



Impact report

2023

About Realize

Realize



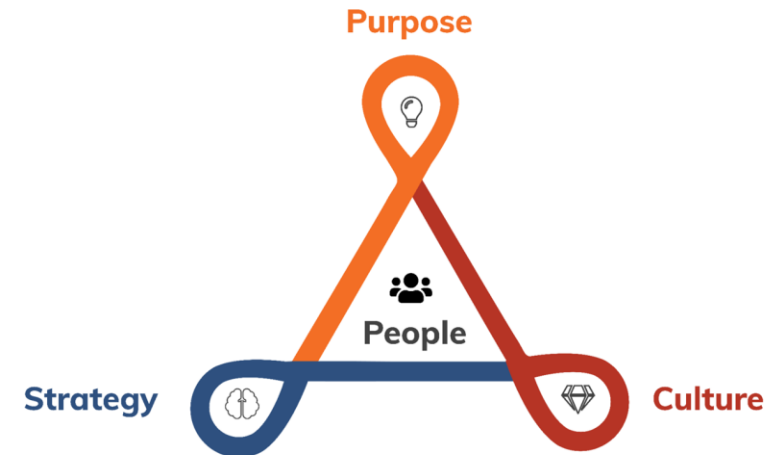
About us

We're a team of strategic thinkers who fuse data, research, deep experience, and a network of solvers to design outcome-oriented solutions for organizations with leadership, governance, and strategy challenges.

We believe in stakeholder capitalism and strive to bridge the gap between profit and purpose. We help for-profit businesses to align with their purpose and give back to their community, and we empower purpose-driven nonprofits to generate sustainable sources of revenue to fulfill their mission.

As a B-Corp, Living Wage, and Buy Canada Social certified organization, our values extend beyond our business success, encompassing pro bono work, volunteerism, equality, and global stewardship.

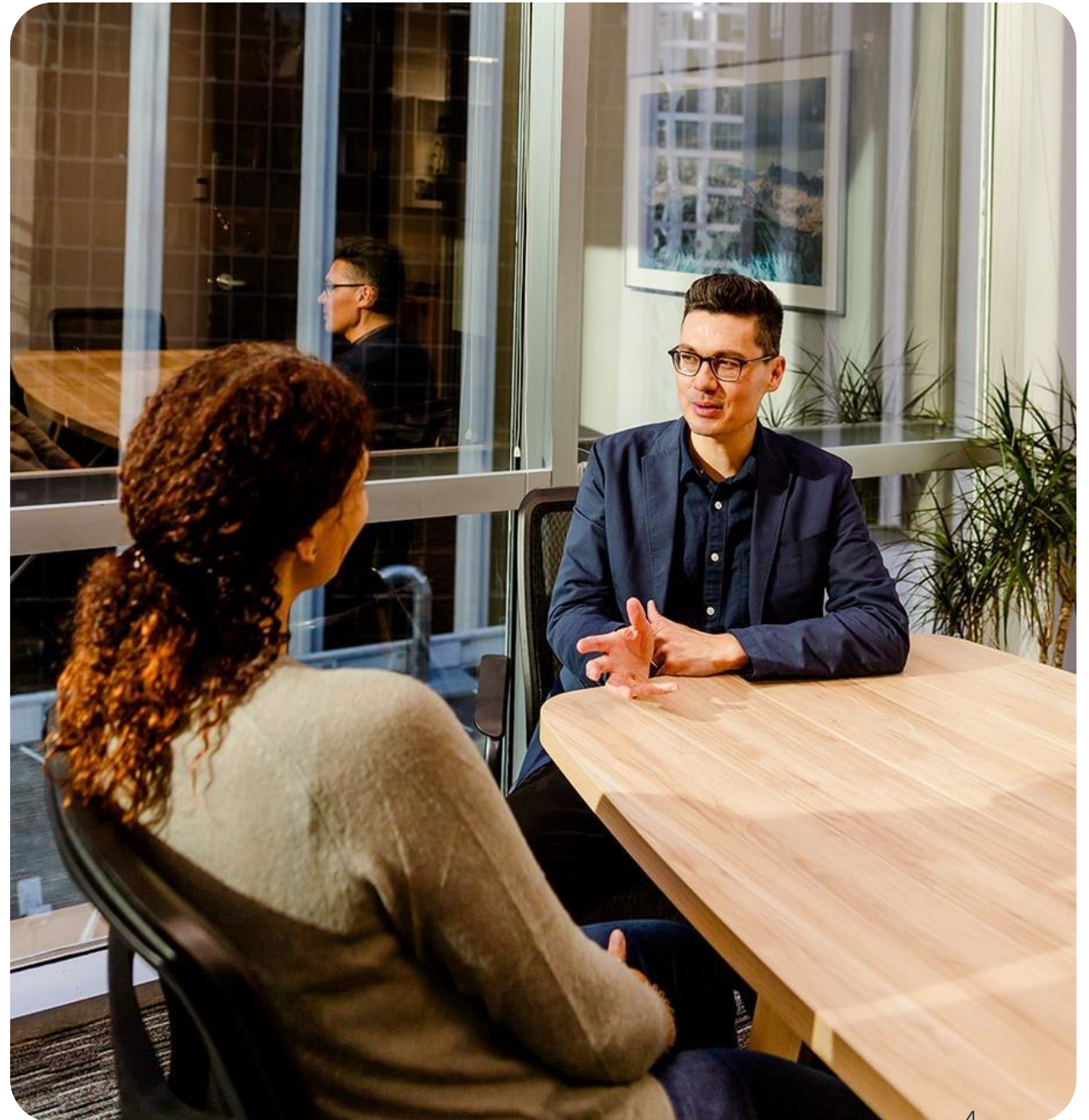
We are grateful to have our headquarters on the traditional, unceded, and ancestral territories of the skwxwú7mesh (Squamish), sel̓il̓wítulh (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations.





