



2020 Impact Report

# Emerging Stronger







Junxion Strategy is an international social impact consultancy. We are proud to be an award-winning certified B Corp and we use our expertise to help leaders build the success stories of the next economy.

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## Introduction

The writing of an annual report is an exercise in reflection, and as we look back on this past year, one word sums it all up: COVID-19. While that's true for every organization, as the year unfolded, the pandemic reinforced for us why we do our work. As outbreaks flared around the world, we soon saw in stark relief the fragility of our economies, our communities, and even ourselves.

The burden of COVID-19 has not been equally borne by us all. We are not "in it together," as so many feel-good pundits opined. No, this global pandemic has disproportionately affected women, People of Colour, and 'developing' economies. And the burden will persist for many years to come.

As we write this letter, as we begin to see the light at the end of the proverbial tunnel, we at Junxion are resolving more deeply than ever to fulfill our purpose—to accelerate the shift to the next economy—one that is socially just, environmentally regenerative, and prosperous for everyone.

### We have our work cut out for us....

HIV, Ebola, SARS, MERS, and COVID-19 are all examples of zoonosis—disease transmission from animals to humans. This is but one tragic consequence of humans' encroachment on natural habitats. Another is that more than a million species are now at risk of extinction. We must act from the understanding that we are not apart from nature, but a part of nature. We are all connected and interdependent. And none of us is safe until all of us are safe.

In our 2019-20 financial year, a significant proportion of our clients' work was in the Health & Social Services sector. Our expertise in this sector and our extensive networks ensured we have been able to draw lessons from Canada, the US, and the UK, and apply that learning with clients in other places.

We have also written extensively on the need to 'emerge stronger' post-COVID. We supported the [Build Back Better hackathon](#) in the UK and continue to engage actively in the B Corp community, showcasing 22 fellow B Corps in the UK in a series of weekly webinars we ran during the first lockdown in the spring of 2020. In Canada, we supported

hundreds of social entrepreneurs through convenings such as the [Social Venture Institute](#). In Canada, we supported hundreds of social entrepreneurs through Social Venture Institute conferences, which we helped to produce online during the pandemic.

As a team, we have come together even as we have worked more remotely. We were able to shift to remote work quite quickly, because our offices were already spread across eight time zones. But like all businesses, we have had our individual and collective challenges—caring for loved ones, homeschooling, and maintaining our own and our colleagues mental well-being. It has not been easy. Additional supports to establish home offices have helped. And we have extended one another time and space to adapt to new ways of working and living.

We recognize that the climate emergency continues unabated during the COVID-19 pandemic. We have made significant progress since the launch of the [Creative Climate Disclosure](#), through which we joined others in our sector to declare a climate emergency. This Impact Report includes our 2020 Creative Climate Disclosure information as we aim to align our commercial and environmental goals to deliver meaningful impact. We are also committed to being a net zero business by 2030.

Finally, this year, as always, we know our greatest impact lies in the work we do for our clients. We are making progress on how we measure our impact as a consultancy, and we'll continue to develop our approach, make a positive difference, and measure and report on our impact in the coming year.

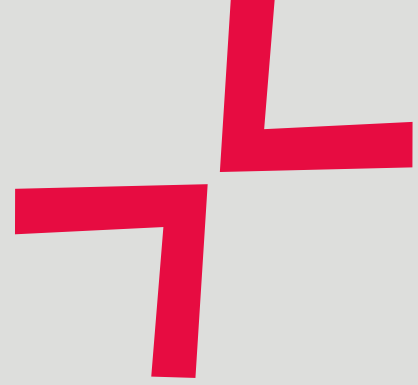
Until then, be well. And continue your work to leave a positive legacy for the generations yet to come.

Let's Be Audacious Together. ...

