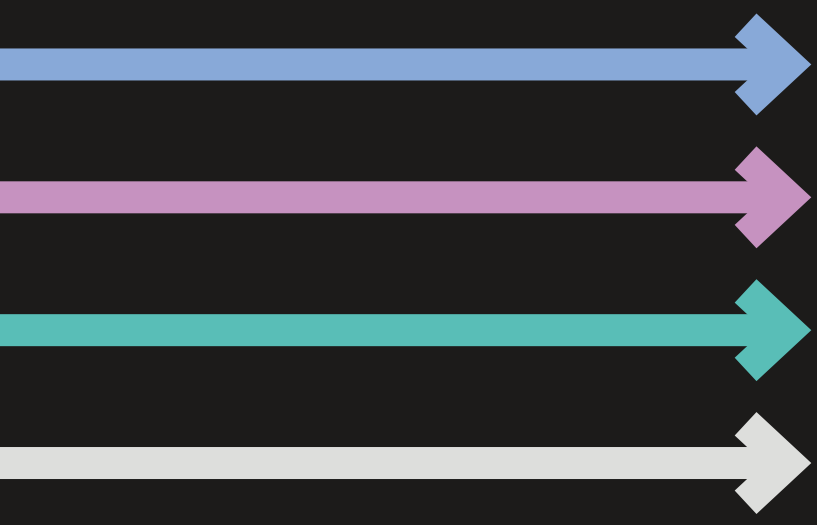




**Building  
Resilience.  
Driving  
Impact.**

Contents

|                                                                     |    |
|---------------------------------------------------------------------|----|
| Letter From Our Partners                                            | 3  |
| Our Year in Numbers                                                 | 4  |
| About Junxion                                                       | 6  |
| Our Theory of Change                                                | 8  |
| Impact Governance                                                   | 10 |
| Powering the Purpose Economy                                        | 12 |
| Advancing Justice, Equity, Diversity,<br>Inclusion & Reconciliation | 16 |
| Stewarding Nature                                                   | 18 |
| Upholding Ethics & Integrity                                        | 20 |
| Committment Overview                                                | 22 |
| About This Report                                                   | 24 |

# Letter From Our Partners

---



These are challenging times: the weakening of the rules-based international order, political volatility, trade disruption, polarization, climate risk, ESG backlash, and weakened trust are changing the conditions in which organizations make decisions. In 2025, we adapted our positioning to focus more on resilience, advising our clients as they navigated these uncertainties and managed through profound change.

Our clients all appreciated our strategy and impact work and our client Net Promoter Score hit +100 – the highest possible score. We are very proud of our team for securing this unprecedented result.

A significant milestone in 2025 was our first double materiality assessment for Junxion (we've conducted plenty for clients), which allowed us to reimagine our impact framework. This new structure guides the content of this report, where we set out ambitious 10-year targets for ourselves. While we are still establishing the full suite of KPIs required to track our progress, embedding this framework, and identifying and gathering data on these metrics will be a primary internal focus for 2026.

In 2025, we also leaned into our role as field-builders, expanding our suite of free resources, deepening collective action partnerships, and fostering critical dialogue through our "B Ready" talks and our active contribution to the Canadian Purpose Economy Project.

At the same time, there are areas where we want to do better. Indicators for culture, inclusion, and employee engagement remain notably below our ambitions. This gap provides us with a clear mandate for more intentional, stronger action in the seasons ahead.

We draw inspiration from economist Kate Raworth's perspective: "Don't be an optimist if it makes you relax. Don't be a pessimist if it makes you give up. Be an activator. Activate in the space you have influence."

On our best days, we embody this spirit, applying it not just to client work, but also within Junxion itself, the collective action partnerships, and the communities where we help build the purpose economy. We remain committed to this path and invite you to join us in being "audacious together".

Mike Rowlands  
Partner & CEO

A handwritten signature in blue ink, appearing to read "Mike Rowlands".

Adam Garfunkel  
Partner & Chief Impact Officer

A handwritten signature in blue ink, appearing to read "Adam Garfunkel".

# Our Year in Numbers

**100**

Our Client Net Promoter Score, the highest possible score

**50**

Training hours per employee

**42%**

Our Employee Net Promoter Score

**3%**

Company time donated to pro-bono and community work

**4/5**

Average score on Five Dysfunctions of a Team

**13%**

of clients primarily benefiting equity-deserving groups

**8**

Years of annual impact reporting

**44%**

Decrease in our GHG emissions from our 2023 baseline

**3**

Number of collective action partnerships



# About Junxion



## OUR PURPOSE

### We exist to accelerate the shift to the purpose economy

A purpose-driven business exists to make an optimal, strategic contribution to the long-term wellbeing of all people and the planet. For us, that means supporting our clients to increase their positive impact and advocating for the changes we need to bring about the purpose economy.

