

# Advising in a Time of Emergency

# Thoughtful Advisors to Audacious Leaders

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# Accelerating Change

Today's headlines make it clear: from flooding in Australia to drought in northern Italy, people and ecosystems around the world are suffering early effects of climate change. We're living in a time of emergency. Whether humanity continues to stall on meaningful responses or we summon the collective courage to change, deep challenges lie ahead.

Junxion Strategy exists to accelerate the shift to the next economy—one that is purposeful, sustainable, just, and centres on well-being for all. We're dedicated to this purpose because the industrial model that still dominates our economics is a root cause of global heating. We simply must change the way we work and live together.

We're not alone in this work, but our particular focus is on helping leaders build the success stories of the next economy—organizations that deliver positive returns for all stakeholders, including customers, workers, communities, and nature. Those case studies inspire sector peers to take up next economy practices, embracing generative, positive-sum progress-making. This is the change we seek and the work we do every day.

At Junxion, how we work is as important as what we do. As a long-time, Certified B Corp, we are committed to continuous improvement. We also strive to uphold an empathetic, supportive, human-centred approach in all our work. Alongside our clients' testimonials, repeat work, referrals, and commitment to promoting us, we're confident we're making ourselves a 'success story of the next economy.'

Much work remains to be done: we have not yet completed a sustainability analysis of our supply chain. We also recognize that achieving Net Zero by 2030 will be a challenge for us, given our clients' requirements that we travel to their locations. And we're keen to test and enhance our Theory of Change to ensure we're focusing our work to be as effective as possible.

In this, our fourth annual Impact Report, we outline our progress, showcase our impact, and forecast our next steps. We're accountable for our intentions and our impacts. And we continue to extend to our clients, allies, and friends this invitation, at a time when the world clearly needs it: Let's Be Audacious, Together...

Audaciously yours,  
Mike & Adam



Mike Rowlands  
President & CEO



Adam Garfunkel  
Co-Owner & Managing Director, UK

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## 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.

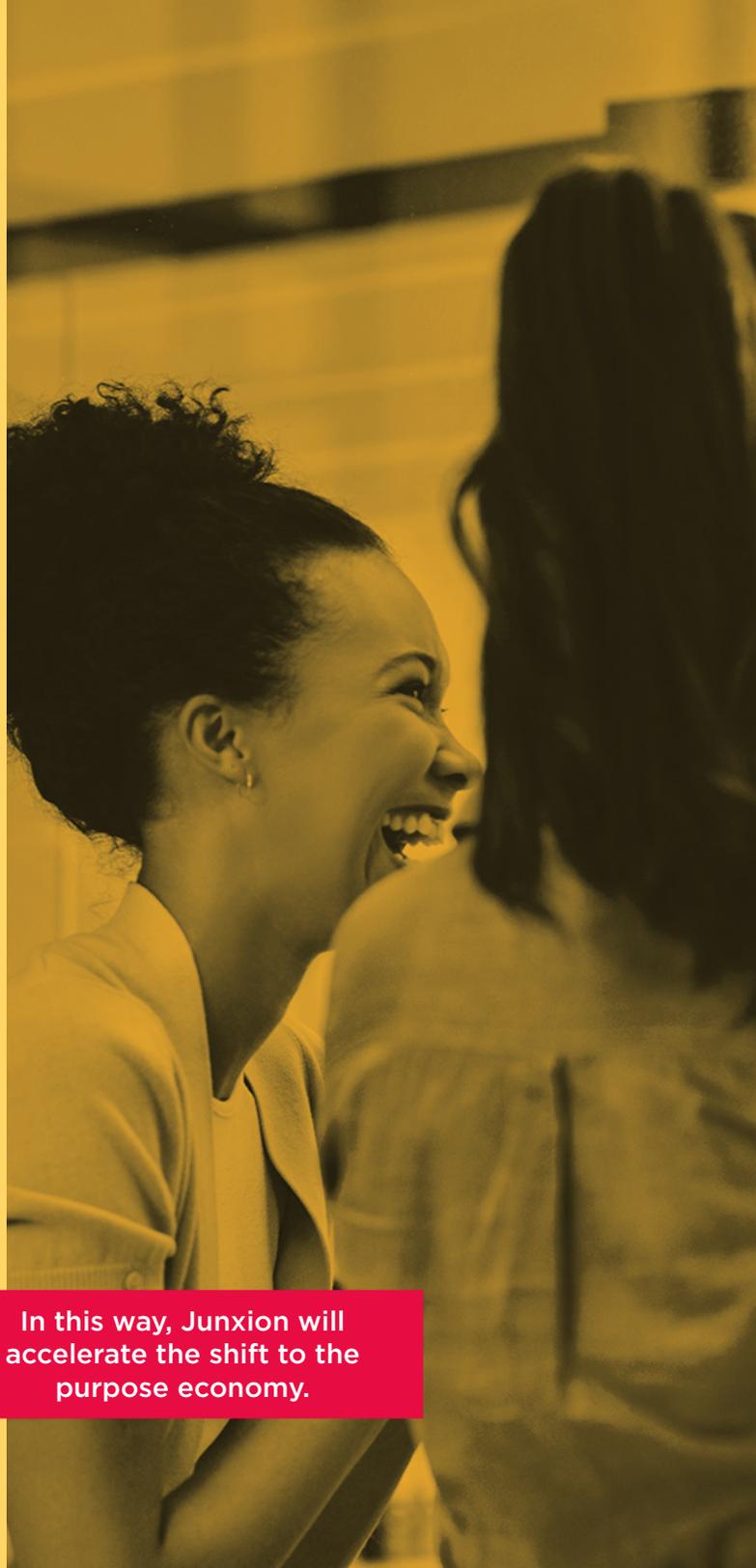
Those case studies inspire sector peers to take up purpose economy practices, embracing generative, positive-sum progress-making.

