



PAY TRANSPARENCY REPORT

February 2024



Western Compensation & Benefits Consultants (“WCBC”) recently conducted a survey on how employers are navigating the evolving landscape of pay transparency legislation, including employers currently subject to pay transparency laws as well as those who are not.

KEY INSIGHTS

WCBC’s Pay Transparency Survey was conducted in January 2024 and included data from 249 organizations located across Canada. The main takeaways include:

Limited Adoption of Pay Transparency Policies: A significant majority of organizations lack a comprehensive, organization-wide pay transparency policy, indicating room for growth in adopting these practices.

Evolving Organizational Perspectives: There’s a noticeable shift in organizational attitudes towards pay transparency, influenced by increasing legislation. While many are adapting to these changes, a portion remain resistant or unchanged in their approach.

Diverse Compensation Communication: Organizations employ varied methods to communicate compensation details to employees. Methods range from personal discussions to digital platforms, indicating a balance between transparency and confidentiality.

Anticipating Employee Queries on Pay Determination: With increasing discussions on pay transparency, organizations expect more employee inquiries regarding compensation determination, highlighting a shift in the employee-employer dynamic.

Compensation Philosophy: There is a significant proportion of organizations that either lack a fully developed compensation philosophy or have not documented it comprehensively, which could lead to inconsistencies and questions about fairness and transparency.

BACKGROUND

Pay equity refers to the principle of ensuring fair compensation for work of equal value, irrespective of gender, race, or other legally protected characteristics. Its goal is to eradicate wage discrepancies among groups within an organization performing similar or equally valuable work.

On the other hand, **pay transparency** entails the disclosure of compensation-related details, such as salary ranges, pay structures, and the factors influencing salary determinations. Pay transparency aims to make this information accessible to employees or the public, fostering transparency and understanding about how compensation is determined within an organization.

Pay transparency laws require employers to disclose information on employee pay and pay differences based on gender and other factors. The aim of pay transparency legislation is to provide employees, job seekers and various stakeholders with the means to assess whether wage disparities rise from factors that can be compensated for, like experience, skills or job responsibilities, or if they stem from systemic discrimination related to gender, race, ethnicity, or other status.

In Canada, a diverse range of pay equity laws, pay transparency laws, or the absence of any legislation creates a varied landscape. As of the date this survey was conducted, British Columbia and Prince Edward Island have enacted pay transparency laws. In addition, the Employment Equity Regulations, applicable to federally regulated private-sector employers with 100 or more employees under the Employment Equity Act, include certain elements of pay transparency. However, as shown in Table 1 below, the federal regulations do not extend as far as the two provincial laws.

Table 1 | Pay Transparency Laws In Effect As Of January 2024

Requirements	British Columbia	Prince Edward Island	Federally Regulated Workplaces
Disclose pay/range on public job postings	✓	✓	✓
Prohibit enquiries regarding pay history	✓	✓	X
Remove policies punishing employees for discussing their pay	✓	✓	X
Complete and post pay transparency reports	✓	✓	✓

PAY TRANSPARENCY REPORTING

In light of the recent introduction of pay transparency reporting requirements, this subject was not covered in our survey. Nevertheless, it is crucial to highlight the pertinent requirements in this domain, as summarized below.

British Columbia

In BC, provincially regulated employers above a certain size are required to complete and post pay transparency reports covering all of their BC employees by November 1st of each year. The size of the employer determines the deadline for the first report, as shown in Table 2.

The reports will need to show the gaps in pay for certain groups. An online reporting tool is in development to assist employers in preparing the report.

Table 2 | BC Reporting Requirements

Number of Employees	Deadline for First Report
6 largest Crown corporations	November 1, 2023
1,000 or more	November 1, 2024
300 or more	November 1, 2025
50 or more	November 1, 2026

Prince Edward Island

A similar employee size-related approach has been implemented in Prince Edward Island, as shown in Table 3.

Table 3 | PEI Reporting Requirements

Number of Employees	Deadline for First Report
6 largest Crown corporations	November 1, 2023
100 or more	November 1, 2024
20 or more	November 1, 2025



Federally Regulated Workplaces

Federally regulated employers have been required since June 1, 2022 to aggregate wage gap information in their annual reporting on employment equity.



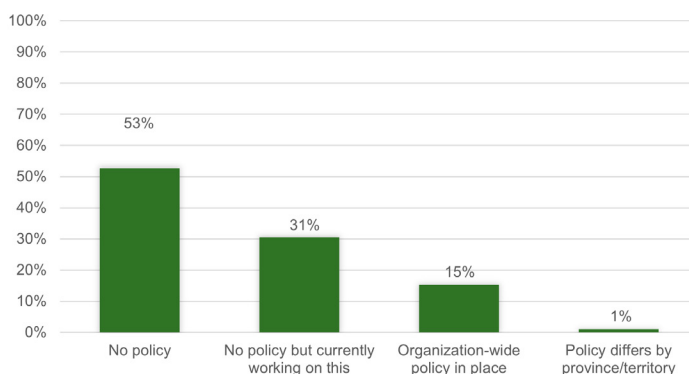
SURVEY FINDINGS

The results of WCBC's Pay Transparency Survey are summarized below.

Adoption Of An Organization-Wide Pay Transparency Policy

A considerable portion of the organizations surveyed do not have an organization-wide pay transparency policy. Eighty-four percent of respondents indicated a lack of such a policy, while only 16% of organizations reported having an established, organization-wide pay transparency policy. This disparity highlights the current state of pay transparency practices across various organizations, suggesting significant room for improvement.

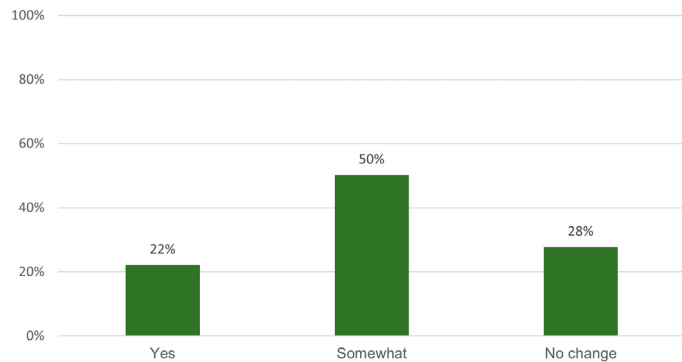
Figure 1 | Organizations With An Official Pay Transparency Policy In Place



Organizational Perspectives Towards Pay Transparency

The survey data reflects a significant shift in organizational perspectives towards pay transparency in response to the increasing legislation in North America and globally. A considerable number of organizations acknowledge a change in their view and approach to pay transparency, indicating an evolving corporate mindset influenced by legal requirements. This shift is likely driven by a combination of factors, including the need to comply with new laws, the desire to maintain a competitive edge in talent acquisition, and an increasing recognition of the ethical and practical benefits of pay transparency. However, it's also evident that a portion of the organizations remain unchanged in their stance, suggesting either a pre-existing commitment to transparent pay practices or, conversely, a resistance to adapting to these legislative changes.