## 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

### GENEROSITY

We cultivate value by showing up supportively and empathetically—focusing on relationships more than transactions, and practising “Unreasonable Care” in service of clients, colleagues, and communities.

- We assume positive intent, checking our understanding before we judge or respond.
- We take responsibility for the unintended impacts our words and actions may have.
- We practise “Unreasonable Care”, offering thoughtful gestures that surprise and delight our colleagues, clients and communities.

### COURAGE

We demonstrate leadership by asking tough questions, making hard decisions, and speaking truth to power in service of meaningful social and environmental progress.

- We ask tough questions and name misalignments directly, inviting and acting on feedback, to strengthen decisions, processes and outcomes.
- We challenge the status quo and support our colleagues to do the same, refusing to participate in greenwashing, purpose-washing, or actions that undermine equity.
- We continuously reflect on where we hold privilege in each context, and leverage it in solidarity with others.

### CURIOSITY

We are a learning organization. We cultivate a beginner’s mind, setting aside ego, leading with questions, and seeking diverse perspectives.

- We start every engagement by setting aside ego and preconceived notions, leading with questions rather than answers.
- We stay curious about the whole person occupying the role to deepen our understanding, enhance our relationships and improve outcomes.
- We include and value diverse perspectives so we can reveal more of the whole and cultivate enduring results.

