

# Confronting Challenge. Increasing Impact.







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# Letter From Our Partners

'Are the things in the report right, and are the right things in the report?'

This adage guides all good impact and sustainability reporting. And so it should. The process of producing a report is an opportunity for leadership to take a long look at the business and course-correct where necessary.

In 2024, we were successful in growing the scale—and hence impact—of our client work. This is the key way we make a positive difference and contribute to our purpose, which is to 'accelerate the shift to the purpose economy'. We also recognize the potential harms of consulting work, and as transparency advocates, we endorse the principles of client disclosure reporting, itemizing our income by sector in this report.

The other way we seek to deliver our purpose is through our field-building work and collective action with our peers. Again, we made a valuable contribution to several groups, organizations, initiatives and communities of interest.

Where we fell short is in our own operations.

Our employee Net Promoter Score dipped, and we were slow to respond. We did welcome one new member of staff, but also laid one off, and while the team regrouped well, as leaders, we could have been more attentive to their concerns.

On our environmental footprint and in our supplier engagement, we also failed to make any significant progress, often not achieving the targets we had for the year.

In the spirit of using this reporting moment to reflect, we have decided we need to do things differently.

We will apply a little more of our own consulting and advisory process to ourselves. We will revisit and refine our own impact strategy, which will allow us to refresh our key measures of success.

And to help us stay on track, we have established an internal working group, drawn from across the company, which will meet monthly.

We are grateful for the support of our fabulous colleagues. Together stronger... and onwards!



Adam Garfunkel  
Partner & Chief Impact Officer

Mike Rowlands  
Partner & CEO

# Our Year in Numbers

## Our Business

27%

Our Carbon footprint was 97.6 tCO<sub>2</sub>e, a 27% decrease from 2023

## Our Clients

41

Projects driving positive impact —a 32% decrease from 2023...

...but the number of employees working for organizations we supported to be more purposeful rose to 43,320, a 38% increase from 2023

80

Our Client Net Promoter Score was 80, a 1% increase from 2023

## Our Team

48

Our Employee Net Promoter Score was 48, a 75% decrease from 2023

80

Training Hours per employee, a 33% decrease from 2023

## Our Community

4,035

People listened to us at events or on podcasts, a 199% increase from 2023

540

Volunteering and pro-bono hours given to our community, a 52% increase from 2023

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# About Junxion

## Our vision

### An economy remade to serve the common good

We foresee an economic system that delivers social justice on a healthy planet, honouring the promise of human potential. It celebrates systems and solutions that respect the Earth's natural limits, protecting and regenerating ecosystems aeons in the making. And it bridges divides to connect people, cultures and communities.

## In this next economy...

- Our economic and social institutions:
  - are grounded in the reality that our planet's resources and capacity to support life are finite
  - are committed to the long-term well-being of all people
- All organizations adopt, disclose, authentically embed, and measure progress against a meaningful social purpose
- Leaders eschew extractive, zero-sum profit-taking in favour of generative progress-making
- All stakeholders benefit from companies' purposeful work toward equity, dignity, and shared prosperity

## Our values

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### Generosity

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

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### Courage

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

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### Curiosity

We are a learning organization. We strive to cultivate a beginner's mind so that we're more open to possibilities, more creative, and better able to connect with others.