Our services

- **STRATEGY**
 - Succession planning
 - Strategic agility
 - Organizational review
 - Risk audit
- **GOVERNANCE**
 - Board chair and CEO partnership evaluation
 - Board and governance transformation
 - Board training
- **LEADERSHIP**
 - Coaching
 - CEO 360 evaluation
 - Staff morale and culture shift
 - Executive search





About our co-op model

180

Member organizations

13

New members in 2023

Realize was founded as a co-operatively owned and governed enterprise in 1998 by a diverse group of nonprofits, co-operatives, and social enterprises. Our co-operative structure means that we're able to connect deeply to the clients we serve and to the values that are important to them, and it ensures that our business is rooted in the needs of our members and community.

Our members drive our long-term vision and purpose by electing a Board of Directors that governs the co-op. The Board oversees the CEO who is responsible for managing our strategy and operations, and for realizing the overall social and economic goals of the organization. Our focus on making a positive difference in the community is a direct result of our structure of democratic ownership and governance.



The 7 Co-op Principles at Realize

01

OPEN & VOLUNTARY MEMBERSHIP

Any social-purpose company, non-profit, or co-op can join our co-op.

02

DEMOCRATIC MEMBER CONTROL

Our Board is elected from our membership. Each member gets one vote.

03

MEMBER ECONOMIC PARTICIPATION

Members benefit through discounts, favorable interest rates, and patronage dividends.

04

AUTONOMY & INDEPENDENCE

The interests of Realize members maintain priority over agreements with outside partners.

05

EDUCATION & INFORMATION

We hold Leadership Circles, governance trainings, and more.

06

COOPERATION AMONG CO-OPS

We actively seek out co-op partners where we can and work to strengthen the co-op sector.

07

CONCERN FOR COMMUNITY

We donate volunteer hours, and we pursue certifications in Social Purchasing and Living Wage.



Our values

Realize



What we stand for



As a B Corp, Living Wage, and Buy Social Canada certified organization, our values extend beyond our business success, encompassing pro bono work, volunteerism, equality, and global stewardship.

01

Living Wage Employer Certified

With the global average pay ratio of 144:1, we have a longstanding internal policy that the ratio of compensation between our most senior and junior team member will never exceed 3.5 :1.

02

Responsible Procurement

We're committed to purchasing at least 50% of our core office products from local independent suppliers.

03

Community Investment

Our Community Innovation Program supports non-profits, charities and community organizations so they can invest in and deliver on their mission.

04

Volunteering

We collectively spend hundreds of hours per year donating our time to organizations across Canada that work to make a difference in people's lives.

05

Diversity, Equity, and Inclusion

We practice real-world action and continuous training to make sure we are aware of and responding to what matters to the people we interact with.

06

Supporting Non-profits & Charities

Some of our client focuses include affordable housing, advocacy for women, reduced carbon transportation, and employment training for marginalized groups.



Making an impact: B Corp

Since becoming B Corp certified in 2015, **Realize has been recognized amongst the top global 5% of all B Corps that have achieved the highest verified scores in the five impact areas** evaluated (community, customers, environment, governance, and workers).