Figure 2 | Has The Growth Of Pay Transparency Legislation Changed The Way Your Organization Views Pay Transparency?



This varied response underscores the complexity of how legislation impacts corporate behaviour, revealing a landscape where legal requirements intersect with organizational culture, values, and strategic priorities. The data highlights the growing importance of pay transparency in the corporate agenda, influenced significantly by legislative developments, but also shaped by each organization's unique context and approach to workforce management.

JOB POSTINGS

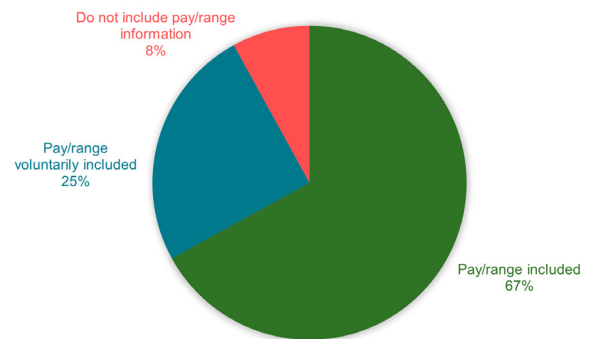
Information Included In Posted Job Opportunities

As noted earlier, British Columbia, Prince Edward Island, and federally regulated workplaces are obligated to include details about anticipated pay or the expected pay range in their job postings. This requirement applies exclusively to publicly advertised job openings in all three jurisdictions and does not encompass internal job postings. The objective is to promote transparency in compensation information for external candidates, without imposing the same obligations on internal recruitment processes.

Publicly Posted Job Opportunities

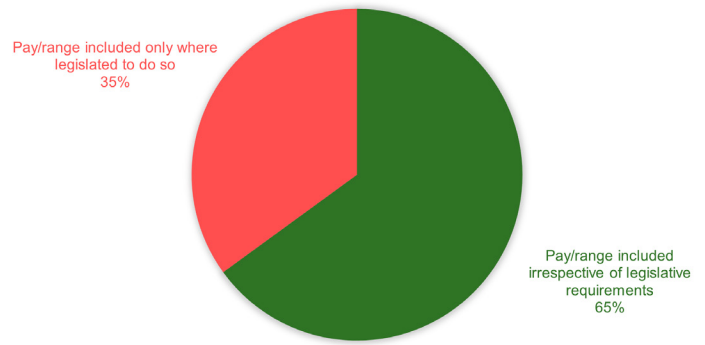
Most organizations (88%) in WCBC's survey operate within jurisdictions where pay transparency legislation is currently in force. Among these organizations, two-thirds are cognizant of the legislative requirements for the inclusion of pay information (or pay range) in publicly-posted job opportunities. Interestingly, a notable 25% indicated they voluntarily incorporate pay ranges, demonstrating a proactive approach that aligns with compliance. However, 8% indicated their non-compliance by not including pay information, contrary to the legislative requirement.

Figure 3 | Organizations Under Current Legislation Including Pay/Range In Public Job Postings



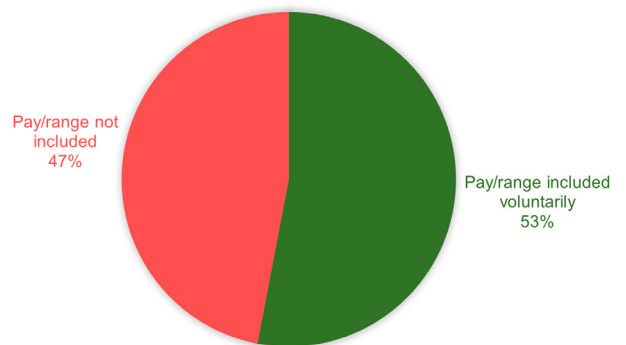
Eighty-five of the 249 respondents in the survey (or 34%) operate in jurisdictions with existing pay transparency legislation, but also have employees in provinces or territories without such legislation. As shown in Figure 4, opposite, among these organizations the majority (86%) use public job posting to recruit for talent. Interestingly, two-thirds of these entities consistently include pay or range information across all regions, irrespective of legislative requirements. In contrast, one-third of the organizations only incorporate pay ranges in regions where it is legally required to do so.

Figure 4 | Organizations Both Under Current Legislation and Not Including Pay/Range In Public Job Postings



As shown in Figure 5, opposite, among organizations operating in jurisdictions lacking pay transparency legislation, a noteworthy 53% voluntarily include pay information in their publicly-posted job opportunities, even though they are not legislatively obliged to do so. This voluntary practice likely stems from a desire to enhance clarity and fairness in the hiring process. Conversely, the remaining 47% choose not to incorporate pay or pay ranges in their job postings. This reluctance could be attributed to various reasons, such as concerns over internal pay equity, competitive positioning, or the desire to retain flexibility in salary negotiations.

Figure 5 | Organizations Not Under Current Legislation Including Pay/Range In Public Job Postings

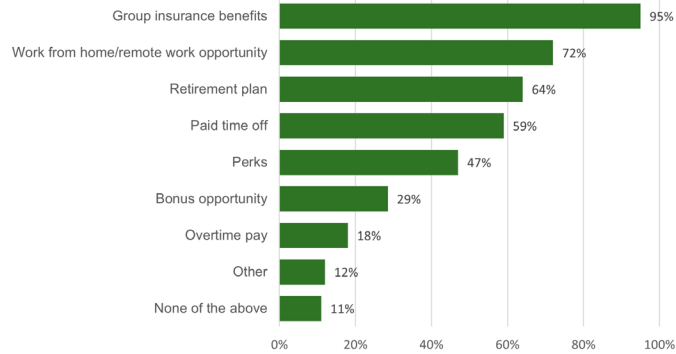


The data reveals a growth in enhanced compensation transparency, but its uptake varies among organizations. The decision to integrate pay ranges into job postings appears influenced by a complex interplay of factors, including organizational culture, industry norms, and regional regulatory requirements. Notably, some organizations had been voluntarily including such information prior to it becoming a legal requirement, illustrating a proactive stance. On the other hand, some organizations have temporarily delayed using public job postings as they navigate these adjustments. This spectrum of responses underscores the dynamic nature of pay transparency in recruitment and showcases the diverse degrees to which organizations are embracing these transformative changes.

