSINESS**

KEY

-  **PURPOSE**
Mission at the Core
Engagement
Culture
Governance
-  **PLANET**
Zero Waste
Net Zero & Beyond
Good Materials
Circular Models
-  **PEOPLE**
Team Wellbeing
Fair Pay & Executive Pay
Empowerment
Diverse Teams
-  **PARTNERS**
Slavery Free
Good tech
Fair Value
Healthy Supply Webs
-  **PLACES**
Community Impact
Marketplace Ethics
Biodiversity
Fair Tax

PATHWAYS TO REGENERATIVE BUSINESS

Businesses pass through three main developmental stages on the path to a Regenerative and Equitable economy. These phases can be classified as: “Do Less Harm”, “Do No Harm”, “Restorative” and “Regenerative and Equitable”. The fourth developmental field of “Regenerative and Equitable” is where Regenerative businesses exist, at the cutting edge. This field represents a critical shift in mindset away from previous models of business which were designed to extract resources and exploit humans.

Do less Harm (CSR)

Do less harm approaches are about mitigating risk. Most companies engaging “do less harm” approaches usually do so by bolting on social and environmental initiatives without addressing the wider impacts, footprints, and behaviours of the organisation as a whole. Companies operating in the “do less harm” paradigm often use CSR as a communications tool to mitigate the perception of negative externalities.

Do No Harm (Sustainability)

Do no harm approaches are the most common sustainability practises today. These mostly involve making incremental improvements over time with a view to neutralizing negative externalities. A sustainable mindset can represent a meaningful stepping stone on the journey for companies to move to the next level truly understanding and acting upon their systemic impact.



Do Good

Restorative (Advanced Sustainability)

The first level of “doing good” involves businesses working to be “net positive” and putting back more to the world than they take by replenishing and repairing systems. Companies operating in this paradigm are generally very committed to improving processes and making a positive impact. This field is often led by adherents of stakeholder capitalism. These businesses tend to embrace purpose and culture. However, companies are also curtailed from tackling the root causes of environmental or social issues they may be engaging with, in a systemic way. i.e. tackling over-consumption in the marketplace or shareholder ownership models which may entrench traditional power and inequalities.

Regenerative and Equitable

A regenerative and equitable approach is the highest level of “doing good” and involves a shift in mindset towards living system thinking and a climate justice lens. Businesses operating in this category are actively regenerating and restoring ecosystems and are creating shared value and equity with their ecosystem partners. This approach is predicated on whole systems health and fairness and favours a transfer of power so that the inequalities in the system can be addressed.



HOW TO USE THE COMPASS?

The Compass is intended as a guiderail, not an anchor. Our historic moment presents enormous overlapping challenges for businesses that now face unprecedented levels of technological change whilst navigating unimagined social and environmental crises. Yet, we believe that this moment is also pregnant with possibility.

The Compass and the supporting toolkits we have co-designed are offered as resources to help changemaker businesses make sense of these challenges - and turn them into opportunities - so that they can lead a new era of regenerative change.

At Positive, we reject tick boxing and greenwashing. We ask that you use this resource in good faith and a wholehearted commitment to being part of the solution. We encourage you to invite different members of your company to work on these questions making it a collaborative and intersectional exercise.

We recognise that regenerative changemaking is a dynamic space and we don't have all the answers. Every day, innovators across the world are discovering new and exciting ways to express their missions, whether that be in terms of pushing against the limits of existing legal frameworks to embed the rights of people and nature, or by designing new regenerative solutions, and finding innovative ways of empowering their teams to lead.

The authors intend the Compass to be a dynamic tool and a living document: this is why we invite you to help us make this tool the best it can be by suggesting ways that we can improve it together.



LIVE THE QUESTIONS

The Purpose section of the Compass opens with a key question which we invite you to sit quietly with, and live.

Take a step back and spend as much time as you can embracing what these larger questions mean for you and your business.