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

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

Publishing this report is one example of these values in action. As a B Corp, we are legally accountable to all stakeholders such as employees, the planet, and the wider community. Companies that do this are accepting their role in creating change – in moving the world from a shareholder economy to a stakeholder economy.



We are also signatories of the Creative Climate Disclosure, which calls on creative firms to reflect on who they serve and to publish an account of their engagement in carbon-intensive and controversial industries.

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. It is only by marrying performance with what people and the planet needs that there can be truly meaningful change.

We are strong advocates of organizational decentralization. Our flat hierarchy includes 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. We strive to give everyone in the company an equal voice and impact at Junxion.

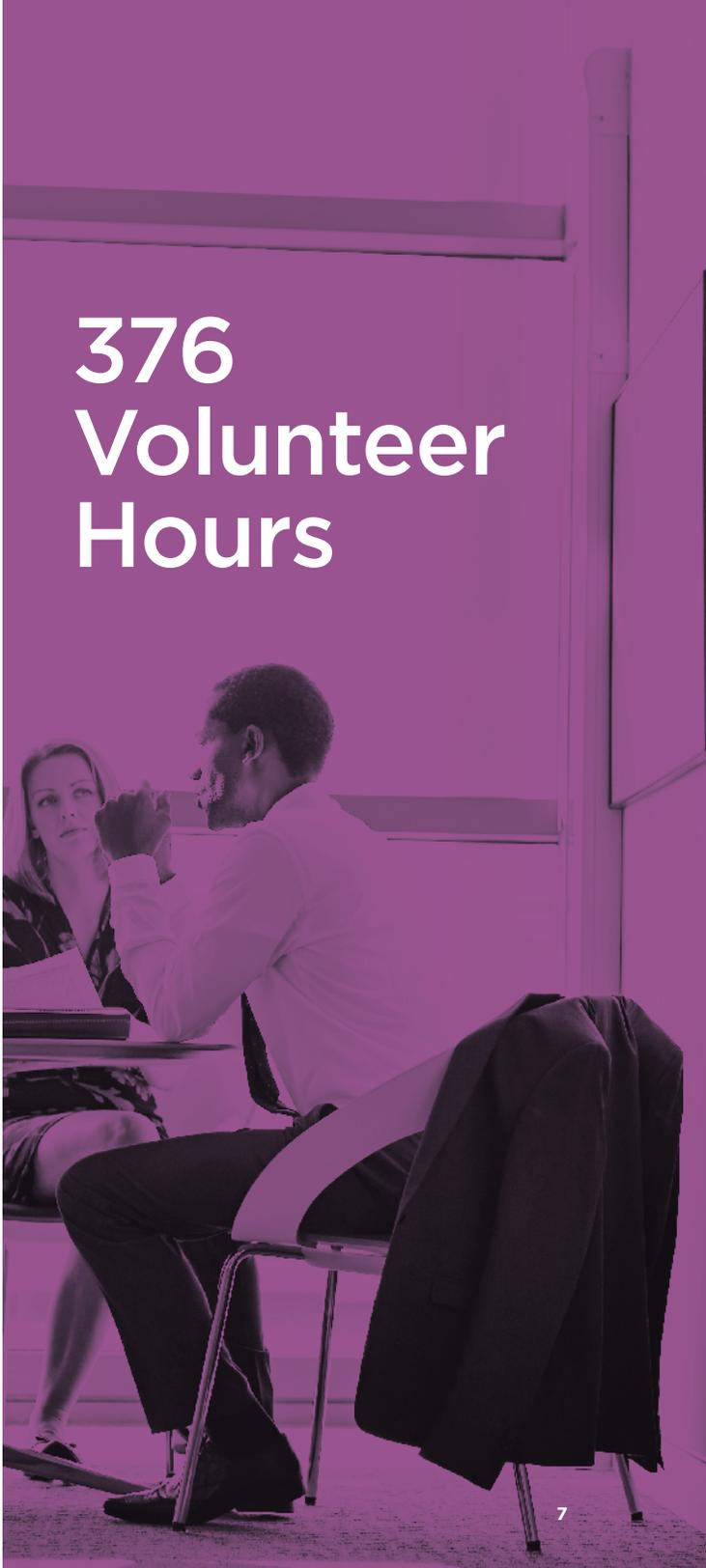
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## Community

