



Empowering People.
Accelerating Impact.

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*JUMP in and
see our IMPACT...*

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A Message from our Partners

Our purpose as a business, our reason for being, is to 'accelerate the shift to the purpose economy,' and every year we reflect on our progress in being an 'engine for good.' As we always tell our clients, impact reporting is not only for stakeholders, it is also for management to reflect, and to consider where it is necessary to course-correct. This is our report for 2023.

As leaders, we want to create what the organizational consultant Meg Wheatley calls 'islands of sanity.' Within our spheres of influence—at Junxion, in the communities we participate in, with our clients—we aspire to generate the conditions for work that is enriching, productive and sustainable.

In 2023, we all gathered on an actual island—Cortes Island in British Columbia, Canada—to work together for a week designing our 2024-25 strategic plan for Junxion. The retreat was a highlight of the year: spending time being with each other, and reflecting on the work we want to do, and how we want to show up with each other and for our clients was inspiring and important.

Another highlight of the year was being shortlisted as one of Business in Vancouver's Top 100 Fastest Growing Companies. It was a proud moment to be recognized among a long list of incredible companies, and for our recent success.

Inevitably there are areas where we have not been so successful. While we did issue a supplier survey, we have not got to grips with rigorously selecting our suppliers on the basis of shared values and commitment to positive change.

Our plans for 2024 include improving that supplier engagement, implementing our climate action plan, and diving deeper into the difference our client work has made over time.

We are excited for the year ahead. Here's to creating more 'islands of sanity!'

Mike and Adam



Mike Rowlands
Partner & CEO

Adam Garfunkel
Partner & Chief Impact Officer

Our Year in Numbers

60

projects driving
positive impact

31,500

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

79

client Net Promoter
Score (NPS)

1350+

people listened
to us at events or
on podcasts

75

employee NPS

30

volunteer hours
per person

Our Vision and Values

Our Vision

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 aons in the making. And it bridges divides to connect people, cultures and communities.

An economy remade to serve the common good

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.

Generosity

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

Courage

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

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.

Fun

There's always space for humour.

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

Our Commitment to Justice, Equity, Diversity & Inclusion

In 2023, the Junxion team co-created a commitment statement to justice, equity, diversity and inclusion (JEDI), through a series of facilitated team workshops. We first built a shared understanding of the different terms and then considered how they related to Junxion and our stakeholders.

Our Context

At Junxion we acknowledge our team is composed largely of white people from middle-class backgrounds, and that the business is owned and led by two white men. We also operate in both coloniser (UK) and colonised (Canada, US, and elsewhere) lands. This is a complex and important context for our work to pursue social justice and equity. While we aren't experts in JEDI, we are committed to avoiding more harm, conveying benefits to stakeholders, and contributing to solutions.

Our Position

Our company envisions 'an economy remade to serve the common good.' Principles of justice, inclusion, and belonging are imperative to this vision. We believe our privilege comes with a greater responsibility to help dismantle the systems of inequity.

Our Role

At Junxion, we strive to lead by example by 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.

Read the full statement here: <https://junxion.com/jedi>



MINDFUL
LEADERSHIP
can boost your
JEDI efforts

Find out how, here:

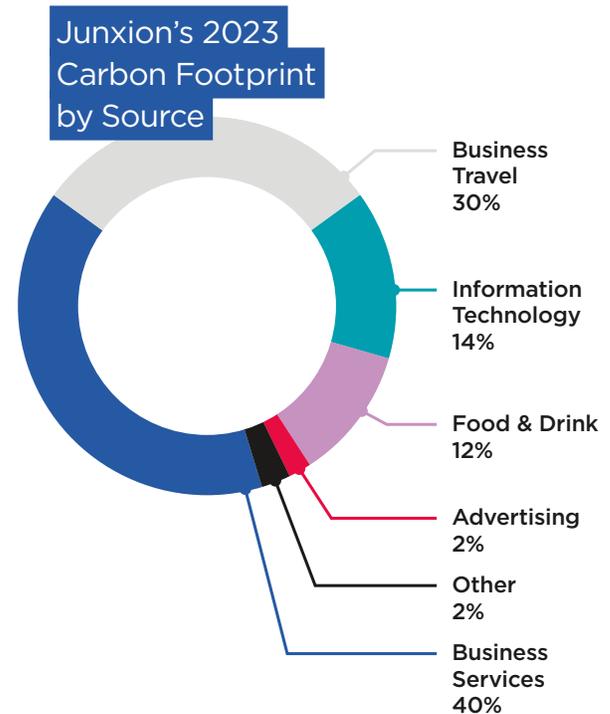
<https://junxion.com/insights/how-mindful-leadership-can-boost-your-jedi-efforts/>

Our Business

Environment

Every business has a responsibility to reduce its environmental footprint. In 2023 we undertook a comprehensive carbon footprinting assessment in line with the Greenhouse Gas Protocol. We measured as many emissions sources as possible. In 2023, our total market-based carbon footprint was 133.49 tCO₂e. This is our baseline year and we have set science-based targets to reach Net Zero by 2050.

