

**METHODOLOGY**

**PEOPLE**



# **THE POSITIVE COMPASS**

Empowering businesses on their  
journey towards sustainability and  
regeneration



**Positive**

## **THE POSITIVE COMPASS - PEOPLE 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.

First edition, Copyright © June 2022.

Positive - [www.makeapositiveimpact.co](http://www.makeapositiveimpact.co) - @PositiveRegen

### **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

<b>The Positive Compass</b>	<b>4</b>
<b>Pathways to Regenerative Business</b>	<b>5</b>
<b>How to use the Compass?</b>	<b>7</b>
<b>Live the questions</b>	<b>8</b>
<b>People exploration</b>	<b>9</b>
<b>Regenerative attributes</b>	<b>19</b>
<b>Where are you at?</b>	<b>20</b>
<b>Where do you want to be?</b>	<b>21</b>
<b>How do you get there?</b>	<b>22</b>
<b>Explore other areas</b>	<b>23</b>
<b>Moving forward</b>	<b>24</b>

# 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.

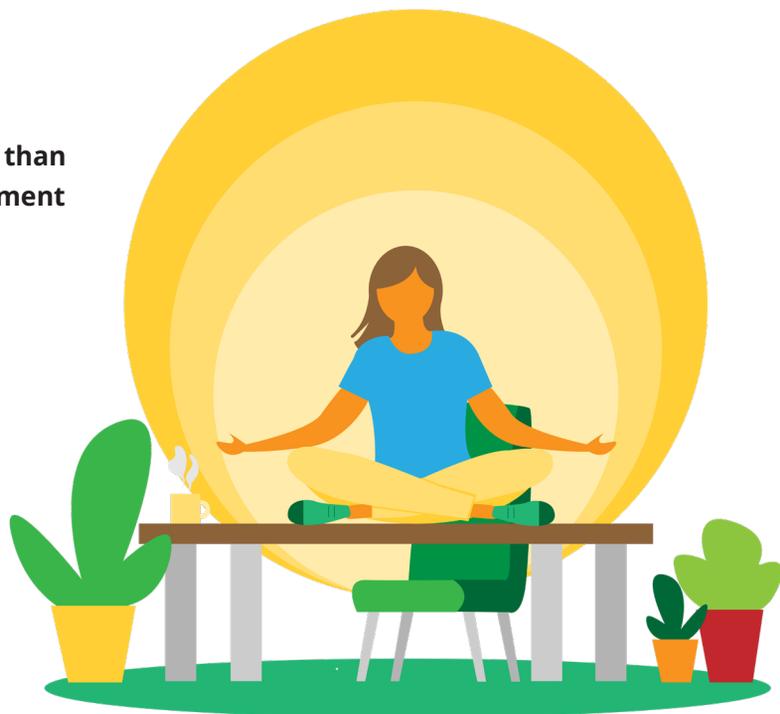
You may find it useful to reflect on whether the actions of your organisation correspond to a “Do Less Harm,” “Do No Harm” or “Do Good” (restorative or regenerative and equitable) approach.

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.**





# PEOPLE

*Elevating Human Potential*

**HOW DO YOU EMPOWER YOUR TEAMS AND COLLEAGUES TO REACH THEIR FULLEST POTENTIAL?**

Action Areas; Team Wellbeing, Fair and Executive Pay, Empowerment, Diverse Teams



## TEAM WELLBEING

### 1. We offer learning and personal development opportunities to all our employees

#### » *Training*

- › We provide onboarding training
- › We provide training in technical skills
- › We provide training in soft skills
- › We provide training in communication skills
- › We provide health & safety training
- › We host regular team building exercises (monthly or more)
- › We provide ethics training
- › Other, please specify

#### » *Team-building & Development*

- › We provide leadership training
- › We host regular networking events
- › We provide mentoring
- › We host creativity sessions
- › Other, please specify

### 2. We provide safe and healthy working conditions for all employees

#### » *General Safety*

- › We have procedures in place to identify, assess, reduce, eliminate, and safely manage health & safety issues relating to...
- › Hazardous materials, mobility, plant & machinery, energy, & all other potentially dangerous risks
- › Ergonomic issues (designing your workplaces for the optimum health and wellbeing)
- › Our procedures are regularly monitored to avoid lapses, so that improvements can be made over time.
- › All our team members have access to information and training about the workplace risks they are exposed to.
- › We have a policy to support and compensate employees whose ability to work is affected by a work-related health issue or accident

