

Code of Ethics

Matanataki's Code of Ethics is grounded in regenerative impact, partnership, and respect, and reflects how the organisation has evolved since 2020 into a Pacific-focused impact investor guided by international ESGI standards and robust governance systems.

Principles and values

Matanataki's Code of Ethics is underpinned by these core values and associated principles:

Right relationship with life

- Treat people, cultures, lands, oceans and all forms of life with dignity and care in every decision.
- Honour the more-than-human world as sacred, not merely as a resource.
- Act from a sense of kinship and interdependence with all forms of life.

Reciprocal justice and equity

- Ensure value, risk, and decision-making power are shared fairly among communities, workers, investors, and ecosystems.
- Structure capital to be non-extractive, with benefits flowing back at least in proportion to what is taken.
- Embed gender equity, labour rights, and access to remedy in all relationships and agreements.

Integrity and responsibility

- Take ownership for social, cultural, and ecological impacts and move quickly to repair harm.
- Adhere to clear ethical, ESG, and impact standards, and report transparently on performance.
- Welcome scrutiny and feedback and align behaviour with stated values.

Service to place and people

- Act first in service of Pacific communities, cultures, and ecosystems, not external interests.
- Centre Indigenous leadership, local ownership, and intergenerational stewardship in strategy and governance.
- Use skills, networks, and capital to strengthen local resilience and self-determination.

Restraint

- Respect ecological and social limits in growth, extraction, tourism, and resource use.
- Choose “enough” over “always more” when additional growth would undermine wellbeing or planetary boundaries.
- Avoid strategies that depend on over-consumption, over-leverage, or depletion of natural systems.

Regenerative systems change

- Support enterprises and practices that restore, heal, and strengthen ecosystems and communities over time, and channel human creativity explicitly toward the systems change that these enterprises can contribute to.
- Design portfolios and partnerships to shift underlying systems, not just individual firms; work at land- and sea-scape levels.
- Take thoughtful risks to demonstrate new models of economy that align prosperity with ecological limits and justice.
- Play a role in wisdomising money and capital by treating them as tools of relationship and stewardship rather than extraction, and by experimenting with ways of circulating capital that honour life, reciprocity, and shared flourishing, even while the exact pathways are still evolving.

Commitment to dialogue, collaboratively and conduct

Matanataki resolves to engage constructively, listen actively, and seek solutions that build trust, collaboration and long-term relationships.

- Seek dialogue before confrontation, using respectful, culturally grounded communication with colleagues, partners, communities, and rightsholders.
- Address conflicts and complaints fairly and promptly, using established investigation and grievance procedures as a foundation for restorative outcomes and organisational learning.

Responsible, transparent operations

Operational decisions and financial management will reflect Matanataki's responsibility as a steward of investor capital, natural systems, and community trust.

- Manage all operations and funds in a prudent, cost-effective manner, applying donor and investor resources in line with agreed mandates, fiduciary standards, and ESGI policies.
- Maintain clear records, robust internal controls, and transparent reporting, including annual ESGI and impact monitoring and disclosure to investors and stakeholders.
- Prohibit fraud, corruption, conflicts of interest, bribery, and any misuse of entrusted resources, supported by specific compliance and investigation policies.

Environmental and regenerative responsibility

Matanataki integrates environmental stewardship and regenerative practice into strategic decisions, investment processes, and daily behaviour.

- Respect and honour Mother Nature which gives us all life.
- Minimise adverse environmental impacts, promote resource efficiency, pollution prevention, and biodiversity conservation, and comply with all applicable environmental and social laws and international standards.
- Prioritise regenerative land, marine, and watershed approaches in portfolio design and management to enhance ecosystem health and climate resilience.

- In daily work and private life, strive to reduce waste and emissions, prefer renewable and recyclable materials, and encourage others in our networks to do the same.

Behaviour towards each other

Matanataki is committed to a safe, inclusive, and empowering workplace that reflects Pacific values and international labour and human rights standards.

- Treat all people with dignity and respect, embrace diversity of culture, gender, identity, perspective, and experience, and foster teamwork, openness, and constructive challenge.
- Uphold zero tolerance for discrimination, bullying, GBVH, SEAH, harassment, or retaliation, and support survivors through confidential, accessible mechanisms.
- Promote fair labour and working conditions, including health and safety, non-discrimination, and equal opportunity for growth and leadership.

Behaviour towards communities and the public

Matanataki recognises that its legitimacy rests on the trust of communities, rightsholders, and the wider public in the Pacific and beyond.

- Respect diversity in all its forms, including, cultural, spiritual, and ethnic diversity, and the rights, knowledge, and self-determination of Indigenous peoples and local communities.
- Engage communities through inclusive stakeholder engagement, listen to concerns without prejudice, and ensure that projects do no harm and, where possible, deliver shared benefits.
- Record, acknowledge, and respond to criticisms and complaints, integrating lessons into practice and reporting outcomes transparently.

Behaviour towards governments and organisations

Matanataki works in partnership with public institutions, development finance institutions, civil society, and peer investors to advance responsible, regenerative investment in the Pacific.

- Honour the principle of “better together” by seeking alignment, coordination, and knowledge-sharing with like-minded organisations, even where mandates differ.
- Maintain independence of judgement and voice, especially on ESGI and human rights matters, while recognising and respecting the legitimate roles and priorities of others.
- Share appropriate credit for joint initiatives with strategic, funding, and implementing partners.

Behaviour towards media and influencers

External communication is an extension of Matanataki’s ethical commitments and must reflect accuracy, balance, and non-partisanship.

- Communicate in an honest, clear, and consistent manner, providing information that is factually accurate, contextually balanced, and aligned with approved ESGI and impact disclosures.
- Remain politically neutral in public communications and avoid any use of Matanataki's name, data, or analysis to promote partisan political, ethnic, or religious agendas.
- Take reasonable steps to prevent misrepresentation or misuse of statements, correcting inaccuracies when they arise.

Behaviour towards corporate partners

Matanataki views private sector partners as key to achieving regenerative impact and climate resilience in the region.

- Engage corporates professionally and transparently, sharing expectations on ESGI performance, climate resilience, gender, and human rights from the outset.
- Maintain independence while challenging partners to adopt more sustainable, regenerative, and inclusive business models, consistent with good international practice.

Behaviour towards suppliers and consultants

Procurement and engagement of external expertise will reflect fairness, independence, and alignment with ESGI standards.

- Select suppliers and consultants objectively, based on competence, integrity, value, and alignment with Matanataki's ESGI and regenerative principles.
- Prohibit acceptance of bribes, kickbacks, or inappropriate gifts, and avoid undue influence from family, political, religious, or tribal connections in award decisions.
- Require suppliers and consultants to respect relevant environmental, social, labour, and human rights standards in their work.

Be a decent human being on the planet

Every staff member, director, and associate has a duty of care to Matanataki Pte Ltd and Matanataki Pacific Fund 1 as mission-driven, regulated entities.

- Conduct oneself in a way that enhances Matanataki's reputation as a trusted, values-led, impact-focused investor in the Pacific.
- Be a careful custodian of confidential information, data, and assets, complying with data protection, ESGI, and fiduciary policies at all times.
- Support continual improvement of the ESMS, impact systems, and organisational culture by reporting concerns, participating in training, and contributing to reviews and audits.