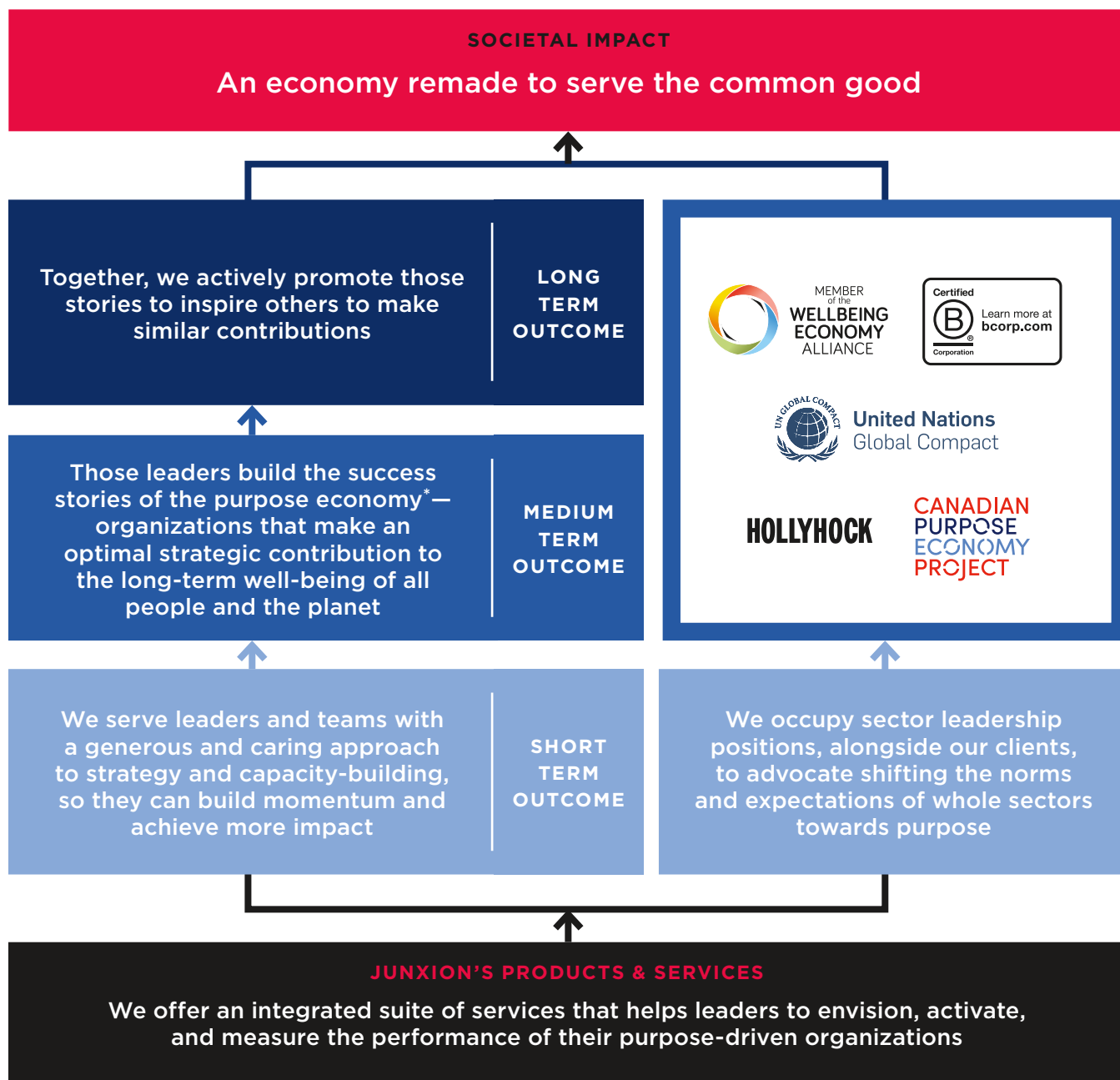
### FUN

There’s always space for humour; work is more fun when we don’t take ourselves too seriously and make room for shared joy.

- We bring warmth and humour to build connection.
- We create moments—social time, creative exercises, and celebrations—that help us connect, feel joy, and recharge together.
- We are mindful that fun is inclusive, honouring different personalities, cultures, and needs.

## 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 maximize 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

# Impact Governance

**Junxion's approach to impact management and governance is grounded in best practice and leading standards, including B Corp requirements and double materiality, and intentionally blends different models to reflect the business's specific context and impact priorities.**

In 2025, Junxion conducted a double materiality assessment to identify the issues most material to the business and its stakeholders. A double materiality approach is increasingly being used by companies across the world, both as part of increasing regulations like the Corporate Sustainability Reporting Directive (CSRD) but also as best practice to understand impacts from and on stakeholders.

In this context, relevant stakeholders include a much broader group of anyone potentially affected by the company's operations, from communities local to the company's operations, its employees and suppliers, to wider society, future generations, and nature itself. By adopting an 'outside-in' as well as an 'inside-out' approach to identifying topics of priority to Junxion, we're ensuring that we're managing our impact across a broad spectrum of relevant stakeholders' rights and requirements.

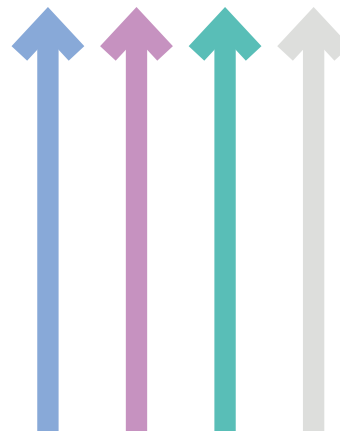
**The most material topics identified were:**

- Climate Action
- Community Engagement & Collective Action
- Ethics & Integrity (including transparency, data security, anti-corruption)
- Healthy Workplace Culture
- High Impact Work
- Human Rights
- Justice, Equity, Diversity, Inclusion & Reconciliation
- Nature Stewardship & Circularity
- Purpose & Stakeholder Governance

**These topics are organized in this report under four pillars:**

1. Powering the Purpose Economy
2. Advancing Justice, Equity, Diversity, Inclusion & Reconciliation
3. Stewarding Nature
4. Upholding Ethics & Integrity

Together, these pillars frame the KPIs, targets, and results presented in the sections that follow.



# Junxion's Impact Framework

**Junxion's impact framework enables us to power the purpose economy, advance justice, equity, diversity, inclusion and reconciliation, steward nature while upholding ethics & integrity.**

## Powering the Purpose Economy

We drive business action and policy change to accelerate the shift to the purpose economy.