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### Fun

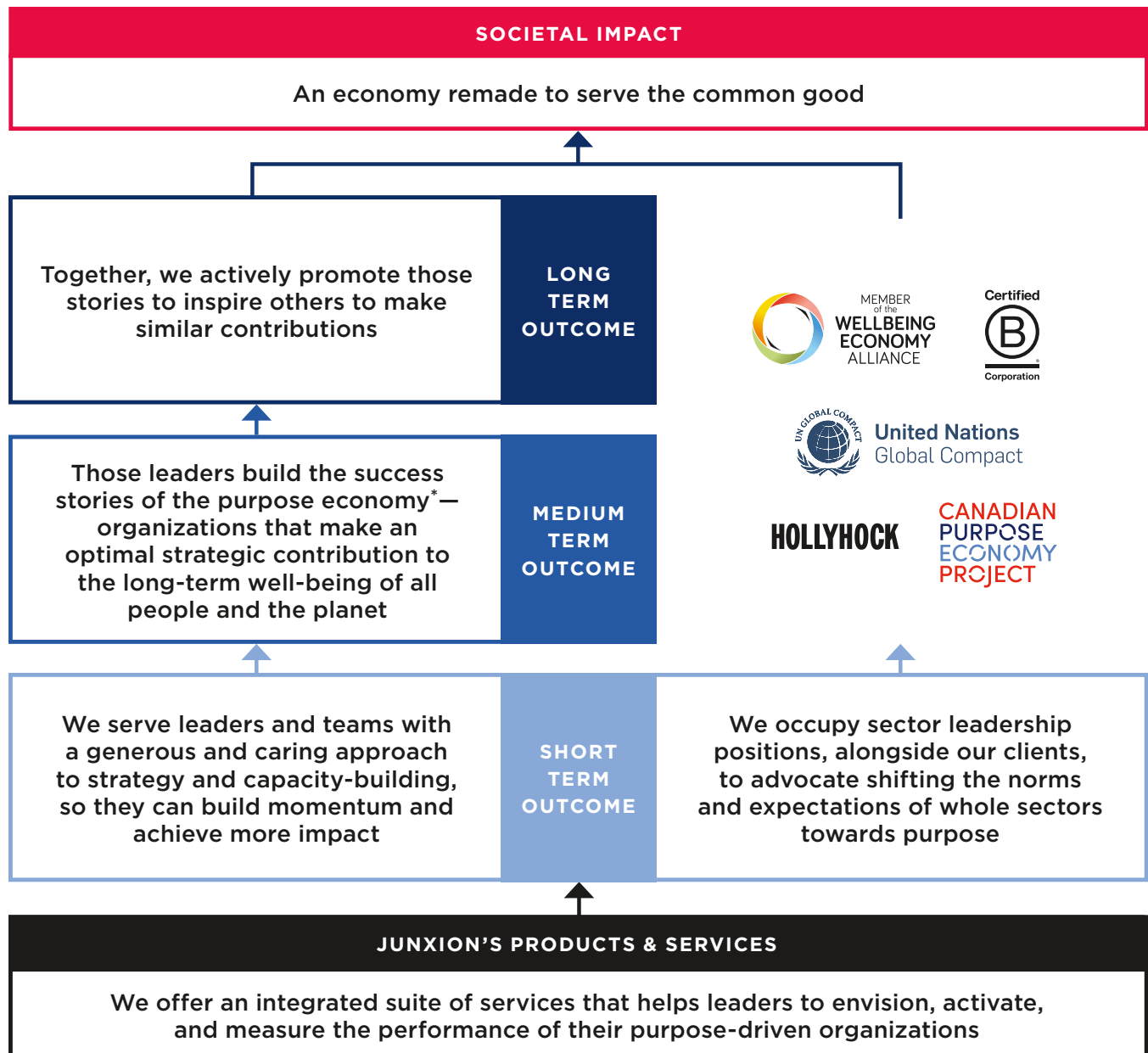
There's always space for humour.

Work's more fun if we don't take ourselves too seriously!

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## Our Theory of Change

A well-developed Theory of Change is essential to plan, measure, and adapt strategies for greater impact. Our Theory of Change is split into micro actions (we help organizations deliver more outcomes for people and planet) and macro actions (we advocate for systems change). While we of course can't achieve an economy remade to serve the common good alone, our Theory of Change helps ensure we maximise our influence to make a contribution.



