CHANGES IN REMOTE & HYBRID WORK ARRANGEMENTS

April 2026

WCBC RESEARCH PROJECT

INTRODUCTION

Remote and hybrid work arrangements continue to receive significant attention across Canada. Over the past year, a number of large employers including five major Canadian banks and the Government of Canada have taken initiatives to increase on-site attendance. Provincial governments such as Ontario and Alberta have also signalled more stringent return-to-office expectations.

At the same time, approaches remain uneven. For example, the British Columbia government has continues to support flexible and hybrid arrangements where appropriate.

These developments raise an important question: **to what extent are high profile return-to-office decisions influencing broader employer practices?**

To better understand this, WCBC conducted a survey of 312 Canadian employers across various sectors, organization sizes and industries. The objective was to assess:

- the current prevalence and structure of remote and hybrid work arrangements;
- whether and how employers have changed their approach over the past 12 months
- the factors influencing organizational decisions; and
- the observed and anticipated impacts on employees and the workplace.

The findings provide a snapshot of how employers are navigating remote and hybrid work in practice, including areas of alignment and divergence across the market.

KEY INSIGHTS

The main takeaways include:

- **Remote and hybrid work are standard practice**
  Nearly all employers (95%) offer some form of remote or hybrid work, with little variation by sector, organization size or industry.

- **Hybrid work is the dominant model**
  While hybrid arrangements are widely used, organizations apply different approaches, particularly regarding minimum on-site requirements and eligibility.

- **Employers are moving toward increased structure and on-site presence**
  Among those making changes, the most common actions are increasing required on-site attendance and tightening eligibility, particularly among larger organizations.

- **Changes are recent and still evolving**
  Most increases in on-site requirements occurred within the past 12 months, with many employers indicating it is still too early to fully assess impacts.

- **Employee resistance is common**
  Most employers report some level of resistance to increased on-site requirements. While improved collaboration is frequently cited, this is often accompanied by increased dissatisfaction and potential retention risk.

- **Leadership and talent considerations are central drivers**
  Collaboration, attraction and retention, and leadership preference are the primary factors shaping remote and hybrid work policies.

- **Remote work remains important for talent outcomes**
  A strong majority of employers view remote or hybrid work as important for both attraction and retention, reinforcing its ongoing relevance.

- **Remote and hybrid work are expected to persist long term but with greater structure**
  Most employers expect these arrangements to remain part of their workforce strategy, though often with clearer expectations and increased oversight.

SURVEY FINDINGS

The results of WCBC's ***Changes in Remote & Hybrid Work Arrangement Survey*** are summarized below.

CURRENT STATE OF REMOTE WORK

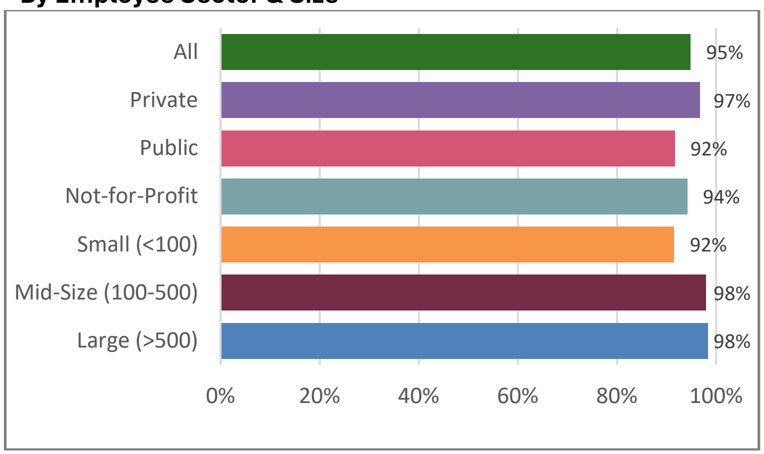
Prevalence of Remote or Hybrid Work Among Canadian Employers

Remote or hybrid work arrangements are nearly universal across Canadian employers, with 95% of organizations reporting some level of remote work.

Adoption is consistently high across sectors, ranging from 92% in the public sector to 97% in the private sector. Similarly, large and mid-sized employers report slightly higher prevalence (both 98%) compared to small employers (92%).

These results indicate that remote or hybrid work is common in the Canadian workplace, regardless of sector or organization size.

Figure 1 | Prevalence of Remote or Hybrid Work Among Canadian Employers - By Employee Sector & Size



Types of Work Arrangements Used by Employers

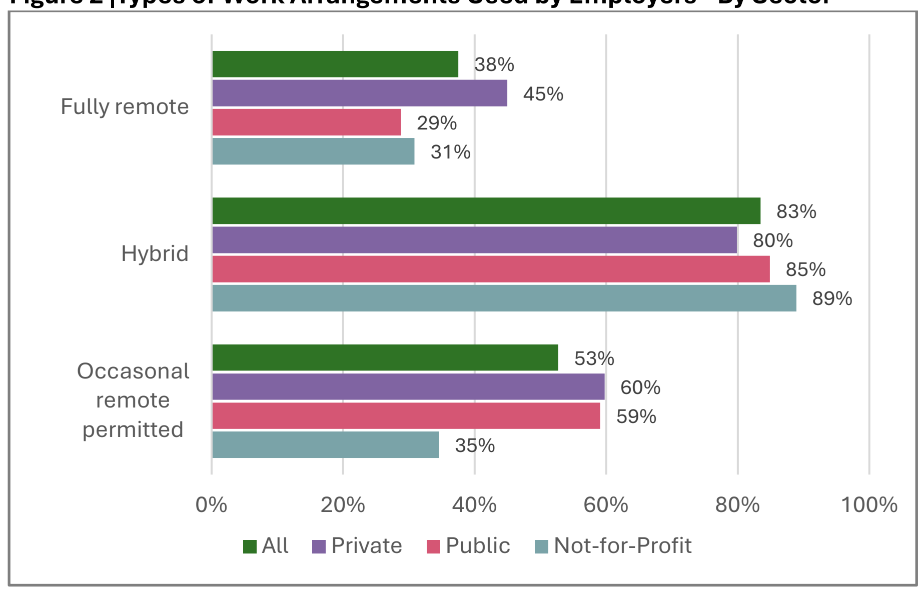
Hybrid work is the dominant model, used by 83% of employers, followed by occasional remote work (53%) and fully remote arrangements (38%). Adoption of hybrid work is consistently high across all organization sizes, increasing modestly with size.

Sector differences are more evident in how flexibility is applied. Not-for-profit organizations are less likely to permit occasional remote work (35%) but report the highest use of hybrid arrangements (89%). In contrast, private sector employers are more likely to offer fully remote work (45%) compared to public and not-for-profit organizations.

Municipalities report very limited use of fully remote work (5%) and are more likely to rely on occasional remote arrangements (65%), suggesting a more constrained approach to flexibility. Associations/regulatory bodies, by contrast, show a strong use of hybrid models (93%) with limited use of occasional remote work. Law firms report a mix of arrangements broadly consistent with the overall survey results.

While hybrid work is clearly the prevailing model, organizations vary in how broadly they extend other forms of flexibility.

Figure 2 |Types of Work Arrangements Used by Employers - By Sector



Minimum Required On-Site Days for Hybrid Employees

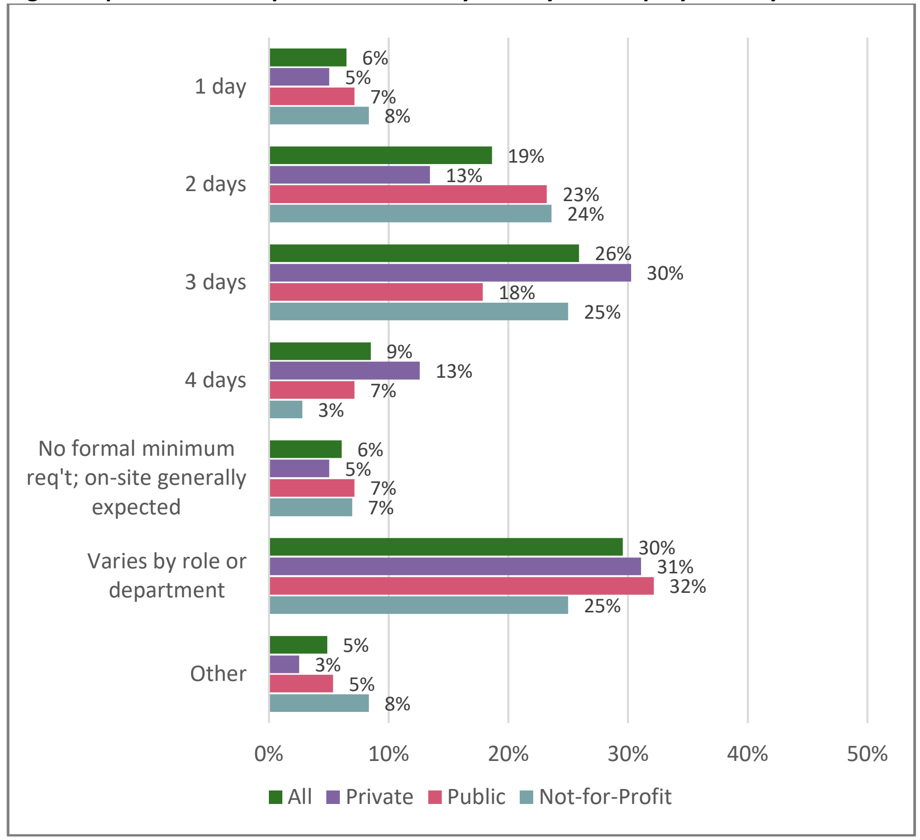
Minimum on-site requirements vary considerably, with no single standard emerging. The most common approach is to vary requirements by role or department (30%), particularly among larger organizations. Where defined expectations exist, three days on-site is most common (26%), followed by two days (19%).

Sector differences are evident: private sector employers are more likely to require three or more days on-site, while public and not-for-profit organizations more commonly report a two-day requirement.

Industry patterns provide additional context. Law firms are more likely to vary requirements by role (40%) and to require three days on-site (32%), suggesting a more structured but role-dependent approach. Municipalities show greater variability with fewer reporting a standard three-day requirement, indicating less standardized practices. In contrast, associations/regulatory bodies are more likely to adopt a two-day model (34%).

These results reflect a mix of structured and flexible approaches, with organizations balancing consistency against role-specific needs.

