



Success Stories of the Next Economy



Let's Go There.

A Message from our CEO and Managing Director

For more than 20 years, Junxion has been dedicated to catalyzing social and environmental progress. We were early advocates of corporate sustainability and social entrepreneurship, and we've supported dozens of clients on four continents.

In recent years, we've been delighted to see and support myriad grassroots movements toward social entrepreneurship, social purpose business, and corporate social responsibility. So during our own planning this year, we felt it was time to renew our own sense of purpose. When we were founded two decades ago, we needed catalysts—people and organizations dedicated to shifting the way the world does business.

A new economy is emerging—one anchored in environmental sustainability, inclusion and reconciliation, and equitable opportunities for prosperity. We're dedicating ourselves to accelerating the shift to this next economy, by helping leaders build its success stories.

This commitment is leading us to build ourselves as one of those success stories, so we're committing Junxion to the principles of values-driven leadership, openness and transparency, diversity and inclusion, and a courageous stance on the momentous issues of our time.

In this, our inaugural Impact Report, we're taking an important step toward openness and sharing insights into our own values, our progress on inclusion and reconciliation, and the impact we're having on climate change, social wellbeing, and the uptake of social purpose business.

We contemplate here some of the most challenging conversations our communities are having, and we aim to engage generatively and supportively, alongside allies like you—clients, partners, and other stakeholders equally committed to making a meaningful contribution.

Mike Rowlands
President & CEO
Based in Vancouver

Adam Garfunkel
Managing Director
Based in London

Our Purpose

The Success Stories of the Next Economy

A burgeoning new economy is emerging from the grassroots in every city and on every continent. Bold social entrepreneurs, courageous intrapreneurs, and concerned citizens of all ages, genders, and races are overcoming the divisions that are tearing the very fabric of our societies. They're occupying the space between the traditionally siloed roles of businesses and nonprofits. They're living, leading, and working at the intersection of local traditions and identities, resilient and caring communities, environmental regeneration, inclusivity, and social justice.

We are thoughtful peers and committed partners to those who already occupy the next economy, and we're dedicated allies to the many who are striving to be a part of it. It's not easy to go there, so we listen with compassion, learn side-by-side with our clients, and share our work and ideas as widely and transparently as we can.

We help leaders build the success stories of the next economy.

Some leaders have already embraced the new paradigm. Others are learning the way, wrestling with some of the most vexing questions of this volatile and uncertain time....

- When our energy-intensive way of life presents an existential threat to humanity, how will we repurpose or retire tools and technologies designed for endless resource consumption and restore balance to local, regional, and planetary ecosystems?
- How are we to meet demands for openness and transparency in a 'post-truth' era? When 'fake news' is everywhere, how are we to build an organization that's taken at its word when it showcases its good work? How do we create brands and cultures that stand for something meaningful and true?
- As modern, open organizations flatten and as leadership is distributed, how can we engage all stakeholders and build a coherent brand?
- In an era when social safety nets are threadbare due to permanent government austerity, how do we organize to care for each other? How can we be accountable to those with the greatest need and the least power?
- In a 'gig economy' that is perilous and insecure for workers, how do we envision and deliver on a promise of prosperity? How can we ensure people's freedom to live well and do good work?
- What does it mean for players in a global economy, built on colonization and exploitation, to embrace the dawning post-colonial era? How do we support the institutions that will take us there? Can we find reconciliation within our organizations? Within ourselves?

Humanity stands today at a junction—a point of transition on our shared journey. Likewise, Junxion stands at the meeting point of business and society, of people and planet, of the personal and the societal. We're your peers. We're your partners. And we're here to help you navigate this brave new work.

Let's Go There.

How We Do It

Our services help our clients achieve their business and impact goals quickly and efficiently, because our approach is grounded in asking appreciative, thoughtful questions, and listening carefully to their answers. We don't pretend that our expertise can trump our clients' experience with their sector and the people they serve—we are expert facilitators, and our inquisitive, critical, and open minded approach helps our clients answer these fundamental questions with confidence:

Can you articulate your purpose?

A clear statement of your purpose, vision, mission and values helps to...

