



Purpose and Stakeholder Governance Policy

Effective date: February 2026

Review cycle: Biannual

Approved by: Director of Harrison Brands Ltd

HARRISON
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Purpose and Stakeholder Governance

High Level Summary

We believe business decisions should be constrained by purpose, not just profit.

If a decision harms people, the planet, or the truth, we will turn away.

1. Policy purpose

This policy sets out how Harrison Brands Ltd defines, governs, and acts on its purpose, and how stakeholder interests are embedded into decision making at every level of the business.

Harrison Brands exists to operate as a force for good, serving people, planet, and profit in that order.

Profit is essential to sustain the business, but it is a means rather than the primary end. Where profit conflicts with the wellbeing of people, the health of the planet, or the integrity of truth, Harrison Brands will prioritise social and environmental outcomes.

This policy has been developed in line with the B Corp New Standards for Purpose and Stakeholder Governance and replaces earlier approaches shaped under the former B Impact Assessment framework.

2. Scope and application

This policy applies to all activities of Harrison Brands Ltd, including:

- Strategic and operational decision making
- Client selection, retention, and refusal
- Marketing and communications work
- Partnerships, collaborations, and stakeholder relationships
- Employment, incentives, and performance management

This policy is internal in application but is made publicly available to ensure transparency and accountability. Stakeholders are encouraged to provide feedback on its implementation.

3. Purpose as a constraint on decision making

Harrison Brands' purpose is embedded within its Articles of Association and is reflected across its governance, operations, and public communications.

Purpose is not aspirational language alone. It actively constrains decision making.

This means:

- Harrison Brands will decline or disengage from work that conflicts with its values
- The business will not knowingly support or enable harm to people or planet
- Marketing and communications must align with evidence, truth, and accountability

Where uncertainty exists, decisions will err on the side of caution, integrity, and long term impact rather than short term gain.

4. Stakeholder definition

Harrison Brands recognises the following stakeholder groups as having legitimate interests in the business:

- Employees
- Clients
- Collaborators and suppliers
- Advisory and Non Executive Directors
- Community and professional networks
- The natural environment
- Future generations

The environment and future generations are recognised as stakeholders despite having no direct human voice. Their interests are considered explicitly in decisions relating to operations, client work, and growth.

5. Stakeholder governance and authority

Harrison Brands operates as a founder led company where formal authority sits with the Director, and meaningful challenge is embedded through employee participation and Non Executive oversight. This structure is designed to remain effective as the business grows.

5.1 Authority to challenge

Records may include written notes, meeting summaries, or policy reviews, proportionate to the decision being made.

Any member of staff, including the Director and any employee(s), has the authority to formally pause or challenge:

- A client engagement
- A piece of marketing or communications work
- A collaboration, partnership, or stakeholder relationship

Grounds for challenge include, but are not limited to:

- Misalignment of values
- Greenwashing or misleading claims
- Ethical, social, or environmental risk

5.2 Resolution and escalation

- Issues are discussed jointly by the Director and the relevant employee(s)
- Action proceeds only where there is shared agreement
- Where agreement cannot be reached, the issue is escalated to the Non Executive Directors
- Decisions and outcomes are documented

This process ensures that no single individual has unchecked authority and that meaningful challenge is embedded into governance.

6. Responsible marketing and communications

Harrison Brands is committed to responsible, truthful, and evidence based marketing and communications.

A standalone Responsible Marketing and Communications Policy sets out detailed principles and processes, including:

- Zero tolerance for greenwashing
- Clear distinction between aspiration and action
- Evidence based claims only
- Refusal to exaggerate or misrepresent impact
- Responsible use of language, data, and imagery

This commitment applies equally to:

- Harrison Brands' own marketing
- Client work delivered by Harrison Brands
- Partner and collaborator output under the Harrison Brands name

7. Grievance mechanism

Harrison Brands is committed to transparency, fairness, and accountability.

7.1 Who can raise a grievance

Any stakeholder may raise a grievance, including:

- Employees
- Freelancers and collaborators
- Clients
- Suppliers
- Community members

7.2 Process

- Grievances may be raised with the Director
- If the grievance concerns the Director, it may be raised with an employee or escalated directly to the Non Executive Directors

- If unresolved, the matter is escalated to the Non Executive Directors for independent review

The identity of the individual raising the grievance is disclosed or withheld at their discretion.

7.3 Transparency and documentation

- The process, actions, and outcomes are documented
- Summaries may be shared internally or externally where appropriate
- Personal or sensitive details are redacted at the discretion of the individual

8. Social and environmental targets and incentives

Harrison Brands sets social and environmental targets through its Impact and Truth Reports and associated policies.

While no formal bonus scheme currently exists, Harrison Brands commits to:

- Integrating social and environmental performance into performance reviews
- Recognising contributions through financial and non financial incentives
- Offering paid volunteering time
- Supporting training aligned with climate and social goals

Operational detail relating to incentives and remuneration is addressed within the Employment Handbook and supporting policies. Underperformance against stated targets will trigger review, stakeholder engagement, and corrective action.

9. Measurement, review, and reporting

This policy will be updated to reflect changes in regulation, B Corp standards, and best practice, including UK and EU sustainability and consumer protection frameworks.

- **This policy is reviewed biannually**
- **Stakeholder feedback is considered where provided**
- **Outcomes and progress are reported through the Truth Report**

Harrison Brands is committed to continuous improvement and to evolving this policy as standards, regulation, and understanding develop.

10. Related policies

Stakeholder engagement may include regular meetings, feedback conversations, surveys, events, or informal dialogue, appropriate to the size and nature of the business.

This policy should be read alongside:

- Code of Ethics
- Responsible Marketing and Communications Policy
- Grievance Policy
- Social and Environmental Incentives Policy
- Client Selection and Refusal Principles
- Discount Policy
- Employment Handbook

Together, these documents form the governance framework that guides Harrison Brands' purpose led approach.

Truth matters

Harrison Brands believes that business can and must play a role in creating a more inclusive, equitable, and regenerative economy.

This policy exists to ensure that purpose is not compromised, stakeholders are respected, and truth remains at the heart of every decision we make.

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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