



Regeneration. Sustainability. To LAST.

Our LAST Strategy

PeopleEX FY23 - FY25





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Logical. Achievable. Sustainable. Targeted. // LAST

PeopleEX // Introducing our LAST Strategy.



PeopleEX is an outsourced HR agency founded in late 2020 with a simple purpose - **People for Better** - connecting and working in partnership with people to stimulate better business growth, better social and environmental outcomes, and better people and customer experiences.

Whilst our bread and butter (and love) is human resources, we also have a goal to operate with a sustainable and regenerative focus.

There is no denying that we are at the start of our sustainability journey. Put simply, as a start-up and small business, we don't have the capital or people power to do everything we want to do in this space (as yet!). But we're committed, and we have a purpose.

To kick off our sustainability and regeneration journey, we looked outside at the sustainability risks and opportunities that we can have an impact on. We then took these inside to

co-create this Logical, Achievable, Sustainable and Targeted (LAST) strategy with our people. We did this to set us on a course of positive action aligned with our purpose, size and within the context of our HR business.

We have put the United Nations Sustainable Development Goals (SDGs) at the core of our strategy, using the framework to guide our actions and intentions.

The SDGs are 17 interconnected goals covering various topics such as climate change, gender equality and wellbeing. They are a global call for action to promote prosperity while protecting the planet. The SDGs provide a helpful compass to assess and understand how we can do better.

With the SDGs in mind, our LAST strategy was designed by the people of PeopleEX and feeds directly into the Regenerative HR work we already do for our clients.

It's our way of staying within our planet's boundaries¹ whilst also seeking value-creation for our clients and stakeholders - directly linked to our purpose - People for Better.

Supporting sustainability is required at every level - global, national, local and individual and across every sector from public to private, government and not-for-profit. We all have a role to play, and this is how (for now) PeopleEX will play its part.

We are building to LAST - and this is our plan of action for people, planet and prosperity.

Ngā mihi nui,

The PeopleEX team



¹Visser, W and Beyne, J (2022), Sustainable Strategy, The Evolution towards Integrated Value and Thriving. AMS Sustainable Transformation Paper Series, No.6. Sustainable Transformation Lab. Antwerp Management School.

What we stand for. What we believe.

PeopleEX by the numbers and facts

- Founded December 2020.
- 6 Associates, all working mums - flexibility is valued and inherent.
- 20+ clients across nine industries.
- We operate via a work-from-home model with Associates in Wellington, Auckland and Hamilton.
- Everyone is encouraged to not miss the important life moments that matter. Whānau and our health comes first.
- 100+ years of human resources experience.
- SDGs are at the core of our co-designed LAST strategy.
- We have been able to retain at least 30% of our client base as non-profits/social enterprises.
- We're passionate about HR, good people practices and we love people!

Our vision

To be the leading small outsourced human resources agency for making positive impact on workplaces across Aotearoa New Zealand.

Our purpose

People for Better - Connecting and working in partnership with people to stimulate better business growth, better social and environmental outcomes, and better people and customer experiences.

Our values

- **Include** - One and all.
- **Inspire** - Awaken inner brilliance
- **Integrity** - Just be honest.
- **Impact** - Make it count.

Our services

- **Regenerative HR** - we drive a behaviour-centred approach and apply change management/HR principles to help our clients create positive change from the inside-out, encouraging their people to work, act and live more sustainably.
- **Transformational HR** – for businesses who are looking to scale and / or are looking to improve productivity and engagement in the workplace.
- **Everyday HR** - for businesses who don't have the time or resources to manage scaling their HR function or to manage the day-to-day HR tasks.

Karen Meredith, People Partner



“To drive a sustainable and regenerative focus you need people power. As proud HR professionals, we get that. Our internal approach to driving this focus is the same for our clients. We work where your strength is, your people, by using HR/change management principles to drive system-level changes and mindset shifts within the organisation”.

Our LAST approach. Why we LAST.



Logical

Makes sense for our size, our product and our service offering to clients - people can see why we have done it this way.



Achievable

We can achieve and sustain the goals and targets we have set for ourselves.



Sustainable

Aligned to the Sustainable Development Goals (SDGs) as a measure of success and to ensure a global approach.



Targeted

PeopleEX is making a positive impact on workplaces across Aotearoa New Zealand.

Sara Gerhart, People Partner



“Aligning our PeopleEX operations to the SDGs has allowed us to assess our impact now and drive excitement around the impact we want to achieve in the future - as a company and for our clients. Raising awareness and educating ourselves on sustainability and regeneration has also enabled us to think about our impact and what we can do within the constructs of our personal lives.”