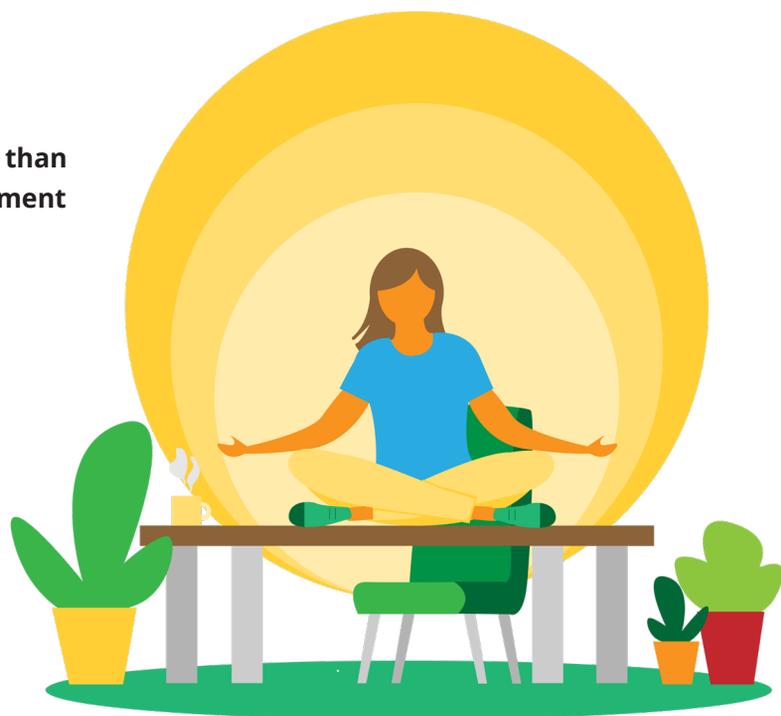
You may find it useful to reflect on whether the actions of your organisation correspond to a “Do Less Harm,” “Do No Harm” or “Do Good” (restorative or regenerative and equitable) approach.

Please resist the urge to move straight to the answers.

Allow the questions to ignite your curiosity about what is possible. What if...?

Be the change!

If you are a small business with less than 10 employees, please read the document with objectivity, and be mindful of your organisation’s capacity.





PLACES

Empowering Communities

HOW DO YOU SUPPORT LOCAL ECOSYSTEMS AND COMMUNITIES TO THRIVE?

Action Areas; Fair Tax, Biodiversity, Community Impact, Marketplace Ethics



FAIR TAX

1. We comply with all applicable laws and pay all required taxes where our company operates

- » Yes
 - › We conduct our activities in full compliance with all applicable laws and regulations
 - › We believe in supporting and making a direct material contribution to the community
 - › We take structural measures to prevent corruption and illegitimate tax avoidance
 - › We have not lobbied tax authorities or government and we do not make business decisions with the sole purpose of reducing our tax payments

- » No, not yet

2. We are transparent about our tax contributions

- » Yes, we publish this data and make it freely available to:
 - › all our stakeholders
 - › the general public (i.e. our accounts are in the public domain)

- » No, not yet

3. We do not use offshore entities, corporate shells, or other structures to minimize or avoid tax payments

- » No, we do not use these structures.
 - › Our corporate structure does not benefit by spreading risk - and production or operations - across low tax economies to offset our corporate tax liability

- » We still use these structures

BIODIVERSITY

1. We positively impact biodiversity¹ in the locations we operate

- » Yes
 - › We have a restoration/regeneration/rewilding programme with the intention of enhancing the biodiversity in the bioregions* we impact
 - › We measure and monitor our organisation's biodiversity footprint
 - › We have policies about biodiversity impacts
 - › We conserve natural habitat onsite to maintain biodiversity and ecosystem health
 - › We conduct environmental restoration activities onsite to increase biodiversity and ecosystem health
 - › Other
- » No, not yet

2. Our products or services enhance life, and positively impact the health and wellbeing of living things² and/or our planet's biosphere

- » Yes
 - › We only promote or sell life enhancing products³ or services
 - › Some of our products or services are life enhancing
 - › >80%
 - › 60% - 79%
 - › 20% - 59%
 - › <20%
- » No, not yet

3. We have a regenerative approach to land management

- » *Ecosystem Health*⁴
 - › We manage land in a way that...
 - › maintains ecosystem health
 - › enhances ecosystem health

1 Net Positive Impact (NPI) on biodiversity is a target for project outcomes in which the impacts on biodiversity (i.e. the variety of ecosystems and living things) caused by the project are outweighed by the actions taken to avoid and reduce such impacts, rehabilitate affected species/landscapes and offset any residual impacts. (IUCN)

2 A living thing relates to any organism or a life form that possesses or shows the characteristics of life - being alive.

