

**blurred**

# **Mutual Code of Conduct**



# About Blurred



We deliver work with depth that drives positive impact for clients, people and planet.

We are a strategic communications firm with a difference: we blur the lines between comms, sustainability and management consultancy

Every corporate and public citizen has both the responsibility and the capability to make a difference to the challenges facing the world. Doing so is the expectation and demand of investors, regulators, policy-makers, employees, customers and the public at large.

We help businesses be better, so that they have a better story to tell. World-class consulting meets world-class creative.

We live our own purpose and values through the way we behave. From our public commitment to only work with companies making progress against the UN's Sustainability Development Goals, to being transparent about our commitment to diversity and reducing our own carbon footprint, to holding the industry's BME Blueprint status, being Disability Confident level 2 certified, being a PR Week Best Place to Work and – finally – by being B Corps certified.

# Our purpose



Our purpose is to deliver work with depth that drives positive impact for clients, people and the planet. We talk about depth in the following ways:

**Depth of talent** - a business born out of people who think and act differently

**Depth of thinking** - unique insight, distinctive expertise and intuitive understanding that can only come from divergent perspectives

**Depth of feeling** - pride, passion, relentlessness, through thick and thin

**Depth of impact** - we're in it to transform behaviours, businesses and brands

**Depth of client partnerships** - meaningful, and not skin deep. Characterised by mutual respect, equal commitment, shared ambition and appreciation

**Depth of connections** - diverse, networked, influential

**Depth of delivery** - across audiences, across disciplines, across place and time

# Our values

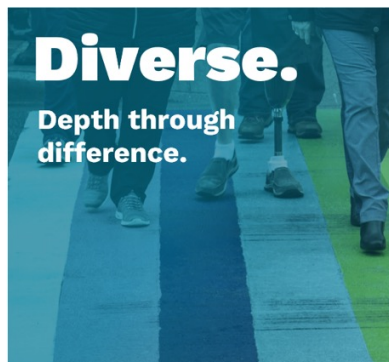
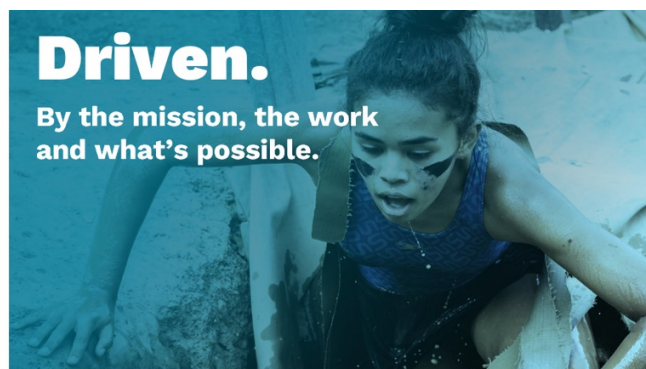
Our Purpose is born out of our values.

These values are reflected in every element of our business, from what we believe and how we behave, to who we work with and how.

Our values enable us to filter partners and clients, and them us, to see if we're right for each other.

Once we're working together, our team will behave in line with these values, so you can expect them to show up in day-to-day interactions with any of us.

We ask our team, partners, Cohort members and clients to agree to our values so everyone knows what's expected from working with one another.