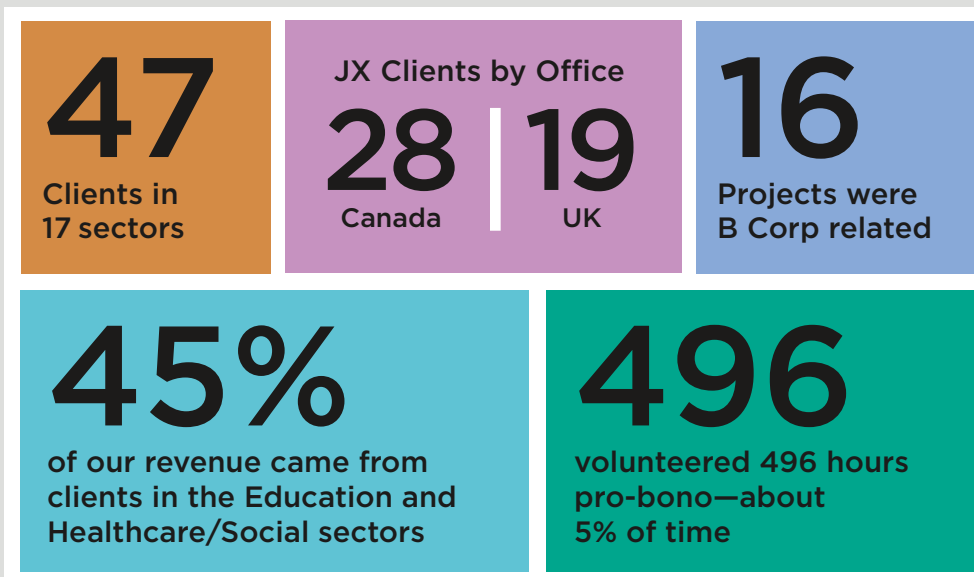
**Mike and Adam**







## Highlights 2019/20



Helped the **largest yoga retreat centre** in North America with strategy during their forced closure due to the pandemic

Co-created the **first Group-wide sustainability strategy** for the world's largest sporting goods retailer

Created a **strategic plan for a social services agency** in Vancouver that provides over 80 community service programs

Designed a sustainability benchmark assessment for a **global insurance business**

Wrote *The Courage to Change* report outlining a **sustainability strategy for the UK cosmetics industry**

Read more about our work in **Case Studies, page 14-15.**

## Our Governance

For over 20 years, we have been advising on strategy, sustainability, and social impact, supporting a global portfolio of clients that includes some of the world's most generative and courageous brands. From offices in Vancouver, Toronto, and London, UK, we serve clients on five continents, helping to define their purpose, plan their impact, tell their stories and embrace accountability.

In 2016, we became a Certified B Corp and this certification has become integral to how we run our business and to our ability to support other businesses to achieve the certification. B Corps meet rigorous, verified standards of social and environmental performance. They serve as proof points that a different way of doing business is possible. Helping other businesses to certify is one way we fulfill our mission.

As a B Corp, we exemplify the principles of performance, transparency and accountability. Publishing this Impact Report is one expression of those commitments. We are also signatories to 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. This year's disclosure appears on page 16.

As an agile, responsive team, we quickly responded to our clients' needs, helping them to make significant progress despite the challenges of COVID-19. We were also able to adapt the [B Corp Roundtable](#) series from an in-person event to an online series within a week. And we supported a similar transition of the 25th annual Social Venture Institute conference.

This has been a year that tested our resolve, while making clear that companies that continue to improve their sustainability and that focus on a purpose beyond profit can readily use business as a force for good.



## Our People

We are a diverse, ambitious, global team. Working together, we can accomplish greater impact. This year, we also adapted to different ways of working and tailored supports for the needs of individual team members. Our main ambition was to ensure the safety and well-being of our employees and associates.

### Health and Wellness

We recognized early that COVID-19 would affect each member of our team differently. Some were trying to work while juggling childcare. Others were working from their small apartment homes beside a partner who was also working remotely. And our distributed team was impacted variously by the pandemic 'lockdowns' in two Canadian Provinces and the UK.

During our weekly team check-in meetings and regular one-on-one meetings, leadership consistently asked what specific supports would be helpful. We wanted to ensure that all members of our team were looked after, could access healthcare, and were equipped to take advantage of flexible working. We introduced a budget enabling access to support and equipment to improve everyone's home office environments.

In the coming year, we also aim to review and standardize healthcare benefits across the UK and Canada teams.

### Wages & Performance Review Process

This year, we have developed a Performance Review that sets three clear pay grade bands, benchmarked against industry standards. This gives a level of transparency internally and also builds trust that pay rises and progression are based upon performance ratings that are evaluated annually. It also addresses systemic cultural biases that tend to result in women being paid less than men.

Despite the challenges of COVID, we were able to distribute 20% of our profit to full-time employees as per our profit-share scheme. We continue to refine our performance review process to ensure that the whole contribution individuals make to the business is accurately reflected in the final outcome.

### Diversity & Inclusion

Last year, we recognized that we could do more to improve the diversity of our employees, associates and contractors. We commissioned an online training on the 'conscious use of power', which helped us to identify and discuss issues that affect our team, and gave us a shared language we now use to shape our strategy and our culture.

We have also experimented with caucusing. Junxion is a male-owned, male-led business, so by creating a space for women's voices, we have identified issues and revealed unconscious biases, the effects of which we are now working to overcome.