- Build trust with stakeholders
- Clarify your *raison d'être* to give focus to your work
- Define why your work matters and how you'll do it, to inspire engagement

We help clients develop their thinking in this area and write clear and compelling statements; this work is an important foundation for further work on developing a robust organizational culture and values that drive lasting impact.

Do you know how to prioritize your work, to pursue your vision?

A clear strategic plan helps you to...

- Take action to enact your purpose, vision and mission
- Enhance your organization with new capabilities
- Break through to new levels of impact

We are master process facilitators for strategic planning for all sizes and types of organizations. Our TurningPoint™ process helps clients envision their impact; tease apart their distinct capacities for strategic vision and foresight, research and innovation, and operational excellence; and weave them back together into an inspiring document and action plan.

Do you know what to say to your key audiences, to advance your mission?

An authentic, powerful brand and a compelling organizational story helps you to...

- Distinguish yourself from a crowded market
- Engage people in supportive action
- Deepen trust and engagement and engender loyalty

Our TrustBrand™ approach, and our associated services in design, web development, storytelling, and marketing strategy, help our clients win the trust and support of their key stakeholders.

“ Marketing is no longer about the stuff that you make, but about the stories you tell.”

—Seth Godin, author and entrepreneur

Can you prove your claims about impact with data?

Telling a clear and compelling story about the impact and value of your work, backed up by credible evidence, helps you to...

- Make the (business) case for impact
- Demonstrate you are living up to your stated purpose
- Build and reinforce trust, by showcasing the difference you're making

We offer impact measurement and reporting services to all sizes and types of organization, from impact dashboards for social entrepreneurs, to GRI compliant sustainability and impact reporting for transnational corporations, as well as helping companies achieve B Corp Certification.

Who We Are and Where We Are

We are headquartered in Vancouver, Canada, and also have a presence in Toronto and an office in London, England. Being spread across eight time zones forces us to embrace complexity. But it also enables us to bring diverse ideas and perspectives to enrich the value we bring to our clients' needs.

Wherever we are, Junxion and Junxionites are guided by the following values:

Generous: We cultivate value by 'showing up' supportively and empathetically, 'seeking first to understand,' and focusing on relationships, more than transactions.

Courageous: We demonstrate leadership by asking the tough questions, making the hard decisions, and speaking truth to power.

Fun: There's always space for humour. Work's more fun if we don't take ourselves too seriously!

Being generous guides our approach to projects. Our strategic planning process is grounded in Appreciative Inquiry; we're committed to considering deeply the best of what already exists in an organization, before imagining the best of what's possible.

Being courageous means we actively encourage our clients to be as personally effective as they can be in furthering their social mission. And, tapping into the activist roots many of us share, we are not shy of telling leaders when their plans are insufficient for the change that's needed.

Work can be hard. But it should also be fun! With a team in different locations in Canada and in London, UK, we are not often physically together, which limits the shared fun times we can have. So this year we instituted a monthly 'happy hour' on the first Friday of each month to 'hang out' remotely over breakfast, lunch or beer depending on the timezone!

These values determine both how we work and with whom we work: organizations that are values-aligned and demonstrate a commitment to leadership and learning.

Being a B Corp

Being a Certified B Corp is an important representation of our individual and collective values. For two decades, now, we've championed values-based branding and encouraged companies to 'B the change' they wish to see in the world, and we've been exhorting companies to report their social and environmental performance and to 'measure what matters'.

Together we spur companies on to 'use business as a force for good in the world.' These three slogans of the B Corp movement could very well be our own!



Communities of Interest

We have an impact in the work we do for clients but also in the communities of interest where we are active.

The recently merged **Investors' Circle – Social Venture Network** pioneered the field of impact investing and was the first major network of social purpose businesses. For 30 years, they've been catalysts of the social purpose business movement, inspiring and influencing the founding of ASBC, BALLE, B Lab, Net Impact, Opportunity Collaboration and others. We're long-standing members of the Network, and Junxion's President & CEO sits on the board of directors and chairs the strategy committee.

Social Venture Institute is a highly curated multi-day event designed to support early stage social entrepreneurs who are seeking skills, support, and inspiration to improve and grow their ventures. Institutes are held each year at Hollyhock, a lifelong leadership learning centre on Canada's west coast, Vancouver, in the Bay Area, where it's exclusive to women entrepreneurs, and newly in Alberta.