Figure 3 | Minimum Required On-Site Days for Hybrid Employees – By Sector



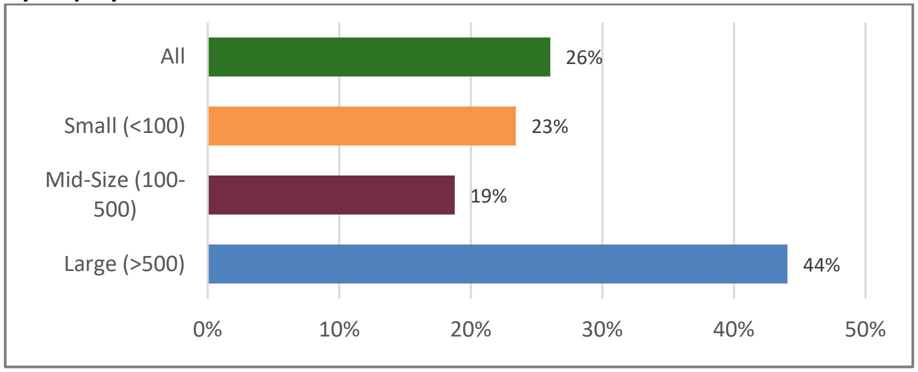
Changes to Remote or Hybrid Work Approaches in the Past 12 Months

Approximately one-quarter of employers (26%) report having made changes to their remote or hybrid work approaches in the past year.

While differences by sector are minimal, variation by organization size is more pronounced. Large employers are significantly more likely to have made changes (44%) compared to mid-sized (19%) and small employers (23%). This suggests that recent shifts in work arrangements have been driven primarily by larger organizations.

Associations/regulatory bodies are less likely to report recent changes (12%), indicating a greater degree of stability compared to other organizations.

Figure 4 | Changes to Remote or Hybrid Work Approaches in the Past 12 Months - By Employee Size



DIRECTION OF CHANGE

Types of Changes Made to Remote or Hybrid Work Arrangements

Among organizations that made changes, the most common initiative was increasing required on-site attendance (71%). This trend is particularly pronounced among large employers and in the public sector.

Many employers also reported tightening eligibility for remote work (39%), while relatively few expanded eligibility (10%). Formalizing or standardizing arrangements was reported by 26% of organizations. Industry patterns highlight differing approaches. Law firms are more likely to have tightened eligibility (47%) but less likely to have increased on-site attendance (60%), suggesting a more targeted approach to limiting access to remote work. Municipalities, by contrast, are less likely to report tightening eligibility and more likely to have formalized arrangements (33%) or expanded eligibility (17%), indicating a focus on greater structure rather than restriction. Associations/regulatory bodies show a slightly higher incidence of increased on-site attendance (80%), broadly aligning with the overall trend.

Taken together, the direction of change is toward more structured and, in many cases, more restrictive approaches, with increased on-site expectations being the most significant shift.

Figure 5a | Types of Changes Made to Remote or Hybrid Work Arrangements - By Employee Size

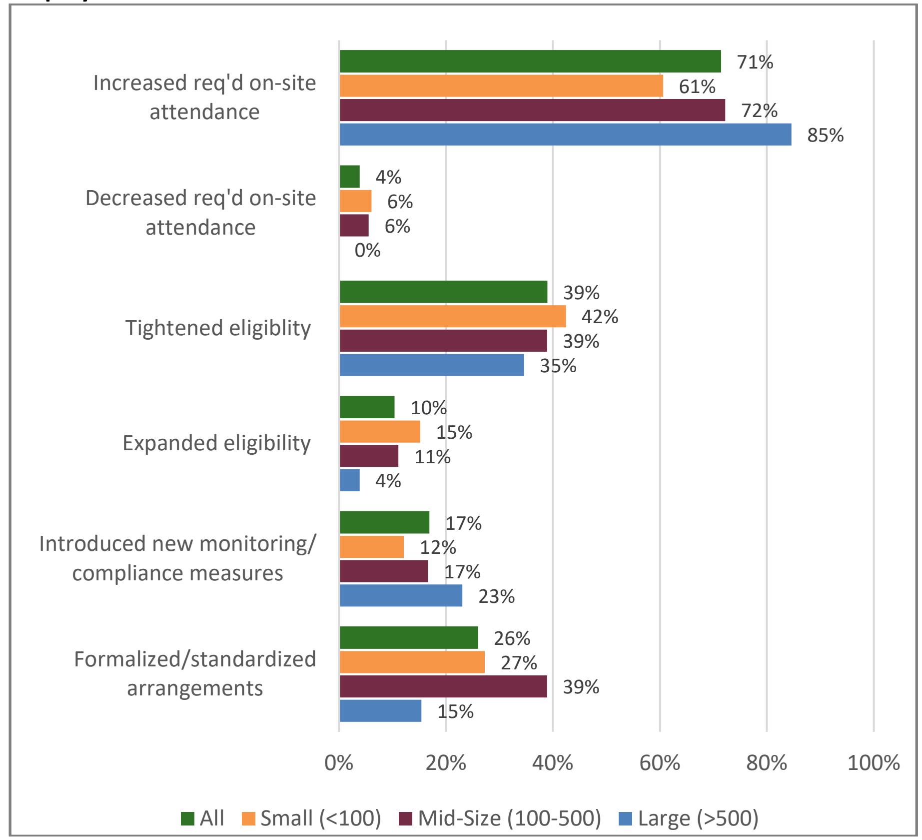


Figure 5b | Types of Changes Made to Remote or Hybrid Work Arrangements - By Sector

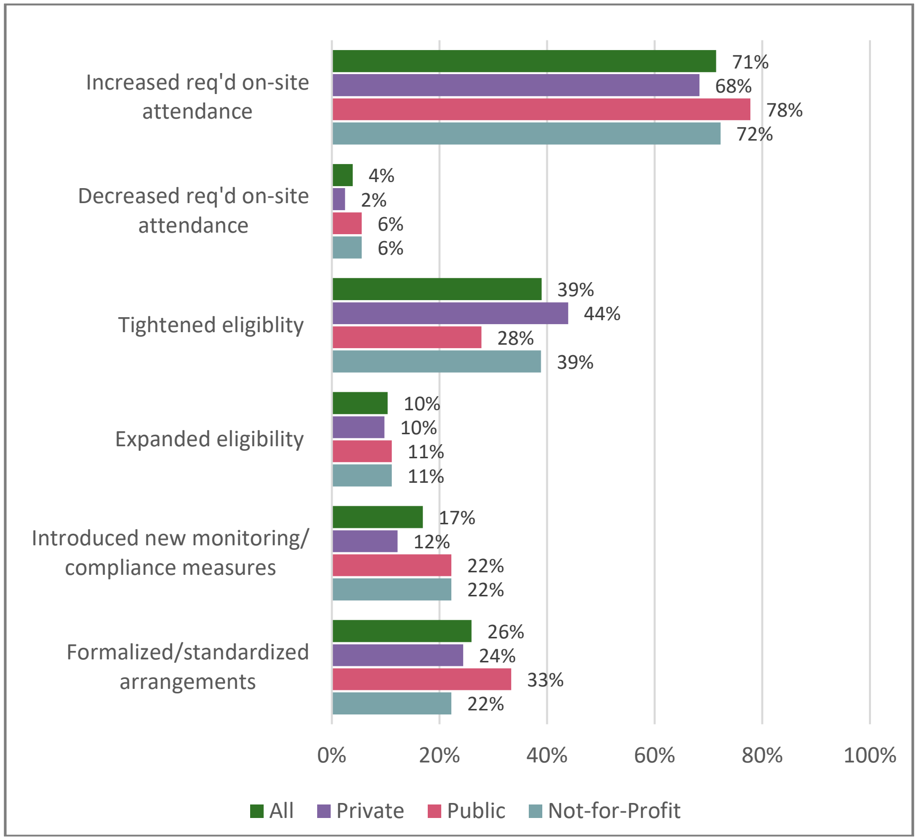
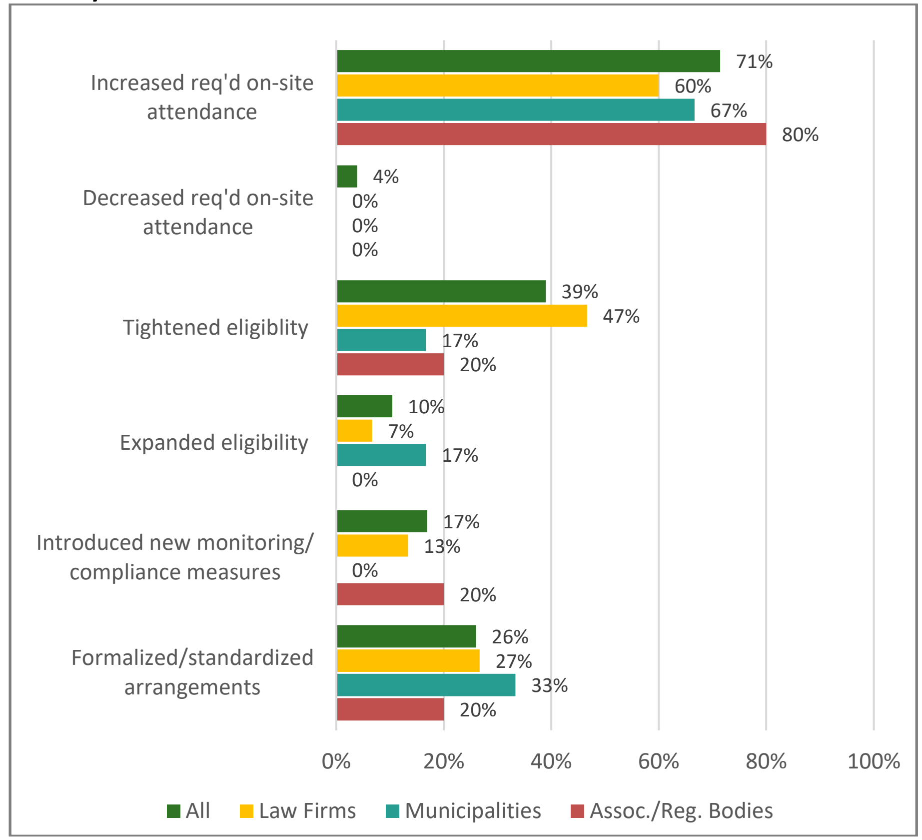


Figure 5c | Types of Changes Made to Remote or Hybrid Work Arrangements - By Industry



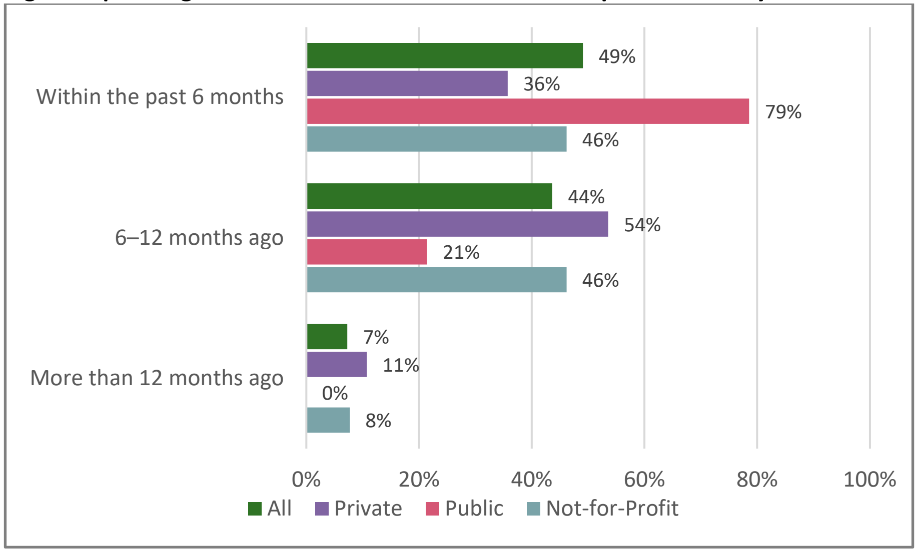
Timing of Increased On-Site Attendance Requirements

Changes to on-site attendance requirements were largely recent. Nearly half of employers (49%) implemented increases within the past six months, with a further 44% doing so within the past year.