\* An economy powered by the pursuit of long-term well-being for all in which business, regulatory, financial, and social systems foster an equitable, flourishing, resilient future. See PurposeEconomy.ca



# Our Commitment to Justice, Equity, Diversity, and Inclusion

**At Junxion, we strive to lead by example, modelling a successful social purpose business, which includes creating a generous and accountable environment for all.**

Like all service-based companies, Junxion's greatest opportunities for influence and impact are in our work with our clients. We want to be audacious enough to break stereotypes, foreground future generations, and acknowledge the power imbalances within our clients' organizations. We aim to increase access to our services for those leaders from equity-seeking communities.

In 2023, we co-created a commitment statement to justice, equity, diversity and inclusion (JEDI), which you can read in full [here](#).

This year, we focused on implementing the commitments in our [JEDI statement](#), including delivering training to all staff on how to embed intersectionality throughout our work. We also began to define a company-wide approach to considering decolonization in our work, acknowledging the different cultural contexts we operate within in Canada and the UK.

## **What's next?**

For our commitment to JEDI in 2025, we will:

- ▶ **Outline guidelines for decolonization and include these within our Justice, Equity, Diversity, and Inclusion statement, as well as embedding this consideration into all aspects of our work**





# Our Business

Like many other consultancies, 2024 was a challenging year for our business. We therefore focused our efforts on serving our clients (with some great achievements described on p14) and remaining active within our communities, promoting action and sharing our knowledge amongst peers.

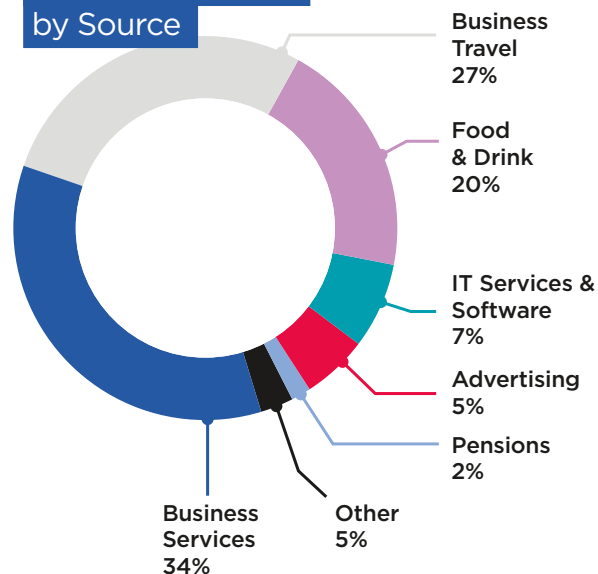
However, many of our operational targets for the business were missed. As a result, we are refreshing our impact strategy to ensure our work contributes to our purpose in the most impactful way. This includes revisiting our targets and measures of success, and establishing a small working group within the business to maintain momentum and accountability.

## Environment

Every business must reduce its environmental footprint. We completed our annual carbon footprint assessment, aligned to the Greenhouse Gas Protocol, measuring as many emission sources as possible and adding nine new usage sub-types to improve accuracy over 2023.

In 2024, our total market-based emissions were 97.58 tCO<sub>2</sub>e. As a service-based business with a minimal physical footprint, our Scope 1 and 2 (direct) emissions are very small and remained unchanged from last year (0.03 tCO<sub>2</sub>e), as we continued with the same office providers who use renewable energy and minimize their footprint.

Junxion's 2024  
Carbon Footprint  
by Source



Almost all (99.96%) of our emissions fall within Scope 3 (indirect), which are harder to reduce. We have implemented guidance and restrictions for air travel and only purchase refurbished laptops, helping to limit emissions. This year, Scope 3 emissions decreased by 36 tCO<sub>2</sub>e, a 27% decrease from our 2023 baseline, mostly due to reduced business activity, especially travel.

We have a science-aligned target to reach Net Zero by 2050. Although we planned progress on our climate action plan in 2024, including collaborating with suppliers for more accurate data and to support their decarbonization, this was postponed due to other business priorities and is now a 2025 focus.