We have also improved upon our hiring practices of staff, associates, and contractors. We now operate a 'blind' CV process where any distinguishing details are removed in the recruitment process, so that any internal biases about applicants' identities are forestalled.

### Opportunities

We aim to offer staff a range of opportunities including in those areas where they are not expert. This is not always possible in a small and geographically dispersed team.

Yet in our 2020 fiscal year, we enrolled one of our team on B Leader and B Lab Outside Verifier pilot training. This last opportunity was possible because of our close relationship with B Lab, the nonprofit behind the certification. Only eight people in the world were admitted to the pilot program.

We use the Clifton StrengthsFinder tool to understand and share our professional strengths and leadership styles. We aim to use this tool to create the best possible project teams.

We welcome students for paid internships and endeavour to expose them to a wide variety of work both with our clients and on internal, Junxion projects. By paying interns the living wage and entrusting them with 'real' tasks, we provide them with experience of the workplace, and ensure they leave with transferable skills and enhanced confidence.

Our intern Asya Ostrovsky extended her three-month internship with us to nine months. You can read about her experience with us [here](#).





**CONSCIOUS USE OF POWER, TEAM WORKSHOP**

”

“These sessions were truly eye-opening. They opened up conversations that I didn’t realize we needed to have and it really raised another level of awareness of the dynamics going on around us—how we contribute to, and how we can help each other to approach things in a more equitable way.”

**SHERRY POMERLEAU**  
DESIGN DIRECTOR AT JUNXION

## Our Communities

We have become attuned to how the global pandemic has affected both our personal communities and our professional communities in unexpected and at times, very moving ways.

Here we summarise the pro-bono time given by our team and also highlight three examples of how we aim to show up in our communities of interest.

### Employee time given pro-bono: 496 hours

Junxion Team	Role	Location	Pro-Bono Activity
Mike Rowlands	President & CEO	Vancouver, BC Canada	Board Chair, Hollyhock • Board member, ORS Impact • Executive Producer, Social Venture Institute • B Corp Ambassador
Adam Garfunkel	Co-Owner & Managing Director	London, UK	Trustee, Jacksons Lane Arts Centre • B Corp Ambassador • Member, Standards Advisory Group of B Lab UK • Volunteer, Impact Hub Kings Cross, Build Back Better Hackathon
Garth Yule	Managing Director Canada & Senior Consultant	Kitchener, Ontario, Canada	Board member, Demonstrating Value • Resource Society Champion for the Common Approach to Impact Measurement • Coach for Innoweave capacity-building program of the J.W. McConnell Family Foundation
Menaka Premkumar	Consultant	Vancouver, BC Canada	Volunteer, B Corp Leadership Development Conference • Delegate, 2020 Leading Change
Rachael Mpashi-Marx	Senior Consultant	London, UK	Volunteer, Impact Hub Kings Cross, Build Back Better Hackathon
Chantal Schauch	Senior Consultant (core contractor)	Squamish, BC Canada	Board member, My Sea to Sky • Working Group Member, Howe Sound Biosphere Region Initiative Society • Volunteer & Sponsor, Shree Mangal Dvip Boarding School for Himalayan Children, Nepal
Sherry Pomerleau	Design Director (core contractor)	Vancouver, BC Canada	Volunteer, Chena Swim Club
Andrea Horth	Senior Consultant (core contractor)	London, UK	Board member, Highgate Neighbourhood Forum • Committee Member, Highgate Festival
Asya Ostrovsky	Intern	London, UK	Volunteer, Extinction Rebellion



**These three case examples of our community engagement demonstrate our commitment to positive impact.**

**B Corporation**

We are really proud to be a B Corp.

Certified B Corps are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment.

B Corp is a movement that started in the USA and has since become global with B Corp communities in 76 countries, representing 150 industries. Certification requires answering detailed questions in five key ‘Impact’ areas: Governance, Workers, Community, Environment and Customers. It also has an additional 57 questions on a ‘Disclosure Questionnaire.’ To achieve certification, applicants must score at least 80 of a possible 200 points.

This is a community of leaders, driving a global movement of people using business as a force for good. It also helps established, multinational businesses work towards making better decisions that will help them meet societies’ growing demands that businesses must act responsibly.

**Junxion’s own B Corp Certification**

Junxion became a B Corp in 2016. We recertified in 2018 and you can see how we scored [here](#). We will recertify in 2021.

In FY2020, Mike and Adam continued their roles as B Corp Ambassadors, which means explaining to other businesses the process and the benefits of joining the community. Adam also sits as a member of their Standards Advisory Group of B Lab UK, advising on the next version of the B Impact Assessment. Rachael also undertook B Lab training to become an independent impact assessor, in order to help accelerate expansion of the community and to provide constructive feedback to B Lab as they seek to roll out their independent verification process.