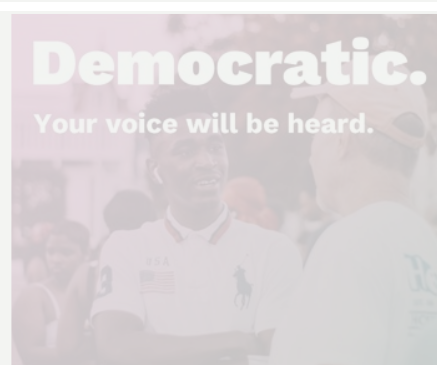
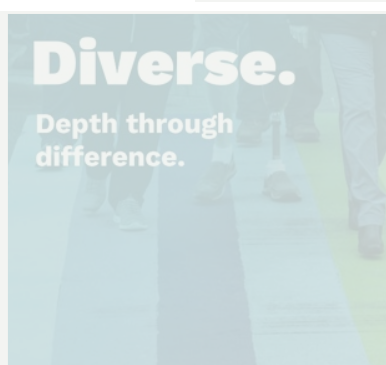
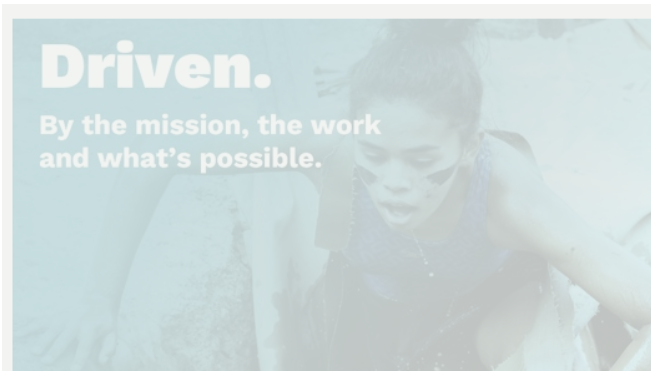


## Attributes

- Flexible & adaptable
- Problem solving & self-starting
- Open to failing and being uncomfortable
- Openminded and interested in others
- Team players, innately collaborative and egoless, we all have a voice
- Grafters, ready to get their hands dirty to make it happen
- Entrepreneurial / commercially minded

# From values to behaviours

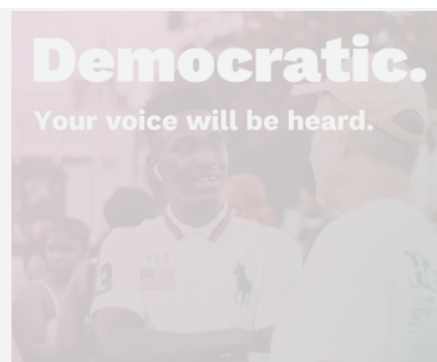
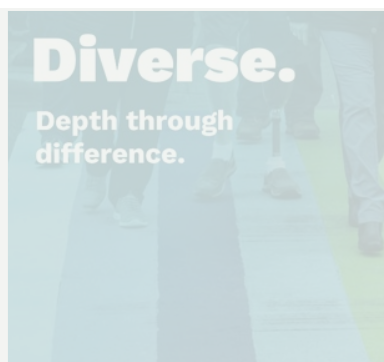
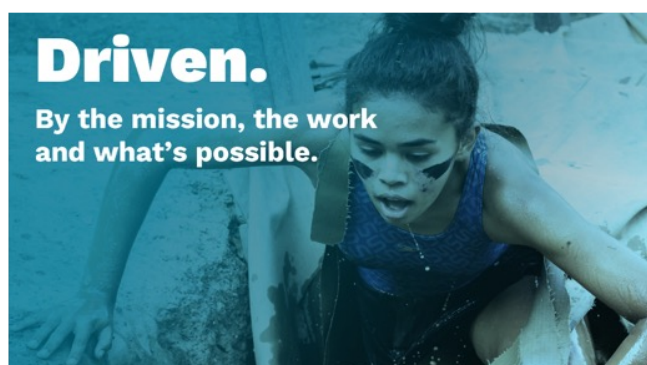
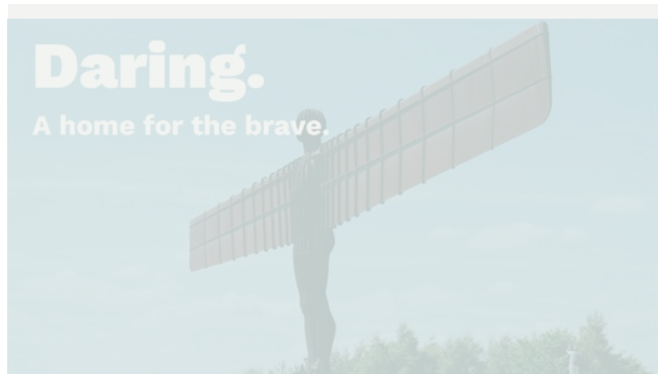
**Daring:** A home for the brave