We are highlighted for excelling in 3 core areas:

GOVERNANCE

Mission locked

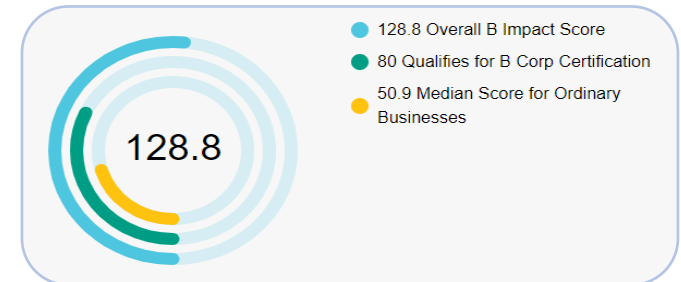
COMMUNITY

Local economic development

CUSTOMERS

Support for underserved/purpose driven enterprises, serving in need populations

In 2023, **Realize was featured by B Lab US & Canada on their website as a model B Corp** for how we use/implement stakeholder governance to help keep purpose at our core. You can see the feature article [here](#).



Realize overall B Impact Score: 128.8



Making an impact: Living Wage Certified

The [Living Wage Employer certification](#) recognizes organizations who pay all direct and contract staff the living wage rate for the region. What does this mean? Well, a "living wage" is the hourly amount a family needs to cover basic expenses. In fact, **we have a longstanding internal policy that the ratio of compensation between our most senior and junior team member will never exceed 3.5 : 1.** Did you know the global average pay ratio between the highest and lowest paid member is **144 : 1**?

We take great satisfaction in doing everything we can to ensure our team members have fair and competitive salaries and benefits, creating ripples in all directions. Learn more about [what being a Living Wage Employer means to us](#).



Realize Pay Gap
3.5 : 1

Global Average
Pay Gap
144 : 1



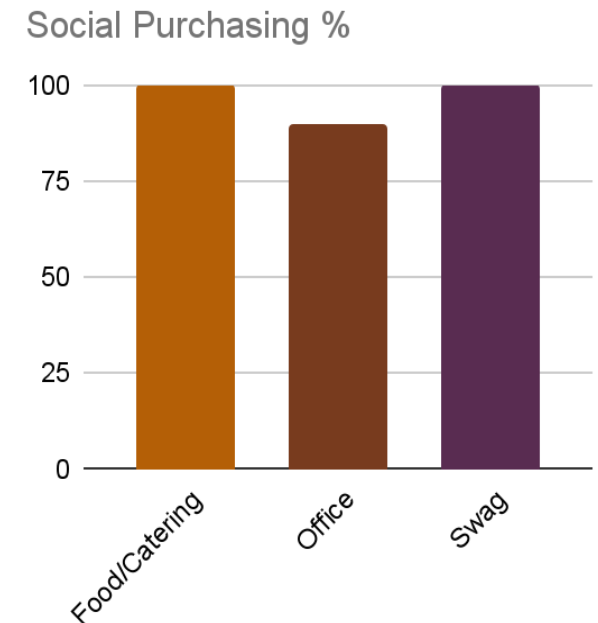
Making an impact: Buy Social social purchasing

We are committed to supporting independent suppliers who are local to where the product will be used or where we operate. We select suppliers who meet some or all of the following criteria:

- a) Locally owned
- b) Are majority owned by women, BIPOC, or other traditionally under-represented groups
- c) Certified by Buy Social Canada, B Lab or comparable social screening system
- d) Are Certified Living wage Employers
- e) Are social enterprises, co-operatives or other forms of community-owned businesses

We assess our suppliers based on information available on their websites, through validation by trusted partners such as Buy Social Canada and, where necessary, through direct discussions with the company.

The threshold for meeting our commitment is 50% that of our core supplies come from suppliers who meet the above, we achieve close to 100%.





Strengthening the sector

Realize



Empowering clients, strengthening communities

At Realize, our services fundamentally enhance the capacity of client organizations by focusing on strengthening individuals at all levels, from employees to board members. By cultivating and empowering their staff and leadership, organizations are better equipped to unleash their potential and fulfil their missions, ultimately benefiting the communities they serve even more. Over the past year, we have partnered with clients involved in:

- Education
- Community services
- Reduced-carbon transportation
- Advocacy for women
- Affordable housing
- Employment training for marginalized groups
- Social enterprises
- Sustainability
- Advocacy for mental health
- Real estate