**B Corp Roundtable**

Prior to the first lockdown in the UK (March 2020) Junxion had planned to lead a roundtable event to introduce people to B Corp. With just one week’s notice, we shifted to host the event online. One participant encouraged us to think that this was more than a one-off event with her feedback that “the webinar was so inspiring, and it helped me forget that I can’t go out of the house.”

This became a series that spanned 11 weeks and reached over 250 people. Every week, we invited two B Corps to share their ‘B Corp story.’ In total, we showcased 22 B Corps including peers and competitors.

As the world was facing up to the challenge of COVID-19 and individuals were learning to live in lockdown, the principles of B Corp and the stories people heard from existing members of the B Corp community offered hope that a better world is possible.

**Hollyhock**

Hollyhock is a 38-year old destination retreat center located off the western coast of British Columbia on the traditional territories of the Klahoose, Homolco, and Tla-Amin First Nations. The center operates a 41-acre property seasonally from March to October each year, and offers meaningful experiences that inspire personal growth and social transformation.

In 2019, Hollyhock had its most successful year to date, hosting over 2,200 guests in more than 100 programs. Two days prior to the March board meeting, the World Health Organization declared a global pandemic. Suddenly, 2020 looked much more challenging.

As board chair, Mike worked closely with CEO Peter Wrinch, board vice-chair Karen Mahon, and the senior leadership team to begin the hard work of navigating the COVID-19 crisis. They met daily for the first 12 weeks of the pandemic. Each day, more decisions were made to delay seasonal hiring, to cut inventory and campus costs, to defer campus projects, and to postpone or cancel programs that had in some cases taken years to develop and plan.

## Leadership During Crisis

In mid-2019, when Mike assumed the role of chair, the board also elected five new directors. This new group had met only twice before the pandemic broke, so they were still 'forming and norming' as a board. It's hard enough to lead a complicated organization during good times; during a crisis, successful, cohesive leadership can be profoundly challenging.

As the pandemic lockdowns continued, and more of the season was cancelled, the financial implications became more and more dire. By the end of the 2020 fiscal year, Hollyhock's revenues were down by 93%. Seasonal staff were never hired back. And the only guests to visit campus were holidaymakers during the brief summer respite from emergency lockdowns.

Yet by taking a 'relationships first' approach to leadership, by focusing on the Cortes Island community (where Hollyhock is located), and by maintaining regular connections with seasonal staff and other close stakeholders, the team came through the year with a deficit that was smaller than the prior year's surplus, important and valuable lessons from hosting over 8,000 guests for online programming, and strengthened community goodwill.

The COVID pandemic of course continues, but it has been said that whereas 2019 was the best year, and 2020 was the worst year in Hollyhock's history, the future looks very, very bright, due to the stewardship of a strong, connected leadership team that focused on shared values during crisis.

## Impact Hub Kings Cross Hackathon— focusing on Build Back Better.

In September 2020, Impact Hub Kings Cross organized a two-day, weekend Hackathon to Build Back Better. In total 279 people signed up to the online event, including 68 international participants.

### What's a Hackathon?

A Hackathon is essentially an event that brings diverse people together to solve a problem. The COVID-19

pandemic caused shockwaves around the world and exposed cracks in many societal systems—from the breakdown of supply chains to mass unemployment and racial disparities. The challenge was to focus on one of the topics below and to present an idea back to the panel of judges by the end of the weekend.

### What was Junxion's role?

Junxion has been a long time supporter of Impact Hub Kings Cross, which is a social enterprise that supports other social enterprises. Junxion was the first company to sign up to support the Build Back Better Hackathon and the team offered their time pro bono in the run up to the event, encouraging other partners to lend their support. Two members of the Junxion team also mentored the groups working on ideas relating to Health & Social Services and helped with the judging process afterwards.

### What was the Impact?

The results included 16 different project ideas that were reviewed by a group of expert judges. There were three winners, each of which was awarded ongoing support and one of the winning projects, 'Big Questions Challenge,' aimed at engaging school-aged children to creatively solve problems, has already established a [pilot project](#).

The Build Back Better team also shared a feedback survey with participants and mentors. Although only 30 people completed the survey, there were clear themes around enjoyment of working together as a team and the experience gained from mentors.



"Best thing: mentors giving sound, generous and extremely useful feedback."

