Future Footprint Proposal – 30 July 2013

Contents:

Executive summary

This document outlines our Future Footprint proposal. It has been provided to all AgResearch staff so everyone has the opportunity to understand what is being proposed and why.

Future Footprint represents a $100 million investment opportunity to significantly improve our facilities and provide staff with a modern and innovative working environment that supports world class science. We need to modernise our facilities and align our infrastructure with our strategy to enable us to deliver the science needed to contribute to New Zealand's economic growth. We have the opportunity to do this now by funding it through the disposal of under-utilised assets.

Alongside our extensive facilities upgrade, we are also proposing to co-locate many of our staff in two large campuses at Grasslands and Lincoln. Grasslands and Lincoln have been proposed as our larger campuses as they will form part of much larger agriculture innovation hubs with key sector partners at those locations. This would give us two revitalised campuses each supporting the work of more than 300 staff with modern laboratories, improved collaboration and social gathering and meeting facilities. This will be in a larger campus setting of scientific and commercial collaborators and users of our work, with a supporting infrastructure.

Our campuses in Ruakura and Invermay are proposed to focus on specific environmental and farm systems regional needs, with Ruakura well integrated into the developing innovation precinct, and Invermay working closely with the dairy, sheep and beef sectors, supporting the lower South Island on farm environmental issues.

We have a once in a generation opportunity to do this. As you will read in this document, we are able to fund our plans without the need for any new capital from government and we have the support of government and the sector to drive Future Footprint forward.

If the proposals proceed, over the next 3-4 years we will look to relocate about 280 permanent roles, including both science and support functions, to Grasslands and Lincoln. This will be phased as facilities become available. Due to natural staff turnover in that period, the final number of staff relocating would likely be more around 240.

We believe this is the best strategy to ensure the future vitality of AgResearch and our on-going contribution to world-leading science.

We value your feedback and ask that you read this document thoroughly and provide feedback on it using the Future Footprint submission form. All the documents referred to in this proposal are available online on the Future Footprint Gateway site.

Background

Our journey so far

Future Footprint started over two years ago with an identified need to modernise our facilities and align our infrastructure with our strategy. In February 2011 when the new operating model was introduced to remove disincentives to internal collaboration, we said it would be followed by reviewing our infrastructure, looking at our future science requirements and co-location. Further details were announced in the November 2011 road show stating that the project would:

"…identify and recommend option/s around the best places for our people and infrastructure (property and equipment) to be located, taking into account the following key criteria:

- *Our internal needs, where co-location offers a premium*
- *Our stakeholders' needs (science collaborators, customers and end-users) where co-location offers a premium*
- *Efficiency and effectiveness"*

In 2010 we had also reviewed the science use of our farms and had decided in our Farm Strategy that where farms were not utilised by science we would dispose of them, giving us potential capital to reinvest.

In March 2012 staff workshops across the campuses were held, seeking ideas and feedback for Future Footprint planning, and in April 2012 a staff survey sought further feedback on Future Footprint planning.

Consistent themes in staff feedback included:

- *if we were looking ahead at different location options than the current situation, having "one main centre" or "two main centres" with smaller regional locations was the most commonly suggested alternative*
- *our locations should be driven by how we can do our science most effectively* [both internally and with our science collaborators]
- *there are opportunities to be more efficient if we were located differently than we are now e.g. travel, use of specialist equipment*
- *the location of our customers (those who commission and pay for our research) was in most cases not a driver for where we should be located*

Following the workshops and staff survey, there were discussions at Executive and Leadership level on making the best use of our assets, the possible future locations of science teams, supported by financial modelling necessary for such a large infrastructure project.

The underlying criteria we developed in 2011 were confirmed and continued to be used in these discussions and development of the Future Footprint business case.

- co-location of staff internally where this offers a premium
- co-location externally (with those we do science with) where this offers a premium
- co-location with other stakeholders
- effectiveness and efficiency

The subsequent Future Footprint business case was submitted to Minister Joyce's office on 31 October 2012 and sought the approval to re-invest the proceeds from sales of our under-utilised assets into the development of modern and innovative environments that support our world-class science activities now and into the future.