Timing varies by sector. Public sector organizations are more likely to have implemented changes in the past six months, while private sector employers more commonly made changes earlier in the year.

This suggests that while the shift toward increased on-site presence is widespread, it occurred at different times across sectors.

Figure 6 | Timing of Increased On-Site Attendance Requirements - By Sector



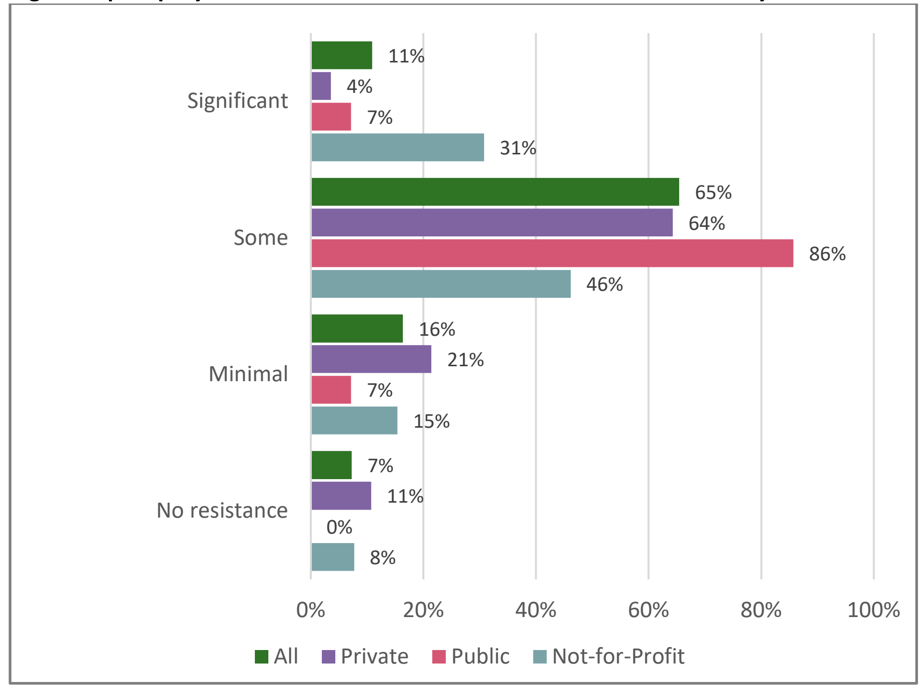
Employee Resistance to Increased On-Site Attendance

Most employers report some level of employee resistance to increased on-site attendance, with 65% indicating "some" resistance and 11% reporting "significant" resistance. Only a small minority report minimal or no resistance.

Resistance levels vary by sector. Public sector organizations are more likely to report "some" resistance, while not-for-profit organizations report the highest levels of "significant" resistance. Private sector employers are more likely to report minimal or no resistance.

Overall, employee pushback is common, but its intensity differs by sector.

Figure 7 | Employee Resistance to Increased On-Site Attendance - By Sector



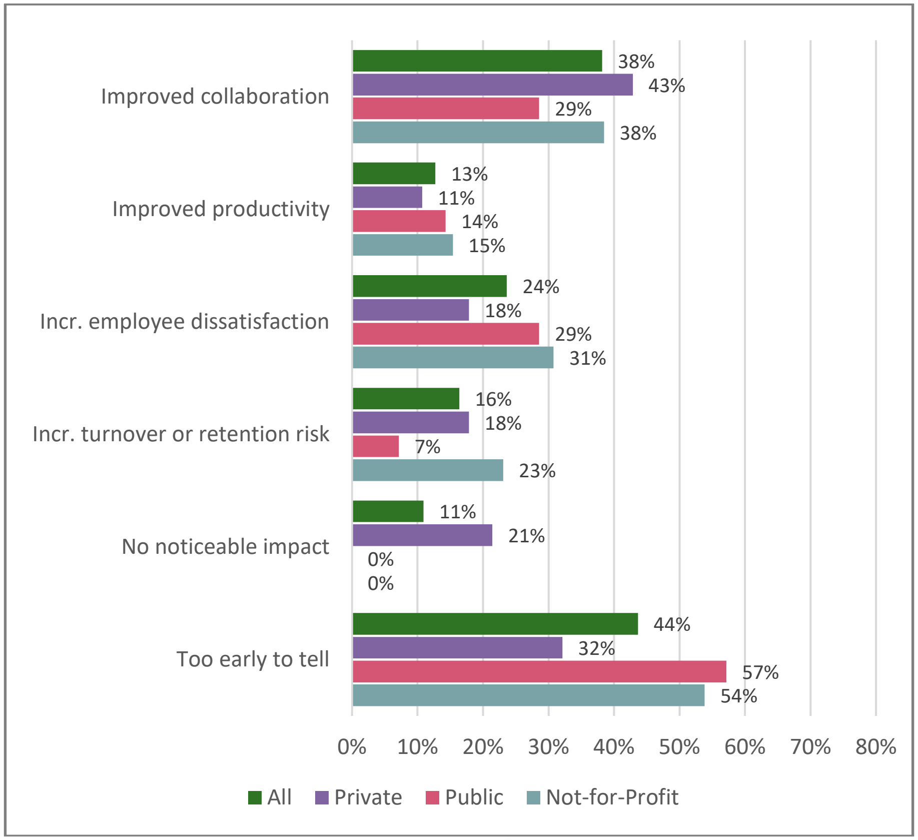
Observed Impact of Increased On-Site Attendance Requirements

Many employers (44%) indicate it is still too early to assess the impact of increased on-site attendance, particularly in the public and not-for-profit sectors.

Among those observing impacts, improved collaboration (38%) is the most commonly reported outcome. However, negative effects were also noted, including increased employee dissatisfaction (24%) and turnover or retention risk (16%).

Sector differences are notable: public and not-for-profit organizations are more likely to report dissatisfaction, while private sector employers more often report improved collaboration and, in some cases, no noticeable impact.

Figure 8 | Observed Impacts of Increased On-Site Attendance Requirements - By Sector



FUTURE PLANS

Future Remote or Hybrid Work Changes (Organizations Without Changes in the Past Year)

Among organizations that have not made recent changes, most (78%) do not anticipate changes in the next 12 months. A further 9% indicate their approach is under review, while relatively few report planned adjustments.

Large and public sector organizations are most likely to report stability, while private sector employers are somewhat more likely to indicate their approach is under review. Overall, these findings point to a period of stability following recent changes.

Law firms, however, are somewhat less likely to report no planned changes and more likely to indicate their approach remains under review or subject to adjustment.

Figure 9a | Future Remote or Hybrid Work Changes (Organizations Without Changes in the Past Year) - By Employee Size

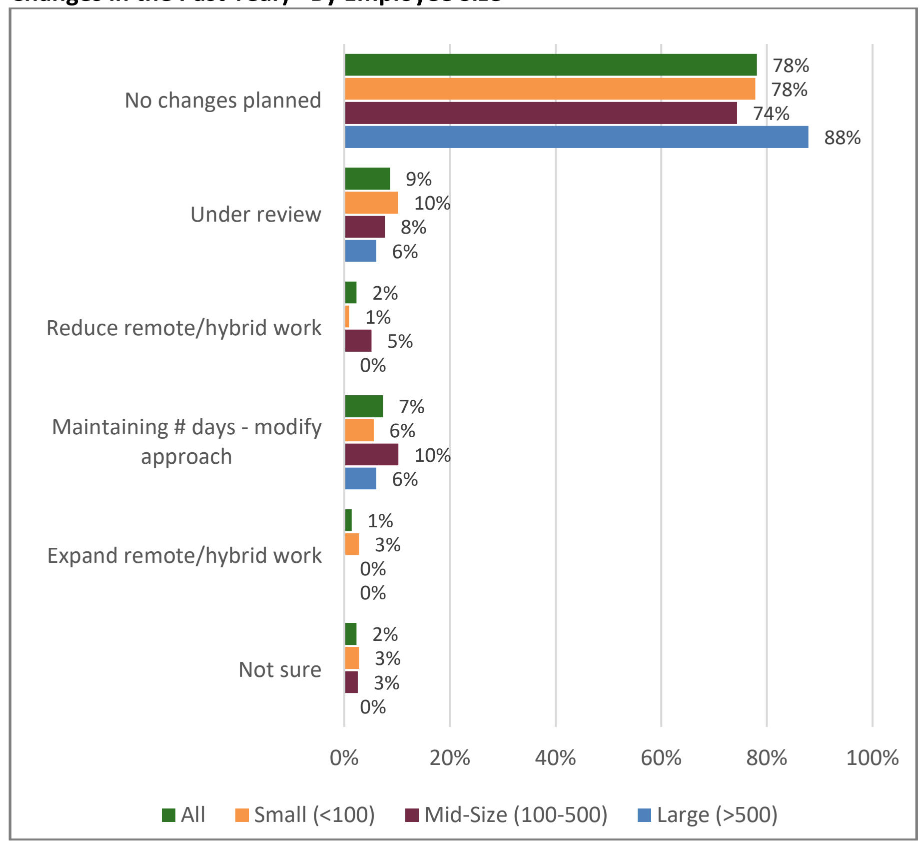
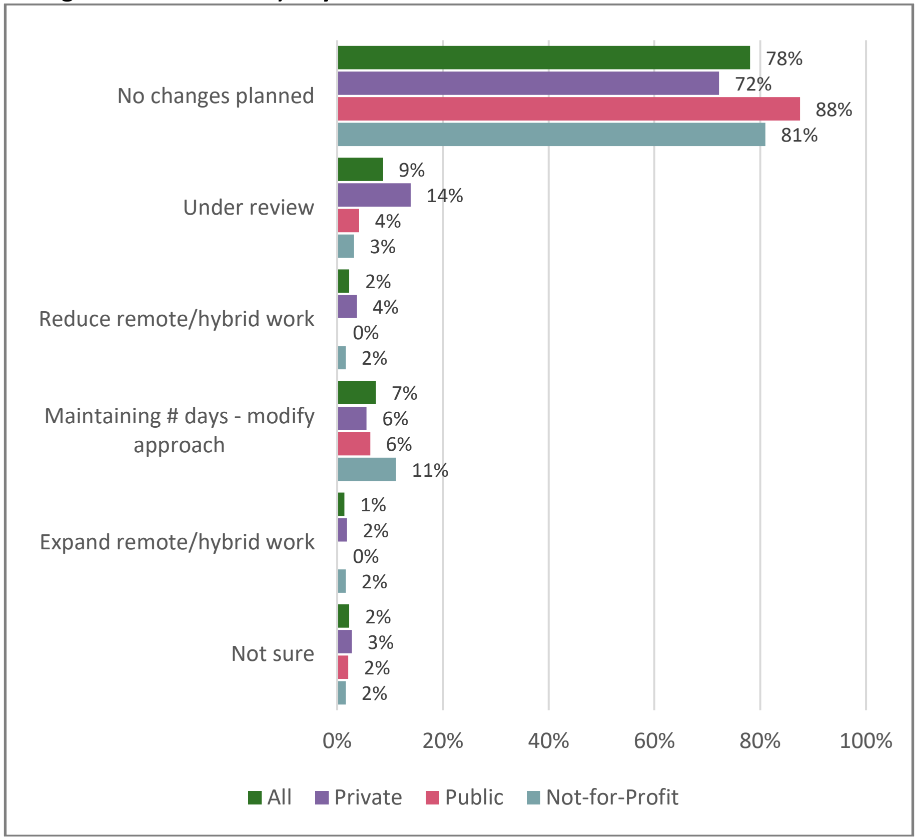