Data Beyond Pay

The survey data provides insights into the variety of total rewards information beyond salary or salary ranges that organizations typically share in their job postings. As shown in Figure 6 below, most organizations include details about benefits, such as health insurance, retirement plans, and paid time off, which are key factors for candidates considering employment offers. In addition, some mention non-monetary rewards like professional development opportunities, flexible working arrangements, and wellness programs, reflecting a growing recognition of the importance of work-life balance and career growth in attracting talent. Close to a third of organizations also highlight performance-related bonuses, indicating an approach to compensation that ties rewards more directly to individual or company performance.

Figure 6 | Total Rewards Information Typically Shared In A Job Post



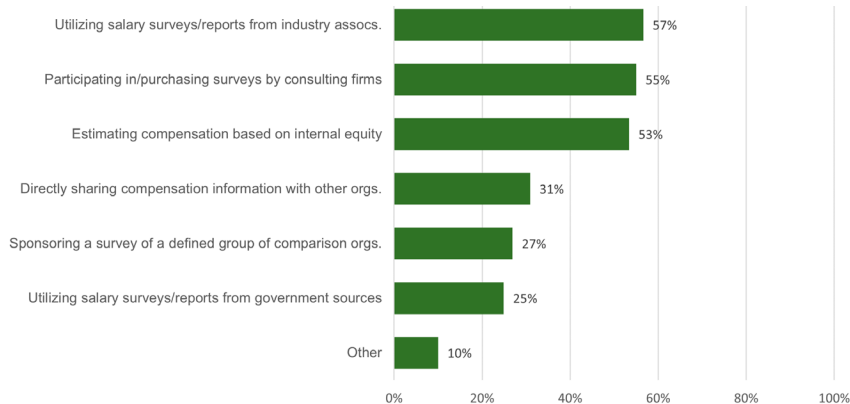
The diversity in the type of information shared suggests that organizations are striving to present a comprehensive picture of the total employment value proposition they offer to potential employees. The data indicates a strategic approach to recruitment, where organizations use total rewards information as a tool to differentiate themselves and attract the best talent in a competitive market.



Organizations Ensuring Appropriate Pay Information

One of the challenges with including salary/wage ranges in public posting is ensuring that the salary or range is appropriate. Most organizations emphasize the importance of regular market research and benchmarking against industry standards to maintain competitive and fair pay structures. Additionally, some organizations report internal audits and reviews as key practices. These internal processes are designed to assess internal equity, ensuring that the salary ranges align with the organization's pay structure and are fair across different levels and departments. About one quarter of the organizations use specialized compensation consulting services, which help in providing data-driven insights to keep up with market trends. Other methods reported included scanning job postings and having dialogue with recruiting agencies. Interestingly, a significant 31% of organizations actively share compensation information with other entities. However, it's crucial to note that the 2023 additions to the Competition Act by the Government of Canada have outlawed employers, from colluding to manipulate salaries, wages, or employment terms. Engaging in such discussions can lead to penalties under the Act.

Figure 7 | Methods For Ensuring Posted Salaries/Ranges Are Appropriate

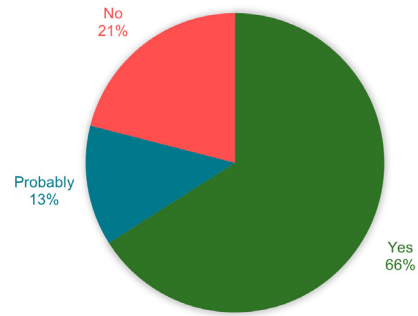


Overall, the data reveals a multi-faceted approach to determining salary ranges, combining external market data with internal evaluation mechanisms. This approach reflects an awareness of the dynamic nature of compensation and the need to balance market competitiveness with internal equity in order to effectively attract and retain talent.

Internally Posted Job Opportunities

As previously mentioned, in jurisdictions with pay transparency legislation public job postings must include pay or pay ranges, while internal job postings are exempt from this requirement. About three-quarters of the surveyed organizations engage in internal job postings. As shown in Figure 8 opposite, a substantial number (79%) of the organizations confirm that they either currently include or intend to incorporate pay or pay ranges in their internal job postings. This approach reflects a commitment to transparency within the organization, potentially fostering a culture of openness and trust. The inclusion of pay ranges internally is seen as a way to ensure equity and clarity among existing employees, enabling them to make informed decisions about their career paths within the organization. On the other hand, the remaining 21% do not (or will not) include this information, which could be due to reasons such as maintaining flexibility in internal salary negotiations or concerns about internal pay equity.

Figure 8 | Organizations Including Pay Ranges In Internally Posted Job Opportunities



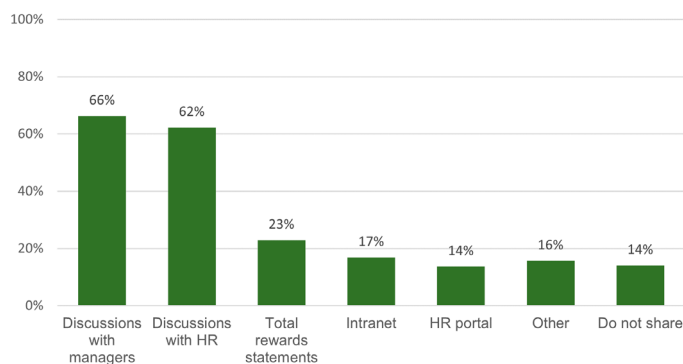
The varied responses indicate that the decision to include pay ranges in internal job postings is influenced by the organization's broader compensation strategy, cultural values, and operational considerations. This highlights the balance organizations must strike between transparency and flexibility in their internal talent management and salary administration systems.



COMMUNICATING PAY INFORMATION WITH EMPLOYEES

The surveyed organizations have a variety of approaches when it comes to communicating and sharing pay information with their employees. A common method is through individual meetings or performance reviews, where pay details are discussed directly and privately with each employee by either with Human Resources professionals or with the employee's manager. This approach allows for personalized communication and the opportunity to address specific concerns or questions. Many organizations also utilize digital platforms or internal systems, such as HR portals, to provide employees with access to their compensation information. This method promotes transparency and allows employees to independently access their pay details at their convenience. Some organizations also use official documents like offer letters, pay slips, and annual compensation statements as formal means of sharing pay information. Furthermore, some organizations use general communication channels, such as company meetings or newsletters, to share broader compensation policies or changes.