The key objectives of the Future Footprint business case are:

1. Improving infrastructure quality by building new and upgrading existing facilities across our campuses, and improving our asset utilisation through co-locating capability

2. Co-locating our research capability in larger agriculture innovation hubs with other key collaborators and sector partners to increase research outputs, technology transfer and capability growth for the sector (thus creating significantly greater economic growth for the agriculture sector)

This would see our staff having access to modern facilities, and being co-located with many more of their colleagues and with key sector partners and stakeholders, resulting in greater collaboration and science outcomes and better use of our assets.

Science and Innovation Minister Steven Joyce announced his approval in late April 2013. Since then there have been further leadership discussions on proposed strategic locations of our staff and campuses. In the last Executive Team road show in May we said that proposed placements of science staff were to be completed first, and this would then drive the placements of non-science roles. These have now all been completed and this Future Footprint proposal document shares that thinking.

Our challenges

New Zealand context

New Zealand's economic growth imperative

New Zealand's economic well-being and long term growth aspirations depend on a major lift in sustainable productivity from its agricultural sector. The New Zealand Government sees the agri-sector (food, fibre and beverage) as pivotal to achieving its Business Growth Agenda of lifting exports significantly (from 30% to 40% of GDP by 2025).

AgResearch's core purpose is to enhance the value, productivity and profitability of New Zealand's pastoral, agri-food and agri-technology sector value chains to contribute to economic growth and beneficial environmental and social outcomes for New Zealand.

We therefore have a lead role to play in close partnership with other key sector stakeholders to meet the required sector performance changes to deliver the long term economic growth needed for New Zealand.

To meet these challenges, science-led innovation in on-farm productivity, product development and environmental management will be critical. To realise this, major lifts are required in research outputs, technology transfer, and adoption and practice change.

Meeting these challenges will also require addressing the primary sector's large talent and capability shortage. Additional capability is needed across the academic, research and industry and commerce spectrum.

AgResearch context

Sub-standard state of our research facilities

We have many facilities across our campuses that are increasingly unfit-for-purpose for a world-leading science organisation. Many buildings are old, in need of significant investment, and incur high maintenance and running costs. Additionally the design of these buildings provides little scope for reconfiguration, adaptability and flexibility to respond to changing stakeholder needs, science challenges and technological advancements. Recent seismic assessments indicate the need for a number of buildings to undergo structural strengthening.

The following table shows a summary of our major buildings and their respective ages.

Table 1: Percentage of buildings by age

	Pre 1931	1931-1960	1961-1970	1971-1980	1981-1990	1991-2000	Post 2000
All sites	7%	5%	24%	24%	27%	5%	8%

Note: Figures shown as percentage of total major buildings

Poor utilisation of campus assets

The current numbers and spread of staff at campuses reveal significantly under-utilised facilities in three campuses (Ruakura, Lincoln and Invermay). Building occupancy at each campus varies considerably and is not aligned to our current and strategic needs. For example, at Grasslands there is no further capacity for additional staff, while at the other three campuses there is between 62 – 65% occupancy.

Table 2: Occupancy per campuses (as at May 2013)

Site	AgResearch Occupied (m^2)	Total Usable Space (m^2)	% Occupied
Ruakura	19,922	32,133	(62%)
Grasslands	21,159	23,090	(92%)
Lincoln	9,803	15,136	(65%)
Invermay	9,213	14,174	(65%)
Total	**60,097**	**84,533**	**(71%)**

By maintaining under-occupied campuses and having research teams spread across our four campus locations we operate less efficiently and incur higher travel costs.

In addition to having surplus space, we are not utilising the space we occupy well. AgResearch currently owns over 84,000m^2 of working space, yet we only use around 61,000m^2 ourselves. If we were to rebuild completely now with the same facilities, modelling indicates that we would need around 53,000m^2 of working space. This highlights the significant difference in building efficiency between buildings constructed in the 1960s and 70s compared with modern science facilities.

