



Impact Report 2024

910-1050 West Pender St., Vancouver BC
V6E 3S7 Canada +1 604 718 8292

realizesolutions.ca

About Realize

The Realize logo consists of the word "Realize" in a bold, dark brown sans-serif font. It is centered within a white, horizontally-oriented oval. This oval is itself centered within a larger, semi-transparent, light brown oval. The background of the entire slide is a photograph of a waterfall cascading over large, smooth, brownish-yellow rocks. The water is blurred, creating a sense of motion. The overall color palette is warm, with earthy tones of brown, tan, and white.

Realize



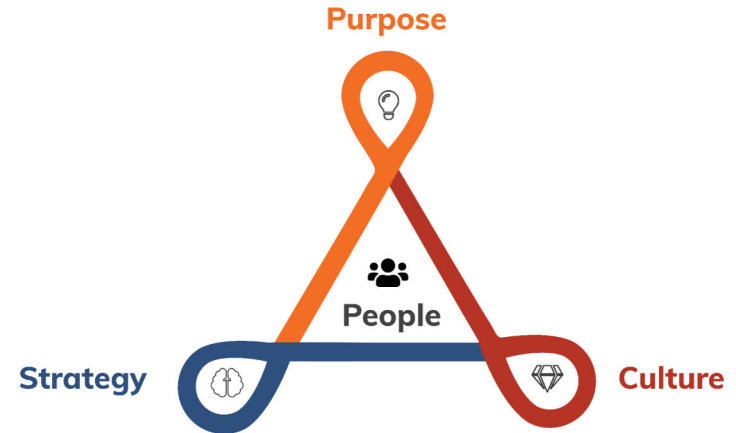
About Realize Solutions

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.

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. 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 fulfil their mission.

We are grateful to have our headquarters on the traditional, unceded, and ancestral territories of the sḵw̓əwú7mesh (Squamish), sel̓ilw̓itulh (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations.





Our solutions

- **STRATEGY**
 - Succession planning
 - Strategic planning
 - Organizational review
 - Risk management
- **GOVERNANCE**
 - Board chair and CEO partnership evaluation
 - Board and governance transformation
 - Board training
- **LEADERSHIP**
 - Leadership development
 - Team coaching
 - CEO 360 evaluation
 - Employee engagement
 - Executive search





About our co-op model

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.

201

Member organizations

23

New members in 2024



The co-operative principles at Realize Solutions

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, favourable 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



This company meets high standards of social and environmental impact.



WE'RE A PROUD
LIVING WAGE
EMPLOYER



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.

03

Community Investment

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

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.

02

Responsible Procurement

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

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.

06

Supporting Non-profits and Charities

Some of our client focuses include education, community social services, immigrant services, advocacy for mental health, and employment training for marginalized groups.



Recognized by Real Leaders® as a 2025 Top Impact Company®

We are proud to be included in Real Leaders® magazine's 2025 Top Impact Companies list for the impact that we achieved in, and leading up to, 2024. This global award recognizes businesses that are driving meaningful change across industries while balancing purpose and profit.

Realize Solutions joins this distinguished list as a reflection of its long-standing commitment to creating positive and lasting impact for its clients and communities. With the highest overall B Corp score of any management consultancy in British Columbia, Realize Solutions sets the standard for purpose-driven leadership.



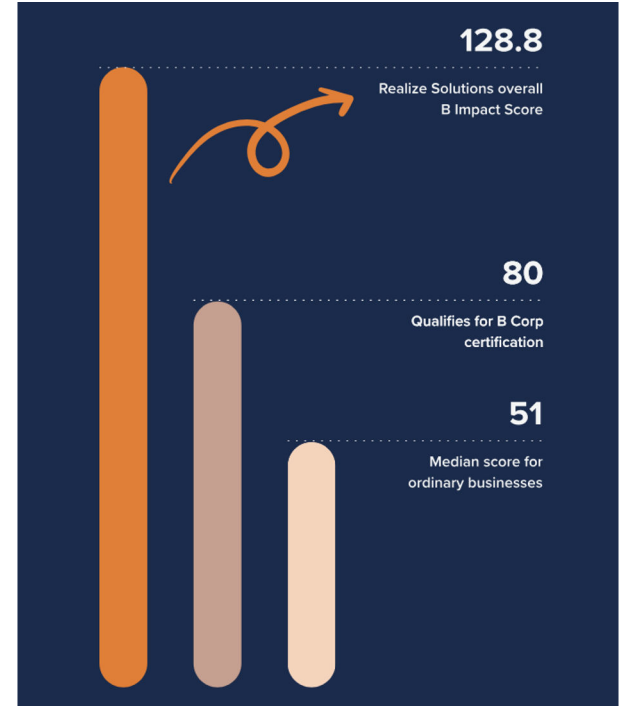


Making an impact: B Corp

We are proud to have the highest overall B Corp score of any management consultancy in BC.