Aligned with the Science-Based Targets Initiative (SBTi), we reduce emissions where possible and offset unavoidable Scope 1 and 2 emissions, ensuring credible offsets through conducting due diligence. In 2024, we invested in 10 tonnes of carbon credits from Reseed, whose blended nature-based avoidance and removal solutions also support the financial security of vulnerable smallholder farmers.

### What's next?

For our business environment in 2025, we will:

- ▶ Continue to improve our carbon data collection and quality
- ▶ Finalize and begin implementation of our climate action plan
- ▶ Work with our suppliers to gather more accurate data and encourage them to make a Net Zero commitment
- ▶ Formally join Business Declares, continuing to engage with its network and support its advocacy efforts

## Suppliers

As a Certified B Corporation, we're committed to developing mutually valuable relationships with our suppliers. They have a significant role to play in our environmental footprint. At Junxion, we aim to work with values-aligned organizations where possible.

Last year, we recorded a low response rate in our supplier survey. We did not repeat the survey this year; instead, we focused our efforts on developing a Responsible Procurement Policy and Supplier Code of Conduct. Both documents communicate to existing and new suppliers the values and standards we expect to be upheld when working with us, and aim to ensure we—and they—address topics of material importance.

### What's next?

For our business suppliers in 2025, we will:

- ▶ Share our Supplier Code of Conduct with our suppliers, using it as a tool to guide engagement and support our social and environmental ambitions
- ▶ Identify key areas of impact and opportunities to collaborate with our suppliers and improve our collective environmental and social impact



## Our Team

As a consulting firm, Junxion *is* our people. We work to ensure that they are empowered, engaged and set up for success. We are committed to cultivating an equitable, generous, and accountable workplace for our staff. Of course, the broader economic picture was challenging in 2024. Like many consulting firms, Junxion responded by reshaping our team. We also refined leadership roles and responsibilities to increase our focus on marketing and sales.

### Distilling and codifying our workplace culture

Junxion's culture is underpinned by a set of four core values: Generosity, Courage, Curiosity, and Fun.

Following our values assessment in 2023, this year we developed our workplace culture, distilling and developing the 'special sauce' of our internal and external-facing culture and determining what we need to do to achieve deeper, healthy relationships, identify barriers, understand and develop better practices, and evolve our ways of working, while avoiding being performative or tokenistic.

79.9

hours of training and  
development per employee  
in 2024

48

employee Net Promoter Score

As part of this work, we conducted a thorough environment scan and peer review, engaging with several inspirational leaders and employees of companies with cultures we wished to emulate. We also ran a workshop with all staff to understand their perception of Junxion's strengths and areas for improvement.

These were then consolidated and refined into a final 'Junxion Manifesto' that articulates our cultural approach, and an action plan to guide behaviours, address existing gaps and areas for improvement. This aims to instill this culture within every employee and everything we do.

## Understanding our team's strengths

We again conducted our annual Five Dysfunctions of a Team Survey®. The assessment is informed by the Five Behaviours Model, a framework for building high-performing teams, and identifies key strengths and areas for improvement among the entire team, providing areas of focus for personal and team development in future years.

This year, the team scored highly on four behaviours, but we identified lower scores for healthy conflict, i.e. having unfiltered discussions about important, difficult topics. Addressing this is an area of focus for the coming year.

## Employee development and satisfaction

Our challenging year is reflected in our average employee Net Promoter Score—an important measure of success for the company, which fell by 36% to 48 (from 75 in 2023). While we use a monthly 'pulse survey' to monitor employee satisfaction, as leaders, we failed to investigate the results in a timely fashion, and did not take the initiative to explore concerns more closely and address them.

We continued to invest in continuous learning and development for all of our employees. However, this year, the average number of hours of training per employee decreased by 33% from 118.6 to 79.9 hours. This was largely due to financial constraints limiting the funds and time available for non-client work.



Being values-aligned with the company I work for is one of the most important things to me in my career. At Junxion, I feel this every day working with my fellow Junxionites, and it has made joining the team that much more of a lovely experience.