Barriers to collaboration

The current locations of our staff are more the result of historic mergers of various science organisations, rather than strategic planning that takes into account key sector stakeholders and internal/external collaboration needs. This has resulted in research teams being spread across multiple campus locations, which we believe presents barriers for science collaboration internally, and externally with other science organisations and key stakeholders.

Co-location will lead to greater collaboration, which in turn will see more knowledge sharing, research outputs, technology transfer and capability growth, resulting in more quality science being delivered, leading to significantly greater impact and economic growth.

Increasing need to attract talent

Like all science organisations we compete in the global market to retain and attract talented science and non-science staff. Our capability needs will significantly increase given our staff age profile and expected retirements.

For example, our workforce demographics in the next 5–10 years will see significant numbers of science roles to be filled: 14% of AgResearch scientists are over 60 years of age, and a further 26% are aged 50–59. That means 40% of our science staff are 50+ years of age.

We believe the science we undertake, the facilities we operate in, and their standards relative to other international research organisations will continue to be important in retaining and attracting New Zealand and off-shore staff to our organisation. We need to provide an attractive environment for our staff, to ensure science vitality where young people are inspired to choose science careers, partner organisations secondments are promoted and in demand, and exchanges both nationally and internationally are increased.

As our current AgResearch facilities continue to age they will increasingly become an obstacle to retaining and attracting the talent that New Zealand requires.

Our window of opportunity

We have a once in a generation opportunity to address our challenges and put AgResearch, the sector and New Zealand into a much stronger position for the long term future.

Affordability

Future Footprint represents an investment of around $100 million over the next four years in modernising AgResearch science facilities (either new buildings or renovations).

We have a number of assets we own that are under-utilised and that we have identified for disposal. This includes a number of farms, unless we have a science need for them, and the former Wallaceville site. These, when sold, will provide capital for reinvestment.

We have also operated with cash surpluses in the last three years, and are forecasting these to continue, therefore providing retained earnings to invest. Lastly, we have paid off $10 million of previous debt and have the capacity to utilise debt should we need it.

The Business Case as presented to the Minister shows this project is affordable and we have government approval for our proposed funding.

At a high level, our funding is planned to be made up as follows:

Funded by	
Sale of property	$72.7m
Balance from future profits and debt	$26.8m
	$99.5m

In addition to the capital costs of modernising our facilities, we are forecasting to incur approximately $13.4m to deliver the project. This includes project team costs and staff transition costs.

Government support and direction

The Government is very supportive of the role research plays in the growth of the agriculture sector and how it will enable economic growth for New Zealand. They also have a desire to encourage more collaboration between tertiary institutions, research organisations, industry and the private sector. They are openly supportive of clustering communities of capability into innovation hubs for much the same reasons as above - the environment and scale created enables greater collaboration and connectedness, more quality science, better technology transfer and higher adoption and practice change.

The Government's Business Growth Agenda also identifies that Crown Research Institutes, universities and polytechnics need to do more to become centres of innovation, undertaking quality research and being drivers of economic growth.

As **Science and Innovation Minister Stephen Joyce** said at the launch of the Lincoln Hub: *"Improved linkages between business, education and the research community are critical to achieving stronger growth in New Zealand. Internationally, science and innovation parks that collect together public and private organisations in one place drive a lot of education, science and innovation."*

Lastly there is a clear direction from Government to optimise capital investment and increase innovation outputs through increased concentration, collaboration and sharing of infrastructure.

Key sector partner support

Over the last 12–18 months as we have developed our planning around the Future Footprint project we have seen a strong growth in interest and support for it, and we have engaged with key sector stakeholders and discussed our high level thinking. Some of them have also been developing their plans and we have real opportunities to work together to get the best mutual outcomes in terms of closer collaborative relationships, and sharing of infrastructure.

For example, DairyNZ have indicated a need to grow their South Island capability significantly over the next five years. We have agreed in principle that co-locating AgResearch staff and DairyNZ staff and sharing infrastructure at the Lincoln site would enhance our partnership and contribute to more joint research initiatives and better science outcomes for the industry, if our proposals become final decisions.