Figure 9b | Future Remote or Hybrid Work Changes (Organizations Without Changes in the Past Year) - By Sector

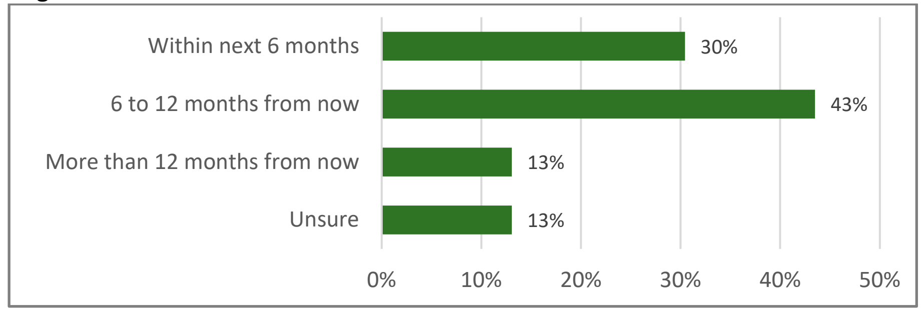


Expected Timing of Planned Reductions to Remote or Hybrid Work

Among organizations planning reductions, most expect changes within the next year. The largest share (43%) anticipate change within 6 to 12 months, followed by 30% within the next six months.

Only a small proportion expect longer-term changes or remain uncertain, suggesting that planned reductions are generally near-term initiatives.

Figure 10 | Expected Timing of Planned Reductions to Remote or Hybrid Work - All Organizations



Employee Groups Most Affected by Planned Changes

Planned changes to remote or hybrid work are most commonly expected to affect all employees (47%), indicating that many organizations anticipate broad, organization-wide impacts rather than targeting specific groups.

Professional and individual contributor roles (19%) and “other” employee groups (20%) are also cited with some frequency, suggesting that while changes are often broad-based, certain roles may still experience more targeted adjustments.

Front-line or operational employees (9%) and management (4%) are less commonly identified, while new hires are rarely singled out (1%).

There are some differences by sector and size. Not-for-profit organizations are more likely to indicate impacts across all employees (55%), while public sector employers more frequently identify professional roles (33%) and front-line employees (17%). Small organizations are somewhat more likely to identify front-line roles (18%), whereas mid-sized organizations more often point to professional roles (31%).

Overall, the results suggest that planned changes are generally applied broadly across the workforce, with limited emphasis on narrowly defined employee groups.

Figure 11a | Employee Groups Most Affected by Planned Changes - By Employee Size

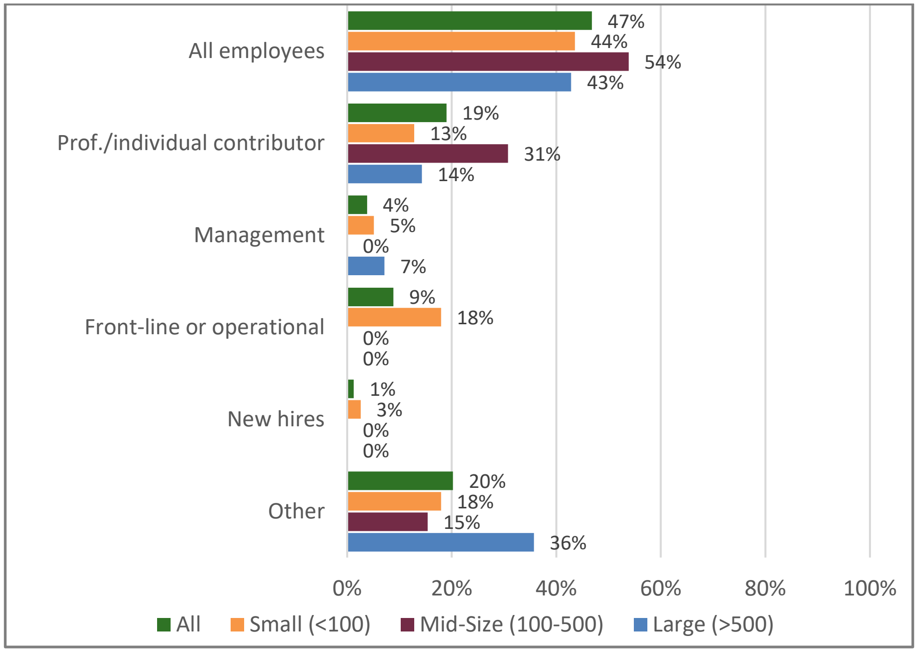
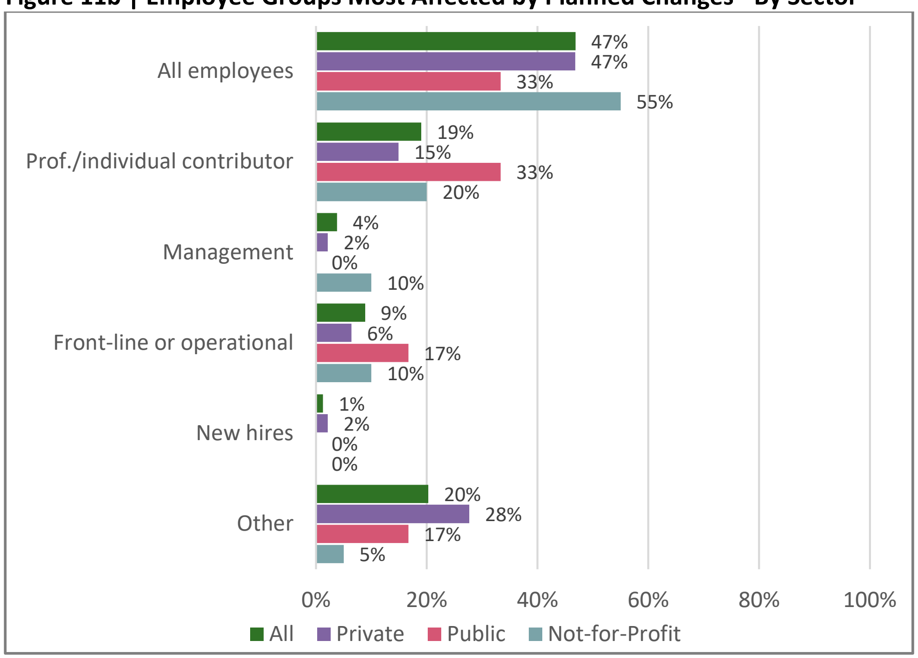


Figure 11b | Employee Groups Most Affected by Planned Changes - By Sector



DRIVERS & RATIONALE

Factors Influencing Organizational Remote or Hybrid Work Policies

Collaboration or culture is the most frequently cited factor influencing remote or hybrid work policies (71%), followed by employee attraction and retention (55%) and leadership preference (42%). Operational considerations such as client requirements, productivity, and real estate also play a meaningful role.

Sector differences highlight varying priorities: not-for-profit organizations place greater emphasis on attraction and retention, while private sector employers more frequently cite productivity concerns and leadership preference.

Industry results highlight differing drivers. Law firms place greater emphasis on productivity concerns (56%), client or operational requirements (46%), and performance management challenges (34%), suggesting a more operationally driven approach to remote work decisions. Associations/regulatory bodies, by contrast, place greater emphasis on real estate considerations (46%) and employee attraction and retention (68%), with comparatively less focus on productivity and performance-related factors.

