

METHODOLOGY

PARTNERS



THE POSITIVE COMPASS

Empowering businesses on their
journey towards sustainability and
regeneration



Positive

THE POSITIVE COMPASS - PARTNERS 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.

Table of Contents

The Positive Compass	4
Pathways to Regenerative Business	5
How to use the Compass?	7
Live the questions	8
Partners exploration	9
Regenerative attributes	15
Where are you at?	17
Where do you want to be?	18
How do you get there?	19
Explore other areas	20
Moving forward	21



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.



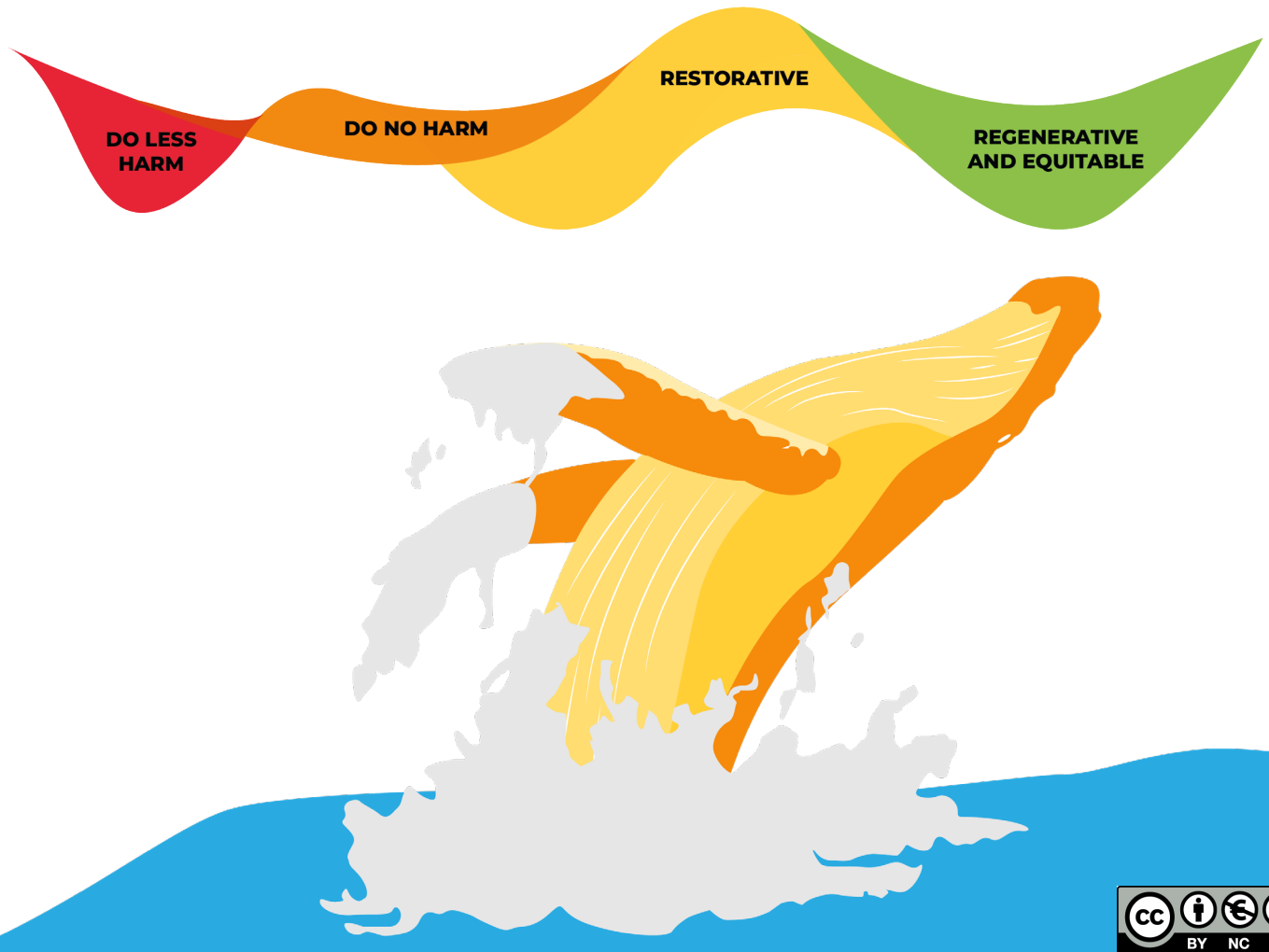
Do Good

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.