This was also a highly inclusive event: 187 people signed up who had never participated in a hackathon before, which illustrates that this event was accessible and that the desire to engage with complex challenges, work together as a team, and share ideas to create positive impact is indicative of communities' commitment to Build Back Better.



## Our Environment

Although [COP26](#) has been deferred to November 2021, the opportunities to evaluate our own environmental impact led us to publicly declare a [Climate Emergency in 2019](#) and to become signatories to the [‘Creative Climate Disclosure’](#) initiative.

The Creative Climate Disclosure requires companies like ours to disclose the percentage of our revenues that comes from carbon-intensive industries, to share transparently what work we delivered in controversial sectors, and to list the top ten projects by revenue each year. Last year, we published this information in a [separate report](#). This year, we have included it in the Clients section of this Impact Report.

We made commitments to become carbon neutral, which we were not able to achieve, although we did assess that our direct carbon emissions were likely to be small. We did update our Business Travel policy, so that any journey up to five hours in length should be by land. We recognize that we have more to do here.

Our long-term ambition is to be net zero by 2030. Our approach is to measure our direct carbon emissions and to include as much of our Scope 3 emissions from our suppliers as we can. We will offset our emissions annually but continue to include more Scope 3 emissions over time as we gather more data.



## Our Clients

Our mission is to help leaders build the success stories of the next economy—an economy that is just, regenerative, and prosperous for everyone.

We serve businesses and organizations that are native to this new economy—such as not-for-profits, social ventures and Certified B Corps. We also serve traditional businesses that want to jump the curve, embed purpose, and consciously create positive impact for people and the planet.

We aim to work in social finance, social venture, and social services as priority sectors, believing that we can make a significant impact in these areas, making a positive difference to society and the environment. These focus areas will support moving money and business to do good, while supporting organisations that provide a safety net to the most vulnerable in our societies.

Given the challenges of COVID, it is not surprising that many of the clients we have worked with needed support on their strategy. Meeting commercial targets, adapting to new ways of working, reduced funding for charities, and higher absences due to sickness and stress all required considerate, empathetic, and practical ways to navigate so much uncertainty.

### Clients' Feedback Survey

This year, we continued to distribute a client feedback survey at the end of each project. This helps us to shape and evolve the service we provide. We continue to evolve our survey and from next year we will be able to report on a Net Promoter score along with anecdotal feedback such as...

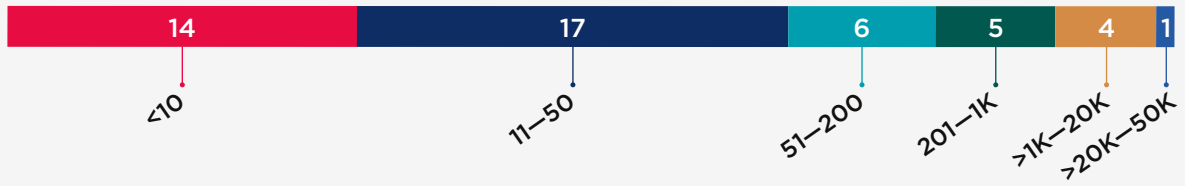
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“We have a sense that you have gotten to know us a quickly. You feel like part of our team. You have been very open to hearing us when something is not lining up.”