## Advancing Justice, Equity, Diversity, Inclusion & Reconciliation

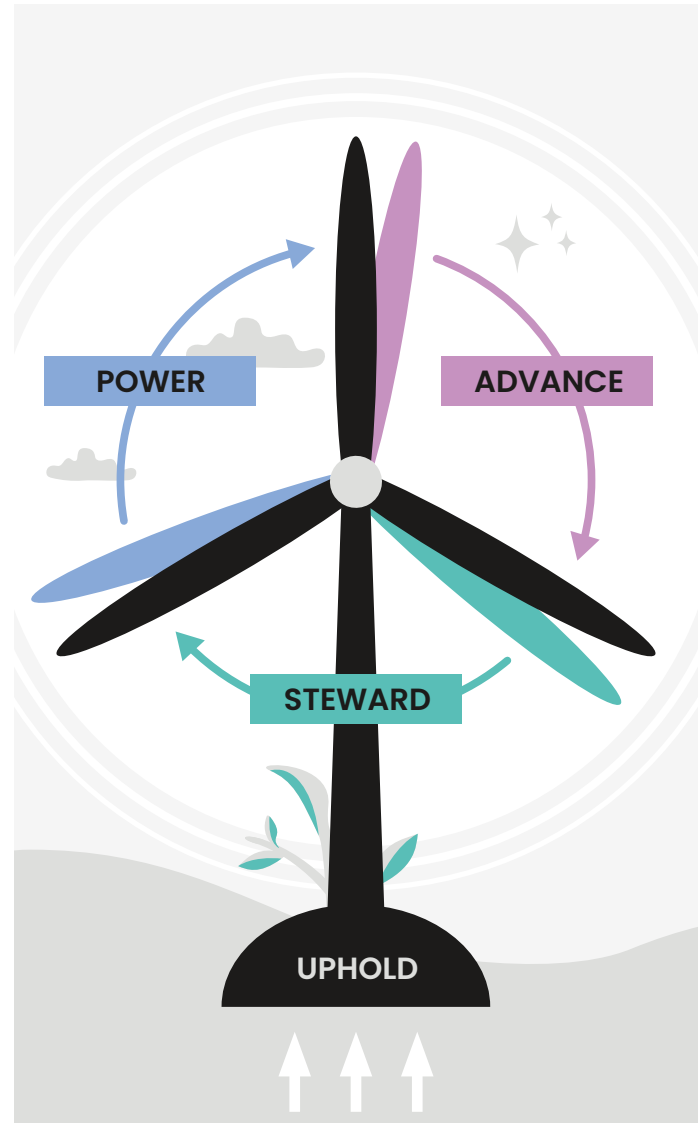
We advance Justice, Equity, Diversity, Inclusion and Reconciliation for all our stakeholders.

## Stewarding Nature

We practise stewardship through our services and client relationships to protect and restore nature.

## Upholding Ethics & Integrity

We protect data, uphold rights, prevent corruption, champion transparency, and embed stakeholders into our governance processes.



# Powering the Purpose Economy

## AMBITION

**We drive business action and policy change to accelerate the shift to the purpose economy.**

### 10-year Targets

- Client Net Promoter Score (NPS) of +80
- Meaningfully contribute to at least 10 recurring partnerships with high-impact initiatives that directly support the transition to the purpose economy
- Donate more than 5% of total company time to pro-bono and community work
- Collect up to 30 stories annually that illustrate our contributions to building the purpose economy

### 2025 at a Glance

- Client Net Promoter Score (NPS) of +100
- Active in the Canadian Purpose Economy Project, the Better Business Act coalition, and the B Corp movement more generally
- 3% of total company time contributed to pro-bono and community work
- Supported and promoted the Business Leaders for Peace initiative
- Purpose Execution score was above a 4 out of 5 on 5 of 6 topics



## Progress This Year

---

Across our 2025 projects, Junxion achieved the highest possible score of +100 in our client Net Promoter Score (NPS) survey, a testament to the team's excellent work helping our clients to achieve more positive impact.

We also strengthened our role in the wider purpose economy through collective action, client partnerships, free tools, and thought leadership. We actively participated in the [Canadian Purpose Economy Project](#), the [Better Business Act](#) coalition, and the [B Corp](#) community in North America, Europe and the UK. Junxion contributed 3% of total company time to pro-bono and community work.

Junxion was invited to contribute feedback to the Committee Draft of ISO 37011, the global standard being developed that will outline what it means to be a purpose-driven organization. We were also one of the first signatories to the Business Leaders for Peace initiative, which called on the UK government to abide by international human rights and stop arming the genocide in Gaza.

During the year, Junxion also launched three free resources—[Impact Wayfinder](#), [Reporting Roadmap](#), and [B Ready Insights](#). We rolled out the [Transformational Charity Framework](#), developed alongside United Way BC with input from non-profits across Canada, extending it into a long-form assessment for non-profits to understand how well they are performing against the Five Key Capabilities in the framework. These tools support organizations to become leaders in their industries, sectors and communities, by providing actionable insights on where they need to focus or reprioritize their efforts.

