



Impact report 2025

About Realize

Realize



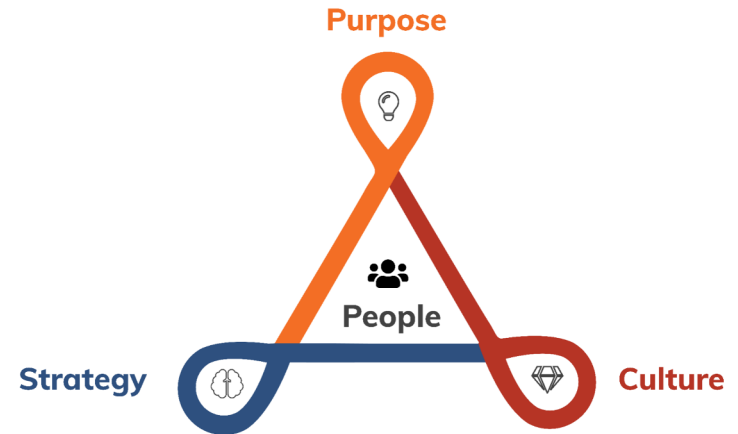
About Realize Solutions

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 s̓k̓w̓x̓w̓ú7mesh (Squamish), sel̓íłw̓it̓ulh (Tseil-Waututh), and x̓w̓məθk̓w̓əy̓ə̓m (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



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

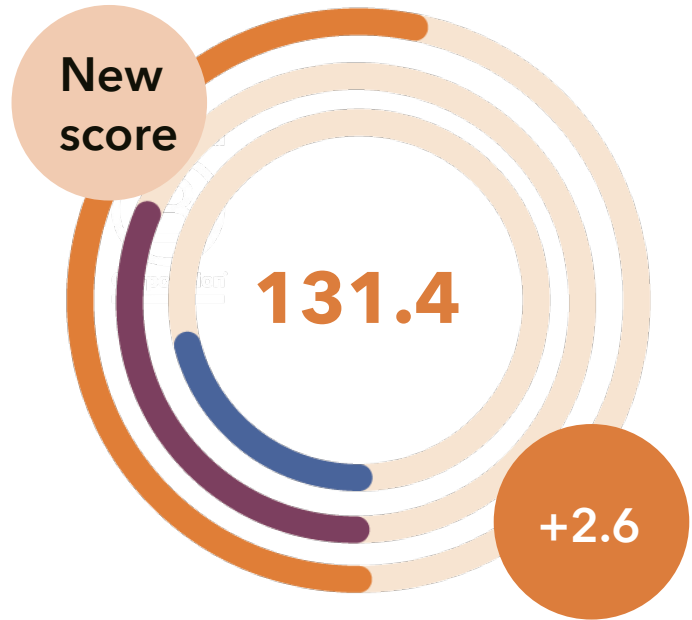
We are proud to have the highest overall B Corp score of any Western Canadian management consultancy serving non-profits.




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.](#)



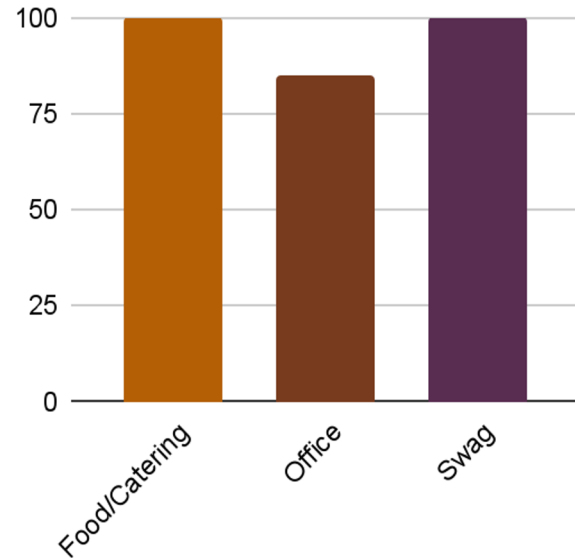
Realize Pay Gap
3.5:1

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:

- 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-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:

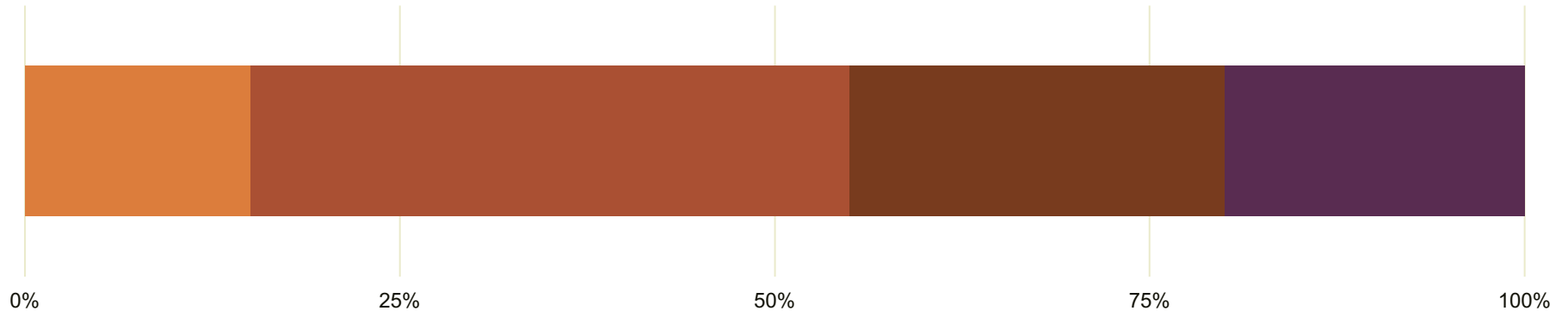
- Arts
- Community social services
- Disability advocacy
- Justice and equity
- Immigrant services
- IT & Technology
- Real estate
- Social enterprises
- Sustainability



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

2025 Conferences

In 2025, Realize was invited to contribute to events across Canada and the United States to share 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

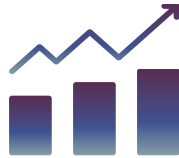


Realize



Community investment

Through our long-standing partnership with Vancity, our Community Innovation Cash Pool Program generates significant returns that go directly back into the community. These funds support multiple programs and services operated charities and non-profits across the province.



Generated through our
community partnership
with Vancity

\$3.83 million



Charities and non-profits
we have partnered with

203



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