Figure 12a | Factors Influencing Organizational Remote or Hybrid Work Policies - By Employee Size

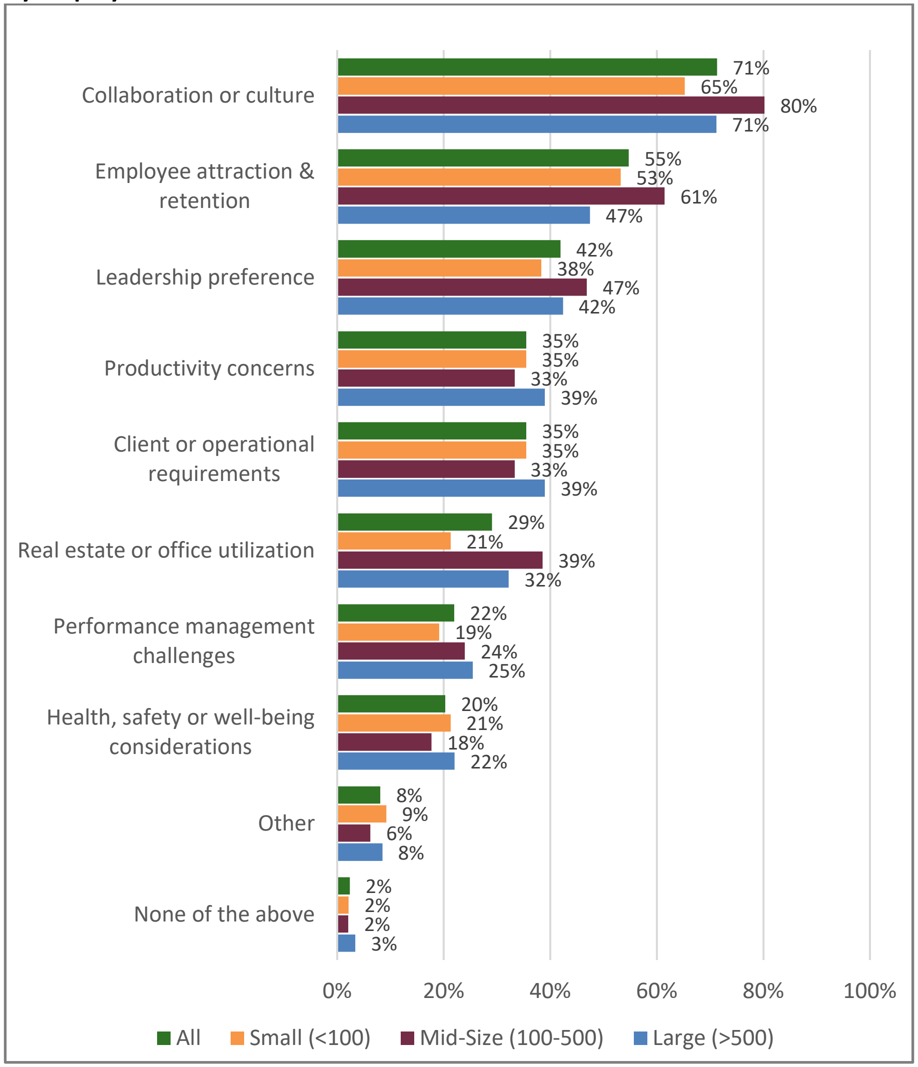


Figure 12b | Factors Influencing Organizational Remote or Hybrid Work Policies - By Sector

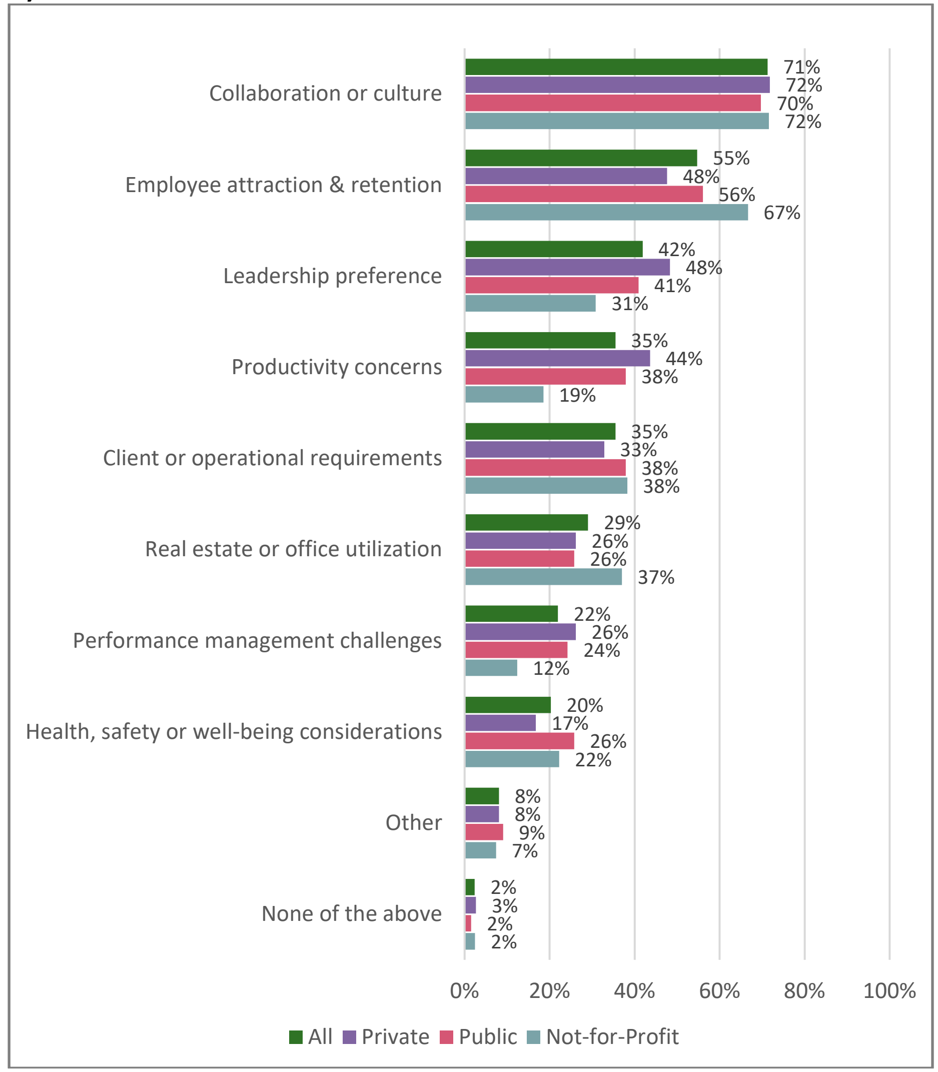
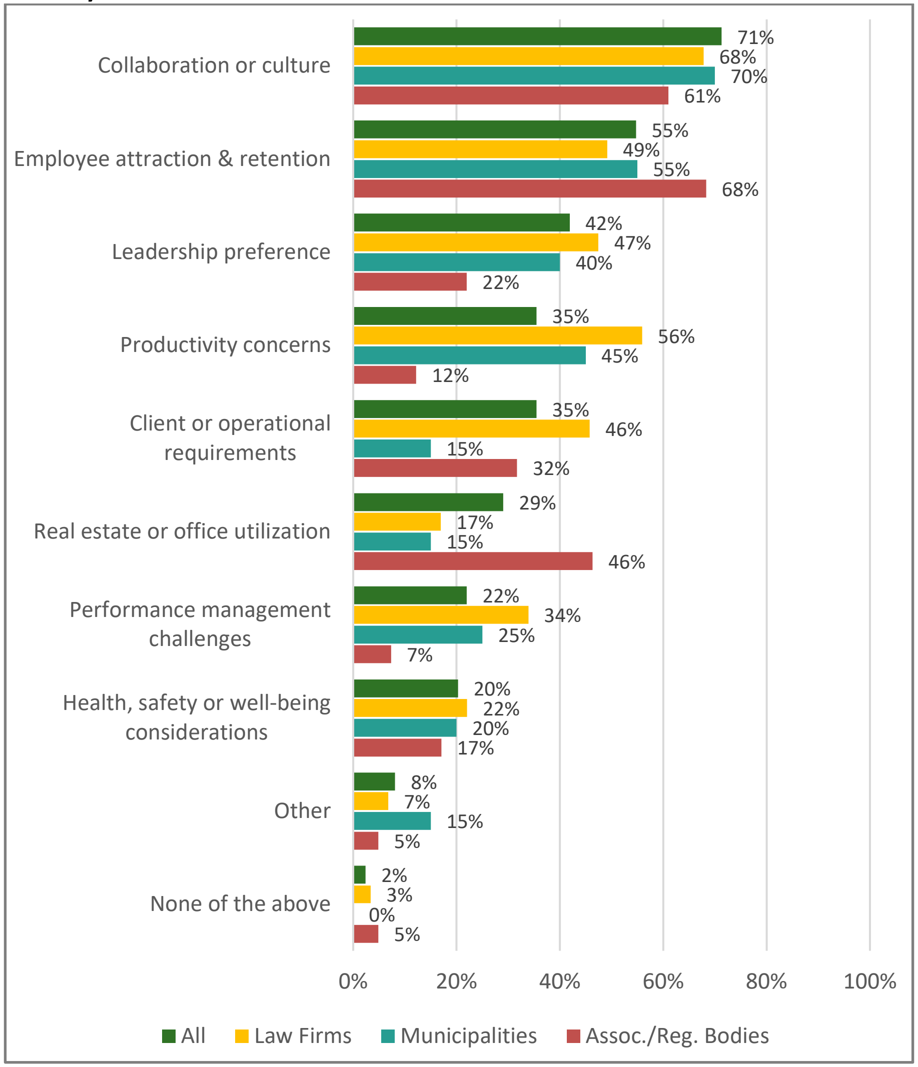


Figure 12c | Factors Influencing Organizational Remote or Hybrid Work Policies - By Industry

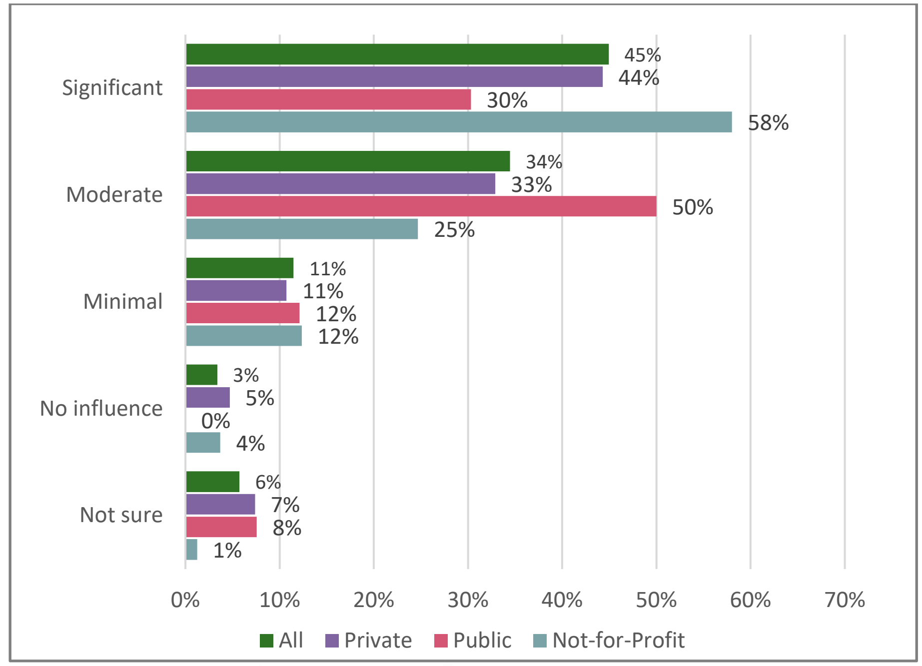


Influence of Leadership Preference on Remote Work Decisions

Leadership preference plays a significant role in shaping remote work decisions. Nearly 80% of employers report a moderate or significant influence, with almost half indicating a significant impact.

