




Forging a Purpose-Driven Economy



Thoughtful Advisors to Audacious Leaders

Taking The Leap

As we write, world leaders have departed from Sharm El-Sheikh, leaving negotiators to strive for progress even as the world appears irreversibly bound to eclipse the 1.5°C target set in the Paris Accord. Entangled with this existential challenge are the compounding effects of species loss, societal inequities, international conflict, and more. The energy to muster hope can be elusive.

Yet in communities around the world, local leaders, civil society organizations, and businesses are striving to meet the challenge. Social purpose business is a particularly powerful force.

Our Theory of Change posits that by helping leaders do business differently, we can ‘accelerate the shift to the purpose economy.’ Of course, measuring and remaining accountable to positive community and environmental impact takes more than mere statements. It’s a new, rapidly growing field that will change the face of business for generations to come.

Our Impact Report is an annual moment of reflection—a time for us to look back on the year that was, to assess our own financial, environmental, and social performance, and to hold ourselves accountable.

This year we look back with pride on our recertification as a B Corp: we added 18 points to our previous score, many of which reflect better measurement of the difference we make through our clients every day.

On the other hand, this year, 18% of our revenues came from the steel industry. We are highly selective about the clients we choose to serve and we have committed to limit our work in carbon-intensive industries. We decided to help a major steel business improve its operations with a view to certifying as a B Corp. We hope to support a new era in that company’s sustainability journey, while demonstrating to their industry peers that purpose and stakeholder governance are applicable to all businesses.

Time will tell if that example will advance our mission to help leaders build the success stories of the purpose economy. Certainly, though, we feel privileged to lead an incredible team, to do meaningful and engaging work every day, and to be leading the shift to the purpose economy.

The times call for bold thinking and courageous action. Let’s Be Audacious, Together...



Mike Rowlands
President & CEO



Adam Garfunkel
Co-Owner & Managing Director, UK



Our Theory of Change

We serve leaders and teams with a deeply appreciative, human-centred approach. We liberate the capacity for teams to achieve more with the resources they have.

In turn, those leaders build the case studies of the purpose economy—organizations that deliver positive returns for all stakeholders, including customers, workers, communities, and nature.

Those case studies inspire sector peers to take up purpose economy practices, embracing generative, positive-sum progress-making.

Alongside our clients, we strive to occupy sector leadership positions from which we can advocate to shift the norms and expectations of whole sectors.

Actors that represent influential sectors will accelerate the shift to the purpose economy.

We aim both to represent and to be one of those actors.

In this way, Junxion will accelerate the shift to the Purpose Economy.

Governance

When we certified as a B Corp in 2016, we legally amended our corporate governing documents to require Directors to consider all stakeholders (employees, community, and the environment) in decisions. This is a core component of the B Corp framework and is a critical step in moving our economy from one that's shareholder-centric to one that is stakeholder-centric.

A Theory of Change model is an invaluable tool to map an organization's actions to its objectives. This year, we analysed several years of data from our client surveys to review our short and long-term success in achieving our Theory of Change. The conclusion from this research was that our actions are helping us achieve our vision. We'll continue to evaluate our methods and make sure we're delivering our desired change in the world.

Measuring and reporting on our impact every year forces us to reflect on why we do what we do, which activities we undertake, and how we know we are making a real, tangible difference. These annual reports are an effective way to ensure we are accountable for our words and continuously improving.

We believe in transparency and accountability for ourselves and our clients.

In the name of accountability and the motivation to create real change in the world, we encourage all of our clients to use targets based on science and ethical norms in their work. By marrying performance with what people and the planet need, we can start moving towards a greener, fairer economy.

We are a proud signatory of the Creative Climate Disclosure, an initiative by our friends at Futerra. This movement calls on creative firms to reflect on which companies they serve and provides a framework for reporting on work in carbon-intensive and controversial industries. (See our 2022 disclosure on page 16 and 17.)