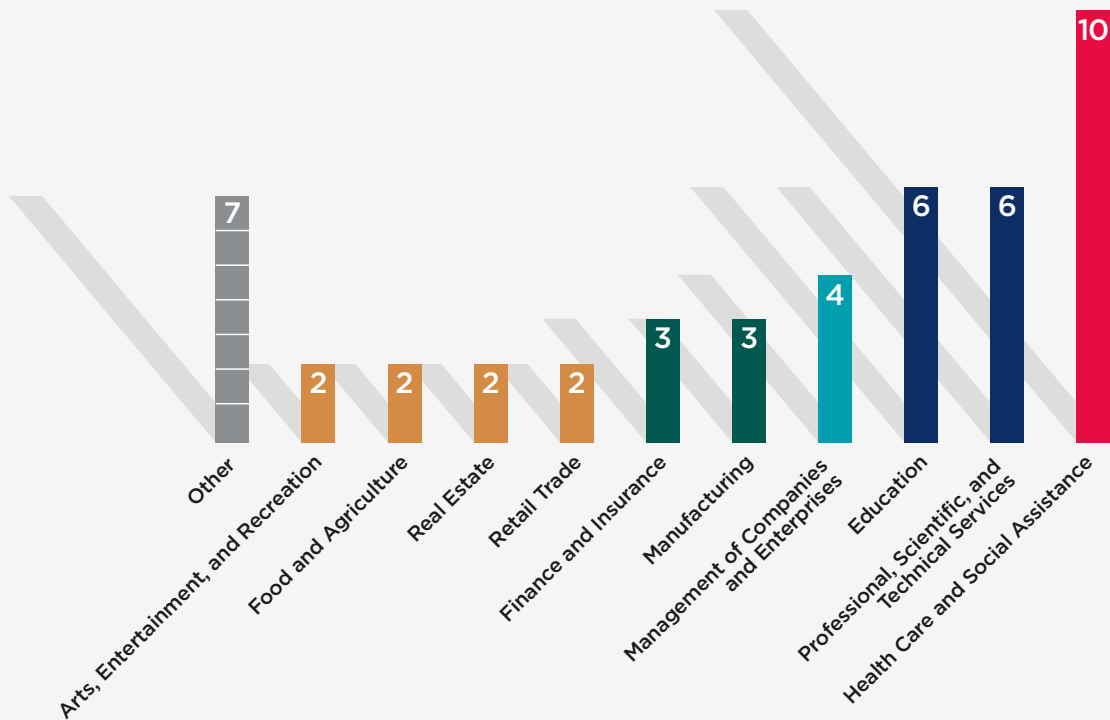




Number of Clients by Size of Business  
(Employee Headcount)



Number of Clients by Sector



## Case Studies



### Strategy & Planning

#### Strategic planning for the largest yoga retreat centre in North America

**Kripalu Center** for Yoga & Health is North America's largest wellness and meditation centre and welcomes more than 40,000 guests each year. In the winter of 2019, we were invited to work with their board and leadership team to **develop a new three-year strategic plan**. After an initial launch meeting on-site, we were a few weeks underway when the pandemic hit.

Rather than doing a series of visits that would have involved extensive workshops with staff, management, and leadership, we instead shifted the entire project online, adapting our TurningPoint strategic planning approach to work via Zoom. Of course, the conditions were more difficult for Kripalu: their Massachusetts center was to be closed for many months, so a strategic planning process that had begun from a position of relative abundance was suddenly upended as the client navigated an extraordinarily challenging period of scarce resources and very limited capacity.

We worked closely with the board and leadership to navigate some extremely difficult circumstances and conversations, coordinating with three other consultancies that were providing fundraising, market research, and legal / governance advice. As we integrated their findings into the over-arching strategic planning process, we remained agile and relationship-focused—and through the summer of 2020 developed a unified vision of “a world united in service towards well-being, justice, and peace.” It's fair to say, Kripalu has been transformed through the process and will no doubt endure for yet more decades, “serving people and communities in realizing their full potential through the transformative wisdom and practice of Yoga.

#### Redefining community empowerment with a Canadian social services agency

**Options Community Services** (Options) is a Canadian charity that provides more than 80 social services programs in Surrey, BC, Canada's fastest growing city. Like many major urban centres, Surrey has been experiencing the challenges of a long-lasting housing crisis that has resulted in a much larger homeless population. An ongoing opioid crisis has exacerbated these socio-economic conditions. And then of course, COVID-19 tapped out the remaining resilience in Options' team of over 500 dedicated staff.

To redefine their strategy against this backdrop of systemic challenges, Junxion engaged as many internal stakeholders as we could. Whether through an online survey, participation in a series of focus groups, or in-depth, one-on-one interviews, our ‘many hands, light lift’ approach preserved organizational capacity while also generating promising **new ideas for Options next phase of growth**. Options' Executive Team (or ‘E Team’) was then able to narrow down the potential futures into a clear, consolidated set of three strategic priorities that will focus Options' growth and development for the next five years. The tangible result included a **ten-page, actionable strategy**, that focuses on immediate priorities while also supporting the agency to develop new capabilities it will need to achieve its vision of “a safe, caring community where everyone thrives.”



“Junxion's open and supportive planning process enabled Options to take a big step forward to be a more inclusive and agile organization. Their approach included so many stakeholders that this plan is truly an expression of our commitment to community.”

**CHRISTINE MOHR**  
CEO, OPTIONS COMMUNITY SERVICES





## Impact Measurement & Reporting

### Assessing the Sustainability of a Leading Global Insurance Broker

Howden Group Holdings is an international insurance broker, with offices in more than 40 countries. The most senior leaders in the company set a clear strategic commitment to put sustainability at the core of their business and then engaged Junxion to help establish a **sustainability baseline** across all their markets.

Drawing inspiration from the B Corp framework, Principles for Sustainable Insurance, the UN Global Compact, and the client’s requirements, we started by constructing a database of indicators. The baseline assessment clearly showed areas for improvement and captured examples of best practice in the company’s various locations that could be shared across the group. The **key priorities we identified have empowered the Group to set ambitious targets**, and Howden is equipped with more insightful data for proposals and reporting.