- ✓ We dare to fail, to ask the difficult questions, to back ourselves, to build candid, strong relationships
- ✗ We do not dwell and over-analyse, are not driven by fear, do not settle for the path of least resistance, do not blame

# From values to behaviours

**Driven:** by the mission, the work, and all we can do and be



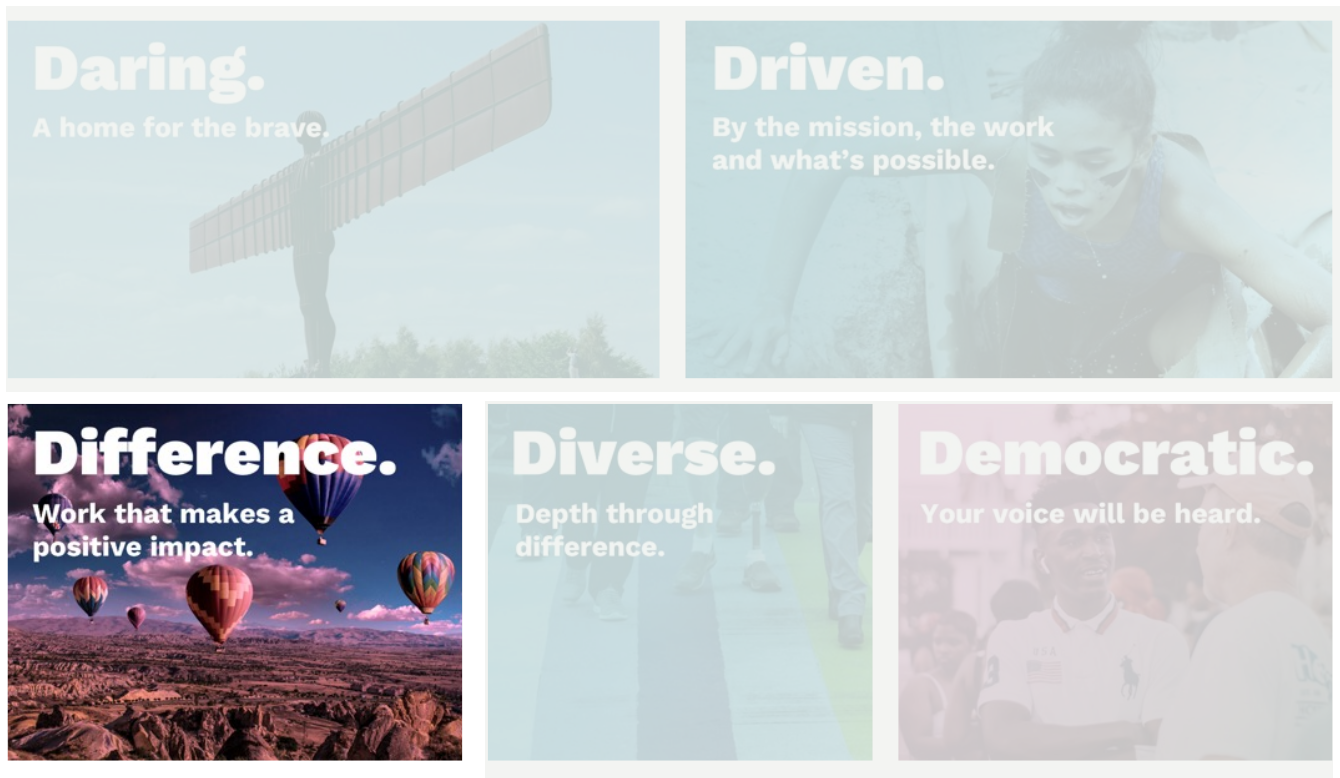
- ✓ We have no b game, we maintain the highest standards of professionalism, are proud, lead from the front, consistently live the purpose, we come good for our colleagues as well as ourselves, we take ownership of our own learning, and always push at what's possible.