Figure 9 | How Organizations Communicate/Share Pay Information With Employees



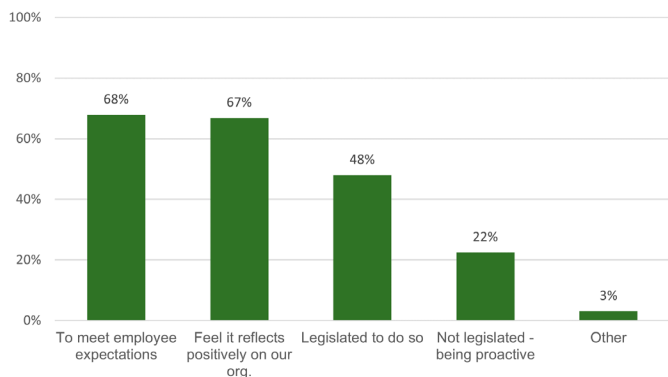
The diversity in communication methods reflects the importance of transparency in compensation practices and the need to balance confidentiality with openness. The varied strategies also suggest that organizations are increasingly recognizing the value of clear communication in fostering a trusting and engaged workforce.



Reasons To Communicate Pay Information

The reasons why organizations choose to communicate and share pay information with their employees highlights the strategic importance of transparency in compensation practices. A primary reason cited is to foster trust and transparency within the organization, as clear communication about pay can demystify compensation processes and reduce potential misunderstandings or perceptions of unfairness. Many organizations also recognize that sharing pay information is crucial for employee engagement and satisfaction, because it helps employees understand their value to the organization and how their compensation aligns with the market. Another key reason is to ensure compliance with legal and ethical standards, particularly in regions where pay transparency is mandated by law. In addition, some organizations share pay information as part of their efforts to promote equity and inclusivity, demonstrating a commitment to fair and unbiased compensation practices. This approach not only supports good internal morale and retention but also enhances the organization's reputation as an equitable employer.

Figure 10 | Reasons Organizations Communicate/Share Pay Information With Employees



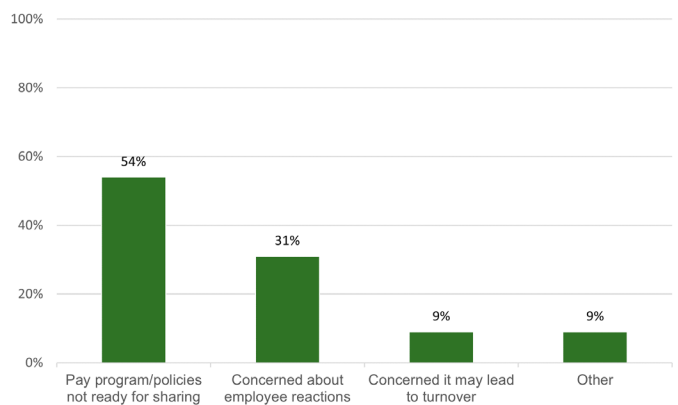
Overall, the decision to share pay information is driven by a combination of fostering a positive organizational culture, meeting legal obligations, and supporting broader goals of equity and employee well-being.



Reasons To Not Communicate Pay Information

Some of the reasons why organizations choose to not communicate, or share pay information openly with employees is summarized in Figure 11 below. A prominent reason is the concern over maintaining confidentiality and privacy, both for the organization and its employees. Many organizations believe that revealing pay information can lead to internal comparisons, potential discontent, or disruption in the workplace environment. There are also competitive concerns, as sharing pay details might impact the organization's positioning in the market or negotiations with prospective employees. Some organizations state that their lack of communication around pay is due to the absence of a standardized or structured pay system within the organization, making it challenging to provide clear and consistent information. Cultural factors and traditional management practices also play a role, with some organizations adhering to more hierarchical or closed communication models where compensation details are considered privileged information.

Figure 11 | Reasons Organizations Choose To Not Communicate/Share Pay Information With Employees



The reluctance to share pay information also stems from a desire to retain flexibility in compensation decisions, allowing for individualized negotiation based on skills, experience, and performance. These varied reasons highlight the complexities and strategic considerations organizations face regarding compensation transparency, in order to balance the need for privacy, competitive positioning, and internal management practices.

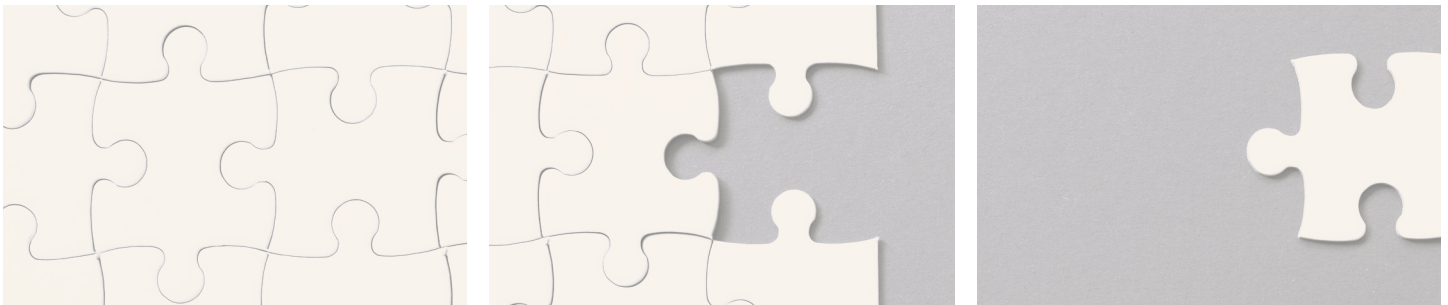
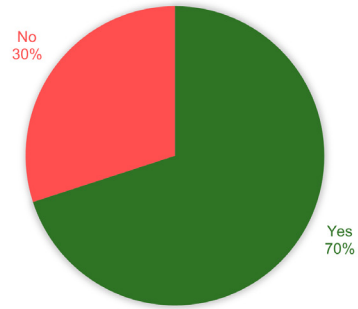


Need To Defend Compensation Decisions To Employees

With the growing discourse on pay transparency, many organizations expect an uptick in questions from employees regarding how their pay is determined. This expectation is a reflection of the heightened awareness and interest among employees about fairness and clarity in compensation practices. Organizations recognize that as pay transparency becomes a more prominent topic, employees are likely to be more curious and assertive about understanding the factors that influence their compensation. This includes inquiries into how salaries are benchmarked, the criteria used for pay raises and promotions, and the overall structure of the organization's compensation framework.