“Junxion were great to work with—flexible, responsive and able to deliver against our tight timeframe. The baseline assessment was a perfect snapshot of where we were at that time.”

**SOPHIE ARUP**  
HEAD OF CORPORATE SOCIAL RESPONSIBILITY,  
HOWDEN GROUP HOLDINGS

### Setting a sustainability strategy for the UK cosmetics industry

The **British Beauty Council** was established to represent the voices, opinions, and needs of the British beauty industry—from personal aesthetics to spas, education and training, and the cosmetic supply chain. Junxion was engaged by the Council to research sustainability challenges that affect the industry and to synthesize different views from across the industry into a clear call to action.

What is especially significant about this research is that it was an opportunity to create a **collective ‘voice’ for the UK cosmetics industry**. Part of Junxion’s role was to offer recommendations to tighten language around standards and clearly explain to consumers the roles of certifications.

The ‘Courage to Change’ report concisely conveys fundamental environmental challenges faced by the industry and highlights areas of best practice. Drawing on extensive interviews with experts in the beauty industry, and anchored in extensive deskbound and consumer research, Junxion stressed the need for collaboration and stricter adherence to credible standards. The Sustainable Beauty Council has now been formed to implement the strategy defined in Junxion’s report.

Junxion also...

- Co-created the first Group-wide sustainability strategy for **Intersport**—the world’s largest sporting goods retailer
- Researched and wrote a guide on employee engagement as a driver of business success for Ghana-based charity **Footprints Africa**



## Brand, Culture & Communications

### First Annual Communications Review of the UN Principles for Responsible Banking

The **United Nations Environment Programme Finance Initiative** (UNEP FI) is a strategic partnership between UNEP and the global financial sector. The Principles for Responsible Banking launched in September 2019 at the United Nations General Assembly in New York. Following a successful communications campaign that was designed and led by Junxion, the Principles were **endorsed by 130 banks**, representing one-third of the global banking sector.

Building on our original engagement, Junxion conceived and developed a review of the first year of the Principles to showcase the Principles and the work of the banks in putting the Principles into practice including 10 videos that featured proud and heartfelt contributions from dozens of the banking signatories.

# Creative Climate Disclosure Report for 2020

We recognize that our impact as a consultancy lies in the difference we make for our clients. So when we choose to engage with a client, we know we are also choosing the shape of our climate impact.

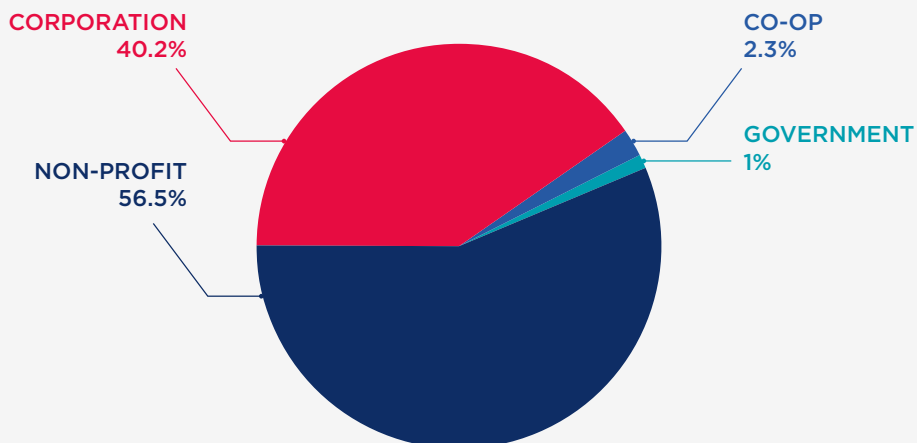
Based on a provocation from Extinction Rebellion, our friends at Futerra convened the Creative Climate Disclosure—a call for creative agencies to review their own work and reflect on whether they’re helping to maintain the very systems they say they want to change. In their words, ‘As communicators, we have the power to inspire change, or to keep serving destruction.’

We signed on to the Creative Climate Disclosure pledge in 2019 and this is the second year we have published a report.

Being transparent about ‘climate conflicts’ and work in controversial sectors drives discussions about who we want to work for and who we don’t. Ultimately, we aim to have no climate conflicts—our choices of clients must be consistent with our acknowledgement of the climate emergency we all face.

