



Stakeholder Engagement Policy

We engage with stakeholders, not just shareholders.

Effective date: May 2026

Review cycle: Biannual

Approved by: Director of Harrison Brands Ltd

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Stakeholder Engagement Policy

High Level Summary

This policy sets out how Harrison Brands Ltd identifies its stakeholders, how it engages with them, and how their interests are considered in decision making at all levels of the business.

Our approach to stakeholder engagement is direct and proportionate to our size. It does not rely on formal committees or indirect intermediaries where direct conversation is possible and more meaningful.

This policy is intended to demonstrate how stakeholder engagement operates within Harrison Brands Ltd as an independently certified entity.

1. Policy purpose

This policy applies to all activities of Harrison Brands Ltd and governs how the company:

- Identifies the stakeholders who have legitimate interests in the business
- Engages with those stakeholders through appropriate mechanisms
- Ensures that stakeholder interests are considered in business decisions
- Records and reviews engagement activity over time

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

2. Scope and application

Harrison Brands Ltd is an independently owned and B Corp certified company. The highest governing body within its scope of certification is the Director, Andy Harrison. There is no out-of-scope parent body. All governance mechanisms described in this policy operate entirely within Harrison Brands Ltd.

Meaningful challenge and oversight is embedded through:

- Employee participation
Celeste, as the sole employee, has formal authority to challenge decisions
- Non Executive oversight
Non Executive Directors provide independent review where required
- Documented decision making records are maintained proportionate to the significance of each decision

3. Stakeholder identification

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

- Workers (employees and regular collaborators)
- Clients
- Suppliers and freelance collaborators
- 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 selection, and growth strategy.

4. Engagement mechanisms

Harrison Brands uses a combination of direct and indirect engagement mechanisms, applied flexibly depending on the stakeholder group. All stakeholder groups identified in section 3 are covered by at least one mechanism.

4.1 Workers

Harrison Brands currently has one employee, Celeste. Engagement is direct and ongoing. Mechanisms include:

- Regular one-to-one conversations between the Director and Celeste, covering strategic direction, workload, wellbeing, and concerns

- Celeste's formal authority to raise challenges, pause client engagements, and escalate disagreements
- Involvement in performance review, target setting, and policy review processes
- Open access to all policies, with an invitation to comment or propose changes

Worker engagement is direct rather than representational. Given the size of the business, this is the most meaningful and proportionate approach available.

4. Engagement mechanisms (contd)

4.2 Clients

Clients are engaged directly throughout all project work. Mechanisms include:

- Onboarding conversations to understand needs, values, and expectations
- Project review points and check-ins during delivery
- Post-project feedback, formal or informal
- Honest communication about scope, limitations, and concerns, including willingness to flag greenwashing or misalignment

Client feedback informs both individual project decisions and broader business development choices, including whether to continue, modify, or decline a relationship.

4.3 Suppliers and collaborators

Freelance collaborators and suppliers are engaged through:

- Clear briefing and expectation setting at the outset of any engagement
- Open dialogue during projects, including the ability to raise concerns
- Feedback at the conclusion of work
- Values alignment conversations before formalising longer-term relationships

4. Engagement mechanisms (contd)

4.4 Non Executive Directors

Non Executive Directors provide independent oversight and are engaged through:

- Consultation on significant decisions, disputes, or governance matters
- Review of major policies and strategic direction
- Escalation where the Director and employee are unable to reach agreement

This mechanism ensures that no individual has unchecked authority over consequential decisions.

4.5 Community and professional networks

Harrison Brands engages with its broader community through:

- Participation in B Corp community events and working groups
- Contributions to industry conversations on sustainable marketing and anti-greenwashing
- Publishing public-facing content, including the Harrison Brands blog and Truth Report
- Informal dialogue with contacts, peers, and collaborators in aligned organisations

4. Engagement mechanisms (contd)

4.6 The natural environment and future generations

These stakeholders cannot speak directly.

Their interests are represented through:

- Harrison Brands' environmental commitments, including low-carbon operations and its B Corp certification
- Client selection criteria that exclude work enabling environmental harm
- Consideration of long-term impact in all significant decisions
- Reporting on environmental performance in the Truth Report

5. How stakeholder interests influence decisions

Stakeholder engagement is not a passive exercise. The interests gathered through the mechanisms above are actively considered in the following ways:

5.1 Strategic decisions

Major decisions... including changes to business model, service offering, or significant partnerships are considered in the context of stakeholder interests. The Director leads this assessment, with input from Celeste and, where appropriate, Non Executive Directors.

5.2 Client and project decisions

Client selection and project delivery decisions are tested against stakeholder interests, including:

- Whether the work is consistent with the company's values and purpose
- Whether it could cause harm to workers, communities, or the environment
- Whether it accurately represents the client's impact without exaggeration or greenwashing

Either the Director or Celeste may raise a concern that pauses a project or prompts a formal review.

5. How stakeholder interests influence decisions (contd)

5.3 Operational decisions

Day-to-day operational decisions including supplier choices, working practices, and communications, are guided by this policy and the related policies listed in section 9.

5.4 Where interests conflict

Where stakeholder interests conflict with commercial pressures, Harrison Brands will err toward its stated purpose: people and planet before profit. This is embedded in its Articles of Association and in the wider governance framework.

Where interests conflict between stakeholder groups, the decision-making process is documented, and reasoning is recorded.

6. Documentation and record keeping

Social and environmental performance is assessed using proportionate, qualitative methods appropriate to the size of the business.

This assessment is informed by:

- Monthly strategy meetings
- Six monthly documented 360° reviews

These forums provide space to reflect on impact, behaviour, and alignment with Harrison Brands' values.

Records are stored securely and are accessible to both the Director and the employee. Where relevant, summaries are shared externally through the Truth Report or published policies.

7. Review and accountability

This policy is reviewed biannually.

The review will consider:

- Whether the stakeholder groups identified remain appropriate
- Whether the engagement mechanisms are functioning effectively
- Whether stakeholder feedback has been captured and acted upon
- Any changes to the B Corp standards or relevant regulation

Outcomes of the review are documented.

Where changes are made, the updated policy is published on the Harrison Brands website.

The Director holds ultimate accountability for this policy. Celeste holds shared responsibility for its application and is encouraged to raise concerns about its implementation at any time.

8. Related policies

This policy should be read alongside:

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

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

Truth matters

Stakeholder engagement is not a box-ticking exercise. It is how we stay honest and truthful about the impact of our work and how we make better decisions.

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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