- » *Health & Wellbeing*
  - › We provide employees access to healthy meals, either on site or closeby
  - › Our work and communal spaces are smoke free
  - › We encourage our employees to take breaks during working hours
  - › We support and encourage our employees to practice physical activity
  - › We support wellbeing by providing access to mindfulness and meditation resources
- » *Mental and Physical Health*
  - › We provide flexible working conditions for employees with emotional and mental challenges
  - › We provide flexible working conditions for employees with physical challenges
  - › We provide access to counselling and/or other support
  - ›

### **3. We regularly consult our employees on their happiness and sense of purpose and act on the results**

- » Yes, digitally through online surveys
  - › through anonymous online surveys
- » Yes, in person one on one meetings
  - › Yes, in meetings with other employees
- » No, not yet

### **4. We ensure work/life balance for all our employees**

- » Yes
  - › Overtime is not compulsory
  - › We record any overtime and compensate our employees for it
  - › We tailor our employment contracts to individual needs so that they are inclusive and fair
  - › We offer flexibility for self-determining work hours when appropriate i.e. for parents and careers
  - › We have a policy that forbids managers from contacting (including emailing) staff outside of agreed working hours
- » No, not yet

## **5. We promote good environmental stewardship by engaging our employees at our offices, plant and when they are working remotely**

- » Yes
  - › We incentivize our employees to reduce, reuse, recycle
  - › We encourage our employees to reduce paper use
  - › We encourage our employees to save energy
  - › We encourage our employees to save water
  - › We invite our employees to co-create, participate, and have co-ownership over environmentally friendly initiatives
  
- » No, not yet

## **FAIR AND EXECUTIVE PAY**

### **1. We pay most of our employees a fixed salary**

- » Yes
  - › More than 50% of employees
  - › More than 60% of employees
  - › More than 70% of employees
  - › More than 80% of employees
  - › More than 90% of employees
  - › All of our employees
  
- » No, not yet

### **2. We treat our employees with dignity and respect and have fair conditions**

- » *Fairness*
  - › We provide equal pay for equal work
  - › We set wages without any bias on ability and skills, gender or other social categories
  - › We pay an overtime rate that is higher than the hourly wage
  - › We pay our workers above the minimum wage
  - › We do not impose changes to our employees' schedules at short notice.
  - › We refuse to use zero-hour contracts.
  - › We ensure our part-time employees have similar conditions and protections as full-time employees (paid pro-rata).
  - › We provide clear job descriptions and responsibilities to all our employees

- » *Time Off*
  - › We provide at least four working weeks of annual paid leave per year plus public holidays, which are granted pro-rata to all employees including in their first year of service
  - › We guarantee at least two days of rest for every five consecutive days worked
  - › We support our employees to take any additional days if appropriate
  - › We offer a menstrual leave of one day per month for women to rest during their period
  - › We offer a four-day week
- » *Freedom of Association*
  - › We protect the rights of our employees to freely participate in trade unions
- » *Parental Leave*
  - › We ensure that every employee, without prejudice to gender, has the right to a minimum of 26 weeks of paid maternity or paternity leave (including adoption cases)
  - › We ensure that every employee, without prejudice to gender, has the right to be paid no less than two thirds of previous earnings for the same minimum period of 26 weeks
  - › We provide that up to 50 weeks parental leave may be shared by parents once the mother has given notice to shorten her maternity leave entitlement or returned to work
- » *Rights of Children*
  - › We do not employ children and adhere to the standards of the [ILO Convention no.138.2](#)

**3. Our highest paid individual, when compared to the lowest paid full-time employee, earns a multiple (factoring-in bonuses) equal to:**

- » 1-2
- » 3-6
- » 7-10
- » 11-20
- » More than 20

**4. We provide financial and health benefits to our non-executive employees beyond what is required under labour laws and legislation**

- » Yes, please select what you offer and is required under labour laws and legislation in your country
  - › retirement and pension schemes
  - › health insurance and medical care
  - › rehabilitation benefits
  - › disability benefits
  - › subsidized schooling
  - › Other, please specify
  