PARTNERS

Value for All

HOW DO YOU ENSURE THAT ALL YOUR ECOSYSTEM PARTNERS ARE TREATED FAIRLY AND ETHICALLY?

Action Areas; Fair Value, Good Technology, Slavery Free, Healthy Supply Webs



FAIR VALUE

1. We are committed to fair and transparent pricing¹

- » Yes
 - › Our pricing is reasonable in relation to other players
 - › Our pricing is consistent
 - › Our pricing is clearly explained and transparently displayed
- » No, not yet

2. We have fair and dignified relationships with our suppliers in regard to terms of payment, delivery and operations

- » *Dignity & Fairness*
 - › We work with our suppliers to establish fairness, fair value and dignity
 - › We respect social and labour standards
 - › We comply with all local laws and regulations
 - › We acknowledge the legacy and historical root causes of unequal power distribution
 - › Other, please specify
 - › None of the above
- » *Investing in Partners*
 - › We maintain long-term relationships with suppliers
 - › We pay prices that allow our partners to uphold socially and environmentally responsible standards
 - › We ensure that suppliers are paid at the agreed time
 - › We offer credit or advance payment facilities to our suppliers
 - › We invest in our suppliers
 - › We offer training and capacity building to suppliers
 - › We support projects by suppliers that deliver impact
 - › We support producers and suppliers to enable regenerative practices in land stewardship
 - › None of the above

3. We do not maximise market share at the expense of other companies, customers, or producers

- » No, we do not maximise market share
- » Yes, we maximise market share

¹ Decent pricing matching with customers' perception of the value of their purchase (goods or services) and clearly broken down with production costs.

GOOD TECHNOLOGY

1. We comply and go beyond with data regulations policies in our home country

- » Yes, the standards we uphold go beyond the data regulations in our home country
- » No, we do not yet comply with data regulations policies

2. We are mindful of our obligations to stakeholders and how we protect third party data

- » Yes
 - › We have a policy in place to protect third party data, and this is shared with our team members
 - › We audit all personal data
 - › We share a privacy notice with our partners and customers
 - › We have a confidentiality and privacy policy available online
 - › We require our partners and customers to sign a consent agreement
 - › We only share fully anonymized data with third parties
 - › Customers who share data always receive a benefit in kind as a quid pro quo
- » No, not yet

3. We consider the human implications of the technologies we use or develop (tech company)

- » Yes
 - › We invest our technology use with the values of inclusivity, transparency and trustworthiness
 - › We have a human-first approach prioritizing dignity and empathy
 - › Other, please specify
- » No, not yet

4. We put humans at the heart of our innovation processes and adopt a human-centred design approach (tech company)

- » Yes
- » No, we do not yet put humans at the heart of our innovation processes and adopt a human-centred design approach

5. We have a code of ethics to guide our decision making about technology use

- » Yes
- » No, we do not yet have a code of ethics to guide our decision-making for technology

SLAVERY FREE, HUMAN TRAFFICKING, AND CHILD LABOUR

1. We have a code of labour practice/internal policies and controls with anti-slavery, human trafficking and child labour provisions