DairyNZ Chairman John Luxton says: *"It makes sense that if we are all located together and within walking distance of each other that there will be a much more joined-up and effective response to staffing, training, advice, research and other professional and industry needs. We'll all be sparking off each other and it'll be a unique and stimulating working environment that will help us recruit and retain the best staff too."*

Growing sector support for innovation hubs

Reflecting global trends in science and research, there is real momentum from many of the sector's larger stakeholders for the development of, and participation in, large innovation hubs. These will enhance collaboration and better link the sector from academic and research organisations through to sector partners and private companies. In addition our stakeholders see the huge talent shortage facing the sector being addressed more successfully in a hub environment where the tertiary, research and industry and private sector entities create pathways for the development and output of significantly more qualified graduates for the sector.

Plant and Food Research Chairman, Michael Ahie *says: "The hub concept will amplify collaboration through further alignment of strategy, and greater sharing of resources. When you combine the growing collaboration between hub partners, the clear signals from industry on their appetite for innovation-led growth and the need for infrastructure renewal it is clear that the hub partners have a once in a generation opportunity to take agritech and food R&D in Canterbury and the Manawatu to the next level of delivery and impact."*

Chairman of Landcare Research, Peter Schuyt*, says the creation of the Lincoln and Palmerston North hubs offers unique opportunities both nationally and on a global scale. "They will become centres of excellence for scientists, technologists, university teachers and researchers, leading farm managers*

and business people who are committed to working together towards a common vision; and this in turn will attract other technology businesses, investment and organisations."

Proposed changes

We have the opportunity to determine where our investment should occur, where to strategically locate our capability, and how we can work as an organisation more effectively and efficiently. This will ensure we maximise our long term contributions to the sector.

Summary of proposed changes

The proposed changes are outlined below:

1. To co-locate our science staff internally wherever possible. We propose to achieve this best with two large campuses at Grasslands and Lincoln and by maintaining science staff at Ruakura and Invermay to meet specific farm systems and regional environmental needs
2. To participate in agriculture innovation hubs in Grasslands and Lincoln
3. To co-locate the Executive Team at Lincoln campus
4. To co-locate support functions wherever possible. Accordingly, support staff will mainly be located at Lincoln unless site-specific support needs exist elsewhere.

Proposed areas of focus for campuses

Grasslands (including Hopkirk) campus

Our view is that Palmerston North is, and will continue to be, an innovation centre for food and agriculture, with the presence of Massey University, Plant and Food Research, Fonterra, Landcare Research, New Zealand Agricultural Greenhouse Gas Research Centre, the Riddett Institute and AgResearch. The recently announced FoodHQ signals further collaboration and commitment to grow the collective capability here. Our science at Grasslands will focus on food, nutrition, animal health and forage.

Lincoln campus

The recently announced Lincoln Hub will have an on-farm focus for its agricultural science, with the presence of Lincoln University, DairyNZ, Plant and Food Research, Landcare Research all as hub partners with AgResearch. Since the announcement in late April, other organisations have indicated a desire to be involved as well. Our activities will focus on farm systems and land use as well as sheep, beef and deer productivity, supported by our "–omics platform" (genomics, proteomics, metabolomics and bioinformatics).

Ruakura campus

The Ruakura campus will continue to provide capability for the region's needs, focussing on farm systems, land-use, sustainability and environmental research, technology transfer, adoption and practice change.

Recently we have commenced discussions with Hamilton City Council, Plant and Food Research, Waikato University, DairyNZ, NIWA and Waikato Innovation Park to explore opportunities to develop a hub based in Ruakura that will provide scale and benefits to partners and the sector.

Invermay campus

Invermay campus will continue to provide capability for the region's needs focussing on farm systems, land-use, sustainability and environmental research, technology transfer, adoption and practice change.