Our vision is an economy remade to serve the common good.

It's part of our DNA to provide pro-bono work to organizations that are contributing to a better society. This year we provided work to a wide range of organizations including Hollyhock, Jacksons Lane Arts Centre, My Sea to Sky, and Howe Sound Biosphere Region Initiative Society.

We also play an active role in positive business networks. By participating in industry events and collaborating with others, we can learn from each other and affect greater change. Highlights this year included producing the Social Venture Institute's 25th-anniversary gathering of social entrepreneurs, hosting a series of conversations about social purpose economics alongside the United Way Social Purpose Institute and GLOBE Series, chairing the r3.0 conference breakout session on value and circularity, contributing to the UNRISD investigation into sustainability indicators that acknowledge threshold and allocations thinking, being a thought partner to the inaugural Measuring Purpose conference, running six mentoring sessions with a young sustainability consultancy in Moscow with Impact Hub Kings Cross, and contributing to a discussion forum called 'A Different Story' exploring how sustainability consultants can avoid propping up the system we say we want to change through our work.



# 376 Volunteer Hours

# Environment

Although we're a small team, we try to minimize our environmental impact as much as possible.

We continue to use the B Corp x+why shared workspaces as our UK office. It is rated 'excellent' by the BREEAM sustainability accreditation and continues to reduce its environmental impact (such as using sustainable furniture, supplying eco-provider ODDBOX for fruit, and fitting water restrictors to taps to reduce leakage). It also promotes social well-being through running purpose-related events and workshops, providing access to the mental health program Betterspace and using biophilic design in its buildings.

We continue to source employee equipment from refurbished suppliers such as Hoxton Macs to reduce our carbon footprint and encourage circular economy thinking. Our business travel policy remains that any journey up to five hours in length should be by land. Any emissions in the infrequent flights we take, we offset.

Our client work also shapes our impact. We executed 19 B Corp projects this year (three more than last year) and continued our other services, impact management and strategy and planning to help dozens of companies improve their environmental performance.

To report our 'material' impact on the world, we signed the Creative Climate Disclosure agreement in 2020 and as such we are fully transparent about how many high-carbon clients we serve and who our top ten clients are by financial value. **Our aim each year is to have zero income from carbon-intensive industries.** We are currently investigating how and if we can be truly net-zero by 2030. We have offset our small yearly Scope 1 and 2 carbon emissions (with Ostrom Climate). We are now working on a plan to include Scope 3 in our calculations, reduce our footprint as much as possible, and then offset the residual emissions.

# 19 B Corp Projects



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## People

Our vision is an economy remade to serve the common good and as such, we try to address inequalities within the workplace as much as we can.

We are open about our salary bands with all staff. We state those bands in job descriptions when we are recruiting and we redact identifying information from incoming CVs to mitigate reviewers' unconscious bias.

Each year all employees fill out the Five Dysfunctions of a Team survey, a model created by Patrick Lencioni. We discuss the findings as a group so we can identify and plan to resolve any deficiencies in the way we work with each other.

We were delighted to be able to execute our profit-share scheme for all employees this year. Each employee earned a pro-rata share of a pool made up of 20% of our annual profits.

# 533 Hours Training & Greater Learning

To give our employees greater flexibility, reduce commuting time and make the most out of remote work we rolled out our 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.



