

FUSION Associates

Executive Search
with Purpose, Sustainability & Influence

2022-23 B Corp Impact Report

Certified



Corporation

INTRODUCTION

Environmental, humanitarian and political concerns have always been close to me and the team and we've always placed great value on diversity in the workplace.

One of our clients (Patagonia) had been championing B Corp for some time but I could never find the time to pursue it. Then in early 2020 during the first COVID-19 lockdown in the UK, it became a welcome distraction from the challenges of the pandemic and by the end of the year we became a B Corporation®

We joined a global movement of people using business as a force for good and we pride ourselves in partnering with industry leaders who wish to contribute to a better, more sustainable future. Working with notable companies such as Patagonia, Canyon bikes and Sea to Summit we have helped build purpose-led teams from leadership to subject experts in biodiversity and animal welfare.

Our firm is grounded in transparency, honesty and integrity and we enjoy partnering with organisations that share those same values.

Since becoming a B Corp we are proud to have donated to a number of environmental initiatives and humanitarian causes including emergency fundraising during COVID-19; a regenerative farming programme in the UK; supporting local forestry schools; legal support to sexual abuse victims; and donations to the Woodland Trust & Friends of the Earth.

This is our first impact report, designed to offer transparency and accountability of our commitments across the 5 Key Impact Areas and beyond.

Alex Pescott
CEO
Fusion Associates



Alex Pescott (CEO)



John Copeland (Partner)



Grishma Jashapara (Partner)

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ABOUT US

Since 1998, Fusion Associates has been placing experienced professionals across the globe within consumer markets including consumer goods, fashion, sporting goods, healthy living and luxury.

Over our 20+ year history we have evolved from humble roots in Soho, London, into an internationally recognised executive search business working with global clients such as Patagonia, The Kering Group and Sea to Summit to help build their leadership teams across Europe, Asia and North America.

Operating at management, Director, VP and C-suite level, we have been key partners to our clients assisting them across multiple disciplines, including design & creative, product, innovation, sustainability, ESG, buying, merchandising, marketing, digital, wholesale, retail, e-commerce, supply chain, logistics, finance and HR.

In 2020 we formalised our commitment to social purpose and successfully certified as a B Corporation.

Fusion Associates is made up of industry veterans [Alex Pescott \(CEO\)](#) [Grishma Jashapara](#) and [John Copeland](#), operating globally out of the UK, and with strategic partners in Singapore, Stockholm and Portland.



ABOUT US – KEY FACTS



Management through to Board Level and C-Suite Appointments



Global Reach across Europe, Asia and North America.



HQ in UK with strategic Partners in Stockholm, Portland (USA) and Singapore



Established 1998

Industry Network

- Consumer Goods
- Retail & Brands
- Fashion, Apparel, Footwear, Accessories
- Sporting Goods / Outdoor
- Cycling / mobility
- Fitness
- Healthy Living
- Cosmetics
- Food & Beverages
- Management Consultancies
- Environmental Consultancies
- NGOs and IGOs

3 Partners with 75+ years combined expertise.

Partners manage their own searches, ensuring our clients benefit from their judgement and depth of market insight.

Disciplines

- GM/MD
- Supply Chain, Operations & Logistics
- Sustainability
- E-Commerce & Digital
- Marketing & Communications
- Design & Creative
- Product & Innovation
- Buying & Merchandising
- Retail & Experiential
- Wholesale & Export
- Customer Experience / CS
- Finance, Legal, IT, HR, L&D

Over 90% of our work comes from repeat business & recommendations from long established successful client partnerships