In 2024, Realize Solutions earned a verified B Corp score of 128.8, placing it among the top 5% of B Corp companies worldwide in its size group. This score reflects Realize's exceptional performance across five impact areas: community, customers, environment, governance, and workers — out of 8,919 certified B Corps globally (as of 2024).

- **GOVERNANCE**
Mission Locked
- **COMMUNITY**
Local Economic Development
- **CUSTOMERS**
Support for Underserved/Purpose Driven Enterprises, Serving in Need Populations



Realize overall B Impact Score: 128.8



Making an impact: Living Wage Certified

We are proud to be certified as a Living Wage Employer, a designation awarded to organizations that pay all direct and contract staff at least the living wage for the region. The “living wage” represents the hourly rate a family needs to cover basic expenses.

As part of our commitment to fair compensation, we also maintain a longstanding internal policy: the pay ratio between our most senior and junior team members will never exceed 3.5:1. For context, the global average pay gap between the highest and lowest-paid employees is a staggering 144:1.

We believe that providing fair, competitive wages and benefits not only supports our team but also has a positive ripple effect on the broader community. [Learn more about why being a Living Wage Employer matters to us.](#)



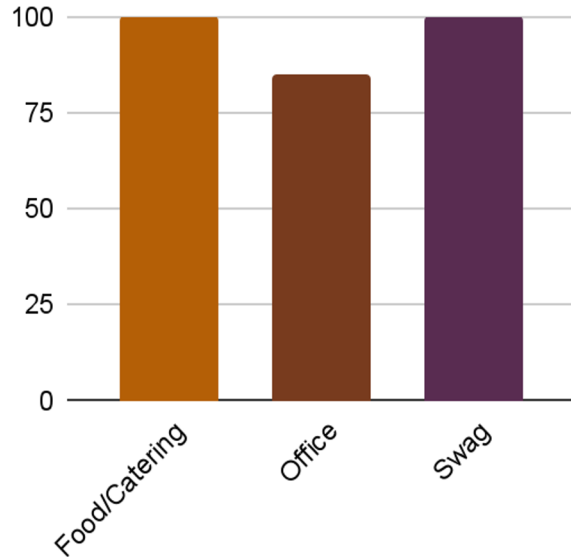
Realize Pay Gap
3.5:1

Global Average Pay
Gap
144:1



Making an impact: Buy Social social purchasing

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:

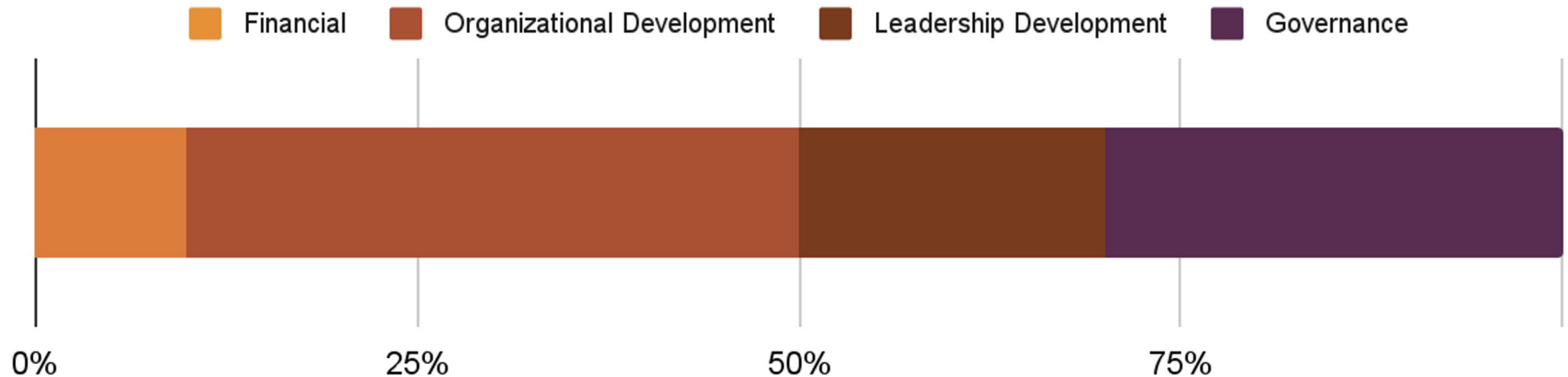
- Education
- Community social services
- Family services
- Immigrant services
- Real estate
- IT & Technology
- Social enterprises
- Tourism
- Advocacy for mental health