To stay that way we take responsibility for our wellbeing and encourage others to do the same

- ✗ We do not swerve the hard things or duck the decisions or responsibility. We do not struggle in silence
- ✗ We are not about working in an unboundaried, manic, or always 'on'

# From values to behaviours

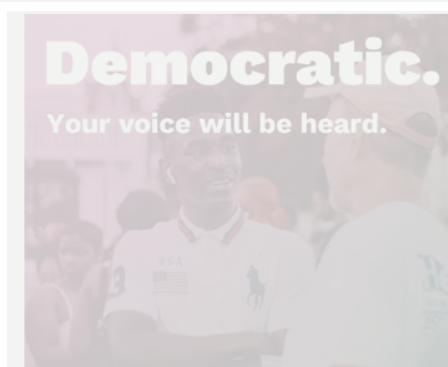
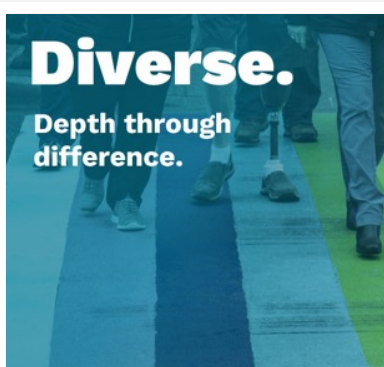
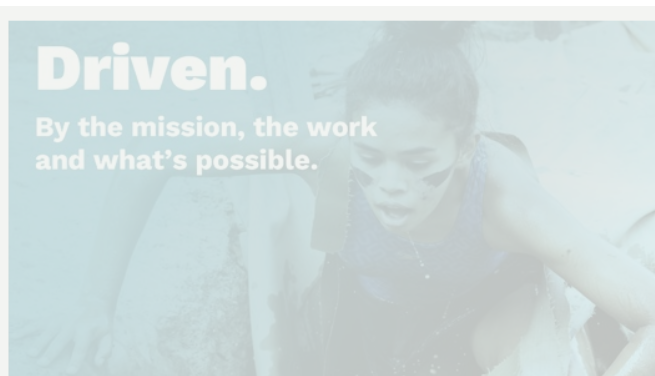
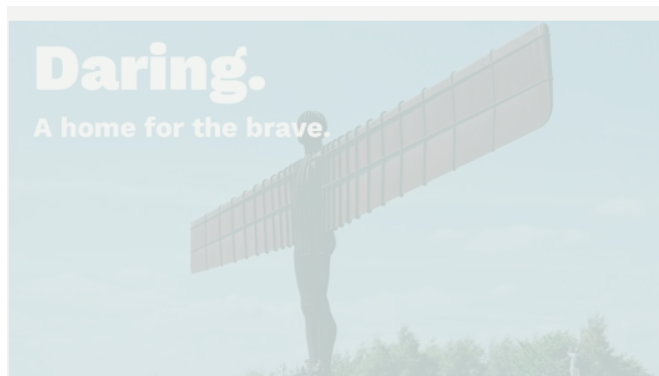
**Difference:** work that makes a positive impact



- ✓ We're only interested in work that works. We're here to deliver work with depth that drives positive impact for our clients, people and the planet
- ✗ We are not interested in outputs, we are not familiar or comfy or safe or playing catch up