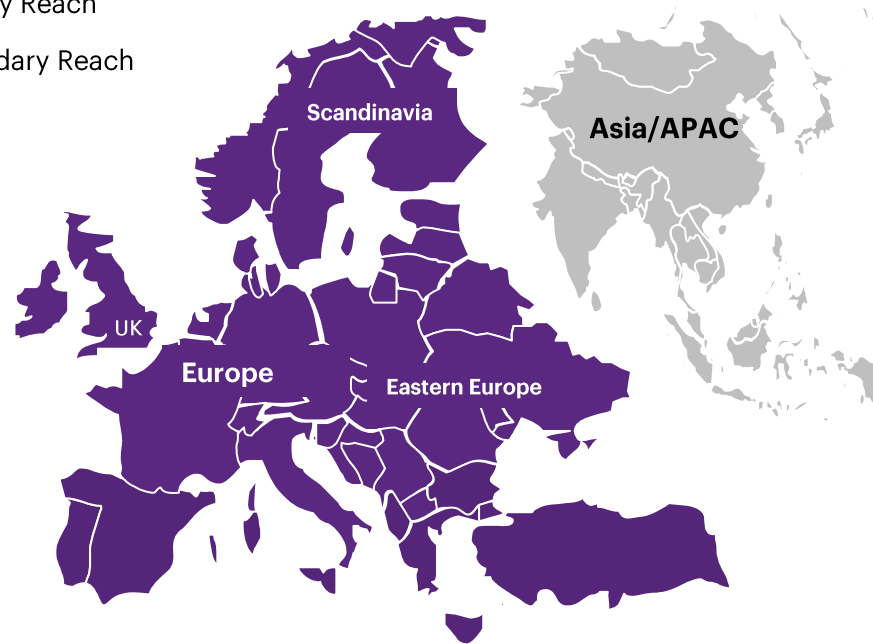
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OUR GLOBAL REACH

- Primary Reach
- Secondary Reach



- We pro-actively search for the best candidates across the Globe.
- Headhunt talent from competitors or complementary businesses.
- HQ in the UK with strategic partners in Stockholm, Portland (OR) and Singapore

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OUR VALUES

Our firm is grounded in transparency, honesty and integrity and we enjoy partnering with organisations that share those same values.

PURPOSE

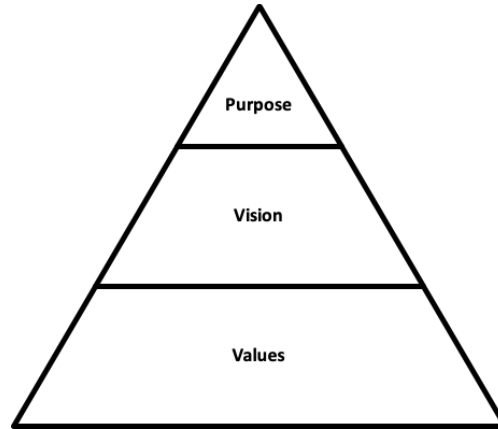
To make the 'Environmental P&L' as central to business as the 'Financial P&L'

VISION

Enable Clients to be able to put sustainability at the heart of their business by engaging the relevant competencies, experience, knowledge & understanding around social and environmental impact across all their functions.

VALUES

- Constantly question ourselves about what we can do that will make a difference.
- Act with integrity, transparency, honesty, fairness and respect.
- Take a stand on social, cultural, environmental and political issues close to our hearts



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WHAT IS B CORP?

B Corporation is a business that balances purpose and profit, and one legally required to consider the impact of its decisions on employees, customers, suppliers, its community and the environment.

What B Corp means to our:

BUSINESS

- Looking after our people
- Investing in our community
- Going further with our clients
- Empowering our suppliers
- Taking care of our planet
- Honouring our legal commitments

CLIENTS

- Trusted to deliver on our promises
- Benchmarked against the best
- Agency with good intentions
- A sustainable supply chain
- Like minded values

PEOPLE

- A sense of purpose and pride
- Being part of something bigger
- Colleagues with the same values
- Challenging ourselves to be better
- Truly understanding our impact

We're excited to see how the continual changes we make each year will help improve and increase our impact and continue to be worthy of certification.



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Based on the B Impact assessment, Fusion Associates earned an overall score of

91.8

The median score for ordinary businesses who complete the assessment is currently 50.9



GOVERNANCE

Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency.

This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure (e.g. benefit corporation) or corporate governing documents.

Governance 15.9

Mission & Engagement	1.7
Ethics & Transparency	4.2
Mission Locked	10

Average Sector 8.3

Impact Business Model

A company with an Impact Business Model is intentionally designed to create a specific positive outcome for one of its stakeholders - such as workers, community, environment, or customers.



Progress at a glance

What we said we'd do

We already exercised good governance and internal management processes, including a code of ethics, whistle blower policy and external auditing.

What we did

We amended our corporate governing documents and incorporated the B Corp legal amendments.

We increased our turnover by 51% thanks in part to the performance of our outdoor, cycling and sporting goods clients during the pandemic.

Plans for 2023

Measure our KPI's that we have identified in order to determine if we are achieving our social and environmental objectives.

Engage the team to participate in a couple of volunteering projects.

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WORKERS

Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction.