Some organizations consider these questions as an opportunity to enhance communication and reinforce trust by openly discussing their compensation strategies and policies. Others view it as a potential challenge, requiring them to develop more robust and transparent systems to effectively address these inquiries. This trend underscores a broader shift in the employee-employer dynamic, where transparent and open communication about compensation is increasingly becoming a key aspect of organizational culture and employee engagement. It also highlights the need for organizations to proactively manage this change, preparing to address employee concerns with clarity and consistency.

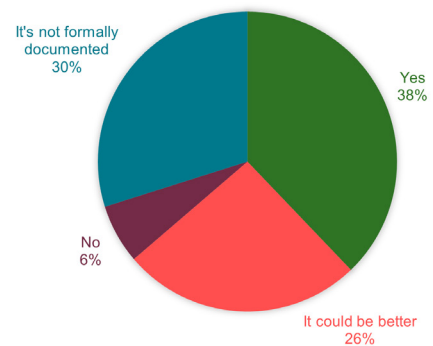
Figure 12 | Do Organizations Anticipate More Questions From Employees Regarding How Their Pay Is Determined?



Role Of The Compensation Philosophy

There is considerable variance among the survey organizations regarding their possession of a clearly articulated and well-documented compensation philosophy. As shown in Figure 13, opposite, just over one-third (38%) of organizations indicate having a comprehensive documented compensation philosophy. Such a philosophy typically outlines the rationale behind the pay structure, aligning with the organization's broader goals, values, and market competitiveness. It serves as a foundational guideline for making informed compensation decisions and communicating these effectively to employees. However, there is also a significant proportion of organizations that either lack a fully developed compensation philosophy or have not documented it. In these cases, pay decisions might be more ad hoc or based on less formalized criteria, which could lead to inconsistencies and questions about fairness and transparency.

Figure 13 | Organizations With Well Thought Out & Documented Compensation Philosophy



The presence or absence of a well-articulated compensation philosophy indicates how strategically organizations approach pay and benefits as part of their overall talent management and business strategy. This consideration is particularly crucial in today's evolving work environment, where clear communication and transparency around compensation are increasingly valued by employees and can significantly impact organizational reputation and employee satisfaction.

POLICIES AROUND PAY TRANSPARENCY

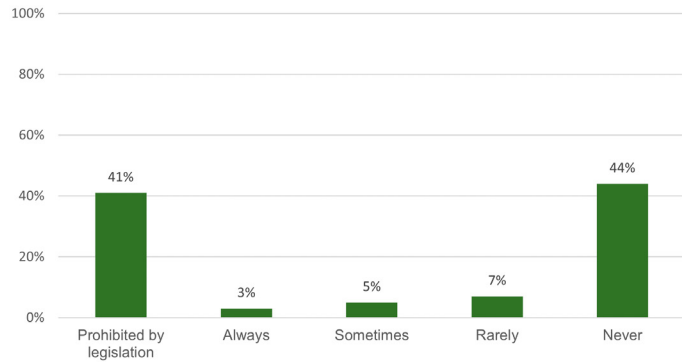
Other policies regarding pay transparency are summarized below:

Inquiring About The Pay History

British Columbia and Prince Edward Island's Pay Transparency Legislation also prevents employers from inquiring about job applicants' pay history.

As previously noted, a significant number of respondents (88%) operate in jurisdictions where there is pay transparency, thereby prohibiting organizations from inquiring about the pay history of prospective employees. However, it seems that the newness of the legislation has left some organizations unaware of this specific prohibition. As shown in Figure 14 below, among these organizations, 41% are aware of the prohibition, while the majority stated that they never ask such questions during the hiring process. Nevertheless, a noteworthy 15% indicated that they do inquire to some extent, inadvertently placing these organizations at odds with the legislative requirements.

Figure 14 | Organizations Under Current Legislation Inquiring About Applicant's Pay History

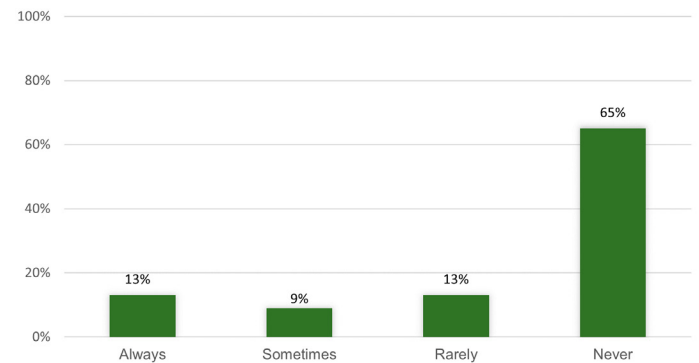


Overall, the decision to share pay information is driven by a combination of fostering a positive organizational culture, meeting legal obligations, and supporting broader goals of equity and employee well-being.

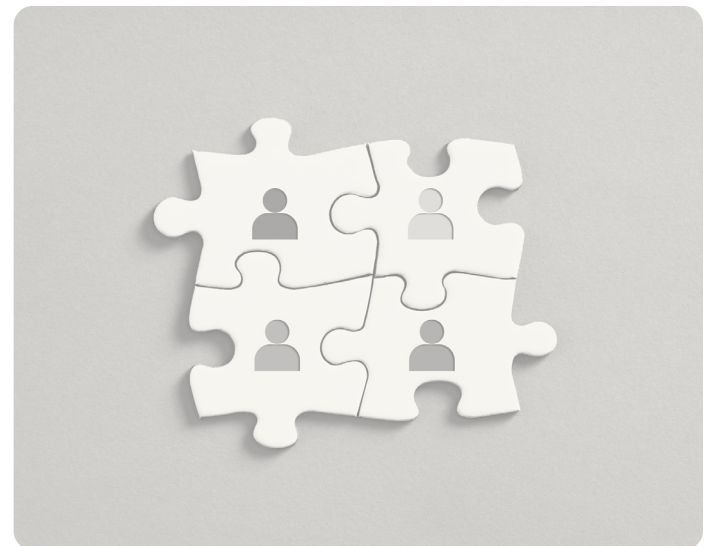


As shown in Figure 15 below, in jurisdictions where there are no prohibitions on inquiring about a prospective employee's pay history, almost two-thirds (65%) of organizations refrain from asking for such information, while the remaining 35% do inquire to varying degrees.