Junxion's leadership team completed Junxion's own purpose execution assessment to determine how well we are embedding purpose across the company. Our target is to score above a 4 out of 5 across all topics: customer experience & marketing, people and culture, operations, governance, business ecosystem, and monitoring and reporting. We are pleased to see that we met this target across all categories, with the exception of Monitoring and Reporting (3.8).

Junxion also expanded its role as a convener and educator within the field of purpose. Throughout the year, Partner & CEO Mike Rowlands spoke at four conferences about social purpose business. Charla Vall, Consulting Director, spoke at Social Venture Institute in February 2025 on the era of purpose and the practical tools organizations can use to adopt the principles of a social purpose business.

Partner & Chief Impact Officer Adam Garfunkel organized and hosted a series of seven "B Ready" talks in the UK, one on each of the seven impact topics in the new B Corp standards, and Junxion continued its partnership with the FuturePlanet community to support best-practice impact reporting, including the use of context-based targets.

Junxion was also active in Central and Eastern Europe, with Senior Consultant Alice Elliott helping to organize events for B Corps in both Innsbruck and Vienna in Austria. Adam Garfunkel was invited to Bucharest to give the closing keynote to the first-ever B Corp event in Romania.

## STORIES OF IMPACT

### Canadian Purpose Economy Project

A central example of our work to accelerate the shift to the purpose economy was Junxion's deep collaboration with the Canadian Purpose Economy Project, which is creating the enabling conditions for more social purpose businesses in Canada. Through this partnership, Junxion convened allies and partners, published practice guidance and thought leadership, and engaged with government officials on policy and regulatory interventions.

## STORIES OF IMPACT

### UBC School of Biomedical Engineering

Junxion also partnered with the UBC School of Biomedical Engineering (SBME) in Vancouver, BC to design a strategic plan centred on transformed health and healthcare for all. Through a relational planning process that engaged leadership, faculty, students, clinicians, and community partners, the work helped SBME adopt long-term systems thinking, stakeholder-centred governance, and ecosystem-first strategy, while shifting the conversation toward SBME's role in a wider health innovation system. The resulting roadmap elevated research translation, clinical integration, community engagement across British Columbia, and a culture of shared success and belonging, advancing a purpose economy aligned with the Sustainable Development Goals.

## Focus for 2026

---

In 2026, we will introduce a client impact survey to assess how our work has benefited clients' leadership, employees, and communities after projects conclude. This survey will provide a more methodical way of collecting stories that demonstrate our support in progressing towards the purpose economy.

Junxion will continue to actively build the purpose economy through our contributions to the Canadian Purpose Economy Project, the Better Business Act coalition, and B Corp movement.

We will revisit and improve our Theory of Change, evaluating whether our assumptions are correct and amending the model where our theory is not performing as expected.

With respect to our purpose execution scores, solidifying our KPIs, measurement tools and data collection processes will support us in improving our scores in the area of Monitoring and Reporting.

We will continue to support our team members to contribute company time for pro bono and community work that accelerates the shift to the purpose economy, working towards a 3% target in 2026. We are very proud of our +100 NPS and will aim to maintain this score in 2026.



# Advancing Justice, Equity, Diversity, Inclusion & Reconciliation



## AMBITION

**We advance Justice, Equity, Diversity, Inclusion and Reconciliation for all our stakeholders.**

### 10-year Targets

- More than 50% of our clients to primarily benefit equity-deserving groups
- Increase the number of clients with leadership teams in which more than 50% of staff leaders represent equity-deserving groups\*
- Maintain at least three sustained Indigenous partnerships and at least two major projects annually.
- Achieve an employee Net Promoter Score (eNPS) of at least 70
- Reach average inclusion and fairness scores of at least 4.7 out of 5
- Ensure 100% staff completion of JEDI and reconciliation training
- Achieve average Five Dysfunctions of a Team scores above 4 across all five behaviours

\* Equity-deserving groups are communities that experience significant systemic, historical, and environmental barriers to equal access, opportunities, and resources.

### 2025 at a Glance

- JEDI and reconciliation training completion: Two team members completed the United Nations learning series on Reconciliation
- 13% of clients primarily serving equity-deserving groups
- 13% of clients led by majority equity-deserving leadership
- 1 Indigenous project
- Five Dysfunctions overall score 4.04
- Employee sense of inclusion: 3.9/5 for feeling respected and valued; 3.72 for fair and equal opportunity
- 42% employee engagement as measured by an employee Net Promoter Score (eNPS) question

### Progress in 2025

In 2025, Junxion continued to embed JEDI and Reconciliation into both its external work and internal culture. We showed solid strengths in overall team cohesion and commitment, alongside clear signals that accountability, trust, conflict, and day-to-day experiences of inclusion and fairness need further focus. Junxion actively supported one project led by and for Indigenous communities, and formalized our process of ensuring client selection reflects our JEDI priorities.