3 Products designed and distributed to foster the happiness and contentment of users making their lives better.

4 Ecosystem health is defined as "the state or condition of an ecosystem in which its dynamic attributes are expressed within the normal ranges of activity relative to its ecological state of development" (van Andel and Aronson, 2006), while ecosystem integrity is "the state or condition of an ecosystem that displays the biodiversity characteristic of the reference, such as species composition and community structure, and is fully capable of sustaining normal ecosystem functioning" (SER, 2002). (Science Direct)

» *Environmental Impacts*

- › We operate a regenerative approach to land management: including farming and grazing practices that restores the environment and reverse the effects of climate change
 - › We use inputs that minimize environmental impact
 - › We minimize noise and light pollution to protect wildlife
 - › Other, please specify
- › No, not yet

» *Soil Management*

- › We are working regeneratively to rebuild soil organic matter and restore degraded soil biodiversity with the additional benefit of carbon drawdown
 - › We are actively working to prevent soil erosion and compaction
 - › We manage pests, weeds, and diseases through biological, physical, and cultural means (no synthetic agrichemical)
 - › Other, please specify
- › No, not yet

» *Water*

- › We manage our land in such a way as to improve the local hydrology and water cycle
 - › We conserve water
 - › We protect the quality of the water we manage
 - › We improve the quality of the water we manage
 - › Other, please specify
- › No, not yet

4. We uphold the highest standards of animal husbandry¹

» Yes

- › We employ regenerative methods including rotational grazing
- › We use organic/bio-dynamic methods
- › We reject intensive farming methods and embrace free-range, free to roam only
- › We do not use synthetic inputs, hormones or growth regulators
- › Other

» No, not yet

» Not applicable

¹ Animal husbandry means the raising and breeding of animals or production of animal products.

COMMUNITY IMPACT

1. We facilitate the participation of local communities and stakeholders representing their legitimate interests regarding our company's activities

- » Yes
 - › We have an open and inclusive dialogue with local citizens
 - › We have processes and forums to engage with and facilitate connections between our communities and stakeholders
 - › Other, please specify
- » No, not yet

2. We have local purchasing and/or hiring policies in place

- » Yes
 - › We have an official policy at each of our facilities to encourage buying from local suppliers within our city/county/region (100km radius)*
 - › We have an official policy at each of our facilities to encourage buying from local suppliers (from a 350-kilometre radius)
 - › We have formal targets or goals to increase local purchasing
 - › We have an approved list of preferred local suppliers at our facilities
 - › We have a formal policy for recruiting local managers
 - › We have an expressed preference for recruiting local staff (including for management)
 - › Other, please specify
- » No, not yet

3. We empower and support the local community for collective impact

- » *Community benefits*
 - › We support communities through our company activities
 - › We donate cash or resources to social or environmental initiatives in our local community
 - › We provide free or subsidized use of our goods, services and/or facilities to enhance life for local communities and organisations
 - › We provide discounted products and services to underrepresented groups
 - › We provide equity shares or co-ownership to our community stakeholders

- » *Team training*
 - › We support our team to empower local communities
 - › We help our employees or members to volunteer and engage in community service

- » *Advocacy and partnerships*
 - › We support advocacy for improved social or environmental policies
 - › We facilitate partnerships with charitable organisations and/or participate as members in community organizations
 - › Other

- » No, not yet

4. We reinvest a portion of our profits to provide services to our employees, local suppliers and/or communities

- » Yes
 - › 1%
 - › 5-10%
 - › 11-20%
 - › 21-40%
 - › 41-60%
 - › 61-80%
 - › >80%
- » No

5. We provide local alternatives for products and services

- » Yes
 - › Most of our revenue comes from customers who are located less than 350 km from our headquarter or main production facilities (Local customers)
 - › Most of our owners/investors are located less than 350km from our HQ or main production facilities (Local ownership)
 - › Most of our suppliers/providers are located less than 350km from our HQ or main production facilities (Local Suppliers/Providers)
 - › Most of our raw materials come from less than 350km from our HQ or main production facilities (Local Materials)
 - › Other

- » No, not yet

6. We participate in community activities and networks working for social or environmental change share knowledge and learn from others

- » Yes

- » No, we do not yet participate in community activities and networks

MARKETPLACE ETHICS

1. We do not engage in unethical or anti-competitive practices

- » We do not spread false information about competitors
- » We do not make false claims about our products and services
- » We do not exaggerate the benefits of our goods and services in our advertising and communications
- » We do not copy other organisations, nor their products and services
- » We do not restrict suppliers or customers from selling to or buying from other organisations
- » We do not engage in price-fixing with competitors
- » We do not sell products at a loss to force competitors out of the market
- » Other

- » None of the above

2. Our goods and services are accessible to underrepresented groups

- » Yes
 - › Our products and services are tailored to the needs of underrepresented groups and people in need
 - › We set aside a percentage of our income to support underrepresented groups
 - › We provide discounts to underrepresented groups
 - › We provide free products or services to underrepresented groups
 - › Other

- » No, not yet

3. We design our goods and services with the participation of our customers and other stakeholders

- » Yes

- » No, we do not yet invite customers and stakeholders to participate in the design of our goods and services