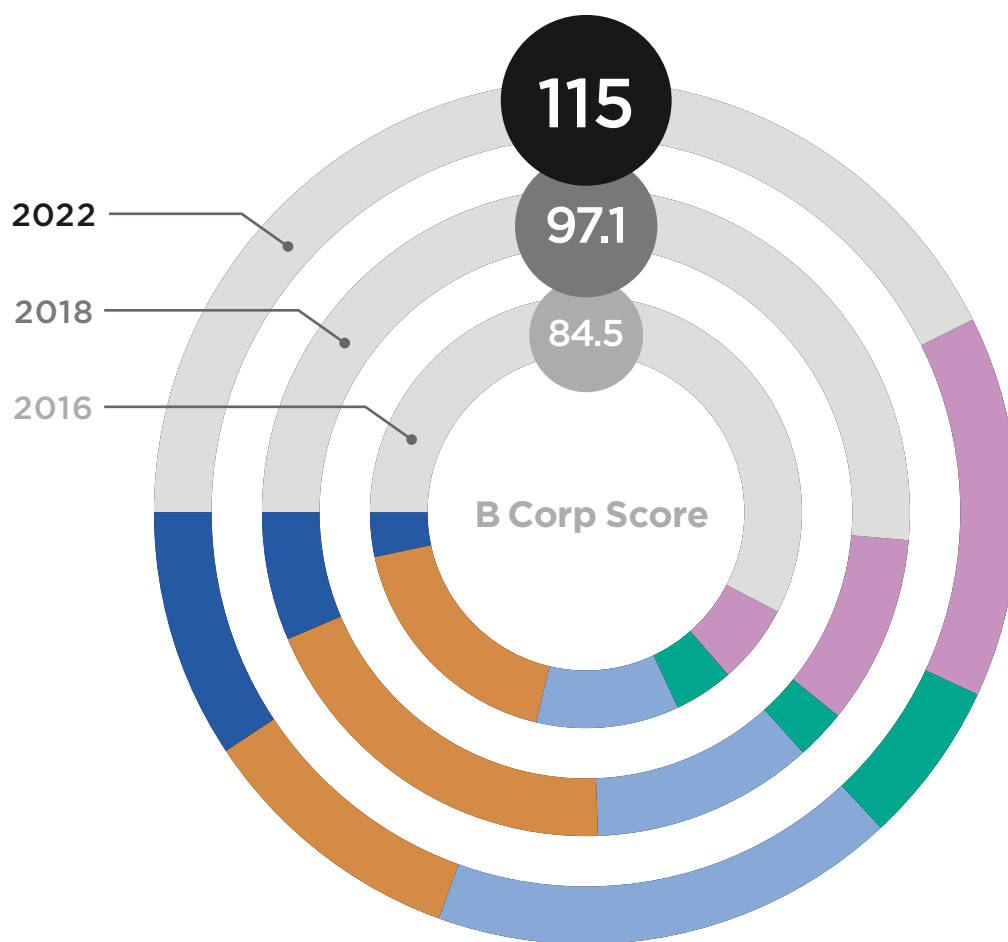
Organizational decentralization is a great way to empower staff and achieve more efficiency. Our flat hierarchy involves open communication channels, weekly team meetings with a rotating chair, a senior team that is regularly involved in projects, and opportunities for employees to develop multiple roles and responsibilities.








B Corp Score

In our current global economic system, profit is still being prioritized over people and planet. B Corps believe that a different kind of economy is not only possible, but necessary. B Corps are companies that meet high standards of social and environmental performance, accountability, and transparency. They are legally committed to bringing benefits to all stakeholders—workers, customers, communities, and the environment. B Corps must recertify every three years, conforming to ever-evolving standards. This ensures a culture and practice of continuous improvement.

We have been a certified B Corp since 2016 and our principals have been recognized as Ambassadors for the framework. We are proud to be a member of this community of companies acting to ‘make business a force for good.’ We recertified this year, achieving our highest-ever score of 115. We are thrilled to have achieved this score, but we know there is always more to be done. We will be continuing to work on improving our impact every year until our next re-certification.



	2016	2018	2022
B Corp Score	84.5	97.1	115
 Governance	6.9	13	18.6
 Community	35.5	38.1	20.2
 Workers	21.2	22.2	35.1
 Environment	8.6	4.8	12.4
 Customers	12	18.8	28.4

Any discrepancies between the total and the sector scores are due to rounding differences.

Community

Generosity is one of our core values at Junxion.

We commit 5% of our time each year to pro bono projects and volunteering. We also have reduced rates (“low bono”) for smaller organizations. Some highlights of our pro bono work this year included aiding political climate group Zero Hour with their partner selection process; making our President & CEO available to serve as Chair of Hollyhock, Canada’s lifelong leadership learning centre; and serving on the B Lab UK Regional Standards Advisory Group, acting as a key stakeholder in developing the next version of the B Corp standards.