We have made our LAST strategy part of our daily operations. Our approach is three-fold:

Organisational learning and training

In 2022 PeopleEX joined the Sustainable Business Network (SBN) as an Impact Investor to support our sustainability learning and empowerment. Founded in 2002, the Sustainable Business Network is the largest organisation dedicated to sustainable business in Aotearoa New Zealand.

Karen Meredith, has completed a certification in Business Sustainability Management through the University of Cambridge's Institute for Sustainability Leadership. Using her human resources background and this certification, Karen better understands the importance of leveraging an organisation's people to drive a sustainable and regenerative focus.

Partnerships

The 17th and final Sustainable Development Goal (SDG) is about partnerships, highlighting the need for cross-sector collaboration to achieve the SDGs by 2030.

SDG 17 aligns perfectly with why we exist – People for Better. We're here to connect and work in partnership with your people to stimulate better business growth, better social and environmental outcomes, and better people and customer experiences. And, when required, we bring in business partners who are experts in their field to help us do just that.

Details on our current partners are below.

Organisational action

As a team, we took the SDG's and its 169 targets and reviewed them to look for the specific targets where PeopleEX could make a logical, achievable, sustainable and targeted (LAST) impact. We looked at what is happening outside and coupled that with the action we have taken to date and what we

desire to achieve in the future. We commit to reporting on our progress annually by updating this table.

These are the SDGs and the specific targets we felt we could have the biggest impact on now and into the future:



SDG	Specific Target	Action to date	Desired action over the next three years	Our progress RAG status
3 — Good Health and Well-Being	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.	<p>Our people are encouraged to not miss the important life moments that matter. Whānau and health comes first.</p> <p>Three of our Associates are Emotional Culture Deck practitioners. We run this exercise each year internally and offer it to our clients.</p> <p>One of our Associates is trained in Mental Health First Aid.</p> <p>We donate to charities that are working to promote wellbeing in New Zealand (annual donation to the Mental Health Foundation and Mary Potter Hospice).</p>	<p>Advocate for mental, physical and emotional health and wellbeing both internally and within the workplaces of our clients.</p> <p>All our Associates are qualified Emotional Culture Deck practitioners.</p> <p>At least three Associates trained in Mental Health First Aid.</p> <p>Grow our donation amount in line with our business growth.</p>	<p>We have successfully created an Employee Assistance Programme (EAP) for our own business and have worked with two of our small business clients to also implement EAP. We continue to advocate for mental and emotional employee health in our client conversations and donate monthly to the Mental Health Foundation.</p> <p>We have increased our number of qualified practitioners from three to five Associates.</p> <p>One trained Associate. No further action to report.</p> <p>Since launching LAST we have donated \$4,400 to charities, including to the Mental Health Foundation, Mary Potter Hospice, the Elephant Trust and the Child Cancer Foundation.</p>



SDG	Specific Target	Action to date	Desired action over the next three years	Our progress RAG status
4 — Quality Education	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	We offer professional development opportunities to our team. For example, our Associate’s certification in Business Sustainability Management through the University of Cambridge and Emotional Culture Deck training.	Continue to support the professional development of our team. Invest in cultural awareness development for upholding the principles of Te Tiriti o Waitangi, where we learn, honour and normalise te reo Māori as a development priority.	We have registered Jess to complete her International Coaching Certification through the ICC Academy. Liz and Rachelle have recently completed the Emotional Culture Deck training. Sara has completed the first stage of learning te reo Māori and will continue in 2023. pEX is currently looking into group te ao Māori cultural awareness support.
4 — Quality Education	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development.	The people of PeopleEX have created our internal sustainability approach through a series of workshops and conversations and by following the SDG Compass. We are now pleased to make available to our clients and stakeholders what we’re doing about it that is logical, achievable, sustainable and targeted to the context of our operations now and into the future. PeopleEX is participating in the #Act4SDGs week and have encouraged our clients to do the same. PeopleEX has been working with our clients for well over a year to link HR and sustainability.	Deliver on our PeopleEX commitments outlined in this strategy. Report annually. Ensure participation at Sustainable Business Network (SBN) run or other events for continuous learning and upskilling for our people. Build and grow our Regenerative HR offering to our clients. Annual participation (with year-on-year momentum from PeopleEX and our clients) in #Act4SDGs week.	Karen and Jess ran a session with and on behalf of the SBN in February about engaging employees in the sustainability journey. The session was titled ‘Humans - the most underutilised resource in sustainability’. Since our official launch, we have undertaken Regenerative HR work for two clients (not counting previous work before launching LAST). Plus, we’ve advocated and promoted a sustainable and regenerative focus among all our clients.
5 — Gender Equality	5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life	The UN states, ‘In 2019, women only held 28% of managerial positions worldwide’. We are proudly a female-led and run business of (coincidentally), six working mums.	Grow our team to ten female associates and seek to balance the diversity of our team. People who love HR, believe in our purpose, live into our values and want to be with their whānau for the moments that matter.	No action to report.