**AURELIA TALVELA**

SENIOR CONSULTANT

## What's next?

For our team in 2025, we will:

- ▶ Continue to use our 'Junxion Manifesto' to guide our ways of working with one another, our clients, and our community
- ▶ Look to increase employee comfort with conflict in the workplace, and continue to use the Five Dysfunctions of a Team® assessment to help grow a successful team
- ▶ Be more responsive to our monthly 'pulse survey' to identify and address reasons behind drops in employee NPS where financially feasible
- ▶ Ensure we continue to invest time and resources in professional development for each salaried staff member

## Our Clients

Like all service-based companies, Junxion's greatest opportunities for influence and impact are in our client work. For Junxion to fulfil our purpose and accelerate the shift to the purpose economy, all our client projects must be aligned with this goal.

### Our client selection process

We have a rigorous selection process to determine whether each prospective client is serious about creating meaningful change, summarised in our Client Selection Policy, which all employees have access to and are trained on when joining the company. Our process is informed by standards of general corporate practice, such as the UN Global Compact principles, as well as the agency sector-specific guidance in Futerra Solutions Union's [Client Disclosure Reporting](#) (see ours on pg 16).

Before taking on new clients and industries, we assess whether the prospective client operates in any excluded sectors or conducts any excluded practices. We then engage to form a considered view, applying two key tests to decide whether to work with them:

- Test 1: Is the client authentic and committed?
- Test 2: Is there a risk of conflict between this client's impact and our purpose, vision, and mission?

# ~43,320

employees working for organizations we supported to be more purposeful and impactful

# 80

Net Promoter Score

We consult with the team about whether to take on any projects brought to us by potentially controversial organizations. Any staff member is entitled to exclude themselves from working for a client on ethical grounds without reprisal.

We aim to consistently act with integrity. Sometimes we may fail. Each year, we reflect on instances where we applied the policy, analyzing our decisions to decline or accept commissions from potentially controversial clients. We make changes to our process and policy as necessary and formally review it once a year.

**We are proud of the 41 impactful projects we undertook in 2024, all in service of the purpose economy.**





## Seasalt

### Uniting People and Nature

Developing Seasalt's strategic sustainability approach, informed by a double materiality process and supporting its B Corp Certification.

Read more: <https://junxion.com/case-studies/seasalt-cornwall/>

## Canadian Museum of Human Rights

### Accelerating Human Rights in Canada and Beyond

We helped the Canadian Museum for Human Rights articulate its theory of change and develop an ambitious strategic plan to help it achieve its vision of a world where everyone values human rights.

Read more: <https://junxion.com/case-studies/canadian-museum-of-human-rights/>

## Nichols Pic

### Communicating How Life Tastes Better

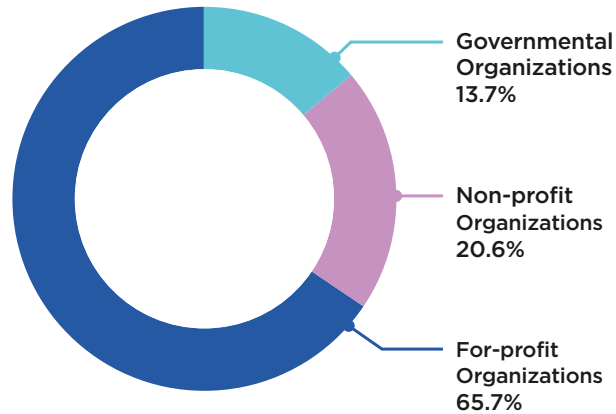
A sustainability report for Nichols plc that demonstrated the company's commitment to its 'Happier Future' strategy.