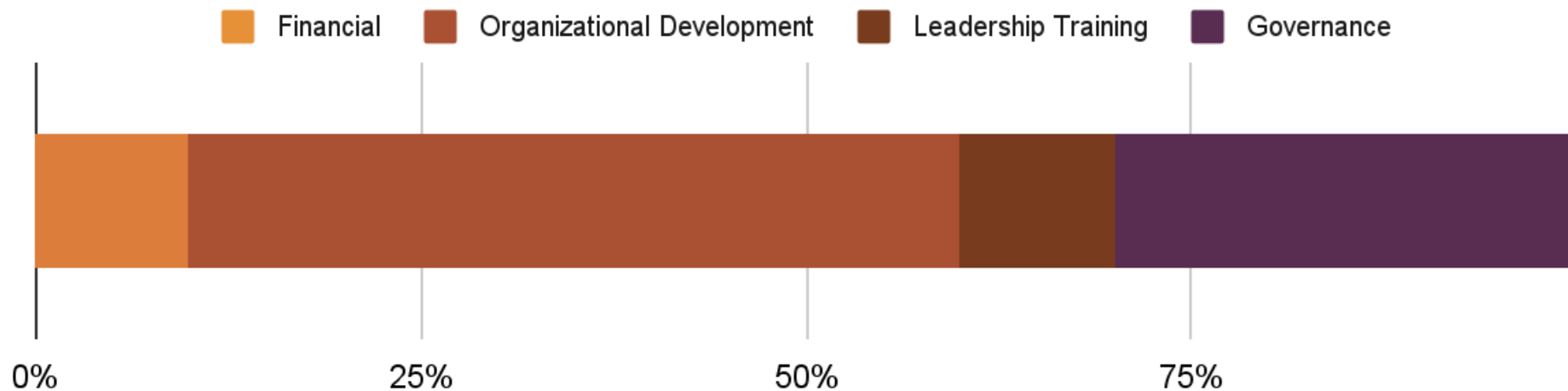
Enhancing purpose-driving organizations

Our 2023 contributions



18
Unique
Clients

How we built organizational capacity in our clients in 2023





2023 client spotlight

We were proud to assist Everywoman's Health Centre in their 2023 executive search.



Since opening on November 4, 1988, Everywoman's Health Centre has been a leading provider of women's reproductive care in British Columbia. Committed to offering accessible, non-judgmental services, the clinic has become a trusted resource for individuals seeking a range of services including cancer screenings, birth control, abortion, counselling, and more.

At the heart of Everywoman's Health Centre is an interdisciplinary team of physicians, nurses, counsellors, and support staff. Together, they uphold the organization's mission of excellence and client-centered care. Governed by a volunteer board of directors, Everywoman's Health Centre operates as a non-profit society

and registered charity, ensuring that its focus remains on the needs of its clients.

Everywoman's Health Centre prides itself on maintaining high standards of safety and professionalism. Accredited by the College of Physicians and Surgeons of BC and the National Abortion Federation, it employs approximately 30 individuals in a unionized workforce.

Diversity and cultural sensitivity are central tenets of Everywoman's Health Centre's approach to care. The organization provides interpreters for clients who speak languages other than English, ensuring equitable access to services for all members of the community.



Sharing our expertise

2023 Conferences

In 2023, Realize was invited to attend events across North America to share expertise in a variety of areas.

- **Regenerative Agriculture & Textiles Summit** (Washington, DC)
 - John Kay, CEO was invited to speak on the Financial Solutions to Enable the Transition panel.
- **Co-operators Member Experience Summit** (Toronto, ON)
 - Lisa Zentner, Director was invited to speak on the Digital Transformation panel.
- **Global Innovation Co-op Summit** (Montreal, QC)
 - John Kay, CEO was invited to be a panelist and workshop facilitator at the Digital Co-op Education session.



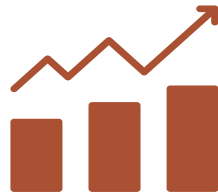
Community and
economic impact

Realize



Community Innovation Cash Pool

Through our long-standing partnership with Vancity, most of our members have the opportunity to participate in our Community Innovation Cash Pool Program which allows them to earn a higher interest rate than in traditional accounts. Over last year, the average interest rate for the Community Innovation Cash Pool was 4.85%.



Total Cash Pool Interest

Total interest generated for members by our collective participation = \$9,182,827.64

\$9.2 million



Average Earned

Average interest earned per participating member = \$98,740

\$99,000



Volunteering

Realize staff volunteered over **530 hours** to support a variety of community non-profits and events. All team members are encouraged and supported (e.g., paid volunteer hours) to help make a difference as active volunteers in the community.

Programs supported included libraries, hospital, mindful living, sustainable development, co-ops, Big Brothers/Sisters, crisis centres, and more.



531
Volunteer hours

Thank you

A special thanks to our staff and Board of Directors who helped create positive change in 2023.

Staff

Azin Soufi
Alison Marshall
Brad Boyce
Gillian Harper
Jennifer Fong
John Kay
Laurie Wilson
Lisa Zentner
Michael Cook
Samantha Lee

Board of Directors

Ben Hyman
Jack Keough
Mark Roseland
Phil Baudin
Selena McLachlan
Tim Veresh
Zameena Dadani



www.realizesolutions.ca