- » Yes, please select what you offer and is not required under labour laws and legislation in your country
  - › retirement and environmentally-friendly pension schemes
  - › health insurance and medical care
  - › rehabilitation benefits
  - › disability benefits
  - › subsidized schooling
  - › Other, please specify
  
- » No, not yet

**5. When we subcontract organizations or individuals, we ensure that we provide dignified wages and conditions<sup>1</sup>**

- » Yes, we provide dignified wages and conditions
  
- » No, not yet

**6. We offer opportunities for co-ownership to all our employees**

- » Yes, we offer the following opportunities:
  - › Shares
  - › Participation in a co-operative
  - › Workers have equal or greater representation than owners and investors
  - › Other, please specify
  
- » No, not yet

---

<sup>1</sup> The dignity of wages and conditions is the philosophy that all types of jobs are respected equally, and no occupation is considered superior and none of the jobs should be discriminated on any basis.

## EMPOWERMENT

### 1. We ensure that our employees can participate in decisions that directly affect them

- » Yes, some of the methods we use include inviting team members to participate in...
  - › Feedback loop systems
  - › Problem-solving sessions where all members affected by decision-making are invited Participatory decision-making
  - › Co-leadership
  - › Workshops and collective brainstorming sessions
  - › Other, please specify
  
- » No, not yet

### 2. We encourage our employees to self-manage, be autonomous, and actively participate in decision-making

- » Yes, as an employer we provide:
  - › Clear responsibilities, objectives, and expectations
  - › All the necessary resources and tools
  - › An invitation to employees to participate in decisions that affect them
  - › Training and mentoring
  - › Open and safe space for creative thinking and innovation
  - › Other, please specify
  
- » No, not yet

### 3. We facilitate a culture of transparency within our organization

- » Yes, we have created...
  - › Systems for sharing internal information with all employees
  - › Procedures for open feedback
  - › An independent whistle blowing mechanism
  - › A safe space for our employees to be vulnerable and share without fear of reprisal
  - › Other, please specify
  
- » No, not yet

#### **4. We empower our interns by offering:**

- » Fair pay
- » Equal opportunities
- » Training opportunities
- » Legally binding contracts
- » Opportunities to join our company on completion of the internship
  
- » No, not yet

### **DIVERSE TEAMS**

#### **1. We provide equal opportunities for women actively removing barriers to participation**

- » Yes
  - › We track ethnic and racial diversity across the company at employee, managerial, executive level
  - › We have formal hiring practices to support our desire to build a diverse company
  
  - › The percentage of our employees identifying as women is:
    - › <25%
    - › <50%
    - › >50%
  
  - › The percentage of employees identifying as women occupying leadership positions is:
    - › <25%
    - › <50%
    - › >50%
  
  - › Our company is:
    - › Led by a woman
    - › Majority owned by women
  
  - › None of the above
- » No, not yet

## **2. We provide equal opportunities for underrepresented individuals and actively remove barriers to participation**

- » Yes
  - › The percentage of our employees identifying themselves as underrepresented (including underrepresented groups) is:
    - › 0
    - › 1 - <5%
    - › <10%
    - › <15%
    - › <20%
    - › more than 20%
  
  - › The percentage of employees identifying as underrepresented occupying leadership positions is:
    - › <25%
    - › <50%
    - › >50%
  
  - › Our company is:
    - › Led by an individual from an underrepresented group
    - › Majority owned by individuals from underrepresented groups
    - › Majority owned by other underrepresented individuals
  
  - › None of the above
- » No, not yet

## **3. We have designed internal processes and policies for inclusivity in the hiring process**

- » Yes
  - › We have a blind recruitment process system
  - › We make sure that job adverts language is inclusive
  - › We post job adverts on various channels to target diverse audiences
  - › We involve a diverse group of people during the recruitment process
  - › We conduct blind interviews where you first listen to the candidate, asking questions with an intersectional lens, getting to know the person and their values, interests, skills, experiences, and dreams.
- » No, not yet