Two of our team members also participated in the United Nations Global Compact learning series on Reconciliation throughout the year. “Walking the Path of Reconciliation: A Business-Focused Webinar Series” is a four-part online programme that helps Canadian businesses better understand their role in advancing Reconciliation with Indigenous Peoples.

We surveyed our staff using Patrick Lencioni’s The Five Dysfunctions of a Team framework. This is a leadership model that unearths the behavioural pitfalls that prevent a group from working together effectively. Our section scores were: Results 4.04/5, Accountability 3.14/5, Commitment 4.07/5, Conflict 3.40/5, and Trust 3.79/5. We also engaged a Human Resources consultant to support us in understanding our team’s needs, interests, challenges and priorities with respect to the employee experience.

## Focus for 2026

---

In 2026, Junxion will aim to at least maintain the 13% of clients that support equity-deserving groups, and the 13% that are led by equity-deserving leadership. We will continue to sustain our support for the Pirurvik Institute, which is a non-profit advancing Inuit leadership in teaching and learning.

Our engagement of a Human Resources consultant has led us to create a culture action plan and revise our people engagement survey. These changes will improve our understanding of fairness and inclusion among our team. This employee engagement survey will also lead to the development of a culture action plan, which we hope will translate into an improved eNPS by the end of the year.

## STORIES OF IMPACT

### Pirurvik: partnering for Inuit-led reconciliation

This year we partnered with Pirurvik, an Inuit culture and language institute operating in Iqaluit, to support its transition from a private entity to a non-profit organization. Pirurvik addresses systemic inequality by reclaiming Inuit approaches to teaching, learning, and wellbeing, and by making advanced Inuktitut language and cultural education accessible to Inuit. By co-designing the transition plan, management scorecard, and communications around Pirurvik’s shift to a non-profit, Junxion helped strengthen the conditions for sustainable funding and clearer public messaging so that their programs can continue to support Inuit wellbeing and language at scale.

## STORIES OF IMPACT

### Strengthening culture and decision-making

In 2025, Junxion developed a screening tool to support objective decisions about whether to take on a client or project based on fit and alignment with our values. The tool includes consideration of whether a prospective client enables Junxion to apply a JEDI lens and whether the client’s industry falls outside Junxion’s client-selection policy.

We also worked with an external advisor to improve our culture through an audit and action plan, against the backdrop of a dip in culture and employee wellness reflected in engagement and inclusion data. In parallel, our Partner & CEO Mike Rowlands began a year-long Inner Development Goals course designed to strengthen leaders’ inner capacities to drive meaningful systemic change and integrate inner development into their organizations.

# Stewarding Nature

## AMBITION

**We employ stewardship through our services and client relationships to protect and restore nature.**

### 10-year Targets

- Reduce total greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 by at least 50% from our baseline by 2035, accounting for growth
- Ensure that 100% of suppliers, by spend and number, meet Junxion's climate criteria by 2035
- Have more than 70% of our clients have a nature-based target by the end of our engagement with them

### 2025 at a Glance

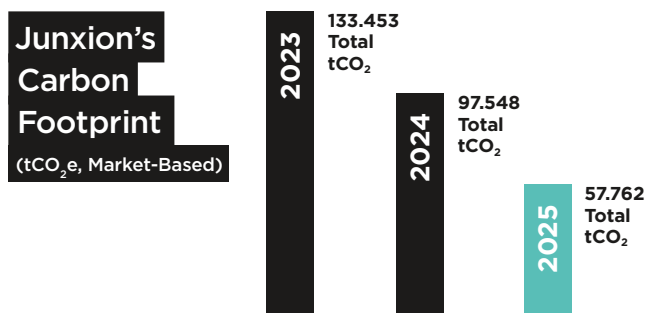
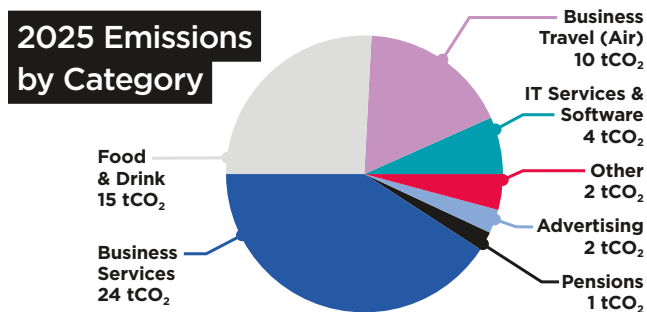
- Reduced relative carbon emissions by 44% from 2023 to 2025, measured as tCO<sub>2</sub>e per million CAD revenue
- Supplier climate criteria data was not yet available for 2025
- 3% of clients supported to set a nature-based target