SDG	Specific Target	Action to date	Desired action over the next three years	Our progress RAG status
8 — Decent Work and Economic Growth	<p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<p>Three of our Associates (½ our workforce) have returned to the workforce after taking a combined 15 years out to care for their children and families. These Associates have returned to their passion for HR and to co-lead the direction of PeopleEX's offering. All up, the six of us have had 20 years out from the workforce.</p>	<p>Per target 5.5, grow the diversity of our team of Associates.</p> <p>Support our clients to attract a diverse range of candidates and educate them on how alternative work arrangements still produce the same, if not better, outputs. Measure through our creation of tools and guidance for our clients.</p>	<p>We've welcomed graphic designer Oli to the team.</p> <p>We have successfully implemented flexible working arrangements in one client's workplace.</p> <p>We continue to weave the importance of people-focused policies into our client conversations.</p>
10 — Reduce Inequalities	<p>10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.</p>	<p>30% of our client base are non-profits/social enterprises. We've supported six non-profits to date.</p> <p>We support our clients to find natural links of the SDGs to NZ's employment laws and HR practices and guide them through enhancing or modifying their policies to ensure equal opportunity.</p>	<p>Support at least eight non-profit or social enterprise organisations.</p> <p>Continue to support our clients to enhance or modify their workplace policies for SDG alignment. Measure through the number of policies or good people practice tools we have created for SDG alignment.</p>	<p>We currently support 7 non-profit/social enterprise organisations, making up 35% of our client base.</p> <p>Since our launch, we have undertaken Regenerative HR / SDG work for two clients. Plus, we've advocated and promoted a sustainable and regenerative focus among all our clients.</p>
12 — Responsible Consumption and Production	<p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>Developed and launched our Regenerative HR service to our clients where we help link HR/employment products, laws and operations to sustainability. We also work with clients to ensure connection points to the SDGs throughout the employment lifecycle.</p>	<p>Be a voice for sustainability within our HR industry and our clients. Measure through the number of clients that have adopted regenerative HR practices.</p>	<p>Karen released a thought leadership piece on LinkedIn titled 'The Future of HR is Regenerative'.</p> <p>Read it here.</p> <p>Karen and Jess ran a session with and on behalf of the SBN in February about engaging employees in the sustainability journey. The session is titled 'Humans - the most underutilised resource in sustainability'.</p>

SDG	Specific Target	Action to date	Desired action over the next three years	Our progress RAG status
12 — Responsible Consumption and Production	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	We've adopted the SBN's Smart Purchasing resource to guide our procurement.	Develop PeopleEX-specific procurement and supplier guidelines for sustainable practice where we prioritise Fairtrade products. Measure through our communication on who we work with.	We were selected as finalists in the HRNZ NZ HR Awards 2023 in the Building Sustainability through People Award category.
13 — Climate Action	13.2 Integrate climate change measures.	We operate a flexible work-from-home model resulting in a lower carbon output (we have estimated that we use 16.36 kg (CO2e)per \$1k of revenue using the carbon assessment calculator from Toitū for the period 1 April 2021 to 31 March 2022). We communicate via video conference, but on the rare occasion we fly, we FlyNeutral.	Achieve a nationally recognised certification for our footprint and outline what we're doing to lessen impact. Whilst our footprint impact looks good, we are aware that this assessment has not been certified and will likely change as our business grows.	No action to report.
15 — Life on Land	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.	We're members of Trees that Count to support our carbon offsetting and have shifted into gifting trees to our clients and referrals. 70 trees purchased by PeopleEX as of September 2022.	Purchase at minimum 200 trees for us and on behalf of our clients/referrals.	We have purchased 60 trees since the launch of our LAST strategy in September 2022 (130 in total).
17 — Partnership For the Goals	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	We recognise the need for cross-sector and complimentary partnerships to help achieve the SDGs. We have partnered with two organisations to date, as outlined below.	Continue to expand our partnerships with like-minded organisations. Measure through the addition of at least two more partners.	Velocite and Impac are our current partners. No further action to report.