By selecting renewable energy-powered workspaces, we have limited scope 1 and 2 (direct) emissions to 0.03 tCO₂e (0.03% of total emissions). Therefore, 99.97% (133.45 tCO₂e) of emissions are scope 3 (indirect), and more challenging to reduce. We have existing practices to limit emissions including restrictions on flying and only purchasing refurbished laptops, and will be doing more as we roll out our climate action plan.



What's next?

- ▶ Continue to improve our carbon data collection and quality.
- ▶ Work with suppliers to gather more accurate data and engage with them with the ambition that they make a Net Zero commitment.
- ▶ Finalise and begin implementing our climate action plan.
- ▶ 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. As mentioned above, they have a significant role to play in our environmental footprint. At Junxion, we aim to work with values-aligned organizations as much as possible.

In 2023 we launched our first supplier survey to gain a better understanding of our supplier base. Only 12% of our suppliers have responded to the survey. We acknowledge that we could have given more notice for the survey and engaged further to increase the response rate.

So far we know that:

6 suppliers are majority owned by people in 'underrepresented'* groups

1 supplier is a B Corp and 2 are working on their certifications

3 suppliers have committed to meet Net Zero by 2050

* Underrepresented is defined by B Lab as 'people of colour, women, people with disabilities, and members of the LGBTQ+ community.'



What's next?

- ▶ Engage more meaningfully with all our suppliers by following up on survey responses to gather more data and support our social and environmental ambitions.
- ▶ Explore partnerships and deepen relationships with organizations that share our values and where we can, add more value to our clients.

Our Team

As a consulting firm, our people are at our core. 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.

Values Assessment and Workplace Culture

Junxion's culture is underpinned by a set of four core values: Generosity, Courage, Curiosity, and Fun. In 2023 we undertook an assessment of how well we are living our company values. We were pleased to have scored highly across all four values. Yet, there were some interesting complexities that the process uncovered around our value of Courage. We discovered that the guiding principles of this value were both the most and the least resonant with our team.

Through undertaking this assessment, we have uncovered some aspects of our values that we want to strengthen. In 2024, we will be initiating a programme of work to articulate and measure our workplace culture. We are proud of how we work with each other and want to distill the 'secret sauce.' This will also inform how we show up with each other and with our clients.

We will bring together our values assessment and further measurement work to create an action plan to enhance our workplace culture.

88%

of Junxion employees believe our values are demonstrated consistently across the team

75

employee Net Promoter Score

118.6

hours of training and development per employee in 2023

what's next?

- ▶ Provide access to professional 1:1 coaching for all employees.
- ▶ Allocate budget for professional development opportunities for each salaried staff member.
- ▶ Review our hiring process and work to make it more inclusive.
- ▶ Distill the 'secret sauce' of our culture, identifying ways to enhance it.

Annual Team Retreat

In June, all full-time Junxionites descended upon the glorious Cortes Island, near Vancouver BC, for a week-long company retreat. It was the first time that many of us met in person given our globally distributed team. We bonded while swimming in the Salish Sea and chatted through life's challenges while walking through the forests. There was love and there was laughter.

However the trip wasn't solely for pleasure, we did some hard work too! We enjoyed four days of co-designed, co-facilitated meetings, all leading to gathering fantastic source material to articulate a new, two-year strategic plan for 2024 and 2025.

The retreat deepened the bonds between us as we articulated our shared vision for the future, and how as Junxion we can best individually and collectively contribute to working towards a world made better by our work.



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The Junxion retreat was magical. The beautiful Canadian coast made the perfect backdrop for a week connecting with one another and with nature. Perhaps the best week of my life (so far!)

JOSEPHINE BILLANY
CONSULTANT, JUNXION



Our Clients

Like all service-based companies, Junxion's greatest opportunities for influence and impact are in our work with our clients. In order for Junxion to fulfil our purpose and accelerate the shift to the purpose economy, all our client projects must align to our purpose and support the shift.

Therefore, we have a rigorous selection process to determine whether each prospective client is serious about creating meaningful change. We have some strict exclusion criteria for controversial industries and practices that we will not tolerate. We also ensure that projects we undertake are not an exercise in greenwashing. We are proud of each of the 60 impactful projects we undertook in 2023 in service of the purpose economy.

~31,500

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

79

Net Promoter Score

Coast Capital Credit Union

Demonstrating Impact with a Purpose Measurement Framework

Coast Capital Savings is ambitiously striving to be among the first businesses in Canada to attach a comprehensive and robust measurement framework to its purpose.