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## Clients

Our biggest impact as a consultancy lies in the positive work for our clients. When we choose to engage with a client, we are also choosing the shape of our impact. For this reason, we are always selective about who we work with. We avoid work for controversial clients defined by the Creative Climate Disclosure initiative such as oil and gas extractives, armaments manufacturers, and tobacco companies. We aim to focus our efforts on social finance, social venture 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.

Junxion is a signatory to the Creative Climate Disclosure, which commits us to use our power to inspire change, to disclose any climate conflicts, and to share this insight into our ten biggest clients in 2021.

### TOP 10 CLIENTS BY FINANCIAL VALUE

**Brand Strategy for a Mental Healthcare Company / Research for an Environmental Non-Profit / Strategic Planning for a Healthcare Non-Profit / Sustainability Planning for a Sports Retailer / B Corp Certification and ESG Strategy for a Bank / Organization Review for a Housing Charity / Brand Strategy and Identity Refresh for a Community Sporting Organization / Launch Strategy for an Indigenous-Led Non-Profit / Scenario Planning for a Housing Charity / B Corp Certification for a CEO Development Program**

# 0% Carbon-Intensive Revenue\*

\* Defined as Aviation, Plastics, Trucking & Shipping, Private Cars, Meat & Dairy, Concrete & Cement, Timber, Pulp & Paper, Aluminum, Iron & Steel, Chemicals & Petrochemicals, Coal, Oil and Gas.



It was crucial to engage Junxion to help us understand our impact and cement our values throughout the certification process.

**MICHAL SZCESNY**  
CEO, ARTFINDER



I was impressed by how quickly Junxion learnt about the organisation and understood the opportunities and challenges we faced. The collaborative work was well structured and paced, with good participant engagement. I really appreciated how Junxion wasn't afraid to raise strategic observations for us to consider.

**STEVE RICE**  
CHAIRMAN, LIBERATION FOODS



Junxion worked collaboratively with our senior leaders to understand the B Impact Assessment questions, contextualize the questions for our business, collect the right information, prioritize improvements, and ensure that all of the good work we are doing was captured in our assessment responses. We've brought Junxion on again to help us recertify and enable me to take full ownership of our B Corp certification well into the future.

**TACEY MURPHY**  
DIRECTOR OF QUALITY, WJS CANADA

# Looking Back and Forward

## REVIEW OF 2021 COMMITMENTS

COMMITMENT	PROGRESS
We will continue to work with the leaders who share our vision of shaping the next economy, which we foresee as one that respects growth within environmental limits, and equitable access to prosperity.	We have slightly amended our vocabulary (from next economy to purpose economy) to align with industry standards. We are very much striving to live by our vision and mission every day.
We will continue to develop our client selection and supplier selection policies.	We made minor clarifying updates to the Client Selection Policy. We have not advanced our Supplier Selection Policy.
We aim to recertify as a B Corporation in 2022.	This is still our plan. We aim to improve on our score of 97.1.
We will further develop our work on justice, equity, diversity and inclusion. This will start within Junxion and will extend to a review of our client services. We are conscious of the particular needs in Canada for Reconciliation with First Peoples.	We have had monthly team check-ins about JEDI developments to ensure it's top of mind and that Junxion and its clients are doing all they can to further social justice. We have begun to incorporate JEDI thinking into our work with clients.
We will reflect on how we can contribute to post-COVID recovery through our paid-for services and also use our volunteer time and thought leadership.	We continue to provide pro-bono work (see community section) and are prioritizing social services work since these organizations help alleviate suffering for the most vulnerable.

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## What's Next?

▶ We aim to recertify as a B Corp next year and improve on our score of 97.1.

▶ We will review the metrics that we measure and report on throughout the year to better align with our goals of being a purpose-driven company.

▶ To screen potential suppliers we will create an engagement checklist encompassing the pillars of B Corp. This is to ensure we work with solely purpose-driven companies.

▶ We will continue to adapt our client engagement policy to changing conditions.

▶ The team will have a monthly check-in about JEDI developments to ensure it's top of mind and that Junxion and its client are doing all they can to further social justice.

▶ We're aiming to adapt our services to incorporate JEDI support so that clients can help reduce inequalities. We are especially conscious of the particular needs in Canada for Reconciliation with First Peoples.

▶ We will continue to fight for purpose-driven business through civic and legal activities such as protesting and signing petitions.





Would you like to know more about any of the areas in this report or think we should be doing something differently? Send us an email at [hello@junxion.com](mailto:hello@junxion.com)

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