#### **4. We are committed to creating an equitable and inclusive workplace for employees**

- » We have appointed a diversity manager or tasked a senior leader with responsibility for inclusion
- » We encourage our employees to bring their whole selves to work, inviting them to an open and safe space where they can be themselves
- » We provide relevant training for all employees on diversity, equity, and inclusion
- » We have procedures in place to encourage reporting breaches
- » We enforce sanctions against misconduct
- » Our facilities are designed to be accessible for individuals with physical disabilities
- » Our facility restrooms are gender-neutral or gender-inclusive
- » We provide mentorship/apprenticeships/internships for people from underrepresented groups
- » We provide support to individuals with learning or emotional disabilities
  
- » None of the above

#### **5. We have a clear strategy against discrimination and harassment**

- » Yes
  - › We have a zero-tolerance policy towards bullying and harassment
  - › We have procedures to prevent discrimination and harassment
  - › We have procedures to report discrimination and harassment
  - › We have procedures to respond to discrimination and harassment
  - › Other, please specify
  
- » No, not yet

# REGENERATIVE ATTRIBUTES

Regenerative businesses understand that one of the keys to unlocking the promise of our historic moment is to transform entrenched top-down dynamics by empowering their teams and redistributing power. They recognise that “elevating human potential” is essential for the organisation to flourish. They also foster wellbeing and support the people in their teams to grow with them, embracing fairness as a key design principle. Supporting the spirit of the moment, regenerative businesses are disrupting traditional hierarchies and experimenting with new organisational structures and models of ownership. Regenerative businesses exhibit many of the following attributes (the list is non-exhaustive);

## TEAM WELLBEING

- › Provide ongoing learning and development
- › Support health and wellbeing of their teams
- › Provide inclusive, fair and flexible working conditions
- › Engage employees about corporate culture and act upon the results
- › Create a culture where people can thrive
- › Support their teams to make a positive impact in their communities/society

## FAIR AND EXECUTIVE PAY

- › Pay their employees well
- › Provide equal pay for equal work
- › Offer flexible working and/or shorter working weeks
- › Ensure there is equity between the highest-paid and the lowest-paid employees (<6 x)
- › Offer greater financial and health benefits than required by legislation
- › Ensure employees are represented on the board alongside investors and owners

# REGENERATIVE ATTRIBUTES

## EMPOWERMENT

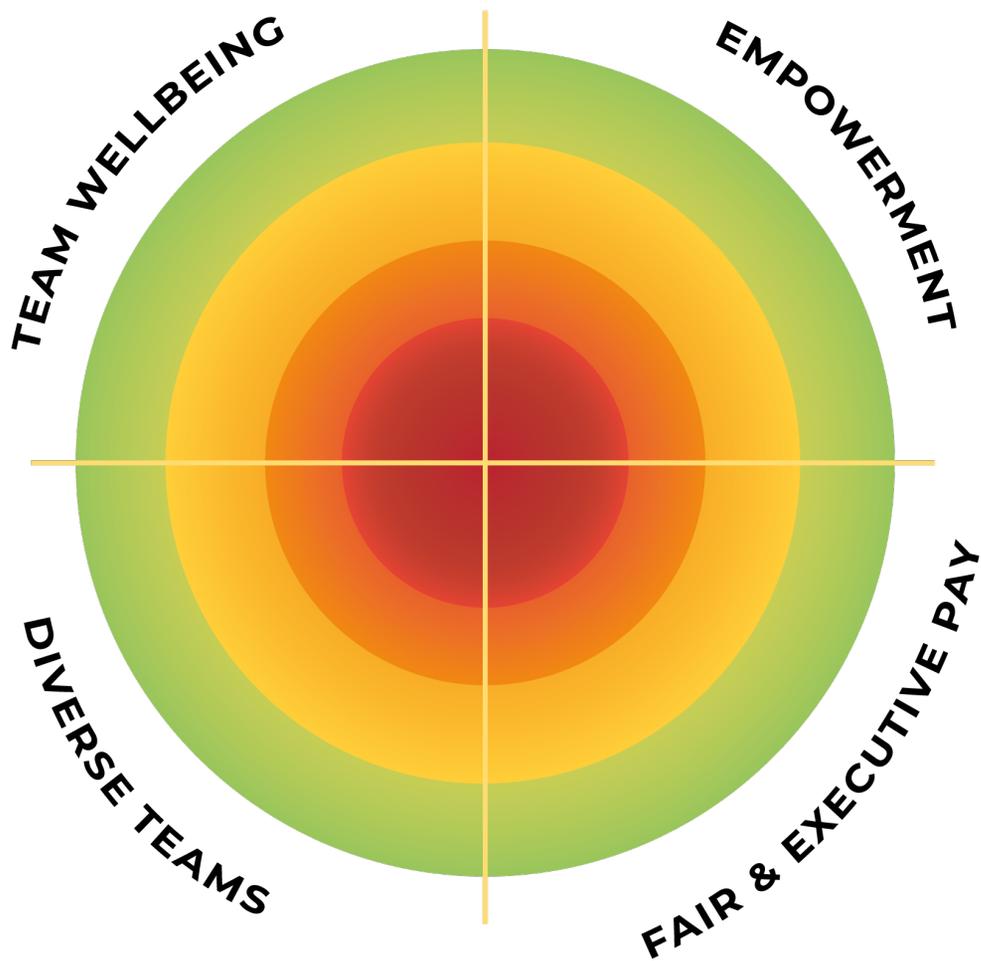
- › Recognise that historical inequalities are deeply rooted in hierarchical organisational structures, apex power dynamics, decision-making and ownership
- › Ensure employees participate in decision-making
- › Create innovative organisational structures
- › Ensure decision-making happens at most appropriate level of impact
- › Ensure employees have a safe space to be vulnerable and share, and views taken on board
- › Embrace new models of co-ownership, experiment with new structures and push against the limits of existing legal frameworks to ensure fairness and participation

