



We Are Confident.

Code for Confidants of Change-
Making Leaders.

Passion in Practice.

This document is for Confident Strategy Group team members and those we work with. HR/benefits and further details for CSG team members are contained in our Handbook.



1. Why We Have This Code

How We Show Up As Confidants

We are the confident confidants for change-making leaders. We help resolve the world's biggest challenges to transform the planet, society, and humanity for the better – and we do it through strategy, advocacy, alliance-building, and amplification.

Because our work sits at the intersection of public affairs, sustainability, science, policy, reputation, and communications, how we behave is part of our professional product. Our clients entrust us with their most sensitive strategies, their reputations, and their ambitions for transformative change. That trust is earned through the way we conduct ourselves – every interaction, every deliverable, every conversation.

This Code sets the standards we hold ourselves to – internally, with clients, and in every public-facing interaction. It is a condition of representing CSG. It is not intended to be a contract, and it does not replace applicable laws, professional obligations, or client contract requirements.

Mutuality and Public Trust

Our model is built on mutuality: finding the shared ground where stakeholders, society, and our clients can all advance. We believe that the most effective strategies are those that are genuinely mutual – where outcomes benefit not just our clients, but the communities, systems, and people they serve.

We act as stewards of public trust. In public affairs, sustainability, and communications, trust is the currency that enables everything. Once lost, it is extraordinarily difficult to rebuild. Every CSG team member carries a personal responsibility to protect the trust placed in us by clients, stakeholders, and the public.

2. Who We Are

We are an advisory, impact and advocacy firm working with change-making leaders. Where others see challenges, we see opportunities – and we build the strategy, alliances, and communications that turn complexity into progress. We are strategists. We are advisors. We are advocates. We are experts.

Our Passion Areas

- Food system transformation, agriculture, and nutrition
- Building sustainable healthcare systems – personal/consumer care and innovative pharmaceuticals
- Sustainability, social impact, and ESG evolution – strategy, policy, projects, and measurement
- Women, peace, and security policy
- Driving innovative technical solutions, brands, and policies that serve humanity and a better world
- Entertainment industry projects, advocacy, and impact
- Corporate affairs function setup and transformation effectiveness

Our Practice Areas

- Issues management: reputation (brands, businesses, and people), litigation, and crisis management
- Policy and regulatory development: multilateral policies and trade agreements, local policy, legislation and regulation development, and innovative products
- Sustainability and CSR strategies, measurement (e.g., ESG) and engagement plans
- Advocacy through effective stakeholder and communication campaigns; public affairs, digital, media, and events
- Corporate and M&A communications, and investor advocacy



3. Our Values in Action

We don't separate values from delivery. They show up in how we advise, how we communicate, and how we lead.

Passion

We love what we do. We care deeply and are personally invested in driving positive change. Passion is our secret ingredient that brings our expertise into practice.

Courage

We don't back away from big, bold ideas. Instead, we embrace them. After all, you can't change the world without doing what's never been done before.

Innovation

We are pioneers—constantly developing new ideas and reimagining existing ones to find new ways to drive progress and achieve outcomes.

Integrity

Earning the role as the confidant of change begins with a relationship built on transparency and trust. Our reputation of speaking with honesty, thinking with mutuality, and acting with integrity is one that touches everything we do.



4. Our Trusted Impact

Trusted impact is not accidental. To protect trust and deliver progress, we follow three non-negotiable principles. These principles guide the work we accept, the work we deliver, and how we operate as a business.

4.1 Comply with law and operate transparently

We comply with all applicable laws and regulations—everywhere we operate. This includes anti-bribery and corruption rules, lobbying and disclosure requirements, competition/antitrust law, government procurement rules, and sanctions/trade controls.

In practice, this means:

- We do not offer or accept bribes, kickbacks, or improper advantages.
- We are transparent about who we represent and the nature of our engagement where disclosure is required or ethically necessary.
- We compete fairly and do not misuse confidential competitor information.
- We respect government procurement rules and do not seek non-public procurement information.
- We screen for restricted parties and escalate red flags (opaque intermediaries, unusual payment arrangements, or requests that feel designed to evade scrutiny).

4.2 Principles 2: Deliver work we can stand behind

We create value through rigorous strategy and responsible communications. We do not pursue outcomes through deception, intimidation, or manipulation.

In practice, this means:

- We are evidence-based and careful with claims—especially about science, sustainability, and public impact.
- We do not create or amplify misinformation, disinformation, or deceptive narratives.
- We avoid greenwashing. Sustainability claims must be specific, substantiated, and appropriately qualified.
- We respect stakeholders and institutions, even when we disagree.
- We protect confidential information and personal data.

4.3 Principle 3: Steward our people, reputation, and resources

We act with an owner's mindset. We steward our people, our clients, our reputation, and the integrity of our work.

In practice, this means:

- We maintain accurate time and expense records and bill fairly.
- We protect information security and report incidents promptly.
- We use technology responsibly, including AI, with appropriate controls, accuracy checks, and confidentiality safeguards.
- We manage conflicts of interest and disclose them early.
- We choose suppliers and partners responsibly, including human-rights and environmental considerations.