Figure 15 | Organizations Not Under Legislation Inquiring About Applicant's Pay History



There is a growing trend for organizations to refrain from making inquiries about an applicant's pay history due to legal restrictions and evolving views on equity and fairness in hiring. These organizations are likely responding to the growing recognition that basing salary offers on past pay can perpetuate historical inequities and might not accurately reflect the candidate's qualifications or the value of the position.



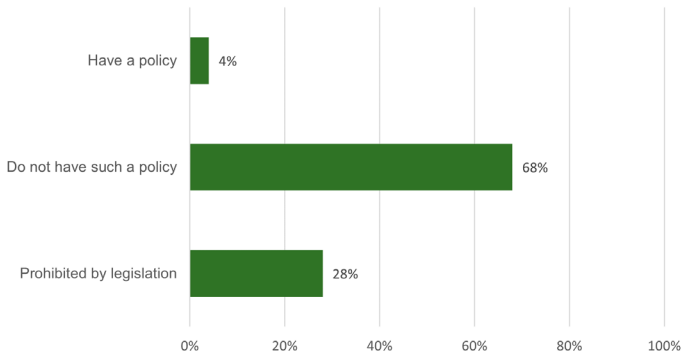
Policies Prohibiting Employees From Discussing Their Pay

The Pay Transparency Legislation Acts in British Columbia and Prince Edward Island explicitly prohibit employers from retaliating against employees who inquire about their own pay or choose to disclose their compensation details to another employee or prospective hire.

Very few organizations (5%) have policies prohibiting pay discussions among employees. This is true of both those covered and those not covered by current pay transparency legislation. The presence of such policies are often justified by concerns about maintaining workplace harmony and avoiding potential conflicts or dissatisfaction that might arise from pay comparisons.

Of those organizations subject to current legislation (Figure 16 below), 28% expressed their awareness of the prohibition. Among the remaining organizations, 68% stated that they do not have a policy, while 4% acknowledged that they still maintain a policy, placing them in non-compliance with the legislation.

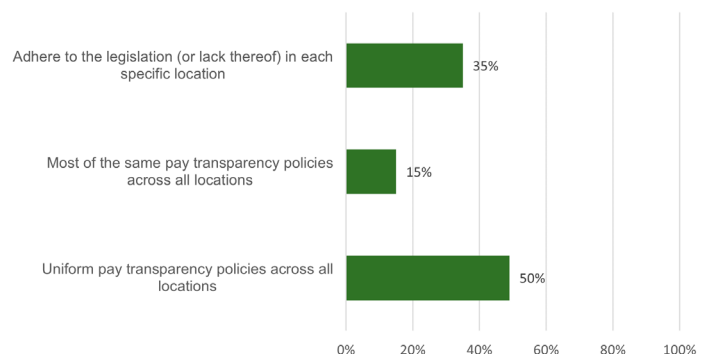
Figure 16 | Policies Prohibiting Employees From Discussing Their Pay In Organizations Under Current Legislation



Balancing Policies Where Pay Legislation Is And Isn't In Force

The survey data highlights the approach of organizations that operate both in regions with active pay transparency legislation, such as British Columbia and Prince Edward Island, and in provinces without such legislation. As shown in Figure 17 below, many of these organizations indicate a willingness or plan to align their policies across all locations to comply with the standards set by BC and PEI Pay Transparency Legislation. This uniform approach reflects a proactive stance towards embracing pay transparency as a standard practice, regardless of regional legislative requirements. It suggests that these organizations are recognizing the benefits of such policies in promoting fairness and equity and are choosing to implement them broadly to maintain consistency and demonstrate a commitment to transparent compensation practices. However, about one-third of the organizations have decided against extending these policies universally, possibly due to the varied administrative implications, the need to consider local market conditions, or differing regional legal frameworks.

Figure 17 | Policies For Organizations Operating In Provinces With & Without Active Pay Legislation



This underscores the complexities that multi-location organizations face in navigating varying legislative jurisdictions while striving to uphold consistent and equitable compensation practices across their operations. The decision to adopt pay transparency uniformly indicates a strategic alignment with evolving societal norms and a commitment to fostering an equitable and transparent workplace culture.



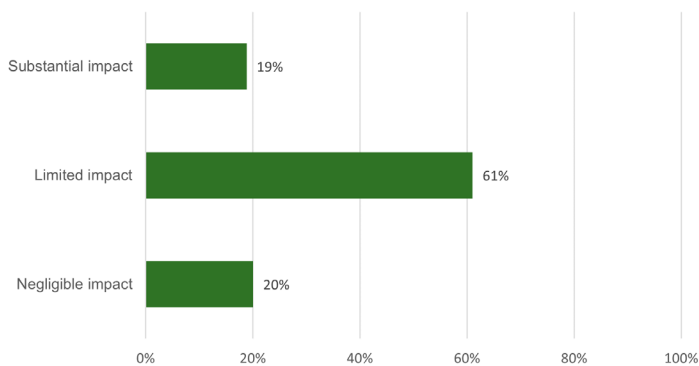
PAY INEQUITY & GENDER WAGE GAP

Will Pay Transparency Legislation Be Effective In Removing Pay Inequities & Narrowing The Gender Wage Gap?

Based on the latest data from the Organization for Economic Co-operation and Development (OECD), Canada currently ranks as the eighth worst in terms of the gender pay gap. In a proactive effort to address this issue, pay transparency legislation is being enacted, aiming to narrow the gender gap. To reinforce the effectiveness of the legislation, all jurisdictions with pay transparency laws have incorporated penalties for non-compliance. Employers may incur monetary fines ranging from \$200 to \$50,000, underscoring the governments' commitment to fostering equal pay practices.

The survey organizations have varied opinions on the effectiveness of pay transparency legislation in addressing pay inequities. A small segment of organizations believes that such legislation could have a substantial impact in mitigating pay disparities. However, a significant portion of the survey organizations perceive the impact as limited, suggesting skepticism about the efficacy of legislation alone in resolving deep-rooted pay inequities. This perspective may stem from a belief that legislative action, while necessary, is not sufficient without accompanying changes in organizational culture and practices. A smaller proportion of organizations see a negligible impact, possibly indicating doubts about the enforceability of such legislation or a belief that pay disparities are driven by factors beyond the scope of transparency laws.

Figure 18 | Impact Of Pay Transparency Laws On Closing The Gender Pay Gap



Overall, the survey data underscores a complex and multifaceted view of pay transparency legislation, highlighting that while it is seen as a step in the right direction, it is not considered a standalone solution for eliminating pay inequities.