Enhancing purpose-driving organizations: our 2024 contributions



How we built organizational capacity in our clients in 2024





Convening leaders, sharing challenges & solutions

In 2024, we hosted a series of Leadership Circles with leaders from our member organizations. These sessions explored topics such as building trust with employees, fostering a culture of resilience, and rethinking non-profit funding models.

Beyond the valuable insights shared, many participants expressed gratitude for the opportunity to connect with peers, realizing that despite working in different sectors, they face common challenges.



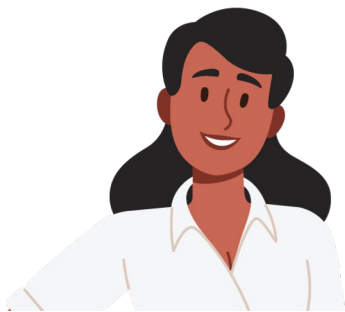


Sharing our expertise



3 new courses: equipping purpose-driven organizations for success

Last year, Realize Solutions launched three dynamic courses designed to help purpose-driven organizations strengthen their resilience, leadership, and financial sustainability. These self-paced courses provide practical, immediately applicable tools to help teams navigate change, attract and retain top talent, and embrace financial stability as a driver of impact. Together, they provide a comprehensive toolkit to help leaders and their teams build stronger, more agile organizations ready to thrive in today's evolving landscape.



Strategic Agility: 10 Change Management Essentials

Frameworks for managing resistance, sustaining momentum, and embedding adaptability into workplace culture. With practical strategies and assessment tools, leaders can foster a culture of resilience that embraces innovation and meets challenges head-on.



Sharing our expertise



Talent Edge: Essential Hiring and Retention Tactics

Tools for creating a resilient, engaged workforce that can drive innovation, adapt to change, and achieve strategic goals. Participants gain actionable tools to enhance workplace culture and reduce costly turnover.



Profit is Not a Dirty Word

Practical insights into communicating the value of financial health to stakeholders, investing in people and programs, and building a financially resilient organization — without compromising purpose.



Sharing our expertise



2024 Conferences

In 2024, Realize was invited to contribute to events across North America to share expertise in a variety of areas.

- **May: California Cooperative Conference (San Diego, CA)**
 - Brad Boyce presented a case study on the East End Food-Co-op in Vancouver.
- **June: Co-operatives and Mutuals Canada (CMC) Congress (Halifax, NS)**
 - John Kay presented "Taking Action in a Changing Economy and Workforce: Supercharging the co-operative model to meet the needs of a changing economy"



Community &
economic impact

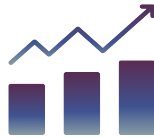


Realize



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.



Total Cash Pool Interest

Total interest generated for members by our collective participation = \$7,034,575.9

\$7 million



Average Earned

Average interest earned per participating member
= \$61,706.81

\$61,700



Donated time and services

Realize staff provided approximately 720 hours of volunteer and pro-bono support to 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.

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

720

Volunteer & pro-bono hours



Thank you

A special thanks to our staff and Board of Directors who helped create positive change in 2024.

Staff

Alison Marshall
Brad Boyce
John Kay
Laurie Wilson
Lisa Zentner
Michael Cook
Samantha Lee

Board of Directors

Ben Hyman
Jack Keough
Mark Roseland
Phil Baudin (Chair)
Selena McLachlan
Zameena Dadani



www.realizesolutions.ca