We sponsor and attend SVIs, often presenting workshops and other capacity-building. We're also involved in their design, production and hosting.

B Lab is the nonprofit behind the highly esteemed B Corp Certification and Benefit Corporation legislation in various constituencies around the world. It's recognized as the foremost third party certification for socially responsible business, and Junxion has taken 14 clients through to certification. We were also the first company in the world to boast four B Corp Ambassadors or B Leaders—people trained to present and promote the B Corp framework. Junxion's Managing Director also sits on the UK working group advising B Lab on the next iteration of the B Corp standard. In July this year a member of our team began a secondment with B Lab which sees her guiding the certification process for what will be one of the largest, multinational B Corps in the world.

PERSON	ORGANIZATIONS SUPPORTED
Mike	Investors' Circle – Social Venture Network, <i>Board Member</i> Hollyhock, <i>Board Member</i> Social Venture Institute, <i>Executive Producer</i>
Adam	St Michael's, Highgate, School, <i>Chair of Governors</i> Jacksons Lane Arts Centre, <i>Trustee</i> B Lab UK, <i>Volunteer & Advisor</i> Small Charities Coalition, <i>Advisor</i>
Garth	Demonstrating Value Resource Society, <i>Board Member</i> UBC Sauder School of Business, <i>MBA Student Mentor</i> RADIUS SFU, <i>Instructor</i> UBC Social Entrepreneurship, <i>SEED Program Mentor</i> B Lab UK, <i>Trainer & Advisor</i>
Katja	LOCO BC, <i>Board Member</i> Futurpreneur, <i>Mentor</i>
Shayla	The Small Project, <i>Board Member</i> B Lab UK, <i>Volunteer & Advisor</i>
Charlie	One Ocean Challenge, <i>Volunteer</i> Social Venture Institute, <i>Volunteer</i>
VOLUNTEER/PROBONO HOURS: 4.2% OF TOTAL TIME WORKED	

This table presents only the number of hours worked by team members on pro-bono or voluntary work during office hours. All members of the team further contribute outside of office hours.

Our Clients

While our clients are united in their aims to enhance environmental sustainability and social wellbeing, their work is incredibly diverse. These are some examples of the projects we've completed in the past year.

Strategy & Planning

The **BC Cancer Foundation** raises \$50MM+ each year to ensure leading edge cancer research and patient care in British Columbia. They engaged Junxion to guide them through the process of defining a new strategic plan to grow fundraising capacity and improve outcomes for patients in BC and around the world.

Over the past 30 years, **WJS Canada** has grown to employ over 600 skilled people who provide an array of family and community services, youth justice services, and other front line health care supports, mainly in rural and remote areas. Junxion led board and senior leaders to develop a new 10-year vision for WJS Canada, and a set of five-year goals and operational streams, before summarizing everything into a comprehensive plan.

Junxion engaged nearly 300 stakeholders in the development of a new, far-reaching strategic plan for renowned Leadership Learning Centre, **Hollyhock**. A Strategic Planning Committee struck by the Board and including Directors and the CEO engaged Junxion to guide and facilitate a year-long process leading to the new strategic plan.

“ Junxion’s facilitative style was easy going, but still kept the process moving quickly. The final plan is invaluable. It’s the best strategic plan Hollyhock has ever had.”

—Joel Solomon, Board Chair, Hollyhock



Impact Measurement & Reporting

The **City of Vancouver** has set the ambitious goal to be the world's greenest city by 2020. Thousands of Vancouverites were directly engaged in projects funded by the Greenest City Community Grants Program, a \$2M+ collaborative sustainability granting program jointly managed by the City and the **Vancouver Foundation**. Junxion researched and wrote a case study report on the Program, identifying several key success factors for civic governments and institutions, recognizing the intimate connection between 'green' and social objectives, and giving adequate capacity to staff for outreach, evaluation, and storytelling.

“ A succinct and practical compilation of wisdom for future grant makers!”