CONCLUSIONS/RECOMMENDATIONS

The pay transparency landscape is evolving in Canada and globally. Recommendations for organizations that are impacted by legislation as well as those who are not, are summarized below.

Review Compensation Philosophies: Organizations should periodically review their compensation philosophies to ensure they align with human resources needs, market realities, organizational values, and legal requirements.

Encourage Adoption of Pay Transparency Policies: Organizations should adopt comprehensive pay transparency policies, aligning with evolving legislative requirements and societal expectations.

Enhance Communication Strategies: Develop clear communication strategies around compensation, balancing transparency with privacy and operational needs.

Prepare for Increased Employee Engagement: Equip HR and management teams to handle increased employee inquiries about compensation, thereby fostering a culture of openness and trust.

About WCBC

WCBC is a leading compensation and benefits consulting firm serving clients for over 40 years. We specialize in assisting organizations determine how much and how to pay, motivate, and retain employees. We offer a fully integrated total compensation service, including: strategic direction; benchmarking; design; implementation; and management of all aspects of the employee value proposition.

Decade of excellence, delivering trusted advice: WCBC – your partner in compensation & benefits consulting

Reconsider Pay History Inquiries: Organizations should evaluate the practice of asking about pay history, considering its impact on perpetuating wage gaps.

Adopt Uniform Pay Transparency Practices: For organizations operating across different jurisdictions, consider adopting uniform pay transparency practices to maintain consistency and fairness.

Ensure Legislative Compliance: Organizations should stay informed about legislative developments in pay transparency and ensure compliance to avoid legal repercussions.

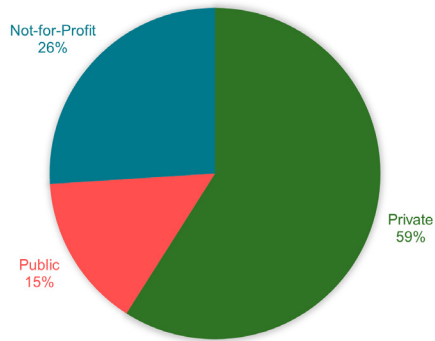
Promote Equity and Inclusivity: Use pay transparency as a tool to promote equity and inclusivity within the workplace, going beyond legal compliance to foster a positive organizational culture.

WCBC Western Compensation
& Benefits Consultants

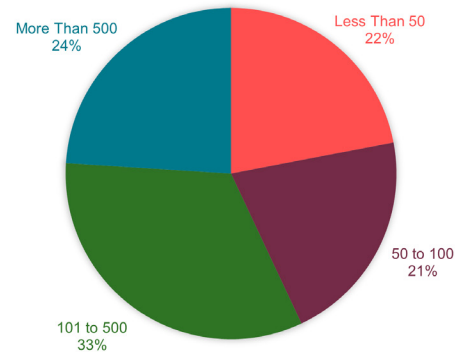
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PARTICIPATING ORGANIZATIONS