4. We have services that extend customer relationships beyond a single transaction

- » *Services*
 - › We have a loyalty program for our main customers
 - › We offer a subscription or membership service
 - › We offer services for repair and upgrade
 - › We offer a service for take-back and recycling at end of life

 - › None of the above

- » *Guarantee*
 - › We guarantee our products and services for a definite period of time
 - › We have a lifetime warranty for products to be repaired or replaced
 - › at no additional cost
 - › at a cost price
 - › Our products come with a money-back guarantee

 - › None of the above

REGENERATIVE ATTRIBUTES

Regenerative businesses are anchored in place. They understand and honour locality because there is no regeneration without place. Regenerative businesses exhibit many of the following attributes (the list is non-exhaustive);

FAIR TAX

- › Pay fair tax where it is due, and do so transparently

BIODIVERSITY

- › Embed a recognition of the fundamental importance of biodiversity and ecosystem services into business models and decision-making
- › Recognise that business is a nested system that sits within nature and living systems and not above or separate from
- › Enhance local biodiversity: restoring, regenerating, and rewilding
- › Ensure products and services enhance life and support the health of our planet's biosphere
- › Embrace regenerative approaches to land management, and soil and farming practices

COMMUNITY IMPACT

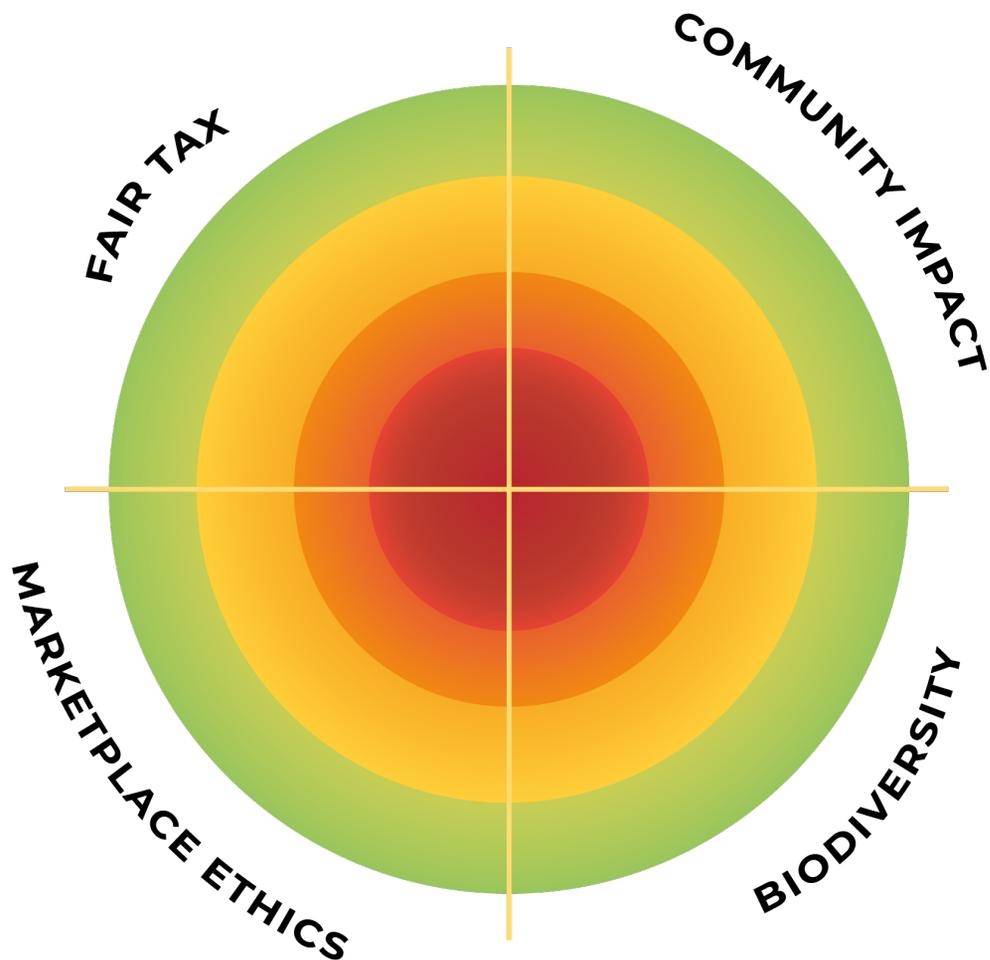
- › Recognise the uniqueness of every place in relation to its history, culture, architecture and personality as well as their needs and aspirations
- › Ensure local community participation
- › Prioritise local purchasing and hiring
- › Reinvest a portion of profits to provide services to local communities
- › Support local communities to respond to climate disruption

MARKETPLACE ETHICS

- › Do not engage in anti-competitive or monopolistic practices
- › Design to meet the needs of underrepresented groups, and to foster greater equity
- › Co-develop with the participation of customers and ecosystem partners
- › Invest in building customer relationships over the long term

WHERE ARE YOU AT?