Our B Corp score dropped in the Community pillar significantly between 2018 and 2022. This was partly due to the recalibration of the points available between versions five and six of the assessment. For example, nothing changed in our spending with local suppliers or impactful banking, but those two answers were worth five fewer points in our recertification. Additionally, while we were a smaller team in 2018, the pro bono work that our two co-owners did—and do—was previously a much more significant percentage of overall staff time. We also gave away a lower percentage of our revenue in fiscal 2021 than we did in 2018, because of investments in Junxion’s growth. These factors also contribute to our lower scores on civic engagement and giving.

Industry collaboration is critical if we’re to succeed in remaking the economy to serve the common good. This year we continued our involvement in multiple industry working groups and we remain active members of positive business networks like B Corp, the Wellbeing Economy Alliance, and the American Sustainable Business Network (ASBN).

In addition to helping clients occupy sector leadership positions, we strive to influence policy and other organizations ourselves. Undoubtedly, organizations of all forms are driving tangible improvements, but we need tighter legislation that respects ecological boundaries. We attended the UK Parliament this year to support the Better Business Act, legislation that would ensure all businesses are accountable to stakeholders. We also provided pro bono work for Zero Hour which is campaigning for the Climate and Ecological Emergency Bill, new legislation that would force the UK government to take more concrete action towards fulfilling its climate commitments.

As a Canadian-UK business, we are aware of the dark colonial past of Canada, and the calls for Reconciliation and Decolonization—topics we are discussing, continuing to learn about, and including in conversations with all of our clients. We also meet as a team every month to discuss justice, equity, diversity, and inclusion (JEDI), ensuring this important work is top of mind and that Junxion and our clients are doing all they can to advance social justice.

379 Volunteer
Hours /
4 B Leaders



Environment

We try to minimize our environmental impact as much as possible.

Since we are a small team, working remotely and in shared co-working spaces, our scope 1, 2 and 3 baselines are relatively small and out of our control. This makes reducing our emissions in line with a Science-Based Target difficult. The majority of our emissions come from Scope 3 flight emissions. We do not take any short-haul flights (below five hours) and we only fly when it is necessary for clients' requirements. We offset the emissions in the infrequent flights we take by buying verified best-in-class credits.

We were aiming to become net zero by 2030. Unfortunately, this isn't going to be achievable due to our dispersed geography, our need to take occasional flights for client work, and our lack of agency in our Scope 3 emissions from that long-haul business travel. We are nonetheless very committed to taking steps to reduce our footprint as much as possible. Our current target is to be net zero by 2050 which is in line with the SME Climate Hub initiative, but we are investigating the pathway to reach a more ambitious target.

Our clients greatly shape our impact on the environment. We never want to be enablers of high-polluting firms and as such, our strict client selection policy means we seldom work with high-carbon firms. We helped dozens of companies improve their environmental performance this year including INTERSPORT, Crown Agents Bank, and Saba.

19 B Impact Assessments Reviewed



**658 Hours
Training /
3 New
Employees**



People

The people of Junxion make our company what it is. We want to ensure that they're fairly compensated, empowered and equipped to thrive.

We pay our people a living wage and we operate a profit-share scheme through which each employee earns a pro rata share of a pool made up of 20% of our annual profits. Our salary bands are available for anyone in the company to see and we always specify the pay range in job descriptions. Part of our improved B Corp score came from increasing our healthcare benefits for our UK staff to align with those of our Canadian employees.

We take steps to empower our employees. Having a decentralized structure motivates staff and allows employees of all experiences to occupy senior roles in client work. We operate a work-from-anywhere policy whereby employees can spend unlimited time working from a place of their choosing. All staff have regular 1:1s where we look at progress against objectives and developmental goals. We encourage employees to complete training they'd find useful for their role and greater learning.

Junxion believes that volunteering, in addition to benefiting the community, is a valuable opportunity for employees to develop their skills and broaden their perspectives. All employees are encouraged to take two paid days off every year for volunteering activities.

We're also aware that despite several encouraging initiatives, there's still a considerable lack of diversity in the sustainability industry. We are trying to combat this by advertising new roles in networks that involve underrepresented groups and we operate blind CVs to remove reviewers' unconscious bias. We know there is more to be done in this area and we are investigating best practices to adopt.