Read more: <https://junxion.com/case-studies/coast-capital/>

Immigrant Services Society of British Columbia

Helping Immigrants Build a Future in Canada

A refreshed vision and set of values that better articulated ISSofBC's work and an embedding project to bring these values to life across the organization.

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

Brompton Bicycle

Achieving B Corp Certification with the World's Leading Folding Bike Manufacturer

Certification has allowed Brompton to verify its current sustainability practices and adopt new policies for making positive impact.

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

*Kayaking in DEEP COVE—
ending our retreat with
a splash!*

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Junxion provided great engagement, planning support, and effective time management, always following through on deadlines, and keeping us on track. Both our teams were values-aligned, making for an easy working relationship and a great experience overall. We are very pleased with the outcome of our purpose measurement framework and are excited to implement it in the coming years to authentically measure our progress.

MAUREEN YOUNG

VP SOCIAL PURPOSE, COAST CAPITAL SAVINGS



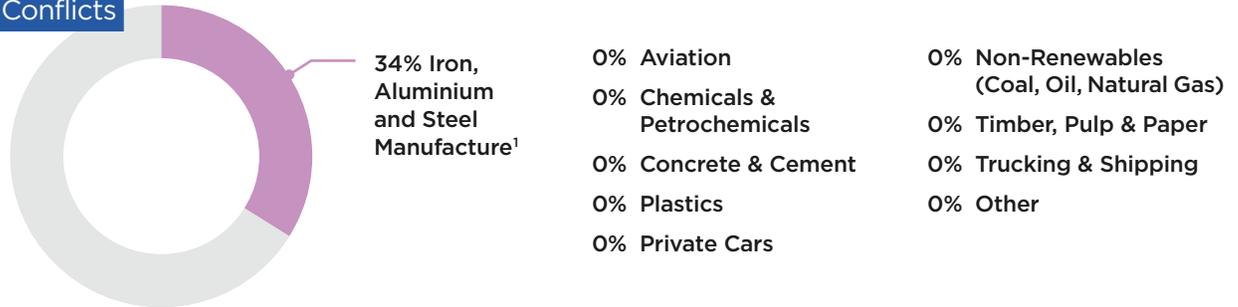
As signatories to the Creative Climate Disclosure, we annually disclose the following profile of our clientele:



Business Revenue by Sector



Carbon Conflicts



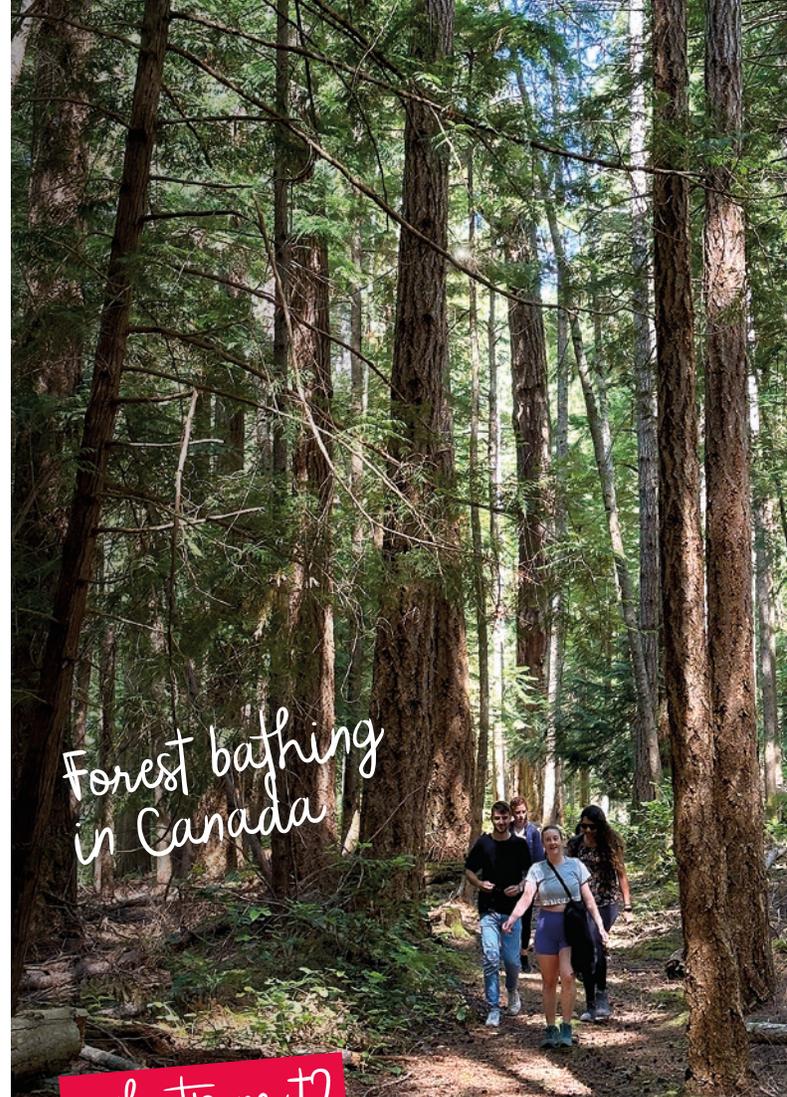
Controversial Clients



1 We are helping a steel manufacturer on its B Corp journey
 2 We helped a spirits company to become B Corp certified

Top 10 Clients by Financial Value

- 1 B Corp Certification Support with a Steel Manufacturer
- 2 Sustainability Embedding and Business Development with a Car Parking Specialist
- 3 Strategic Planning with a Human Rights Museum
- 4 Strategic Planning and Theory of Change with an Organic Farmland Finance Company
- 5 Brand Strategy with a Philanthropic Fundraising Organization
- 6 B Corp Certification Support and Impact Reporting with an FX and Payments Provider
- 7 Communications Support with an Environmental Public-private Partnership
- 8 B Corp Certification Support with an Impact Investment Firm
- 9 Materiality Assessment, Impact Reporting and B Corp Certification Support with a Consumer Goods Company
- 10 Theory of Change with a Consumer Goods Company



- ▶ Improve the measurement of the impact of our client projects.
- ▶ Review our client selection policy to ensure it remains fit for purpose.
- ▶ Find ways to apply the 'secret sauce' of Junxion's culture to uplift our work with our clients.

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 the global B Corp Community, Social Venture Institute and FuturePlanet, and 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.

We believe in engaging in activism and advocacy around the issues that are most relevant to Junxion and our work. In 2023 we took to the streets for major protests that were meaningful to us. For example, in September we joined the Queue for Climate and Nature, in London, to demonstrate business support for government action on climate and nature.

We also offer pro-bono support to organizations who would otherwise not have access to our services. This year we were selected by B Lab UK to be one of seven consultancies to offer B Corp certification support to founders from underrepresented groups. We also gave significant time and capacity to establish the Canadian Purpose Economy Project, which is accelerating the uptake of social purpose business across Canada.

1350+

people that listened to us at events or on podcasts

30

volunteer hours per person

”

It is an abundant joy to collaborate with the team at Junxion. The team's generosity of spirit combined with deep experience and expertise, means that they are exemplary enablers for those changemakers looking to transform their organisations to be future fit. They have the courage and integrity to represent what truly needs to be done and they wrap that up in a way that we love at FuturePlanet, which is having fun, getting stuff done. What better adventurers to be on the journey with, than the lovely team Junxion.

CARL PRATT

FOUNDER AND CREATIVE DIRECTOR, FUTUREPLANET

What's next?

- ▶ Refresh our volunteer policy, ensure 100% of the Junxion team use their volunteer time and increase total volunteer hours to 2% of working time across the business.
- ▶ Develop partnerships with two networks that support underrepresented groups to which we offer services.



ORS Impact—
Board member

Social Venture Institute—
convening and conference
production

B Lab—UK Regional
Standards Advisory Group
member and B Corp
Ambassadors

FuturePlanet—
sharing impact
reporting knowledge

**Canadian Purpose
Economy Project**—
supporting the project

**Hollyhock
Leadership
Institute**—
Board Co-Chair

**Sustainable Beauty
Coalition**—Advisory
Board member

Our COMMUNITY!
♥

Last Year's Commitment Updates

What we said

We are analysing our Scope 1, 2 and 3 emissions and will include it in the 2023 impact report.

We will work with purpose-driven suppliers by creating an engagement checklist. 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.

What we did

→ We calculated our 2023 footprint for all three scopes, see more on page 6.

→ We launched our supplier survey, see more on page 7.

→ We developed a JEDI statement, see more on page 4. We added JEDI considerations to our standard meeting templates.

→ We made clear the responsibilities of senior leadership and made development plans a key feature of annual objectives.

What we said

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.

We will increase our involvement in our membership groups (e.g. B Lab and the Wellbeing Economy Alliance) to encourage industry collaboration and shared learnings.

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.

What we did

→ We completed both assessments. Read more about the values assessment on page 8.

→ See pages 14 and 15 for how we worked on this.

→ We continued our involvement in all memberships. Using our expertise we supported B Lab in the development of the new B Corp standards.

→ While we carried out research into best practices, we have not significantly widened the profile of applicants this year.



We are proud of our impact in 2023! If you would like to know more about anything we did or think we should be doing something differently, reach out!

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**CANADIAN
PURPOSE
ECONOMY
PROJECT**



MEMBER
of the
**WELLBEING
ECONOMY
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Certified

Corporation