



Impact report 2025

About Realize

Realize



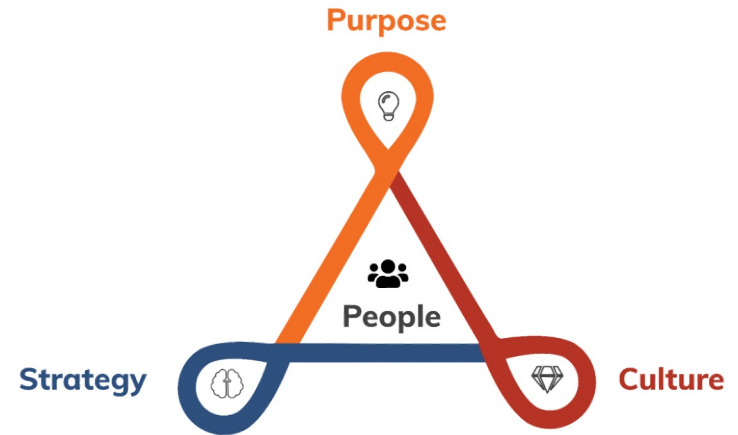
About Realize Solutions

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 *skwxwú7mesh* (Squamish), *sel̓il̓wítulh* (Tsleil-Waututh), and *xʷməθkʷəy̓əm* (Musqueam) nations.





Our solutions

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

Strategy

Succession planning

Strategic planning

Organizational review

Risk management



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.

204

Member organizations

3

New members in 2025



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

Co-operation 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.

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®

In 2025, Realize Solutions was named to **Real Leaders**® magazine's Top Impact Companies list. This prestigious annual ranking spotlights the world's most inspiring businesses that are putting purpose into practice and demonstrating that profit and positive impact can scale together.

Realize joined this distinguished list as a reflection of our long-standing commitment to creating positive and lasting impact for its clients and communities. With the highest overall B Corp score of any Western Canadian management consultancy serving non-profits, Realize 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 Western Canadian management consultancy serving non-profits.




In 2025, Realize Solutions recertified with a new B Corp score of **131.4** – up 2.6 points from our 2023 assessment – placing us among the top 5% of B Corp companies worldwide within our size group. This achievement reflects our continued commitment to exceptional performance across all five impact areas: community, customers, environment, governance, and workers, and positions Realize among the best of the 9,888 certified B Corps globally (as of 2025).

 **GOVERNANCE**
Mission Locked

 **COMMUNITY**
Local Economic Development

 **CUSTOMERS**
Support for Underserved/Purpose Driven Enterprises, Serving in Need Populations



-  131.4 Realize B Impact Score
-  80 Qualifies for B Corp Certification
-  50.9 Median score for ordinary businesses




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.](#)



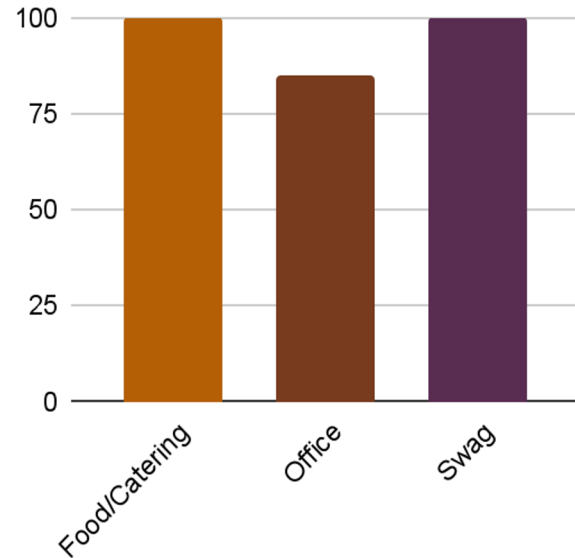
Realize Pay Gap
3.5:1

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:

- Locally owned
- Are majority owned by women, BIPOC, or other traditionally under-represented groups
- Certified by Buy Social Canada, B Lab, or comparable social screening system
- Are Certified Living Wage Employers
- Are social enterprises, co-ops, 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:

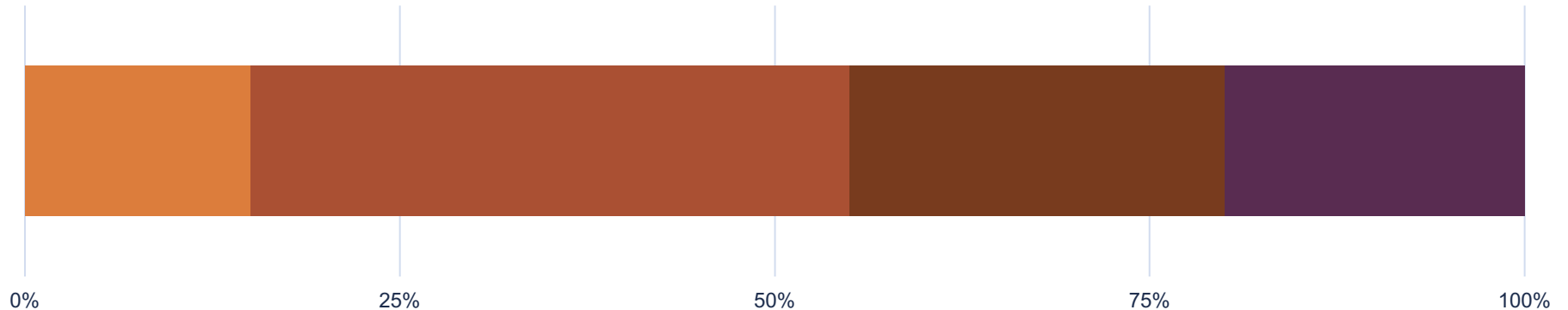
- Arts
- Community social services
- Disability advocacy
- Justice and equity
- Immigrant services
- IT & Technology
- Real estate
- Social enterprises
- Sustainability



Enhancing purpose-driving organizations: our 2025 contributions

How we built organizational capacity in our clients in 2025

Financial Organizational Development Leadership Development Governance





Sharing our expertise

Celebrating co-ops through learning

2025 was declared the International Year of the Co-operative by the United Nations. To celebrate, we offered our member-leaders free access to our two most popular courses, deepening the expertise that drives their organizations forward.



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

2025 Conferences

In 2025, Realize was invited to contribute to events across Canada and the United States to share our expertise in a variety of areas.

- May: California Cooperative Conference (San Diego, CA)
 - Brad Boyce presented a case study on the Brave Technology Co-op in Vancouver.
- June: Co-operatives and Mutuals Canada (CMC) Congress (Regina, SK)
 - John Kay presented "Diverse Perspectives, One Movement"
- October: BC Co-operative Association (BCCA) Co-ops at the Capital (Victoria, BC)
 - Samantha Lee was invited to the BC Legislature to highlight how co-ops strengthen BC's economy and communities
- December: BCCA Co-op Insights (Vancouver, BC)
 - John Kay presented "Lessons from BC Tree Fruits: Building Stronger, More Resilient Co-ops"



**Community &
economic impact**

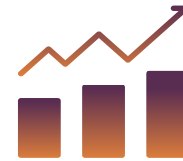
Realize



Community Innovation Cash Pool

Our 200+ members provide vital services and programs across BC, support people of all ages and backgrounds. Their work covers a wide range of community needs including youth in foster care, affordable housing, community food hubs, employment readiness, immigrant settlement, sustainability, literacy and education, community arts, senior abuse prevention, mental health services, and more.

Through our long-standing partnership with Vancity, most of our members can participate in our Community Innovation Cash Pool Program (CICPP) which allows them to earn a higher interest rate than in traditional accounts. We are proud to help our members sustain the community programs that matter most to their own membership and clients.



Total Cash Pool Interest

\$3.83 million

Total interest generated for members by our collective participation = \$3,836,503.35



Donated time and services

Realize staff provided approximately 800 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, hospice care, mindful living, co-ops, youth mentorship, community impact and corporate responsibility, and more.

800

Volunteer & pro-bono hours



Thank you

A special thanks to our staff and Board of Directors who helped create positive change in 2025.

Staff

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

Board of Directors

Ben Hyman (Chair)
Jack Keough
Phil Baudin
Sahara Shaik

