



Client Selection and Refusal Principles

Grounded in purpose. Applied with care.

Effective date: February 2026

Review cycle: Biannual

Approved by: Director of Harrison Brands Ltd

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Client Selection and Refusal Principles

High Level Summary

We only work with organisations that do good for people and the planet.

If a client causes harm, or asks us to hide or distort the truth, we walk away.

1. Purpose of these principles

These principles set out how Harrison Brands Ltd selects clients and when we will refuse, pause, or disengage from work.

They exist to ensure that our purpose, values, and responsibilities to people, planet, and truth are reflected in who we work with, not just what we say.

Client selection is a governance decision, not a sales decision.

2. Our baseline position

Harrison Brands exists to support organisations that contribute positively to people and the planet.

We will not knowingly work with organisations whose core activities cause harm, exploit people, damage ecosystems, or undermine trust.

Where there is uncertainty, we apply caution.

Where there is misalignment, we will walk away from revenue.

3. Absolute exclusions

Harrison Brands will not work with any organisation that is directly responsible for:

- Killing animals or exploiting animals for commercial gain
- Activities that cause significant and irreversible harm to the natural environment

We will also not work with organisations operating in industries that are not eligible for B Corp certification, including:

- Pornography
- Tobacco, nicotine, or vaping products
- Offensive firearms, weapons, or defence

These exclusions apply regardless of potential commercial opportunity.

4. Prohibited and high risk industries

Harrison Brands will not work with organisations whose primary activities fall within the following sectors, or where these activities form a material part of their business:

- Agribusiness producers in Brazil
- Banking in Switzerland
- Bottled water
- Cannabis-related products
- Casinos and gambling operations
- Charity lotteries
- Debt collection in emerging markets
- Engineering or consulting with clients in the defence sector
- Financial services operating in tax havens or wealth planning structures

- For-profit higher education
- Fossil fuels and energy companies
- Marketing of breastmilk substitutes
- Mining
- Orphanage-based volunteer programmes
- Pharmaceuticals
- Prisons and prison labour
- Serving governments tied to human rights violations
- Tax strategies and tax advisory services
- Water utilities
- Whole life insurance products
- Zoos, aquariums, and animal parks

These positions reflect evolving B Corp | eligibility standards and Harrison Brands' own ethical thresholds.

5. Controversial industries requiring enhanced scrutiny

Some industries are subject to heightened scrutiny under the B Corp New Standards. Harrison Brands will approach organisations operating in the following sectors with caution and enhanced due diligence:

- Automotive and machinery
- Blockchain verified digital assets
- Construction
- Content moderation
- Cryptocurrency
- Direct sales and multi-level marketing
- Large scale financial services
- Fishing, fisheries, and aquaculture
- Healthcare providers and services

- Jewellery
- Location based platforms and gig economy models
- Franchise models
- Palm oil
- Pesticides and fertilisers
- Single use plastics
- Slaughterhouses
- Social media platforms

Organisations in these sectors may be considered only where they can demonstrate credible action, transparency, and alignment with Harrison Brands' purpose.

6. Historic activity

Harrison Brands will take into account an organisation's track record.

Where a prospective client has worked in the last five years with high risk or ineligible industries, including but not limited to:

- Charity lotteries
- Debt collection agencies in emerging markets
- Nuclear power or radioactive materials
- Mining
- Pharmaceuticals
- Recreational marijuana
- Fossil fuels

- Gambling
- Weapons or defence
- Pornography
- Prisons or detention centres
- Tobacco, nicotine, or vaping products

We will require transparency, context, and evidence of change before considering any engagement.

7. Due diligence and decision making

Client selection decisions are made collaboratively and may include:

- Review of the organisation's activities, supply chains, and impacts
- Assessment of environmental and social risk
- Consideration of reputational and ethical implications

Any employee may raise concerns about a prospective or existing client.

Decisions to proceed, pause, or refuse work are made in line with the Purpose and Stakeholder Governance Policy.

8. Right to refuse or disengage

Harrison Brands reserves the right to:

- Decline work before engagement
- Pause work during delivery
- Disengage from a client relationship

This applies where:

- New information comes to light
- Misalignment with these principles becomes clear
- Truthful and responsible communications cannot be achieved

These rights apply even where it results in loss of revenue.

9. Transparency and accountability

Client selection and refusal decisions are documented proportionately.

Where appropriate, Harrison Brands may explain its refusal or disengagement openly and respectfully.

Concerns or disagreements may be raised under the Stakeholder-Wide Grievance Policy.

10. Review and evolution

These principles are reviewed biannually.

They will evolve in line with:

- B Corp standards and eligibility requirements
- Regulation and best practice
- Harrison Brands' understanding of impact and responsibility

Truth matters

Who we work with matters.

Client selection is one of the most powerful ways Harrison Brands can live its purpose.

We take this responsibility seriously and apply these principles with care, consistency, and integrity.

Harrison Brands recognises that its influence extends beyond its own operations and seeks to contribute positively to wider systems through advocacy, collaboration, and responsible client work.

Through collaboration and authenticity, we uncover the real stories behind brands, crafting narratives that inspire action and create meaningful impact.

We aim to be a force for good, using our expertise to drive honest change and help build a better future for all.

harrisonbrands.com

Artificial intelligence was used to support the drafting of this policy. All content has been subject to substantial human input, critical analysis, and editorial judgement. All data, positions, and statements contained within this policy are truthful to the best of our knowledge and have been reviewed and approved by the Director of Harrison Brands Ltd.



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