The strength of this influence varies by sector, with not-for-profit organizations most likely to report a significant impact and public sector organizations more likely to report a moderate influence. This underscores the central role of leadership in determining workplace flexibility.

Figure 13 | Influence of Leadership Preference on Remote Work Decisions – By Sector



TALENT IMPACT

Importance of Remote or Hybrid Work for Talent Attraction

Remote or hybrid work is widely viewed as an important factor in talent attraction, with 81% of employers rating it as somewhat or very important.

Not-for-profit organizations are most likely to view it as very important, while private sector employers are more likely to assign it lower importance. Public sector organizations tend to fall in between, with a stronger emphasis on “somewhat important.”

Industry results show differing levels of importance. Associations/ regulatory bodies are more likely to view remote or hybrid work as very important (51%), suggesting it is a key factor in attracting talent. In contrast, Law firms are less likely to rate it as very important and more likely to view it as somewhat important, indicating a more moderate role in attraction. Municipalities overwhelmingly view remote work as important, but more often as somewhat important rather than very important, suggesting it is expected but not a primary differentiator.

These results suggest that while remote work is broadly valued, its relative importance varies across sectors.

Figure 14a | Importance of Remote or Hybrid Work for Talent Attraction - By Sector

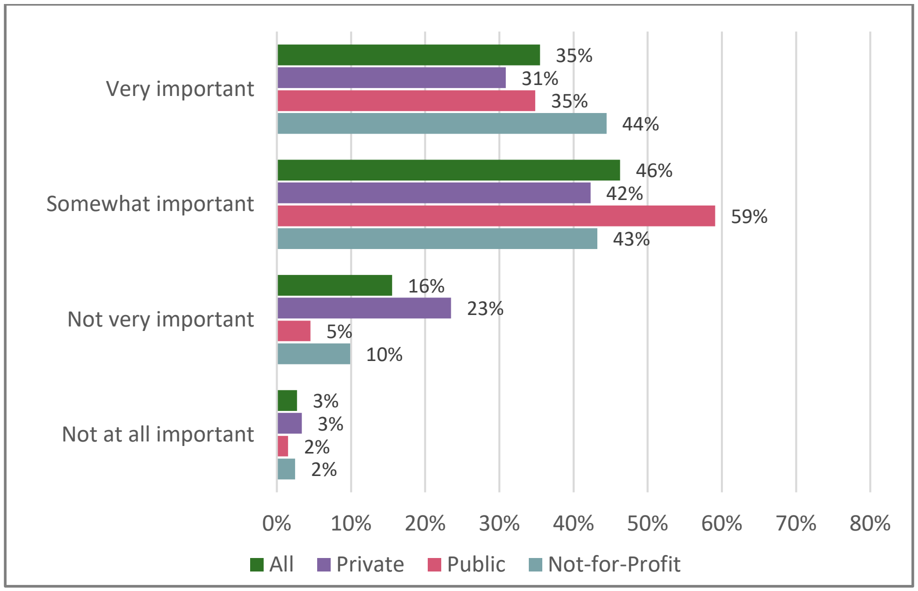
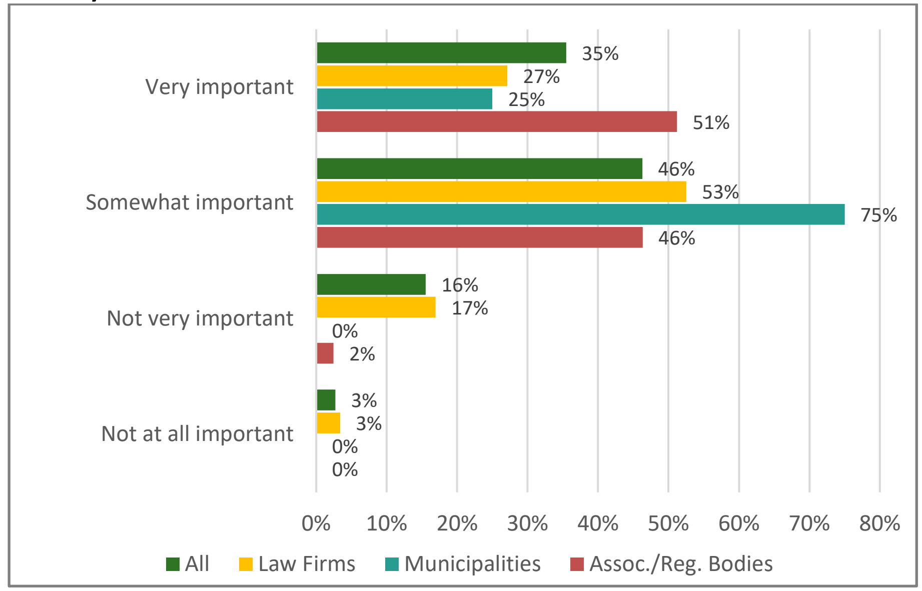


Figure 14b | Importance of Remote or Hybrid Work for Talent Attraction - By Industry



Importance of Remote or Hybrid Work for Employee Retention

Remote or hybrid work is viewed as even more critical for retention than attraction, with 91% of employers rating it as somewhat or very important. Nearly half consider it very important.

Not-for-profit organizations place the greatest emphasis on its importance, while public sector employers more commonly rate it as somewhat important. Private sector responses align closely with the overall distribution.

Industry results reinforce these differences in intensity. Associations/ regulatory bodies are more likely to view remote or hybrid work as very important for retention (66%), indicating it is a key factor in retaining employees. In contrast, law firms and municipalities are more likely to rate it as somewhat important rather than very important, suggesting it is a less decisive factor in retention.

This reinforces the role of remote work as a key factor in retaining employees.

Figure 15a| Importance of Remote or Hybrid Work for Employee Retention - By Sector

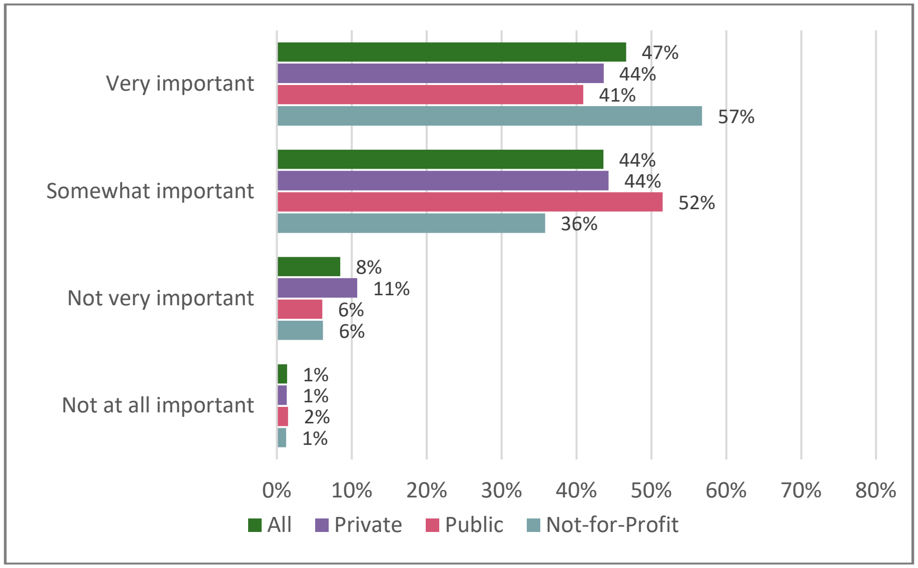
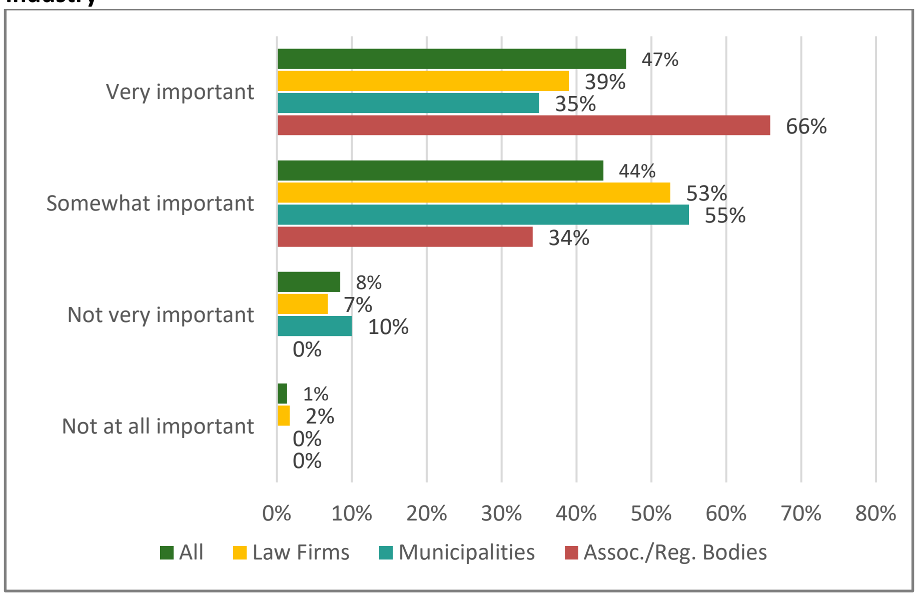


Figure 15b| Importance of Remote or Hybrid Work for Employee Retention - By Industry



LONG-TERM OUTLOOK

Employers' Long-Term Outlook for Remote or Hybrid Work

Most employers expect remote or hybrid work to remain a core component of their workforce strategy (46%) or to continue with tighter controls (18%). A smaller proportion anticipate a shift toward more on-site work, either gradually or as a long-term direction.

Sector differences are pronounced. Not-for-profit organizations are most likely to view remote work as a core long-term strategy, followed by the public sector, while private sector employers are more likely to anticipate tighter controls or a shift toward on-site work.

Industry results highlight differing long-term perspectives. Associations/regulatory bodies are significantly more likely to view remote or hybrid work as a core part of their workforce strategy (80%), indicating strong long-term adoption. In contrast, law firms are less likely to take this view and more likely to anticipate tighter controls or a shift toward on-site work, suggesting a more cautious or evolving approach. Municipalities fall between these positions, with a more mixed outlook and a higher proportion indicating it is too early to determine the long-term direction.

Overall, the long-term outlook points to continued use of remote or hybrid work, though often with greater structure and oversight.