- » Yes
 - › We refer to our buyers' requirements and internal policies before entering into agreements
 - › We are able to justify the age of suppliers' and partners' employees
 - › We ask our suppliers to carry out workplace risk assessments in regards to anti-slavery, human trafficking and child labour
 - › We ask our suppliers to provide us with information about their contracting and conditions of local workers ensuring our supply chains are free of slavery, human trafficking and child labour
 - › We ensure there is no modern slavery, human trafficking and child labour in our suppliers' production line
 - › We are accountable for our workforce ensuring that none of our workers is subject to exploitation (vulnerable workers, forced labour...)
- » No, not yet

2. We visit supplier's facilities and meet local workers and assess their conditions

- » Yes
- » No, though we do arrange visits via independent third parties
- » No, we do not yet visit supplier's facilities and meet local workers assessing their conditions

3. We are transparent about our company standards and requirements with suppliers

- » Yes
 - › We share information on our standards and requirements - when higher than legal standards - explaining why they are higher than legal thresholds
 - › We share information about our accountability procedures with our suppliers, including listing situations that would incur a termination
 - › Other, please specify
- » No, not yet

HEALTHY SUPPLY WEBS¹

1. We are fully transparent with our customers about our raw materials and ingredients (products)

- » Yes
 - › We disclose information about the origins of all ingredients and/or materials used in our products (Origin)
 - › on the product and/or packaging
 - › online
 - › We disclose information about all ingredients and/or materials used in the production process (Production)
 - › on the product and/or packaging
 - › online
- » No, not yet

2. We prioritize suppliers located within our bioregion² or local area.

- » Yes
 - › The majority of our suppliers are from a 350 km radius
 - › The majority of our suppliers are from our city/county/region (100km radius)
- » No, not yet

1 Healthy supply webs requires companies to be fully transparent knowing what is happening upstream in the supply chain and to communicate this knowledge both internally and externally.

2 Land and water territory whose limits are defined by the geographical limits of human communities and ecological systems - from a 350 kilometers radius.

3. We assess the social and environmental impact of our suppliers to ensure they meet the highest standards

- » Yes, the factors we monitor include:
 - › Proper land use
 - › Soil health
 - › Habitat and biodiversity
 - › Animal welfare and pesticide use
 - › Energy (greenhouse gas emissions)
 - › Waste (including packaging)
 - › Water
 - › Toxic substances
 - › Decent working conditions
 - › Human rights violations
 - › Other, please specify
- » No, not yet

4. We preferentially select suppliers from underrepresented groups

- » Yes, we preferentially work with:
 - › Asian individuals
 - › At-risk youth
 - › Black individuals
 - › Former prisoners
 - › Indigenous people
 - › LGBTQIA
 - › Persons with disabilities
 - › Recovering addicts
 - › Refugees and immigrants
 - › Religious individuals
 - › Rural low-income groups
 - › Sex workers
 - › Survivors of abuse
 - › Unsheltered individuals
 - › Urban low-income groups
 - › Veterans & ex-combatants
 - › Women
 - › Other, please specify
- » No, not yet

REGENERATIVE ATTRIBUTES

Regenerative businesses actively contribute to shared value with their ecosystem partners. They create “value for all” upholding ethics, ensuring fairness and fostering greater levels of equity. By doing so they transform linear supply chains into supply ‘webs’. Regenerative businesses exhibit many of the following attributes (the list is non-exhaustive);

FAIR VALUE

- › Acknowledge historical causes of unequal power distribution with ecosystem partners, suppliers and producers-working to transform colonial legacy issues and entrenched inequalities
- › Ensure fair and transparent pricing to empower their partners
- › Invest in building long-term relationships with producers and suppliers to establish fairness, fair value, and dignity.
- › Support producers and suppliers to enable regenerative practices in land stewardship

GOOD TECHNOLOGY

- › Protect third party data
- › Create shared-value when developing from third party data insights
- › Are guided by a code of ethics
- › Design technology with empathy and the end-user in mind
- › Design technology with a view to prevent harms and addictions - and making a positive impact
- › Have a preference for open-sourcing