# From values to behaviours

**Diverse:** depth through difference

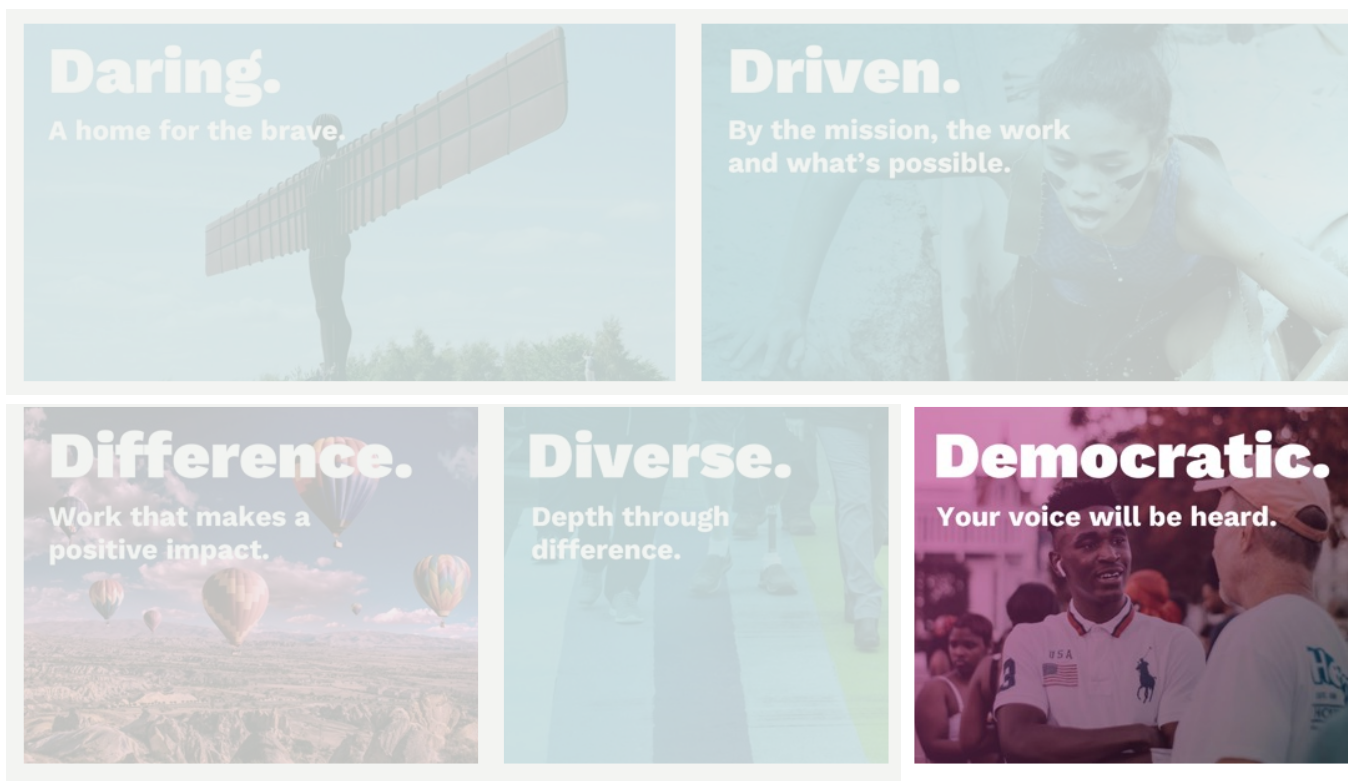


- ✓ We seek out and encourage diverse voices, being mindful that some find it harder to speak up and speak out. We do this with the understanding that we can't deliver depth with impact without it
- ✓ We challenge clients and colleagues to see beyond themselves to truly embrace audience diversity
- ✓ We understand that some require more support – due to past prejudices, lack of opportunity or misunderstanding – and are willing to put the extra effort in
- ✓ We understand the role that intersectionality plays and never make lazy assumptions around a single protected characteristic



# From values to behaviours

**Democratic:** your voice will be heard



- ✓ We know no one person has all the answers but one person takes the responsibility, we practice active listening, trust the people in the room, assume best intentions, actively seek out differing points of view from divergent sources
- ✗ We are not closed minded, we don't interrupt / talk over or hold to ego.
- ✗ We do not tolerate prejudice of any kind

# Our ethical conduct principles

We hold ourselves to the highest standards and have listed below an overview of our principles. In signing this document, you are also committing to these principles, but should you have a separate code of conduct, kindly share this with us.