Read more: <https://junxion.com/case-studies/nichols-plc/>

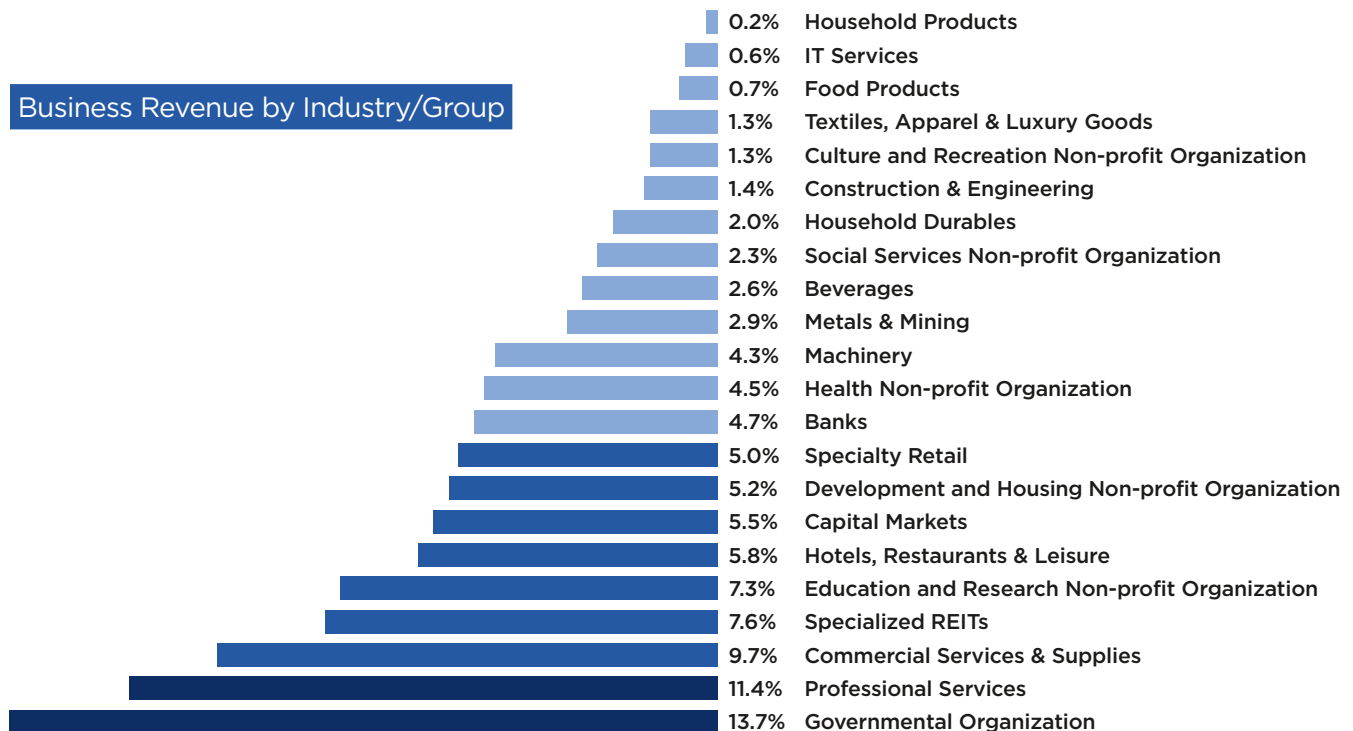
As signatories to Client Disclosure Reporting,  
we annually disclose the following profile of our clientele:



### Clients by Organization Type



### Business Revenue by Industry/Group







## What's next?

For our clients in 2025, we will:

- ▶ Develop a framework to better measure the impact of our client projects
- ▶ Review our Client Selection Policy to ensure it remains fit for purpose
- ▶ Further develop our offering to ensure better integration between all our services, as well as launching supportive products that provide our clients with useful tools and frameworks to kick-start their impact and sustainability journey

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Junxion aligned with our values and purpose and were able to articulate, challenge and collaborate with us from the very start of the project. Collaborating felt seamless, like working with trusted colleagues. This synergy enabled us to engage in more meaningful conversations, find innovative solutions, and chart a path forward, all while fostering a positive and value-driven environment.