Given the predicted future growth of dairy farming in the south and the particular systems and environmental challenges we, and DairyNZ, see the location of capability in Invermay as critical to future proof for changing needs.

Proposed hub locations and co-location of staff in two campuses

In determining the proposed locations for agriculture innovation hubs, we have consulted a number of key stakeholders including Lincoln and Massey Universities, Plant and Food Research, Landcare Research, DairyNZ, Beef + Lamb New Zealand and Fonterra.

Together we believe the two geographic locations most suited as innovation centres for delivering capability, science and innovation outcomes to the agricultural sector for the long term are Palmerston North and Lincoln.

Therefore we are proposing to shift the majority of our capability to Lincoln and Grasslands campuses.

We view Grasslands and Lincoln as the logical locations for two large campuses because they have the key ingredients required to build successful agriculture innovation hubs: the presence of large agriculture-focussed tertiary institutions, large research organisations with significant capability, and industry bodies and private sector companies who are all keen to develop and grow the hubs further. By co-locating the majority of our staff at these locations we maximise potential internal and external collaboration.

These changes will create critical mass, and will attract other organisations, that will provide further economies of scale to deliver more quality science more effectively, and the potential for significant infrastructure sharing which will see operating and capital expenditure savings achieved.

Consistent with co-locating our staff wherever possible, we are also proposing to co-locate our Executive team and the majority of our support functions in Lincoln (unless there is a campus-specific need elsewhere). We believe they should be located in one of the two large campuses to be able to collaborate effectively and share knowledge more easily, and support our science teams. Of our two proposed large campuses, we are proposing they be in Lincoln. Christchurch's larger population base (circa 408,000 vs. Palmerston North 112,000) will provide greater professional networks, more career development, better flight connections and we believe greater ability to retain our staff and attract talent.

Proposed staff relocations

Over the next three to four years we are proposing to relocate about 280 permanent roles, including science and support functions. However if we apply our natural staff turnover to this figure, in three to four years' time the number of people proposed to relocate is likely to be around 240.

Details on all proposed team locations will be made available to all staff on Wednesday 31 July. This will allow time for all staff meetings to be completed and for staff to hear first about how the proposed changes may specifically affect them. We are proposing these changes occur over the next three to four years, and they will be phased as facilities become available so no decisions are needed now.

If the proposals become final decisions, no role will be required to relocate before 2016 as in many cases we have to design and build facilities first, but staff may choose to move earlier if it is viable. Everyone whose role is proposed to relocate will not be required to make any commitments until six months before the role is scheduled to move.

We understand, and have thought carefully about these proposed changes that are of a scale that will have both positive and negative impacts on the regional economies of our campus locations. We believe the proposed co-location of our own science teams, and co-location with others, will create a major difference to our ability to produce better science outcomes and the resulting benefits to the agricultural sector and New Zealand economy will be significant.

Benefits of proposed changes

New Zealand context

Significant economic impact

While it is always difficult to estimate economic impacts from science, there are some established methodologies. Using these, we believe the economic benefits to New Zealand would be significant. If for example a 10% increase in research quality was achieved, as an outcome of co-location and increased collaboration, we could contribute an additional $370 million after five years to the economy and over $120 million p.a. thereafter to New Zealand's GDP.

Our analysis quantifies the potential minimum benefits at $60 million GDP growth in the first five years after completion of the project, and $20 million per annum thereafter.

The following table (pg.11) shows the potential economic impact on agricultural sector GDP if the sector knowledge was increased as a result of co-location (and therefore increased collaboration) of researchers and sector stakeholders in larger innovation centres.

The table shows the effect of raising research quality from 1.6% through to 10%. We believe co-location of AgResearch staff would lead to at least a 1.6% increase in research quality at a minimum.

We believe the impact could be much more significant, with adding the additional benefits of the proposed co-location with non-AgResearch scientists in innovation hubs, and attracting further sector stakeholders.