Principle	What this means in practice
<b>Zero tolerance of bribery and corruption</b>	<ul style="list-style-type: none"> <li>• We do not offer or accept any form of corrupt payment.</li> <li>• All gifts or hospitality offered by or received from third parties must be declared internally and assessed by a Board director.</li> <li>• We do not offer or accept gifts or hospitality that a reasonable person would consider to be inappropriate or excessive.</li> <li>• We will challenge any request for a ‘facilitation payment’ if we believe that payment would be unethical or illicit.</li> </ul>
<b>Confidentiality, privacy and inside information</b>	<ul style="list-style-type: none"> <li>• Our clients trust us. Client confidentiality is paramount.</li> <li>• Our colleagues trust us. We respect the confidentiality of conversations within Blurred, and we respect the confidentiality of intellectual property and other materials held within Blurred.</li> <li>• We respect every individual’s fundamental right to privacy, and we follow data protection rules at all times.</li> <li>• We comply with client rules and market abuse legislation related to client activities that have not yet been revealed to shareholders and that could materially influence shareholder sentiment once disclosed (‘inside information’).</li> </ul>
<b>Conflicts of interest</b>	<ul style="list-style-type: none"> <li>• All actual, perceived or potential personal, financial or non-financial conflicts of interest must be declared internally and assessed by a Board director who has no connection with the third parties involved in the conflict of interest reported.</li> <li>• If we believe a conflict of interest may arise in any aspect of our work, we are transparent with all parties who may be affected by that conflict of interest, and we will seek an outcome that is fair, reasonable and appropriate for all parties.</li> </ul>
<b>Zero tolerance of fraud</b>	<ul style="list-style-type: none"> <li>• We are committed to protecting our clients, our employees, our business and our suppliers from any kind of fraudulent activity.</li> <li>• We will investigate whenever fraud is suspected, and we will take appropriate action in response including notifying the police or other authorities.</li> </ul>
<b>Duty to report</b>	<ul style="list-style-type: none"> <li>• Everyone who works with Blurred has a duty to inform the Board if they identify what they believe to be inappropriate, unethical or unlawful conduct within any aspect of our business activities or business relationships.</li> <li>• Any report will be treated in confidence and investigated fully and fairly. We will not retaliate against whistleblowers.</li> </ul>

# Diversity, equity & inclusion



DEI is not just about 'doing the right thing', it's also essential to our business as our purpose of depth includes:

Depth of talent: A business born out of people who think and act differently.

Depth of thinking: Unique insight, distinctive expertise and intuitive understanding that can only come from divergent perspectives.

Our clients have complex problems that require different experience and world views that don't come from one sector of society. Diverse talent is key to succeeding on our vision.

We're big believers in the need for diversity of every kind and being inclusive. Please see [here](#) for our own DEI commitments, targets and performance.

We request that clients and partners provide us with their DEI and modern slavery policies (if they have them), so we can ensure we're aligned.

# Grievances



If you or your colleagues have any grievances you feel you can't raise with your main Blurred contact/s we have two extra levels of contact who will address any grievance with due care and consideration.

## Level 1:

**Rachel Minty**  
Managing Director

[rachel@blurred.global](mailto:rachel@blurred.global)  
+44 7971 195554

## Level 2:

**Nicola Porter**  
Blurred NED for People and Purpose. Nicola is a consultant, not an employee of Blurred.

[nicolablee@icloud.com](mailto:nicolablee@icloud.com)  
+44 7956 571380

# Discrimination, harassment, victimisation, bullying, intimidation and microaggressions



We do not accept these at Blurred, whether from colleagues, partners, suppliers or clients. We adopt a zero-tolerance approach.

Should you experience any of these when working with Blurred, please contact Rachel Minty immediately, and similarly if our team experience any of these

from anyone in your organisation, we will escalate it immediately.

Should you wish to speak to someone more removed, Nicola Porter is another option (see previous page).

# Commitment

Please add your name, date and sign if you commit to these behaviours and principles.

**Name:**

**Position:**

**Signature:**

**Date:**

*Thank you*

**blurred**