In addition, this section recognizes business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

Workers 39.2

Financial Security	12.2
Health, Wellness, & Safety	12.0
Career Development	4.6
Engagement & Satisfaction	8.0

Average Sector 22.2



Best for the World

Every year, B Lab recognizes the B Corps that have achieved the highest verified scores in the five impact areas evaluated on the B Impact Assessment.



Progress at a glance

What we said we'd do

Celebrate autonomy and collaboration by making sure we have a clear leadership, communication and structure.

Arm our team with the best tools and systems to deliver the best results to our clients.

What we did

We added a new 'Associate' to the team to provide the Partners with greater bandwidth, practical support and improve revenue opportunities.

We migrated to a new ATS/CRM to simplify admin & data entry, improve report generation and free up significant time that can be spent with our clients and candidates.

We invested in a new SaaS service to provide our team with automated note taking to simplify their interviews & meetings. We also rolled out a calendar scheduling tool to further simplify diary management with customers & candidates.

We made incremental improvements to our project management and delivery processes.

Fusion Associates achieved the 'Workers' award in 2021 and 2022.

Plans for 2023

We hope to add another 'Associate' to the team later in the year and continue to seek out further efficiencies from our existing systems and tools.

COMMUNITY

Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management.

In addition, this section recognizes business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.

Community 13.7

Diversity, Equity & Inclusion	4.7
Civic Engagement & Giving	4.2
Economic Impact	2.3

Average Sector 12.4



Progress at a glance

What we said we'd do

Include a statement in all our job postings with a commitment to diversity, equity and inclusion.

Offer training to all employees on topics related to diversity, equity and inclusion.

Donate locally to causes important to the team.

What we did

We now include Equal Opportunities statements on all job postings and job descriptions.

We donated to several projects as detailed on the next slide.

Plans for 2023

Explore how we can promote DEI recruitment amongst our clients.

Increase our level of donations to local sustainable initiatives AND become a 'Foundation' member of Protect Our Winters (POW).

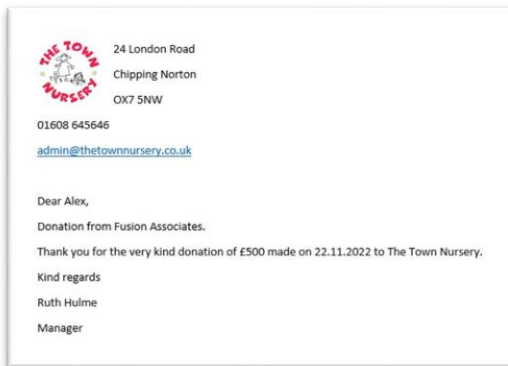
POW deliver community education and engagement programmes, organisational climate action support, and campaign for systemic policy solutions.

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Forestry Schools

We made 2x £500 donations to two local schools in Oxfordshire to enhance their existing forestry schools and foster the children's interest in the natural world. Our donation was used to plant trees and purchase a wooden tepee for the children to use during bad weather.



Dear Mr Pescott,
I am writing to thank you for the extremely kind and generous £500 donation that you are offering to the school via The Friends of Rollright.

This is a wonderful gift to receive and we shall very happily think of how we can best spend it to support our eco-agenda and our developing forest school site.

We will keep you updated with any plans we make.

Thank you again for thinking of us.
Best wishes,
Michelle

Michelle Hastings

Head Teacher
Great Rollright C.E. (aided) Primary School

ENVIRONMENT

Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company's operations and, when applicable its supply chain and distribution channels.

This section also recognizes companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact.

Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.

Environment 17.2

Environment Management	2.8
Air & Climate	5.3
Water	0.0
Land & Life	1.7

Average Sector 4.2



Progress at a glance

What we said we'd do

Introduce a written policy encouraging environmentally preferred products & practices, safe disposal of e-waste and list of environmentally preferred vendors.

Monitor energy usage in each office and switch to 100% renewable energy and achieve carbon neutrality.

What we did

We re-wrote our 'Work from Home' policies within our Staff hand books covering best practice topics. Our team switched energy providers to 100% low-impact renewable sources. We offset 100% of our team's work AND personal carbon GHG missions (including any personal travel).

We committed to a 3 year regenerative farming programme to help offset our existing GHG emissions (see next slide).

Joined the Cycle to Work Scheme to encourage our team to cycle more.

Plans for 2023

Lower our Scope 3 Greenhouse Gas Emissions below 6.07 tonnes by reducing unnecessary business travel.