Table 3: Change in agricultural GDP[1]

% Increase in research impact	GDP ($m p.a.) 2017	2018	2019	2020	2021	5 year total	Long term p.a.
1.6%	6	10	13	15	16	60	20
3.0%	11	19	24	28	31	113	37
5.0%	18	31	40	47	51	187	61
10.0%	37	63	81	93	102	376	123

AgResearch context

Modern and innovative facilities for world class science activities

We believe the need to upgrade our facilities to modern standards is a pre-requisite for a world class science organisation.

Making sure our facilities are fit for purpose, adaptable and configurable will highlight AgResearch's position as a place to perform world-leading science innovation and promote agri-sector research as a desirable career choice now and for the long term.

New and refurbished buildings at all our campuses will be better equipped for our science needs and will be designed to encourage collaboration, with features such as configurable work labs and spaces and better IT facilities and communication tools. Buildings will be strengthened to the latest earthquake code standards, and more energy efficient. Staff will be involved in contributing information needed for the design of our new facilities.

Improved collaboration and research effectiveness

Co-location of many of our scientists in two large campuses will significantly improve collaboration, leading to more joint authorships, higher quality outputs and ultimately greater impact.

Alongside this co-location principle, we identified being part of innovation hubs as another way to ensure our future growth and make a much bigger difference to the agricultural sector.

Participating in large agriculture innovation hubs will see our people being co-located in modern facilities with large numbers of colleagues and scientific peers, and with key sector partners and stakeholders. Further increasing collaboration, research outputs, technology transfer and capability growth will drive pastoral science forward and generate better long term returns for New Zealand's agriculture sector and economy.

[1] This table was calculated by assuming a 30% annual depreciation rate for the stock of knowledge, an agricultural GDP of $8.3 billion per annum (for the year to June 2012, adjusted to 2012 $NZ by the expenditure on GDP deflator) and the elasticity of output with respect to the stock of domestic knowledge that was estimated at 0.148 by Hall & Scobie (2006).

Lincoln University's Chancellor, Tom Lambie, *says the Lincoln Hub is an integral part of the University's wider plan to enhance its strategic position as New Zealand's specialist, land-based university and to continue to meet the needs of the land-based sectors.*

"The work of the Hub will be crucial to food production and agribusiness, with the ultimate goal of greater wealth and environmental outcomes for New Zealand. At the same time, the shared sense of stewardship of the environment amongst the Lincoln Hub partners will be amplified by working together in this way. This is an exciting new innovation model and we are very pleased to be part of it.

"The formation of the Lincoln Hub – and the corresponding opportunity for an even closer relationship between the University and AgResearch – will enable valued input from AgResearch (and the other Hub partners) to our curriculum reform process. The University is aligning our qualifications to the anticipated future needs of the land-based industries and it is important that we consult with others in the sector who have the same desire to increase the outputs of suitably qualified science and agricultural graduates."

We believe more internal co-location of the research capabilities at AgResearch will lead to better communication and knowledge "spillover" and greatly improve our science's contribution to innovation. Increased collaboration with like-minded organisations in what will be large innovation hubs will lead to more innovation via higher quality science outputs, greater knowledge transfer, adoption and practice change, and ultimately better outcomes for New Zealand agriculture.

This is based on the well-established benefits derived from large innovation "centres of excellence", populated by research, academic, and business organisations that create and deliver enduring outcomes (Refer Porter's Clusters and the New Economics of Competition[2] and Clusters, Innovation and Entrepreneurship[3]).

More talent retained and attracted to the science sector

We believe that large modern campuses located as part of wider innovation hubs with like-minded communities, will be more attractive to New Zealand and global science talent. The breadth of research capability at the hubs will see our staff involved in "bigger" science - larger more complex challenges facing the industry.

For graduates, the hubs' overarching link between universities, research organisations, the private sector and industry-good organisations will provide clear pathways for learning and career opportunities that are not available elsewhere.

For young New Zealanders making career choices, the hubs would provide a visible showcase of the modern facilities, and how science works closely with industry to generate superior outcomes.