We invite you to fill this enneagram to visualise how well you are doing with your impact on places. Reflecting on the questions you went through, assign a score to your company ranging from “do less harm”, “do no harm”, “restorative”, “regenerative and equitable”.



● Do less harm ● Do no harm ● Restorative ● Regenerative and Equitable

WHERE DO YOU WANT TO BE?

Well done for completing the enneagram! You now have a clear view on how advanced your impact on places is.

As you look to the future, how could you leverage your community impact to transform the positive contribution of your organisation and its culture? What is the impact you want to create?

HOW DO YOU GET THERE?

Now is time to embrace the opportunity of improving your business. Let's look at the path ahead...

What is your timeline to reach the goals you have set up?

Who is responsible for the delivering of these goals?

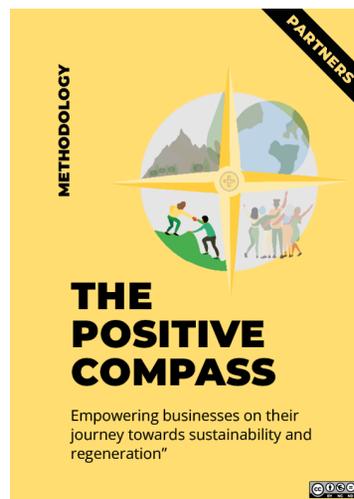
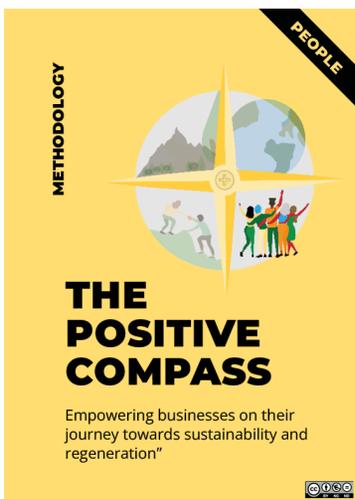
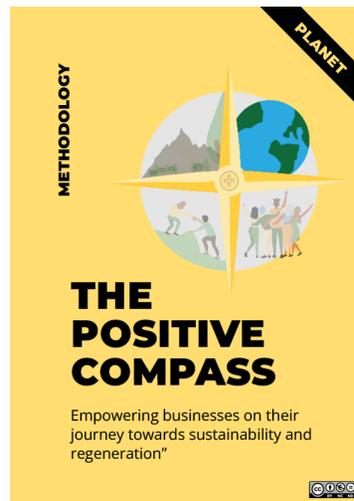
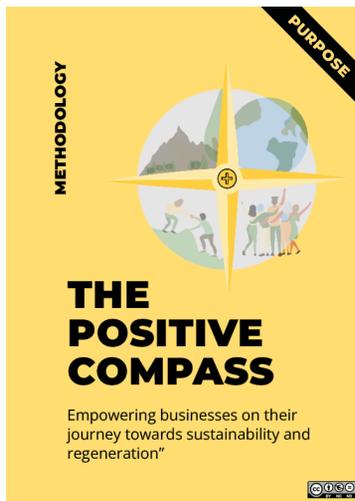
What are the risks and opportunity costs of inaction?

What resources are required?

What are the tasks you have identified to complete this work?

EXPLORE OTHER AREAS

Zoom into each area of the Compass to unlock new possibilities for your business. Gain new perspectives and access new possibilities with each of our 4 other toolkits (Purpose, Planet, People, Partners).



MOVING FORWARD

Contribute to improving the Compass methodology

The Compass is a dynamic methodology. If you have any insight on how we might be able to improve it, please get in touch. All of us have a stake in co-creating a regenerative future. You can get in touch at contact@makeapositiveimpact.co

Receive support and guidance to apply the Compass methodology

If you would like any support to review your business' impact and receive guidance on how to transform your business, please reach out using the email below contact@makeapositiveimpact.co

Discover our toolkits and roadmaps to foster your impact

The navigation tools are developed over several months within the Regen Futures Lab in collaboration with by experts, academics, business leaders, and reviewers. All the toolkits are aligned with the five principles of the Positive Compass empowering you to move towards Regeneration. Download them for free on our website: <https://www.makeapositiveimpact.co/changemaker-resources>



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