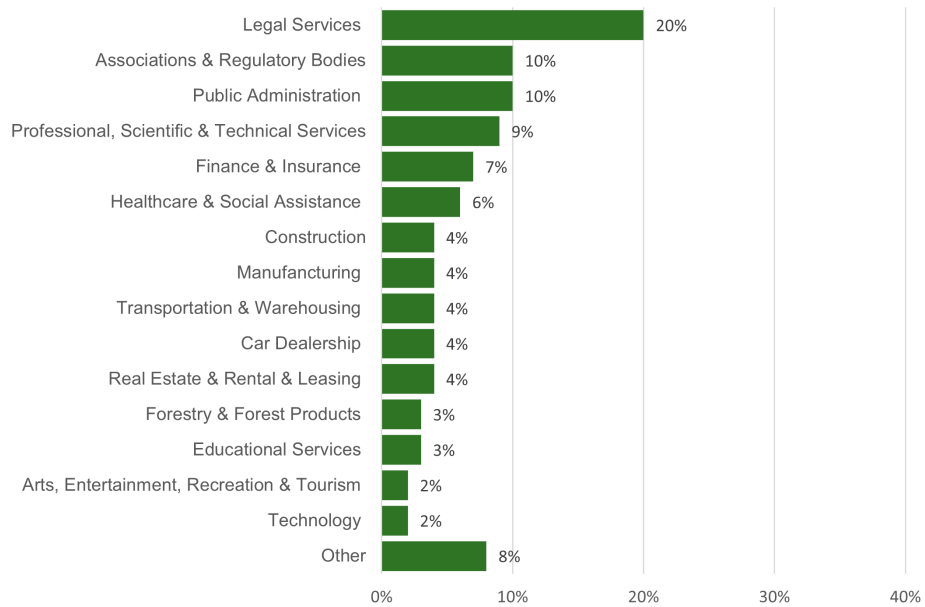
Economic Sector



Number of Employees



Business Classification



PARTICIPATING ORGANIZATIONS

- AG Hair Ltd.
- Alberta College of Pharmacy
- Alberta Newsprint Company
- Alexander Holburn Beaudin + Lang LLP
- Allied Properties REIT
- Archiact Interactive Ltd.
- Argus Properties Ltd.
- Arthon Industries Ltd.
- Associated Engineering (BC) Ltd.
- Association of Consulting Engineering Companies - BC
- Auto West Group
- Avmax Group Inc.
- BAASS Business Solutions Inc.
- BC College of Oral Health Professionals
- BC Financial Services Authority
- BC Hydro
- BC Lottery Corporation
- BC Maritime Employers Association
- BC Real Estate Association
- BC Tree Fruits Cooperative
- Beacon Community Services
- BEST Service Pros Ltd.
- Big Sisters of BC Lower Mainland
- Binnie
- BKS Law Corporation
- BlueShore Financial Credit Union
- Borden Ladner Gervais LLP
- Bosa Properties Inc.
- Boughton Law Corporation
- Brentwood Bay Resort
- Bylands Nurseries Ltd.
- Calgary Municipal Land Corporation
- Canada Lands Company
- Canadian Dental Association
- Canadian Rocky Mountain Resorts
- Canterbury Coffee Corporation
- Canuck Place Children's Hospice
- Canucks Autism Network
- Capilano University
- Careica Health
- Carson Automotive Group
- Carter Auto Family
- Chartered Professional Accountants of Alberta
- Chartered Professional Accountants of BC
- City of Abbotsford
- City of Coquitlam
- City of Cranbrook
- City of Kamloops
- City of Kelowna
- City of Langford
- City of Maple Ridge
- City of Mission
- City of Prince Rupert
- City of Vancouver
- City of West Kelowna
- City of White Rock
- Clark Wilson LLP
- Coastal Community Credit Union
- Codename Entertainment
- College of Pharmacists of BC
- College of Physicians and Surgeons of BC
- College of Registered Nurses of Saskatchewan
- Columbia College
- Community Savings Credit Union
- Concert Properties Ltd.
- Connective
- Consumer Protection BC
- Covenant House Vancouver
- Credit Union Central of Manitoba
- De Havilland Aircraft of Canada Ltd.
- Delta Controls Inc.
- Destination Vancouver
- Digby Leigh & Company
- District of Saanich
- Doak Shirreff Lawyers LLP
- Drysdale Bacon McStravick LLP
- DuMoulin Black LLP
- E-Comm 9-1-1
- Engineers and Geoscientists BC
- EY
- Eyford Partners LLP
- Family Ford Limited
- Farm Mutual Re
- Farris LLP
- First Nations Health Authority
- First West Credit Union
- Flintfox International Ltd.
- Food For The Hungry Canada
- Forest Professionals BC
- Forestry Innovation Investment
- Forward Law LLP
- Freeport Industries
- Fulton & Company LLP
- GBC Law
- Georgia Main Food Group Limited
- Glacier Toyota
- GolfBC Holdings Inc.
- Gowling WLG (Canada) LLP
- Greater Victoria Harbour Authority
- Grosvenor
- Gudmundseth Mickelson LLP
- GWL Realty Advisors Inc.
- Hammerco Lawyers LLP
- Harper Grey LLP
- Harris & Company LLP
- Heartland Mutual Insurance
- Heritage Food Service Group of Canada Limited
- HH Angus & Associates Limited
- Houle Electric Limited
- Hunter Litigation
- IATSE Local 891
- Insurance Brokers Association of BC
- Insurance Council of BC
- Interfor Corporation
- IWA Forest Industry Pension & LTD Plans
- Kaigo Senior Living
- Kal Tire Ltd.
- Kazlaw Injury Lawyers
- Kelowna Mercedes-Benz
- Kelowna Toyota
- Kerr Wood Leidal Associates
- Kidston Helm Ross LLP
- Kiewit Corporation
- Kindred Construction Ltd.
- Klohn Crippen Berger
- KPMG LLP
- Law Society of Alberta
- Law Society of BC
- Lesperance Mendes Lawyers
- Lindsay Kenney LLP
- Lindsay LLP
- MacCarthy GM
- MacEwan University
- Manitoba Blue Cross
- McEwan Partners
- McQuarrie Hunter LLP
- Membertou Reserve Band Council
- MEP Business Counsel
- Mercer International
- Meridian Law Group
- Metrolinx
- Miller Titerle Law Corp.
- Mission Group Enterprises Ltd.
- Morelli Chertkow LLP
- Mott MacDonald Canada Limited
- MSA Ford
- MTU Maintenance Canada Ltd.
- Municipality of Saanich
- Net at Work, LLC
- Northam Beverages Ltd.
- Northwest Hydraulic Consultants Ltd.
- Norton Rose Fulbright Canada LLP
- Nova Scotia Pension Services Corporation
- Oak Bay Beach Hotel
- Okanagan Indian Band
- Ontario Dental Association
- Osler, Hoskin & Harcourt LLP
- Owen Bird Law Corporation
- Oyen Wiggs Green Mutala LLP
- Paper Excellence Group
- PBX Engineering Ltd.
- Pearson College UWC
- Porter Airlines Inc.
- Post Secondary Employers' Association
- Power to Change
- Primacorp Ventures Inc.
- Pushor Mitchell LLP
- QuadReal Property Group
- RAM Consulting
- RC Purdys Chocolates
- Real Estate Board of Greater Vancouver
- Red Mountain Resort
- Red River Mutual Insurance Company
- Regional District of Central Okanagan
- Richards Buell Sutton LLP
- Rivercity Inclusion Society
- Robinson Consultants Inc.
- Robinson Supply
- Roper Greyell LLP
- Rosstown Farms & Natural Foods Ltd.
- Royal College of Dental Surgeons of Ontario
- RTR Terra Contracting Ltd.
- Saanich Neighbourhood Place
- Samaritan's Purse Canada
- Sampson Davie Fane Volpiana LLP
- Sangra Moller LLP
- Saskatchewan Association of Rehabilitation Centres
- Saskatchewan Blue Cross
- Save the Children Canada
- School District No. 74 (Gold Trail)
- Scott Construction Group
- Seastone IP LLP
- Segev LLP
- Sepro Mineral Systems
- Shared Value Solutions Ltd.
- Sinclair Group Forest Products Ltd.
- Singleton Reynolds LLP
- Societe de transport de Montreal
- Southern Butler Price LLP
- Southridge School
- Spectrum Society for Community Living
- Squamish Nation
- Squamish-Lillooet Regional District
- Stantec Inc.
- Steve Marshall Ford Lincoln Ltd.
- Stikeman Elliott LLP
- Sun Peaks Resort LLP
- Sunshine Coast Credit Union
- Sunshine Village Ski & Snowboard Resort
- SYLVIS Environmental Services Inc.
- Synergy Business Lawyers LLP
- Taylor McCaffrey LLP
- Teachers' Retirement Allowances Fund (TRAF)
- Technical Safety BC
- The Answer Company Consulting Ltd.
- The Continuing Legal Education Society of BC
- The Mutual Fire Insurance Company of BC
- Thorsteinssons LLP
- Thunder Bay Port Authority
- Tidewater Transportation Canada, Inc.
- Tolko Industries
- Toronto Transit Commission
- Township of Langley
- Transat A.T. Inc.
- TransLink
- Trillium Mutual Insurance Company
- Triton Environmental Consultants Ltd.
- Trulioo
- TW Industrial Group Ltd.
- Two Worlds Consulting Ltd.
- UBC Properties Trust
- Unit Electrical Engineering Ltd.
- University of Alberta Properties Trust
- Urban Systems Ltd.
- Vancouver Foundation
- Venturis Capital Corp.
- Victory Square Law Office LLP
- Village of Pemberton
- Weissach LP
- Wesgroup Properties
- Western Forest Products Inc.
- Western Transportation Advisory Council
- WestView Primary Care Network
- Whitelaw Twining Law Corporation
- WI Woodtone Industries
- Wildstone Construction Ltd.
- Woodward & Company Lawyer's Ltd.
- WorkSafeBC
- Yorkville Education LP