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2 Porter, Michael E. "Clusters and The New Economics of Competition." *Harvard Business Review* 76.6 (1998): 77-90. *Business Source Premier*. Web. 15 Oct. 2012

3 OECD (2009),*Clusters, Innovation and Entrepreneurship*, Local Economic and Employment Development (LEED), OECD Publishing. doi: 10.1787/9789264044326-en

Improved organisational efficiency and utilisation of facilities

Strategically aligning our resources in these locations will not only help us work more effectively and collaboratively to produce better science – it will also help AgResearch operate more efficiently.

Co-location of staff in two large campuses and the ability to share infrastructure and capability will result in more efficient use of time and resources, lower running and travel costs, and better use of capital and our facilities. For example, we estimate that should Future Footprint proposals be implemented we will achieve travel savings of approximately $650,000 per annum

Participating in hubs will also provide significant efficiency opportunities in capital and operational expenditure through sharing infrastructure such as specialist equipment, laboratories, buildings, catering, meeting and conference facilities.

Commitments to staff and next steps

Your feedback

We will be seeking feedback on this proposal over the next month. No final decisions will be made until we have received feedback from staff and have had time to consider it carefully.

We are now looking for feedback on the proposal, in particular proposed changes for:

- Research teams
- Partnerships and Programmes teams
- Shared Services teams
- Finance and Business Performance teams
- The Executive Team

Please use the form supplied on the Future Footprint site on Gateway to provide your feedback.

Support for staff

We are committed to strongly supporting you through the Future Footprint process. Our intention is for staff to hear first any decisions or updates on Future Footprint. We value the expertise of our people, and see you as being integral to AgResearch's promise of providing the agri-sector with even greater scientific value.

We recognise that the proposed changes are significant and there is a lot to consider. Please take the time to read through this Future Footprint proposal, your letter and all supporting documentation and talk through with your team, managers and families.

Additional support is available to all staff through EAP and work place support, your local HR Advisor, and your PSA rep if you are a member.

If your role remains unchanged, please be mindful of your peers and colleagues that are affected.

Relocation information

Every person in a permanent role who relocates will have their relocation costs paid for by AgResearch consistent with our relocation procedures which are available on Gateway. AgResearch will support you through relocation activities, coordinating activities centrally which will include establishing preferred providers and arranging location visits.

In addition to our relocation policy and procedures we are also committing to the following support:

- AgResearch will not be selective based on role type. We will cover relocation costs for every person in a role that needs to relocate and wishes to do so, consistent with our relocation procedure.
- We will guarantee the equivalent of two years' salary for each staff member who relocates (either through employment or by way of an equivalent lump sum payment including severance payable) from the date the role relocates, unless that person resigns or is dismissed for poor performance or misconduct. For example if a staff member relocates and their employment ends six months later as a result of redundancy, the staff member would

receive the equivalent of 18 months' salary, comprising the severance payment paid in accordance with our redundancy policy and a top-up payment as relevant.

Next steps

Date	Activity
Today (30th July)	Proposed changes communicated to all staff. Consultation and feedback period commences
31st July	Future Footprint proposed team changes available to all staff on Future Footprint website
Noon 5th August	Nominations for Staff Change Management Team members close
12th August – 13th September	Change Management Team membership confirmed and team established, meetings held, feedback reviewed
30th August	Consultation and feedback period closes
By 13th September	Change Management Team forward report to Project Sponsor and Executive Team for careful consideration and decision making
26th September	Decisions communicated to all staff

If more time is needed during the feedback review process, we will advise of any subsequent date changes necessary.

Additional information available

The following information will be in the Future Footprint section on Gateway by Wednesday 31st July:

- Future Footprint proposal (this document)
- All proposed team changes
- Co-location research
- Frequently asked questions
- Support available

You can also talk to your Manager or email future.footprint@agresearch.co.nz with Future Footprint related questions.

Confidentiality and media enquiries

Please note that this document is confidential and for internal distribution in AgResearch only.

Should you be contacted by any media organisations in search of comment, please refer them directly to the National Manager, Corporate Communications, Sarah Fraser x6620 who is our only authorised media contact.