## DIVERSE TEAMS

- › Ensure women and minorities hold leadership positions and are well represented
- › Actively seek out diverse talent, and set up processes to ensure blind interview processes
- › Create a culture of inclusivity

# WHERE ARE YOU AT?

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

**As you look to the future, how could you leverage your social 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?**

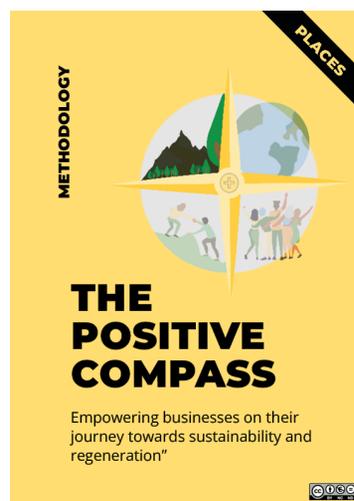
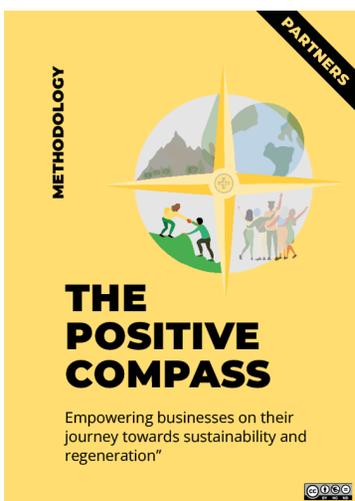
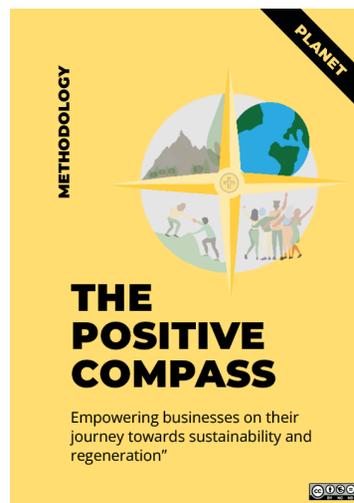
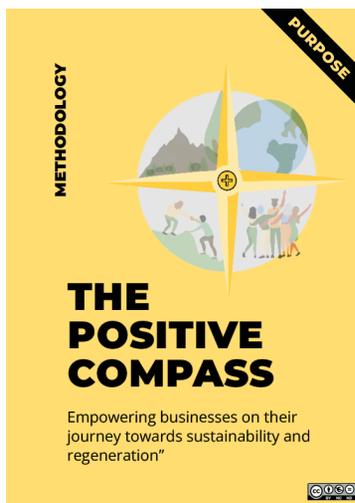
**What are the risks and opportunity costs of inaction?**

**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, Partners, 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](mailto: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](mailto: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>



Positive

**POSITIVE**

[www.makeapositiveimpact.co](http://www.makeapositiveimpact.co)

@PositiveRegen