### Progress in 2025

We reduced our Scope 1 and 2 emissions to zero this year, with 100% of our market-based emissions in Scope 3. Scope 3 emissions are all indirect greenhouse gas emissions that occur in our value chain, including both upstream and downstream activities. They are harder to reduce since we have less control over them. Overall, Junxion's relative carbon emissions decreased by 44% from our 2023 baseline, driven mainly by lower business activity, including fewer flights and fewer services purchased. While this reads as very strong progress towards our 10-year target of 50% reduction, we expect performance will not be linear. Supplier climate data is still being built out and will play a bigger role in future reporting.

We made the decision to shift to Goodwings, a Danish B Corp travel provider with better rail-booking options and integrated carbon calculation, which will strengthen our emissions monitoring and support lower-carbon travel choices from 2026 onwards.

Through our client engagements, we supported 13% of our 2025 clients to adopt a nature-based target. For our purposes, a "nature-based target" is any action or target that meets leading, rigorous standards such as European Sustainability Reporting Standards (ESRS) and Global Reporting Initiative (GRI) and is explicitly designed to protect, restore, or reduce harm to ecosystems, species, soils, water, or material/resource cycles.



## Focus for 2026

Having since outlined the criteria we wish to evaluate, in 2026 we will gather data from our suppliers on:

- tracked Scope 1/2/3 carbon
- commitment to Net Zero targets
- waste reduction targets
- biodiversity/nature targets

Once gathered, we will be able to set an appropriate mid-term target on our path towards 100% compliance.

We will also aim to determine how we might calculate the percentage of organizational energy that comes from renewable sources based on the grid in each of our geographical locations. In 2026, we aim to have 40% of our clients have a nature-based target by the end of our engagement.

## STORIES OF IMPACT

### Foundation ESG strategy

Junxion worked in close collaboration with long-time partner Delphi Group to support Mastercard Foundation, one of the world's largest philanthropic foundations, in developing an ESG strategy intended to position the organization as a leader in JEDI, climate action, and Indigenous reconciliation.

## STORIES OF IMPACT

### Improving travel and emissions tracking

A practical step forward in stewarding nature in 2025 was the move to Goodwings as Junxion's main travel partner. Goodwings prioritizes rail and other lower-carbon options in its search results and bakes carbon calculation into every booking, giving us clearer, real-time emissions data for each trip.

The platform's reporting tools make it easier to see patterns in our travel, track reductions over time, and factor climate impact into travel decisions rather than treating it as an afterthought. Together, these changes strengthen Junxion's ability to cut travel-related emissions and keep nature stewardship front and centre in day-to-day operations.

# Upholding Ethics & Integrity

## AMBITION

**We protect data, uphold rights, prevent corruption, champion transparency, and embed stakeholders into our governance processes.**

## 10-year Targets

- By 2035, Junxion will not have any significant data or privacy breaches
- Implement a human rights due diligence framework covering 100% of our client contracts, suppliers and operations
- Achieve a 4.7/5 average score from our clients with respect to responsiveness and inclusiveness
- 100% of our projects will document our efforts to obtain regular client feedback and engage a broad range of stakeholders throughout each project
- Align with more than 90% of relevant practices outlined by ISO 37011, the ISO standard (not yet published) outlining what it means to be a purpose-driven organization

## 2025 at a Glance

- Ethics, AI, and broader integrity KPIs are not yet fully measured in 2025; several indicators remain in development and are being established as future baselines
- An updated AI policy was introduced to guide responsible use of AI tools and protect data and privacy

## Progress in 2025

One of Junxion's founding philosophies is to avoid working with companies that operate in opposition to the purpose economy. In 2025, Junxion continued to put this philosophy into practice through both client decisions and the governance of new technologies such as AI.

Over the year, we also began to formalize a broader ethics and integrity framework, setting long-term targets for training, data security, anti-corruption, human rights due diligence, stakeholder engagement, and transparency.