**CHRISTIAN JERMYN**  
DIRECTOR OF ESG, SEASALT



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## Our Community

At Junxion, we are passionate about our communities of interest, the places where we show up and want to make a positive contribution. These include B Lab and the global B Corp Community, the Canadian Purpose Economy Project, FuturePlanet, and Social Venture Institute, as well as the individual organizations we are proud to advise. We aim to show up generously and courageously to deliver on our purpose—to accelerate the shift to the purpose economy.

### Shaping industry standards and norms

We remained heavily involved in shaping sustainability standards across the world. Adam, our Chief Impact Officer, continued in his role in the B Corp Regional Standards Advisory Group, helping to shape the new B Corp performance standards. We also continue to work alongside other key sustainability bodies, including Doughnut Economics Action Lab (DEAL), the Future-fit Benchmark and Responsible 100, showing up in the community and advocating for these bodies and standards to reflect the future we wish to see.

4,035+

people listened to us  
at events or on podcasts

49

volunteer hours per person

We also helped develop the campaign for the 21st Century Business Act, which proposed making it mandatory for all federally incorporated businesses in Canada to consider the interests of all stakeholders in their decision-making. Working in close partnership with Senator Julie Miville-Dechéne and her office, Junxion engaged dozens of business leaders across the country, and convened focus groups to discuss the bill's merits and rally support. Unfortunately, Parliament was prorogued and the bill did not make it to a second reading in the House.



**Our networks:**



Project Co-Founder of the Canadian Purpose Economy Project



Certified B Corp Member



B Lab—UK Regional Standards Advisory Council Member



FuturePlanet—Impact Reporting Knowledge Partner



ORS Impact Board member



Hollyhock Treasurer & Past Chair



Social Venture Institute—convening and conference production



Sustainable Beauty Coalition—Advisory Board Member



United Nations Global Compact

UN Global Compact Member

### Contributing to thought leadership

We continued to provide thought leadership on topical issues, hosting a '[Financing the Future](#)' event with our partners x+why and contributing to their Mission Lit Zine, writing for '[The Money Issue](#)' published in 2024.

We also continued to work with the Canadian Purpose Economy Project, engaging national ecosystem actors to create an enabling environment for social purpose businesses to start, transition and thrive. The Project published the first national report on purpose governance in Canada, guidance on purpose disclosures and developing a [business curricula framework](#), guiding business schools to integrate social purpose into their teaching.

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My week-long work experience at Junxion helped me gain a better insight into the world of sustainability and project management. As a young person who is enthusiastic about the environment and interested in society's approach to a sustainable future, this experience helped me further my knowledge in the sector and provided me with valuable learning opportunities.

**RABIAH AHMED**

### Volunteering and supporting the underserved

In 2024, 73% of staff members participated in pro bono work and volunteering during work hours, collectively completing a total of 540 hours, a 53% increase despite our headcount remaining the same.

We remained committed to supporting organizations from underrepresented groups, offering pro bono support to those who might otherwise not be able to access our services. In 2024, our consultants collaborated with [Tiwani-Heritage](#), a Black female-owned small business selling ethically sourced, low-impact, premium-quality synthetic hair extensions. Junxion supported them to improve their social and environmental impact through the B Corp Assessment, as well as connecting them to industry leaders and partners to further expand their business.

We also offered work experience placements to two 16-year old students at a local state school, St Marylebone. As is our practice, we ensured they saw all aspects of the business in the time they were with us.

Finally, we continued our support for nature, with some of the team in the UK volunteering for tree planting as part of our Chief Impact Officer (Adam)'s side-hustle '[Wood Could Should](#)', a community-interest group growing a woodland on a site in Somerset.