–Mark Gifford, Director, Grants & Community Initiatives, Vancouver Foundation

Open Democracy is an independent media platform committed to challenging power and cultivating democratic debate around the world. By reporting and analysing social and political issues, openDemocracy helps people fighting for human rights gain the agency to make their case. Junxion led the whole organization through a process to determine the date they should gather to measure the impact of Open Democracy's work.

Impact Hub Kings Cross is part of the global Impact Hub network and offers member businesses a blend of working space, business support services and events to help them develop into successful ventures. Junxion led them through the process to become the first Certified B Corp co-working space in the UK, distinguishing them in their extremely competitive market while helping them improve systems and processes for measuring their impact.

Communications

United Nations Environment Programme – Finance Initiative (UNEP FI) is a partnership between United Nations Environment and the global financial sector with a mission to promote sustainable finance. A group of 28 member banks from five continents representing more than USD 16 trillion in assets has initiated the Principles for Responsible Banking, which aim to align the banking industry with society's needs as expressed in the Paris Climate Agreement and the Sustainable Development Goals. Junxion has created the communications strategy for the Principles and a toolkit of value propositions, key messages and social media activations that the founding banks and UNEP FI can use to raise awareness and ultimately secure the world's banks as signatories to the Principles.

Nordea is the Nordic region's largest bank with over 10 million customers. Their new strategy has three main focus areas under a new social purpose: promoting sustainable economic progress, building skills in personal finance and ensuring a diverse workforce, all supported by a strong foundation of compliance, risk management and environmental protection. Junxion worked with senior leaders to embed this new purpose into their Human Resources functions to ensure they attract and retain values-aligned staff.

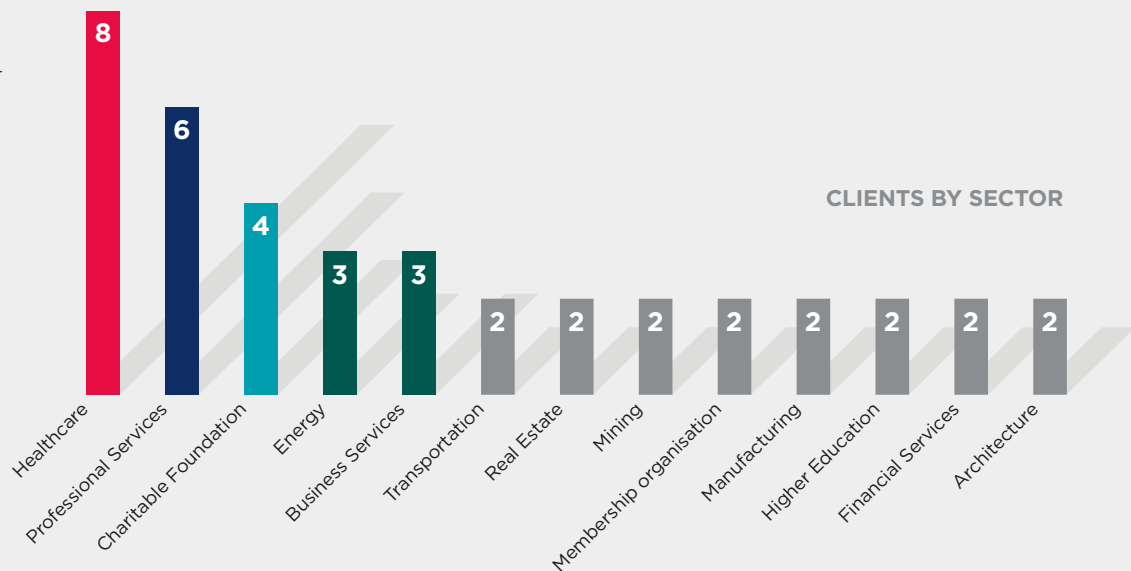
Climate Access is the leading professional network of climate communication specialists, providing technical services and piloting innovative climate communications and engagement approaches. Junxion integrated their membership directory and online resource database, creating a robust and dynamic tool for empowering climate change communicators with the an unparalleled range of resources and learning opportunities.

“ We now have the tools that will allow us to better share thought leadership, highlight our strategic services and expand our network of climate leaders.”