A key area of progress was digital ethics and AI governance. We reviewed our use of AI tools, introduced an updated AI policy, and embedded clearer expectations for data privacy, personal cybersecurity, and vendor conduct into internal practices. Many of the related KPIs are still in their first cycle of measurement, but these steps lay important groundwork for more systematic reporting in future years.

## Focus for 2026

In 2026, we will amend our client project wrap-up survey to include questions that will evaluate our responsiveness to feedback and our inclusiveness, defined as engaging a broad and diverse set of stakeholders throughout the project and reflecting a broad and diverse range of voices in our deliverables and recommendations.

We will be gathering the team's input on our AI policy, progressing our standards and principles for using this technology

We will develop metrics and measure baseline data for ethics, AI, and broader integrity.

## STORIES OF IMPACT

### Embedding ethics into AI decisions

In 2025, Junxion's approach to selecting a go-to AI solution was grounded in data privacy, personal cybersecurity, and the ethics of the provider. Rather than focusing solely on functionality or cost, the team considered how different tools handled user data, where that data was stored, how models were governed, and the broader track record of the companies involved. Junxion's AI tools are now consistently kept under scrutiny, continuously monitored, and regularly reconsidered in light of emerging best practice and policies.

Junxion also updated its AI policy to ensure that staff use these tools in an ethical manner. The policy sets expectations for when AI can be used, how client and personal data must be protected, and how to avoid bias, misrepresentation, or over-reliance on automated outputs. Together, these steps strengthen Junxion's ability to align digital innovation with its commitments to rights, privacy, and responsible business conduct.



## Powering the Purpose Economy

### What we planned for 2025

- Develop a better impact measurement framework
- Keep reviewing Client Selection Policy
- Broaden and integrate client offerings, launching new supportive tools
- Continue supplier engagement on Net Zero
- Identify supplier collaboration opportunities
- Deepen partnership with x+why
- Stay active in business communities

### What we did in 2025

- Developed an impact measurement framework
- Reviewed Client Selection Policy
- Broadened and integrated client offerings, launching new supportive tools
- Continued supplier engagement on Net Zero
- Identified supplier collaboration opportunities
- Partnered with x+why on B Corp event series
- Spoke at numerous events like Social Venture Institute, Greater Purpose Conference, and participated in the Future Planet community

### What we will do in 2026

- Continue to stay active in business communities
- Maintain our +100 Client Net Promoter Score
- Donate 3% of our time to pro bono projects
- Roll out our client impact survey
- Improve our data collection
- Revisit and improve our Theory of Change

## Stewarding Nature

### What we planned for 2025

- Use 'Junxion Manifesto' to guide work
- Share our Supplier Code of Conduct with our suppliers

### What we did in 2025

- Began to formalize an ethics and integrity framework, including an updated AI policy

### What we will do in 2026

- Amend our client wrap-up survey to include questions on responsiveness and inclusiveness
- Further develop our standards and principles in using AI

## **Advancing Justice, Equity, Diversity, Inclusion & Reconciliation**

### **What we planned for 2025**

- Update giving/pro bono policies
- Develop partnerships with networks for underrepresented groups
- Build team skills in handling conflict
- Respond to pulse surveys
- Continue investing in staff development as feasible

### **What we did in 2025**

- Engaged an HR Consultant to support our response to pulse surveys
- Two members of the team attended a learning series on advancing reconciliation with Indigenous people

### **What we will do in 2026**

- At least maintain the 13% of clients that support equity-deserving groups, and the 13% that are led by equity-deserving leadership
- Run a new employee survey and build a Culture Action Plan

## **Upholding Ethics & Integrity**

### **What we planned for 2025**

- Use 'Junxion Manifesto' to guide work
- Share our Supplier Code of Conduct with our suppliers

### **What we did in 2025**

- Began to formalize an ethics and integrity framework, including an updated AI policy

### **What we will do in 2026**

- Amend our client wrap-up survey to include questions on responsiveness and inclusiveness
- Further develop our standards and principles in using AI



#### About this Report

We have published an impact report every year since 2018, making this our eighth report. This report covers our impact in the calendar year 2025.

For the first time, this report is based on our new impact framework, which we derived from the double materiality assessment we conducted during the year.

The data in the report is not third-party assured.

**VANCOUVER & TORONTO**

**1 888 681 8308**

**LONDON**

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

**JUNXION.COM**



SUPPORTER OF THE

**CANADIAN  
PURPOSE  
ECONOMY  
PROJECT**



MEMBER  
of the  
**WELLBEING  
ECONOMY  
ALLIANCE**