## What's next?

For our community in 2025, we will:

- ▶ Deepen our partnership with x+why by co-organizing a programme of speaking events called 'B Ready', based on the seven impact topics in the incoming B Corp standards
- ▶ Continue to be an active member of important groups creating the community of businesses that are advancing the future we wish to see, including the Canadian Purpose Economy Project, Future Planet, and B Lab
- ▶ Update our charitable giving and pro bono policy to align with best practice and our business values
- ▶ Develop partnerships with two networks that support underrepresented groups to which we offer services



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Junxion has been a trusted thought partner in shaping and advancing the Canadian Purpose Economy. As we grow a movement to transform the purpose of business, they bring strategic insight, purpose knowledge, communications savvy, and systems change expertise to support our audacious goal—both as cofounders of CPEP and as bold, visionary advisors.

**CORO STRANDBERG**

CO-FOUNDER, CANADIAN PURPOSE ECONOMY PROJECT

Impact Area	What we said we'd do in 2024	What we did in 2024
<b>Our Business</b>	<ul style="list-style-type: none"> <li>• Improve carbon data collection and quality</li> <li>• Engage suppliers on Net Zero</li> <li>• Finalize climate plan</li> <li>• Join Business Declares</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced Scope 3 emissions 27%</li> <li>• Developed Responsible Procurement Policy and Supplier Code</li> <li>• Some initiatives postponed due to other priorities</li> </ul>
<b>Our Team</b>	<ul style="list-style-type: none"> <li>• Provide 1:1 coaching and development opportunities</li> <li>• Review and make hiring more inclusive</li> <li>• Distill our culture's 'secret sauce'</li> </ul>	<ul style="list-style-type: none"> <li>• Created 'Junxion Manifesto' and action plan</li> <li>• Training hours down 33% (financial constraints)</li> <li>• Identified team strengths and weaknesses (Five Dysfunctions assessment)</li> </ul>
<b>Our Clients</b>	<ul style="list-style-type: none"> <li>• Enhance measurement of client project impact</li> <li>• Regularly review client selection</li> <li>• Apply strong culture to client work</li> </ul>	<ul style="list-style-type: none"> <li>• Updated client selection process inline with best practices</li> </ul>
<b>Our Community</b>	<ul style="list-style-type: none"> <li>• Refresh volunteer policy and raise engagement (target: 2% volunteer time)</li> <li>• Partner with two networks for underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteering up 53% per employee</li> <li>• Supported two underrepresented groups with pro bono work</li> <li>• Industry thought leadership contributions</li> </ul>

2025

Impact Area	What we will do in 2025
<b>Our Business</b>	<ul style="list-style-type: none"> <li>• Enhance carbon data quality</li> <li>• Finalize climate plan and begin work</li> <li>• Continue supplier engagement on Net Zero</li> <li>• Share our Supplier Code of Conduct with our suppliers</li> <li>• Identify supplier collaboration opportunities</li> </ul>
<b>Our Team</b>	<ul style="list-style-type: none"> <li>• Use 'Junxion Manifesto' to guide work</li> <li>• Build team skills in handling conflict</li> <li>• Respond to pulse surveys</li> <li>• Continue investing in staff development as feasible</li> </ul>
<b>Our Clients</b>	<ul style="list-style-type: none"> <li>• Develop a better impact measurement framework</li> <li>• Keep reviewing Client Selection Policy</li> <li>• Broaden and integrate client offerings, launching new supportive tools</li> </ul>
<b>Our Community</b>	<ul style="list-style-type: none"> <li>• Deepen partnership with x+why</li> <li>• Stay active in business communities</li> <li>• Update giving/pro bono policies</li> <li>• Develop partnerships with networks for underrepresented groups</li> </ul>



We are proud of our impact with our clients and in our communities in 2024, while acknowledging we have more to do in other areas of impact. If you would like to know more about anything we did or think we should be doing something differently, reach out via [hello@junxion.com](mailto:hello@junxion.com)

**VANCOUVER & TORONTO**

**1 888 681 8308**

**LONDON**

**+44 (0)20 3475 2157**

**JUNXION.COM**



MEMBER  
of the  
**WELLBEING  
ECONOMY  
ALLIANCE**