Regenerative farming at Elston Farm, Devon

We've donated £3525 so far to Elston Farm in Devon to help fund a Soil Organic Carbon (SOC) programme, shifting the agricultural practice from primarily arable into herbal leys, wild bird seed and silvo-pasture (farming livestock with trees).

The aim is to reduce SOC stock loss and the reduction/avoidance in soil-derived GHG emissions. This to be achieved by combining the effects of reduced tillage, no use of fertilizer and the sowing of perennial grasses and forbs. The Woodland Trust are providing the trees, guards and posts and the research is being done by a range of partners.





Other

We've donated £1450 to the Woodland Trust, Friends of the Earth and lesser known causes including the inappropriate use of NDA's in sexual misconduct cases and the purchase of oxygen generators during the COVID pandemic.



The Woodland Trust is the largest woodland conservation charity in the United Kingdom and is concerned with the creation, protection, and restoration of native woodland heritage. It has planted over 50 million trees since 1972.



Friends of the Earth Charitable Trust is dedicated to achieving the following charitable objectives: The conservation, protection and sustainable use for the public benefit of the Earth's natural environment, including biodiversity, atmosphere, water, land and natural resources.

CUSTOMERS

Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels.

In addition, this section recognizes products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving underserved customers/clients, and services that improve the social impact of other businesses or organizations.

Customers 5.5

Customer Stewardship	2.7
Support for Purpose Driven Enterprises	2.8

Average Sector 12.1

Impact Business Model

A company with an Impact Business Model is intentionally designed to create a specific positive outcome for one of its stakeholders - such as workers, community, environment, or customers.



Progress at a glance

What we said we'd do

We'd like to work with clients that share our values and principles.

Improve GDPR and data security by revising our data capture & privacy policies.

Improve our Assignment reporting systems to provide our clients with greater transparency on the performance of their projects.

What we did

We commenced work with several new clients we've always respected including Sea to Summit, Active Brands, PMI/Stanley and Canyon Bikes.

We re-wrote our GDPR policy and revised our Career registration form for new candidates.

Created several new project reports from our new ATS/CRM that can provide our clients with real-time granular detail upon request.

Plans for 2023

Introduce a formal customer feedback mechanism to better review and action improvements in our service.

Seek out other B Corporations and purpose led businesses to partner with.

Customer Testimonials



Kelley Brakstad
HRD - VF Corporation

"I highly recommend the Fusion team and in particular, Grishma Jashapara for Executive searches and for specific roles which are a challenge in the fashion market to fill such as Design. I have been working in HR in the Retail industry for 10 years and finding talent that not only can meet the highly sought after skills and experience requirements but also the right cultural fit is the biggest challenge.

Grishma & the team at Fusion bring passion to the roles, a sense of really understanding the granular needs of the business and the culture and being able to match those elements with talent in the market. I highly value Grishma's approach and relationships in the market and that she can quickly evaluate both parties resulting in optimal and successful placements"



**Dr Thomas Baumann - Chief Group
Development Officer at Canyon Bicycles**

"We had the pleasure to work with Grishma and received excellent services; well prepared all the time, excellent search and permanent to the point communication.

Working together with Grishma is one pillar of professionalism and success. Thanks!!"



Helen Crowley
Head of Sustainability – Kering

"John provided excellent service as a recruiter.

Not only did he and his team find a top class range of potential applicants but he took the time to develop a deep understanding of the position, context and the type of person needed.

He also has a great deal of knowledge and connections. He is patient and diligent and very personable.

I would highly recommend working with him."



Evelyn Doyle
HRD - Patagonia

"I started working with John over a year ago, retaining his executive search services for some of our key senior hires for Patagonia Europe; which he delivered on with great success. It's been an absolute pleasure working with him.

He is a true professional; knowledgeable and highly ethical. His knowledge of our industry, approach to the market and focus on customer service is faultless. John is committed to finding you the right person, he is also a great sounding board on all things HR.

I would highly recommend John and his team at Fusion to any HRD within the outdoors/sportswear industry looking for a truly professional, customer services oriented, experienced search firm."

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UNTIL NEXT TIME ...

2023 is flying by already but it's great to see how our team, vision and values have continued to develop and improve Fusion since our original certification in 2020.

The B Corp movement has had such a positive impact on all of us and we can't wait to set an example to other businesses moving forward and continue to use our influence within the outdoor, fashion and consumer industries as a force for good.

If you're interested in any of the initiatives we've mentioned, or in hearing more about our services, then please get in touch.

Alex Pescott
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