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## Overall Revenue by Incorporation Type





### Climate Conflicts

Percentage of income from carbon-intensive industries



<sup>1</sup> This was advisory work on a sustainability report for an oil and gas exploration and production business. We took it with the ambition to encourage management attention and commitment to net zero goals. This failed and we have since turned down the opportunity to work for them again.

### Controversial Clients

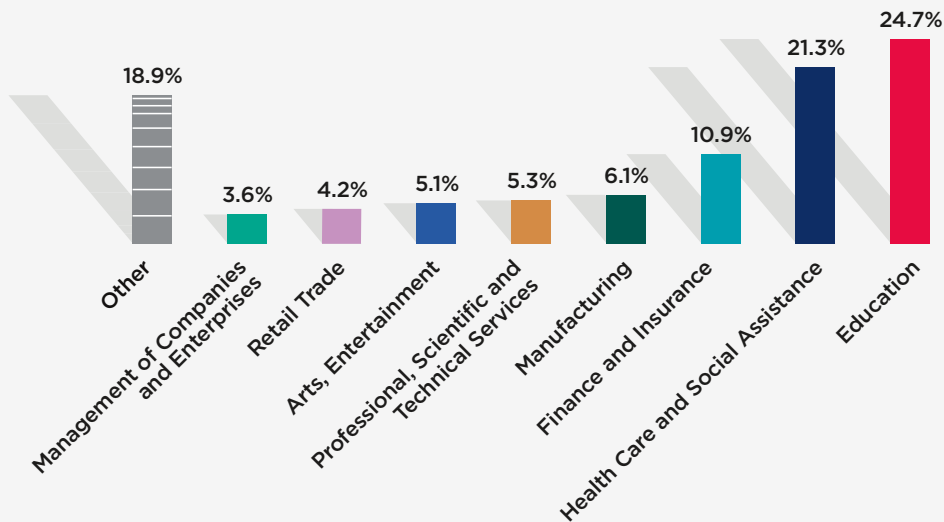
Percentage of revenue from clients in controversial sectors.



- ARMS 0%
- POLITICS 0%
- TOBACCO 0%
- RELIGION 0%
- GAMBLING 0%
- PORNOGRAPHY 0%
- ALCOHOL 0%

### Business Revenue by Sector

Percentage of income within the corporate sector.



## Top 10 Projects by Financial Value in 2019-2020

Strategic planning and Board support for a leading yoga and wellness retreat centre.

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Strategic planning for a healthcare and social services not-for-profit.

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Sustainability strategy co-creation for a multinational sporting goods business.

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Sustainability benchmarking for a multinational insurance business.

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Defining the business model, value proposition, and brand narrative for an international coaching and training company.

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Refreshing the strategic plan for a leading performing arts academy.

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Researching and writing a guide to the value of empowering employees for a charity that promotes responsible business.

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Brand refresh and renaming for an ecologically focused asset management firm.

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Communications strategy to promote responsible banking globally.

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Sustainability report consulting and writing for an international shipping business.

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# What's Next?

## Commitments 2020 Review

### Reflecting on Progress

Following is a summary of the commitments we made in 2019 to be fulfilled in 2020.

- 1 Carbon neutral by the end of 2020. We were late meeting this but have now done so (May 2021). Although essentially moot during COVID, we changed our travel policy so that any journey up to five hours in length should be by land, rather than air. We also measured our limited carbon footprint and bought offsets for it.
- 2 Client engagement policy. This remains a work in progress. We have developed it further, based on a blend of exclusions and engagement. We intend to avoid work for oil and gas extractives, armaments manufacturers, tobacco companies, and adult entertainment. We have recently added for-profit prisons to this list following a robust discussion internally and with a prospect we declined to work for after a review of their strategic intent. Our general philosophy is to err on the side of engagement when companies and their leadership demonstrate positive intent, which we define as senior commitment and resource allocation toward a more just and sustainable future.
- 3 Supplier engagement policy. We have made some progress here. We still don't issue a supplier engagement questionnaire but we also have relatively few suppliers. We have nonetheless identified that whenever possible we want to partner with other Certified B Corporations, BIPOC- and women-owned enterprises, and ones that are local to one of our main locations.
- 4 Being a more diverse business. We have taken steps here. We have reviewed and revised our salary bands and published them for 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. We have had training as a group on justice, equity, diversity and inclusion, have initiated caucuses by gender, and a regular quarterly meeting where any issue of our organizational culture can be raised.

## Commitments for 2021

### The Work Ahead

Following are the commitments we're making for our 2021 fiscal year.

- 1 We are continuing 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.
- 2 We will continue to develop our Client Selection and Supplier Selection policies.
- 3 We aim to recertify as a B Corporation.
- 4 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.
- 5 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.







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