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It has always been important to me to use my time and energy to fight against income and social inequality. I strongly believe in the purpose economy, that companies can be both profitable and beneficial for the communities they touch. That is why I was so excited to join Junxion, and contribute to the amazing work it does.

MELISSA CROOKES
OPERATIONS DIRECTOR

Clients

As a consultancy, our biggest impact lies in the work we do with our clients. We focus our efforts on social finance, social purpose businesses, and social services since these areas help direct financial resources to good causes while supporting organizations that provide a safety net to the most vulnerable in our society. It's important that we are not facilitators for companies that are resistant to a stakeholder-centric economy.

We have a rigorous selection process to determine whether each prospective client is serious about creating meaningful change. We review the industry involved; we'll never work with companies in arms, for-profit prisons, tobacco, old-growth logging, oil and gas exploration, and pornography. We will consider if they engage in unethical practices such as human rights violations, corruption, and union-busting. If the client is in a controversial sector, we determine whether the project is sufficiently thorough in scope and not a distraction from more material considerations so that it's not a greenwashing attempt. Our staff members can refuse to work on a project they deem unethical without reprisal. We review our client selection policy every year to ensure we're living up to our values.



73 Projects to reduce climate change and further social justice

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It was a valuable experience working with Junxion on this project. They really did offer some ‘audacious’ ideas that brought clarity to which efforts we needed to focus our attention and to chart a course for the next few years to more effectively meet our strategic goals.

KATHY STINSON

CEO, VICTORIA COOL AID SOCIETY

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Junxion took things to the next level, pushing us to think of things we hadn’t considered and encouraging stakeholders to express ideas and thoughts that weren’t premeditated.

LUKE HARRISON

CEO, CATALYST

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Having an external partner really helped to bring everyone along on the project and took the pressure out of potentially difficult decisions. Working with Junxion exceeded our expectations.

HELEN FORD

FORMER HEAD OF SUSTAINABILITY, SEASALT

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We’re happy we chose Junxion for this work. Adam and Helen really ‘got us’, and their collaborative approach meant everyone felt validated and heard. Now that we have a clear ESG strategy linked to the UN SDGs, we’re ready for the next level – targets and metrics to measure impact.