REGENERATIVE ATTRIBUTES

SLAVERY FREE, HUMAN TRAFFICKING, AND CHILD LABOUR

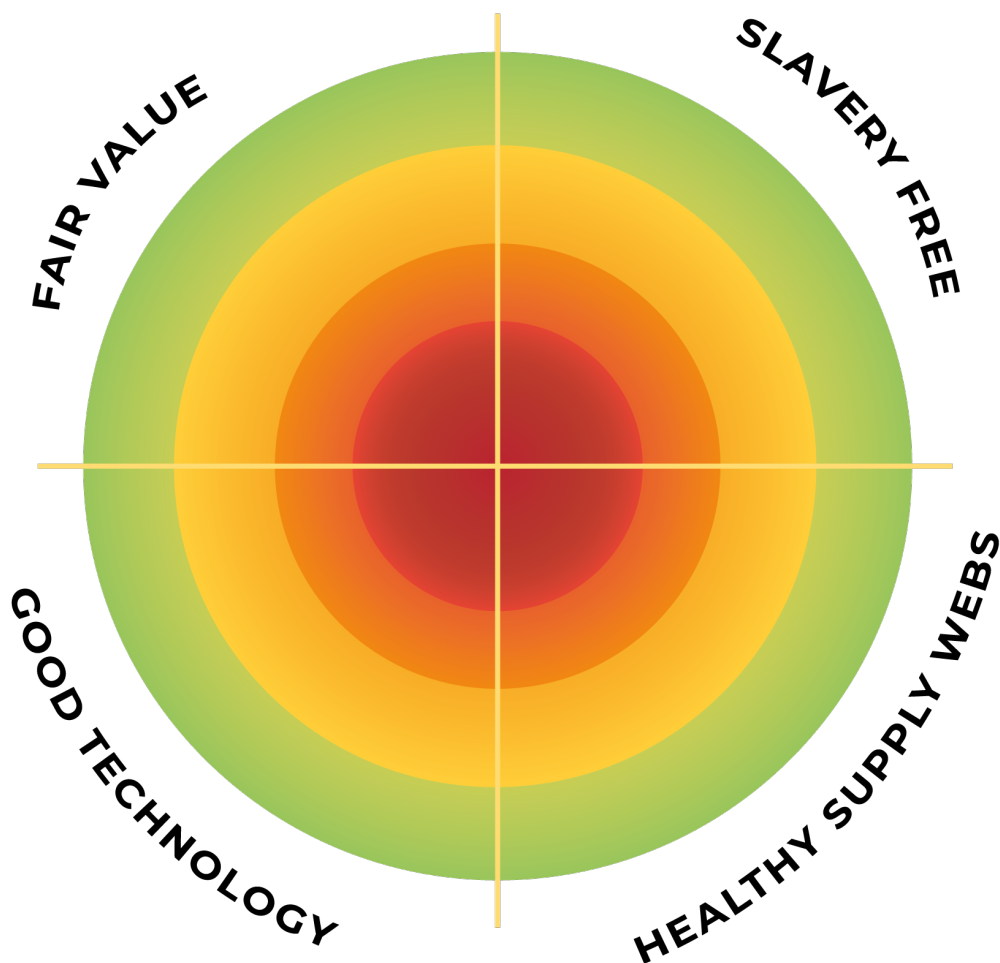
- › Work with suppliers to ensure work environments are slavery-free
- › Educate own team about slavery-free and human trafficking risks

HEALTHY SUPPLY WEBS

- › Are transparent about where (and from whom) raw materials and ingredients are sourced
- › Support underrepresented groups as ecosystem partners
- › Prioritise suppliers and partners located within bioregion or local area
- › View ecosystem partners as an extension of the organisation
- › Support ecosystem partners to enable better stewardship of nature and to adapt to climate risk

WHERE ARE YOU AT?

We invite you to fill this enneagram to visualise how well you are doing with your impact on partners. 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 partners is.

As you look to the future, how could you leverage your partnerships 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, Places).



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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