Figure 16a | Employers' Long-Term Outlook for Remote or Hybrid Work - By Sector

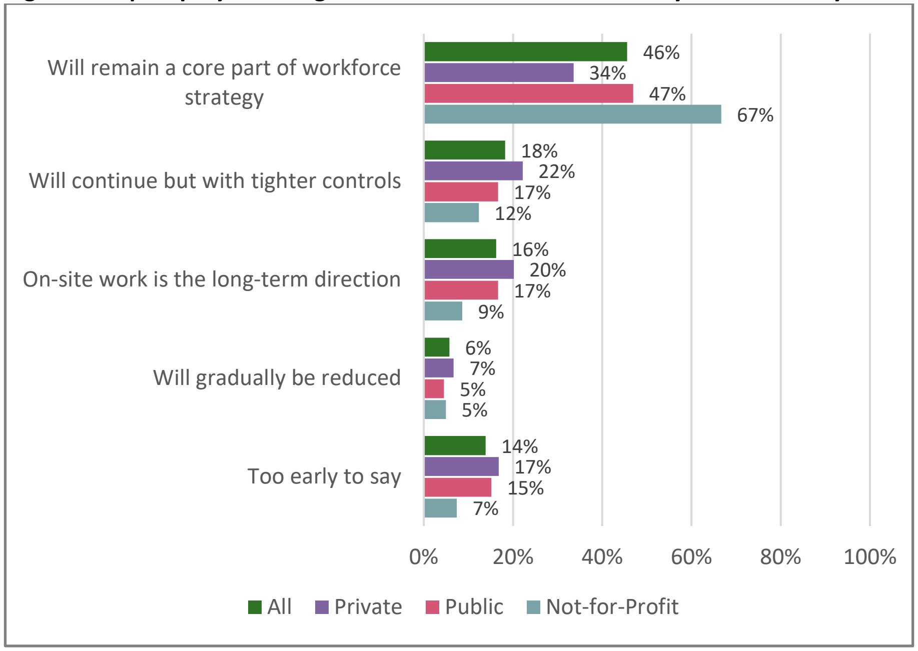
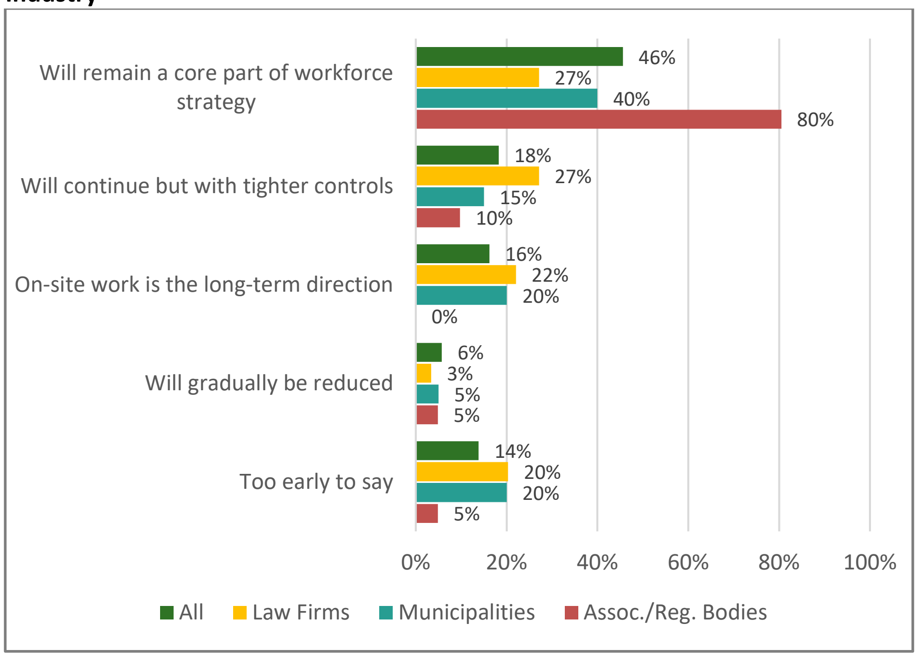


Figure 16b | Employers' Long-Term Outlook for Remote or Hybrid Work - By Industry



CONCLUSIONS & CONSIDERATIONS FOR EMPLOYERS

CONCLUSIONS

The findings point to a labour market that has moved beyond experimentation and into a more deliberate phase of managing remote and hybrid work. While flexibility remains widely embedded, many organizations, particularly larger employers, have taken steps to introduce greater structure, most notably through increased on-site work expectations and tighter eligibility.

At the same time, there is no single model emerging as the standard. Approaches continue to vary based on operational needs, workforce composition, and leadership perspective. This variability is particularly evident in hybrid work design, where organizations are balancing consistency with role-specific flexibility.

Importantly, the results highlight a degree of tension. Increased on-site requirements are associated with improved collaboration for some employers, but also with employee resistance, dissatisfaction, and potential retention risk. Many organizations are still in the early stages of assessing these trade-offs.

Looking ahead, the pace of change appears to be slowing. Most employers do not anticipate further near-term adjustments, suggesting a period of stabilization as organizations evaluate the effectiveness of recent changes.

CONSIDERATIONS FOR EMPLOYERS

Based on these findings, employers should consider the following as they evaluate and refine their approach to remote and hybrid work:

- **Clarify and communicate your approach**
  In the absence of a common market standard, clarity is critical. Employers should ensure their approach is well-defined, aligned with business objectives, and consistently communicated to reduce ambiguity and support fairness.

- **Be deliberate about trade-offs**
  Changes to remote or hybrid work, particularly increased on-site requirements, can support certain organizational objectives while creating challenges for others. Employers should explicitly consider and monitor these trade-offs.

- **Align expectations with role requirements**
  Role-based approaches are increasingly common and can support more effective alignment between work design and operational needs. However, these approaches should be applied thoughtfully to avoid perceptions of inconsistency and unfairness.

- **Monitor employee impact alongside operational outcomes**
  Early indicators suggest that employee sentiment and retention risk may be affected by changes in work arrangements. Ongoing monitoring of both organizational and employee outcomes will be important in refining approaches.

- **Ensure leadership alignment**
  Leadership preference plays a significant role in shaping decisions. Alignment among senior leaders and clarity in how decisions are made will support consistency and credibility.

- **Recognize sector-specific dynamics**
  Drivers of remote and hybrid work differ across sectors. Policies should reflect these differences rather than rely on external trends or generalized practices.

- **Plan for continued evolution**
  While many organizations are entering a more stable phase, remote and hybrid work practices are unlikely to remain static. Employers should remain open to refinement as workforce expectations and business needs evolve.

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.

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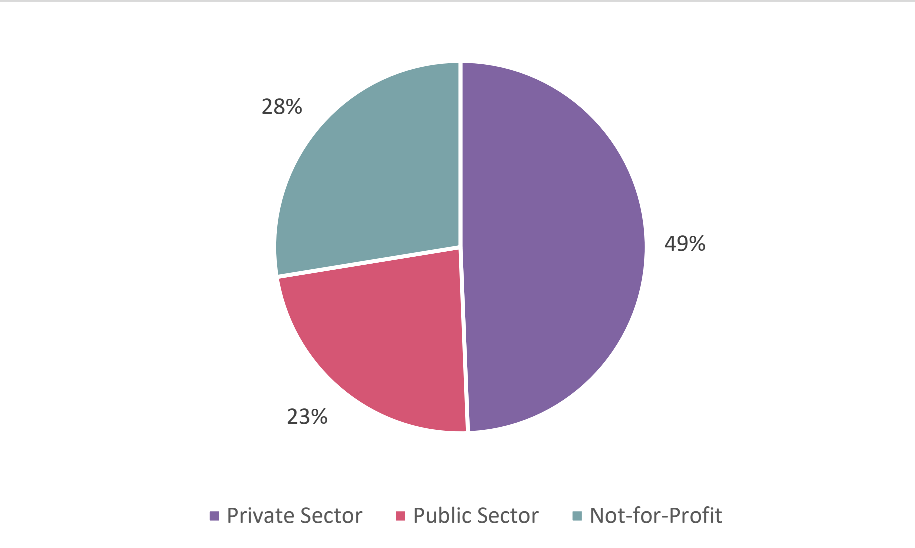
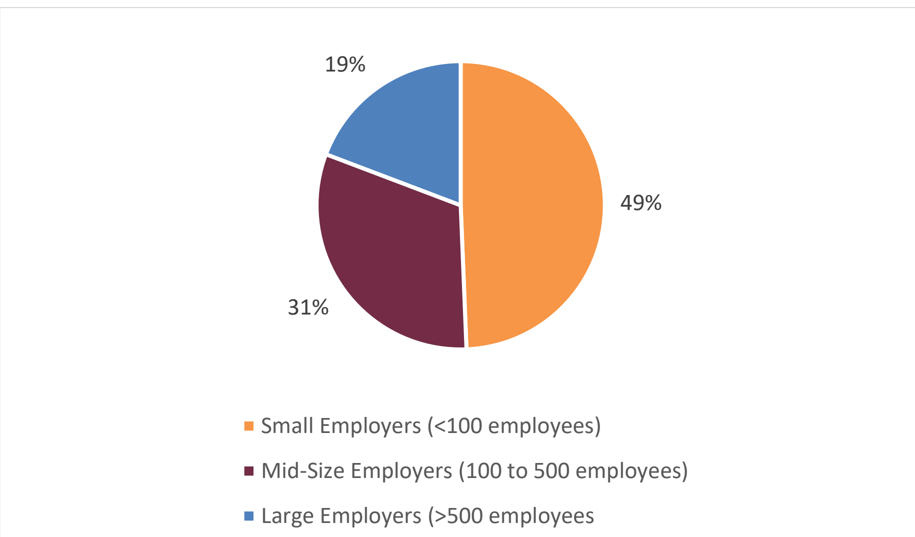
PARTICIPATING ORGANIZATIONS

WCBC thanks the 312 Canadian organizations that participated in this survey. The breakdown by sector, size and industry is below:

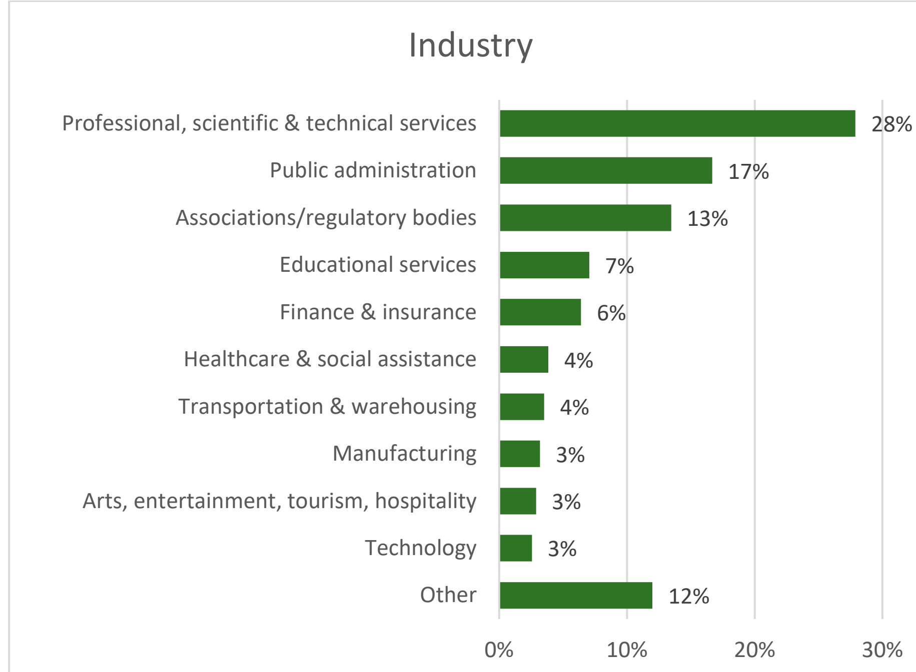
ECONOMIC SECTOR



ORGANIZATION SIZE



INDUSTRY



LIST OF ORGANIZATIONS

Aboriginal Housing Management Association
Accès Escalade Montréal
Actsafe Safety Association
airG Inc.
Alberta College of Pharmacy
Alberta Medical Association
Alberta Motor Association
Alberta University of the Arts
Amix Group
Armstrong Collective
Ascendion Law
Asia Pacific Foundation of Canada
Association of Consulting Engineering Companies - BC
Athabasca University
Atlantic Lottery Corporation
Aura Office Environments
Autorité Des Marchés Financiers

BC College of Nurses and Midwives
BC College of Oral Health Professionals
BC Construction Association Employee Benefit Trust
BC Construction Safety Alliance
BC Dental Association
BC Financial Services Authority
BC Forest Safety Council
BC Lottery Corporation
BC Municipal Safety Association
BC Pension Corporation
BC Public School Employers' Association
BC Real Estate Association
BCL Engineering Ltd.
BCNET
Beacon Community Services
Bernard LLP
Best Buy Canada Ltd.
Best Service Pros Ltd.
Beverage Container Management Board
Binnie
BKS Law Corporation
Blake, Cassels & Graydon LLP
Borden Ladner Gervais LLP
Boughton Law Corporation
Branch MacMaster LLP
BrettYoung Seeds Limited
British Columbia Utilities Commission
Bulkley Valley Credit Union

Calgary Co-operative Association Limited
Canadian Beverage Container Recycling Association
Canadian Interagency Forest Fire Centre Inc.
Canadian Rocky Mountain Resort
Canterbury Coffee Corporation
Canuck Place Children's Hospice
Capital Regional District
Cascadia Metals Ltd.
Cellula Robotics Ltd.
Central 1 Credit Union
Chartered Professional Accountants of Alberta
Chartered Professional Accountants of BC
Chartered Professionals in Human Resources Saskatchewan
Children's Health Foundation of Vancouver Island
City of Abbotsford
City of Burnaby
City of Castlegar
City of Chilliwack
City of Kamloops
City of Langford
City of Maple Ridge
City of Mission
City of Nelson
City of Ottawa
City of Pitt Meadows
City of Port Coquitlam
City of Surrey
City of Toronto
City of Vancouver
City of West Kelowna
Civil Service Superannuation Board
Clark Woods LLP
College of Complementary Health Professionals of BC (CCHPBC)
College of Health and Care Professionals of BC (CHCPBC)
College of Midwives of Ontario
College of Opticians of Ontario
College of Physicians & Surgeons of Alberta
College of Physicians & Surgeons of BC
College of Physicians & Surgeons of Ontario

College of Physiotherapists of Alberta
College of Registered Nurses of Alberta
College of Registered Nurses of Saskatchewan
Community-Based Research Centre Society
Conair Group Inc.
Concert Properties Ltd.
Connective
Corvus Energy Ltd.
Cowichan Valley Regional District
Crawford Munroe Thomson LLP
Credit Counselling Society
Credit Union Central of Manitoba
Crossroads Law

Delta Intelligent Building Technologies (Canada) Inc.
Destination Vancouver
Directors Guild of Canada, BC
District of Fort St. James
DMC Recruitment
Dolden Wallace Folick LLP
Drysdale Bacon McStravick LLP
Dumoulin Black LLP
DWF Canada

ECOMM 911 BC
Encorp Pacific (Canada) - Return-It
Engineers and Geoscientists BC
Eyford Partners LLP

Fairleigh Dickinson University
Falkirk Environmental Consultants Ltd.
FH Canada
FH&P Lawyers LLP
Focus on the Family (Canada) Association
Forest Professionals BC
Forestry Innovation Investment Ltd.
Fortis Inc.
FortisBC Energy Inc.
FPInnovations

Gabriel Dumont Institute
GBC Law
Government of Alberta
Government of Manitoba
Greater Victoria Chamber of Commerce
Greater Victoria Harbour Authority
Greater Victoria Housing Society
Groupe BBA Inc.
Gudmundseth Mickelson LLP
Guild Yule LLP

HaiCo
Halifax Regional Municipality Pension Plan
Hamilton & Company
Harper Grey LLP
Hatfield Consultants
Health Employers Association of BC
Heartland Mutual Insurance
Houle Electric Limited
HTEC
Hunter Litigation

IFD Technologies Inc.
Independent Schools Association of BC
Indian Residential School Survivors Society
Infinisia
Innotech Windows & Doors
Insurance Corporation of BC
Insurance Council of BC
Integrated Sustainability
InterCAD Services Ltd.
IWA - Forest Industry Pension & LTD Plans

Jenkins Marzban Logan LLP
Jetpack Interactive

Kal Tire Ltd.
Kazlaw Injury Lawyers
KGS Group
Kinetic Construction Ltd.
King David High School
KingFisher Boats Inc.
Kornfeld LLP

Labour Relations Board
Law Society of Alberta
Law Society of BC
Lawson Lundell LLP

Leavitt Industrial Group
Legacy Tax + Trust Lawyers
Lesperance Mendes Lawyers
Lil'wat Business Group
Lil'wat Nation
Lindsay Kenney LLP
Linley Welwood LLP
LMDG Building Code Consultants Ltd.
Low Tide Properties Ltd.
Lydium Technical Services

MacCallum Law Group LLP
MacDonald Search Group
MacEwan University
Mack Law Corporation
Mandell Pinder LLP
Manitoba Blue Cross
Manitoba Real Estate Association
Mathews, Dinsdale & Clark LLP
MEP Business Counsel
Metis Nation British Columbia
Metro Vancouver Regional District
Michael Smith Health Research BC
Miller Titerle Law Corporation
MineSense Technologies Ltd.
Mogan Daniels Slager LLP
Morelli Chertkow Lawyers LLP
MST Development Corporation
MTU Maintenance Canada Ltd.
Municipality of North Cowichan
Musora Media Inc.
My Mutual Insurance

Nathanson, Schachter & Thompson LLP
Navitas North America
Nch'kay Development Corporation
Netskrt Systems Inc.
Nexa Legal LLP
NorLand Limited
NorQuest College
North Island College
North Shore Law LLP
Northern Savings Credit Union
Northlands College
Northpoint Legal LLP
Nova Scotia Energy and Regulator Appeals Boards

Oaklands Community Association
Ontario Medical Association
Ottawa Real Estate Board
Overholt Law LLP
Owen Bird Law Corporation
Oyen Wiggs Green & Mutala LLP

Pacific Coastal Airlines Ltd.
Pacific National Exhibition
Pauquachin First Nation
PBX Engineering Ltd.
Pemberton Valley Lodge
Peterson Group Properties (Canada) Inc.
PHL Capital Corp
Piteau Associates Engineering Ltd.
Porter Airlines Inc.
Post-Secondary Employers' Association
Product Care Recycling
Provincial Auditor of Saskatchewan
Purdys Chocolatier Ltd.
Pushor Mitchell LLP

QA Law

Ratcliff LLP
Recycle New Brunswick
Red River Mutual Insurance Company
Regional District of Fraser-Fort George
Resource Productivity & Recovery Authority
RFA Asset Management
Richards Buell Sutton LLP
Richmond Elevator Maintenance Ltd.
RJC Engineers
Robinson Consultants Inc.
Roper Greyell LLP

Samaritan’s Purse Canada
Sandbox Mutual Insurance
Saskatchewan Blue Cross
Saskatchewan First Nations Family & Community Institute
Saskatchewan Indian Institute of Technologies

Selkirk College
SES Consulting Inc.
Shuswap Indian Band
Simpson Thomas & Associates
Sinclar Group Forest Products Ltd.
Singleton Urquhart Reynolds Vogel LLP
Skilled Trades BC
South Peace Community Resources Society
Southern Alberta Institute of Technology
St. George's School
Stikeman Elliott LLP
Summit Lodge Boutique Hotel
Sun Peaks Resort LLP
Swift Datoo LLP
SYLVIS Environmental Services Inc.
Synergy Business Lawyers LLP
Synergy Partners Consulting Ltd.

Taylor McCaffrey LLP
Teachers' Retirement Allowances Fund
Technical Safety BC
Terra Remote Sensing Inc
The Corporation of the Village of Alert Bay
The District of the Corporation of Saanich
The Great Little Box Company Ltd.
The Mutual Fire Insurance Company of BC
The Winnipeg Civic Employees' Benefits Program
Thorsteinssons LLP
Tidewater Transportation Canada, Inc.
Tolko Industries Ltd.
Town of Sidney
TransLink
Tree Island Steel Ltd.
Tsartlip First Nation
Tsilhqot'in National Government
TW Industrial Group Ltd.
Two Worlds Consulting Ltd.

UBC Properties Trust
United Way BC
Universities Academic Pension Plan
University Canada West
University of King's College
University of the Fraser Valley
University of Victoria
University Pension Plan

Vancouver Airport Authority
Vancouver Foundation
Vancouver Fraser Port Authority
Vancouver Island University
Vancouver School Board
Vehicle Sales Authority of BC
VersaBank
Village of Harrison Hot Springs
Village of Pemberton

Watson Goepel LLP
Wesgar Inc.
WesGroup Properties
Western Canada Marine Response Corporation
Westview Primary Care Network
Woodward & Company Lawyers Ltd.
World Animal Protection Canada

YMCA BC
Yulu Public Relations

Zaber Technologies Inc.