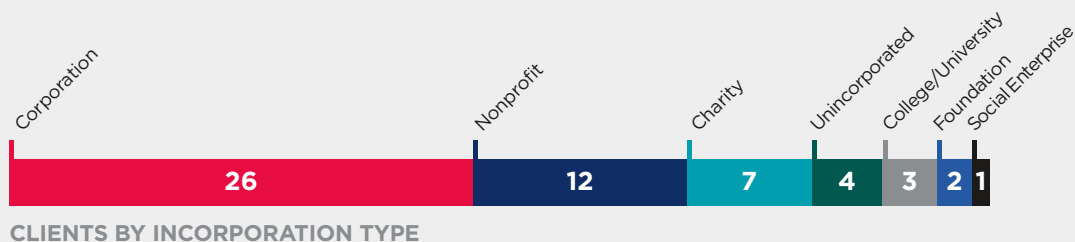
–Meredith Herr, Deputy Director, Climate Access

Junxion Clients, by the Numbers

In the 2017-2018 year we completed 86 projects for 55 clients in 28 different industries, including:



Our clients had a wide variety of legal types of incorporation:



We served clients in Europe and North America from our two offices:



We served clients of all sizes, from small to very large:



Improving Our Impact in the Future

In this, our inaugural impact report, we've presented some great examples of good work we've been doing—building blocks of the good reputation we enjoy at Junxion. And of course, our work is far from done. So we're planning ways to continue to improve in the year ahead.

We're narrowing the focus of our proactive business development and sales in two key sectors: finance and social services.

Social Finance: The capital supports necessary to accelerate the transition to the next economy are a central focus and responsibility of financial institutions—a point particularly clear to those that already have embraced 'triple bottom line' thinking. In short, the Sustainable Development Goals need financial supports, as well as the active engagement of stakeholders and influencers around the world. Moreover, equitable access to financial literacy and services will be a key tenet of a just transition.

Social Services: Equitable and fair access to healthcare and supportive social services are also essential to a resolution of the economic divide. Systemic problems require systemic solutions. These institutions must be reimaged to support the rest of our collective transition to the next economy.

Along with a focus in areas that we think will be more impactful, there are other steps we can take to improve how we measure and assess the difference we make:

- There is more we can do to build capacity among business leaders. We aim to explore this with a number of the networks where we are active.
- We aim to create a standard client survey to send them at the end of projects and to follow up on those projects to assess our work and the impact it has made over time.
- And we will continue to extend our own network of Junxionites. This year saw the launch of our Affiliates program—independent, senior consultants who rely on Junxion's services and capacity for large-scale projects.

Among the most vexing challenges for many organizations today is the global movement in support of diversity and inclusion in workplaces and communities. We acknowledge the devastating effects growth-at-all-costs capitalism has had, including the entangled and heartbreaking legacies of colonialism and the global scourge of slavery and its relentless reincarnations. We believe diversity, inclusion, and reconciliation with Indigenous peoples is of profound importance. And we know we have a great deal of learning and work to do in this area.

In this, as in many things, we commit to openness and transparency. So many of us are on a learning journey, often stumbling as we try to put our best foot forward. We believe by 'showing our work' and sharing our learning, we may be of support to others who share our commitments.

Finally, the very act of assembling this report has helped us to hone our focus both on areas where we can rightly celebrate success and those places where we can continue to improve. We've also recognized opportunities to improve the metrics by which we measure our impact—and we've already begun to make improvements.

By committing to producing a report like this each year, we're not only committed to helping our clients 'to build the success stories of the new economy,' but also to become one ourselves. This is brave new work. *Let's go there.*



During the year, Junxion recertified as a B Corp, increasing our score on the B Corp scale from 84 to 97 across the five pillars of the B Corp assessment: governance, workers, community, environment and customers. Improvements included creating an employee manual and being recognised for the more impactful work we had done with clients.

Our 13-point increase earned Junxion a 'Best for the World – Changemaker' award, putting us among the 203 Certified B Corps around the world that made the biggest improvements in their scores.

VANCOUVER

+1 604 681 8308

TORONTO

+1 647 430 1891 x707

LONDON

+44 (0) 7866 555 429

JUNXION.COM