Partnerships.

Our current SDG partners include:

Who	SDG Alignment	Notes
	<p>SDG 8 / 9 - Decent work and economic growth / Industry, innovation and infrastructure</p>	<p>The team at Velocite are business growth advisors committed to enabling the success of SMEs across regional New Zealand. They specialise in business growth, strategy, purpose and performance improvement. The UN states, 'Sustained and inclusive economic growth can drive progress, create decent jobs for all and improve living standards'. If our clients need guidance on growth strategy, we partner with Velocite.</p> <p>Visit velocite.co.nz.</p>
	<p>SDG 3 - Good Health and Wellbeing</p>	<p>IMPAC are New Zealand's leading provider of health and safety solutions. Their focus is, and always will be, to get everyone home from work to their loved ones - safe and well. Health, safety and wellbeing are essential to sustainable development. If our clients need guidance on health and safety best practices, we partner with IMPAC.</p> <p>Visit impac.co.nz.</p>

Regenerative HR.

The new way to do HR.



Sustainability is meeting the needs of the present without compromising the future. Regeneration is repairing the damage caused in the past to support the growth of our planet in the future. We took these two important focus areas and looked at how they can operate within the context of HR.

We asked ourselves:

- How can PeopleEX use HR to support businesses to become more sustainable and regenerative?
- How can organisations leverage their current people more effectively to contribute to innovation within a supportive workplace ecosystem?
- How can we facilitate shared value through the lens of HR?
- How can organisations, from a regenerative point of view, contribute to and make their people happier, healthier and more experienced/knowledgeable from when they started?

Enter Regenerative HR - working with organisations from the inside-out to help restore and rebuild toward a more inclusive, just and sustainable way of operating.

Regenerative HR uses HR principles and products to regenerate the systems in which an organisation already operates and beyond. It's about growing employees into empowered people inspired to serve an organisation's greater vision and work with a sustainable mindset. We do this by connecting to an organisation's purpose and making links to

“Shared value uses the core business to drive societal change and offers companies new ways to innovate, compete, and create a business environment that is sustainable”

— (Mark Kramer, 2016)².

day-to-day people (HR) activities that can support sustainability and regenerative action.

We do this by adopting the notion of shared value and its interplay with people and HR.

Our profession enables us to see the impact people can have on delivering an organisation's strategy and purpose. Our many years of HR experience have allowed us to understand where a sustainable and regenerative focus can be attached to the day-to-day people operations within an organisation. This is how we begin to cultivate sustainable workplaces across Aotearoa New Zealand.

All organisations – big and small - have a responsibility to help create a more sustainable and fairer way of doing things. Regenerative HR can help drive this change within an organisation from the bottom-up by making connections to your HR operations.





We apply these regenerative HR principles to how we operate at PeopleEX and we test within before applying more broadly.



² Kramer, M.R. and Pfitzer, M.W. (2016). The ecosystem of shared value. Harvard Business Review, October. Cited in: Visser, W and Beyne, J (2022), Sustainable Strategy, The Evolution towards Integrated Value and Thriving. AMS Sustainable Transformation Paper Series, No.6. Sustainable Transformation Lab. Antwerp Management School.

Memberships. Sponsorships.

As of September 2022, we are proud to be a part of and support the following businesses.

Who	SDG Alignment	Notes
 <p>Sustainable Business Network IMPACT INVESTOR</p>	<p>All</p>	<p>SBN's advice and learning programmes promote awareness of all parts of sustainability.</p>
 <p>Mental Health Foundation of New Zealand</p>	<p>SDG 3 - Good Health and Wellbeing</p>	<p>Annual donation of \$600</p>
 <p>Mary Potter Hospice <i>With You</i></p>	<p>SDG 3 - Good Health and Wellbeing</p>	<p>Annual donation of \$360</p>
 <p>TREES THAT COUNT TE RAHI O TĀNE</p>	<p>SDG 15 - Life on land</p>	<p>70 trees purchased by PeopleEX so far to support our carbon offsetting.</p>

LASTing into the future.

Thank you for taking the time to read our LAST strategy - how we, at PeopleEX, approach sustainability (for now!).

We plan to update this document annually to inform our clients, partners and stakeholders of our progress toward becoming a more sustainable and regenerative business.

If you'd like to know about our LAST strategy or our Regenerative HR service, please contact Karen Meredith:

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