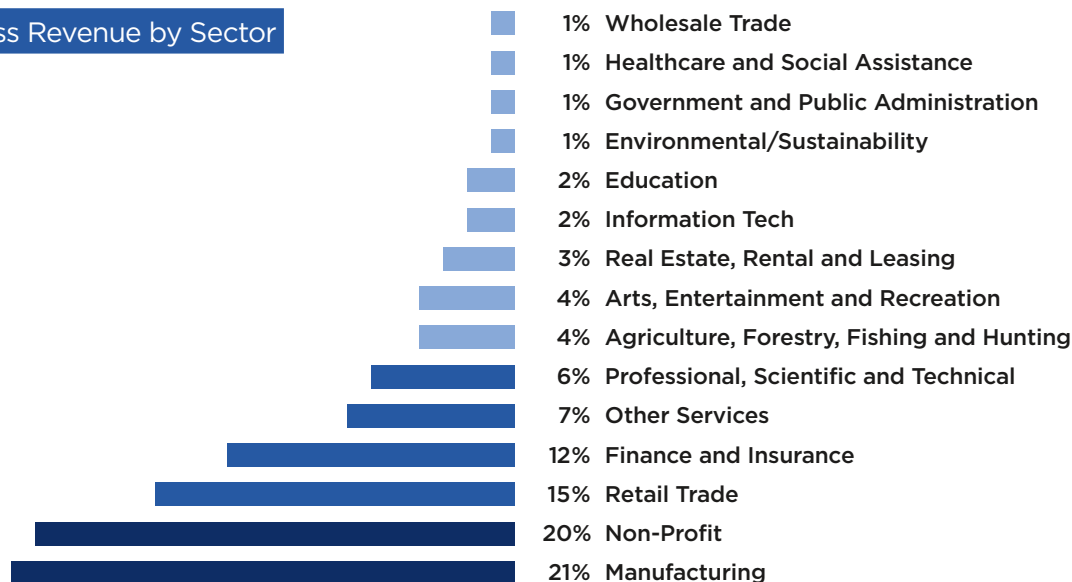
CHARLIE BRONKS

HEAD OF ESG, CROWN AGENTS BANK

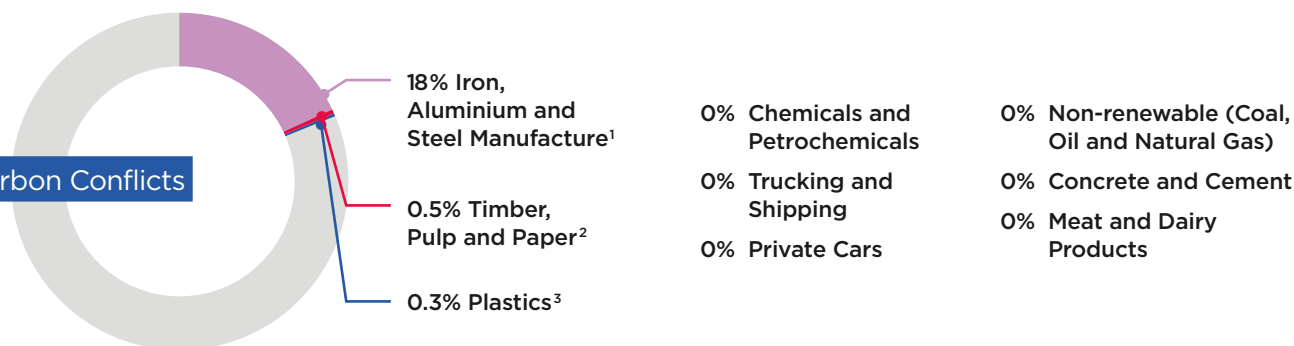
As signatories to the Creative Climate Disclosure,
we annually disclose the following profile of our clientele:



Business Revenue by Sector



Carbon Conflicts



Controversial Clients

4%
Gambling⁴

1.5%
Alcohol⁵
0%
Politics

0%
Tobacco
0%
Religion

0%
Pornography
0%
Arms

- 1 We are helping a steel manufacturer on its B Corp journey
- 2 We supported an office supplier to become B Corp certified
- 3 We helped a packaging distributor become B Corp certified
- 4 We are developing a social purpose-based stakeholder engagement framework for a Canadian crown corporation
- 5 We helped a spirits company to become B Corp certified



TOP 10 CLIENTS BY FINANCIAL VALUE

B Corp Certification for a Manufacturing Company / Market Research for a Forest Protection Organization / Social Purpose-Based Stakeholder Engagement Framework for a Crown Corporation / Impact Measurement and Evaluation for a Museum / Brand Identity Refresh for a Financial Organization / Strategy Retreat Design and Facilitation for a Crown Corporation / Impact Evaluation And Strategic Planning for a Non-Profit Organization / Market Research for a Housing Social Services Organization / Marketing Support for a Non-Profit Organization / Purpose Definition and Impact Measurement for a Bank



What's Next?

- ▶ We are working with Compare Your Footprint to analyse our Scope 1, 2 and 3 emissions. We are hoping to include this data in next year's report.
- ▶ To ensure we work with and support purpose-driven suppliers, we will create an engagement checklist encompassing important criteria like net zero commitments, B Corp status or ambitions, and Science-Based Targets. This will be used to screen potential suppliers but also to level up our existing suppliers.
- ▶ We are developing internal training for JEDI, Reconciliation and Decolonization. We'll continue to incorporate this work into our services, so that clients can better understand inequalities and work on reducing them.
- ▶ We are reviewing our governance model to ensure roles and responsibilities are clearly defined and that employees have clear development opportunities.
- ▶ To complement our annual Five Dysfunctions of a Team Assessment, we will develop and roll out a values alignment survey to measure employee sentiment and understand where we can improve as a business.
- ▶ We will continue to advocate for the shift to an inclusive, equitable and regenerative economy through protesting, signing petitions and providing pro bono support to non-profit campaigning organizations.
- ▶ To encourage industry collaboration and shared learnings, we will increase our involvement in our membership groups (B Lab, ASBN, and the Wellbeing Economy Alliance).
- ▶ We will redouble our efforts to recruit new team members who have lived experience of racialization, socioeconomic hardship, and other factors of marginalization and discrimination.



Would you like to know more about any of the areas in this report or think we should be doing something differently? We'd be happy to hear from you at hello@junxion.com

VANCOUVER & TORONTO

1 888 681 8308

LONDON

+44 (0)20 3475 2157

JUNXION.COM



MEMBER
of the
**WELLBEING
ECONOMY
ALLIANCE**