Work we will not do

We will decline or exit work that requires deception, unlawful conduct, or harm. This includes work that requires us to:

- Manufacture or conceal advocacy (astroturfing or undisclosed third-party influence).
- Misrepresent evidence, stakeholders, or public sentiment.
- Engage in greenwashing or unsubstantiated impact claims.
- Improperly influence public officials or decision-makers.
- Undermine human rights, democratic integrity, public health, or environmental protection.

5. Sustainability and Responsible Business

As a small business, we focus on actions we can realistically deliver, measure, and improve year on year. Our approach aligns with common ESG assessment expectations across four areas: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement, supported by Governance and Transparency.

Our 2027 commitment: We are a young company, and we are building our sustainability management system deliberately. By 31 December 2027, we will be able to demonstrate our progress with clear evidence (policies in place, actions taken, and results tracked) that is appropriate to our size and sector.

5.1 Environment

What this means: We reduce the environmental impact of how we work—especially travel, events, purchasing, and day-to-day operations.

- We default to virtual. CSG team members should choose video/phone meetings as the first option. We travel only when in-person work will materially improve outcomes.
- When we do travel, we travel smarter. CSG team members should choose lower-carbon options where practical and safe (for example, rail instead of short flights, and combining multiple meetings into one trip).
- We keep printing to a minimum. We work digitally wherever possible. If printing is genuinely needed, we use recycled and/or FSC-certified paper and print double-sided where possible.
- We manage our equipment responsibly. CSG will aim to extend the life of laptops/phones through repair and reuse, and ensure end-of-life equipment is disposed of through responsible e-waste recycling routes.

5.1 Labor and Human Rights

What this means: We protect people, build an inclusive culture, and uphold human rights in our own workplace and through the partners we choose.

- We provide equal opportunity and a workplace free from harassment. CSG does not tolerate discrimination, harassment, bullying, or retaliation. CSG team members are expected to treat others with professionalism and respect.
- We work fairly and lawfully. CSG supports fair working practices, including respecting applicable labour laws and the freedom of association.
- We do not tolerate modern slavery. Forced labour, child labour, and human trafficking have no place in our business. CSG will not knowingly work with suppliers or partners involved in these practices.
- We take wellbeing seriously. CSG team members should speak up early if workloads become unhealthy. CSG will promote safe working practices in both office and remote settings.

5.3 Ethics

What this means: Trust is central to our work in public affairs, sustainability, and communications. We protect it through strong ethics and responsible conduct.

- We do not bribe or improperly influence. CSG team members must not offer, accept, or request bribes or kickbacks. Gifts and hospitality must be modest, transparent, and never linked to an expectation of favourable treatment.
- We manage conflicts of interest. CSG team members must disclose any situation that could compromise—or appear to compromise—their independence or judgment.
- We protect confidential information and personal data. CSG team members must follow confidentiality and data protection requirements and use approved tools and processes.
- We practice responsible advocacy. We do not misrepresent evidence, stakeholders, or public sentiment. We do not engage in undisclosed or deceptive advocacy.
- We do not greenwash. We do not create or support sustainability claims that cannot be substantiated.
- We protect “speak up” culture. CSG encourages reporting concerns in good faith and does not tolerate retaliation.

5.4 Sustainable procurement

What this means: We use our buying power responsibly and set clear expectations for suppliers and partners.

- We set clear expectations for suppliers. CSG's suppliers and partners are expected to respect human rights, act ethically, and manage environmental impacts responsibly.
- We choose responsible vendors where we can. When selecting suppliers (e.g., IT, design, events, travel), we will consider responsible practices alongside quality, cost, and delivery.
- We improve rather than ignore risk—when feasible. Where practical, CSG will work with suppliers to raise standards (for example, asking for policy commitments or improvements) rather than overlooking credible risks. If risk is severe and cannot be mitigated, we will reconsider the relationship.

5.5 Governance and transparency

What this means: We assign accountability, keep our documentation credible, and track a small set of meaningful indicators.

- Clear accountability. CSG leadership is responsible for setting direction, maintaining oversight, and ensuring sustainability commitments are implemented.
- Policies and reviews. CSG will maintain documented policies and review progress at least annually, updating priorities as we grow.
- Simple, fit for size tracking. We will track a small set of metrics that make sense for our business (for example: business travel activity/emissions proxies, key policy implementation, and supplier expectations rollout).
- Demonstrating progress by end 2027. By 31 December 2027, we will be able to show evidence of our sustainability management system in operation—what we've committed to, what we've done, and what has improved



6. Integrity In Action: Decision Guide and Speaking Up

If you are unsure whether something is right, stop and ask.

Decision guide:

- Is it compliant with law and regulation?
- Is it compliant with our policies and values?
- Is it consistent with our commitments to others?
- Would we be comfortable if this decision were made public?

If the answer is “no” or “not sure” to any question, we pause. We do not proceed until we’ve discussed with CSG leadership and agreed on the right path.

To raise a concern, contact the Group CEO. We do not tolerate retaliation against anyone who reports a concern in good faith.





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