2727 COWORKING / RESEARCH & PRACTICAL GUIDANCE

Coworking Employee Retention Montreal: Break-Even Guide

> Find a practical home for your work at 2727 Coworking in Montreal. Explore private offices, day workspaces and meeting rooms, plus business-address and virtual-mailbox services for your company.

Published by 2727 Coworking · 2026-10-13 · coworking employee retention montreal · coworking retention roi · coworking break even calculator · employee turnover cost canada · montreal coworking costs · small team workspace · hybrid work retention · workspace budget

Original article: https://2727coworking.com/articles/coworking-employee-retention-montreal-break-even

In this article

1. Executive Summary
2. Introduction and Background
3. Key Changes: From a Retention Claim to a Decision
4. Implementation Considerations: Build the Departure-Cost Ledger
5. Collect Matched Montreal Workspace Quotes
6. The Coworking Retention Break-Even Worksheet
7. Design a Voluntary Test with Operating Evidence
8. Data Analysis and Evidence
9. Implications and Future Directions
10. Frequently Asked Questions (FAQs)
11. Conclusion

Executive Summary

Employer-funded coworking may be worth testing, but the available evidence does not establish that it retains employees in small Montreal teams. The primary hybrid-work experiment randomized **1,612 employees in China** over **six months**, testing home working rather than a coworking membership. (doi.org) Quits were **7.2% in the control group and 4.8% in the treatment group**: **2.4 percentage points**, approximately **33% relative**, during the experiment. (pmc.ncbi.nlm.nih.gov) (doi.org) Those results should not become an annual Montreal coworking forecast. Quebec research reported by Université de Montréal concerns turnover intentions and competing autonomy and isolation mechanisms. (nouvelles.umontreal.ca)

The financial question is narrower: **how much departure-risk reduction would justify the cost?** Define B as annual incremental program cost and C as the incremental cost of a departure. Expected avoided cost is **(p_before − p_after) × C**, and break-even requires an absolute reduction of **B/C**. With explicitly illustrative **B = $3,600** and **C = $20,000**, the required improvement is **18 percentage points**. These are author-selected inputs and calculated outputs, not local benchmarks. Replacement-cost categories include recruitment, induction and training, with indirect productivity losses reconciled separately. (prod.cipd.org)

Public listings accessed on **13 October 2026** include a **$700/month plus taxes** one-seat private office at **2727 Coworking**, a different product from a shared desk. (2727coworking.com) Montréal CoWork lists flexible workstations from **$275/month plus taxes** (montrealcowork.com), and ECTO lists its flexible package at **$200/month before taxes**. (ecto.coop) These are quote-discovery inputs, not matched annual budgets or promises of retention. Quebec's published consumption-tax rates are **5% goods and services tax (GST) and 9.975% Québec sales tax (QST)**; eligible recovery depends on the arrangement. (www.revenuquebec.ca) (www.revenuquebec.ca)

Start by distinguishing obligations from optional benefits. Quebec's human-rights commission identifies reasonable accommodation as a duty; it must not be decided by discretionary retention return. (www.cdpdj.qc.ca) Payroll treatment also requires a factual assessment rather than assuming employer payment is tax-free. (www.canada.ca) For an optional benefit, use cautious cost ranges, include zero and

negative effects, and run a voluntary test of usability and work outcomes. Methodological guidance distinguishes pilot feasibility from intervention-effect evidence; a tiny team's short test cannot supply a reliable annual quit-risk estimate. (www.nccih.nih.gov)

Introduction and Background

A Montreal founder considering an employer-funded coworking seat faces a precise question: **what would have to change for this expense to pay for itself through retention?** A workspace can be attractive without being a defensible retention investment. The relevant calculation compares incremental spending with the expected cost of a departure, rather than comparing the membership with an employee's entire salary. Recruitment, training and lost organizational knowledge are recognized turnover-cost channels, but their amounts must come from the employer's own records. (www.cipd.org)

This report addresses professional teams with **2 to 12 employees**, a chosen audience rather than a statistically validated subgroup. It considers one employee struggling with the current arrangement, followed by the extension to several employees. The starting conversation should identify the actual problem: unreliable concentration space, a difficult commute, missing teammate contact, insufficient equipment or an arrangement the employee does not want. Quebec research reporting on flexible work identifies both autonomy benefits and possible isolation mechanisms, which makes a single universal workspace prescription inappropriate. (nouvelles.umontreal.ca)

The question “does coworking improve employee retention?” therefore requires separate answers about **plausibility**, **causal evidence** and **financial break-even**. A randomized hybrid-work experiment supports a specific home-working arrangement; it does not supply a causal estimate for a coworking membership in Montreal. (doi.org) A defensible calculator can show the departure-risk reduction needed to justify spending while leaving the actual effect unknown.

The analysis uses public provider listings accessed on **13 October 2026**, official Canadian and Quebec guidance, research publications and explicitly labeled worksheet assumptions. Listings are discovery inputs, not binding offers. **2727 Coworking** is included alongside other workspace providers; its virtual tour describes furnished private offices and flexible desk options. (2727coworking.com)

Key Changes: From a Retention Claim to a Decision

Separate an obligation from an optional benefit

The first decision is whether the workspace request involves **accommodation**, an operational requirement or an optional employee benefit. Quebec's Commission des droits de la personne et des droits de la jeunesse describes reasonable accommodation as a duty and gives adapting an employee's workstation as an example. (www.cdpdj.qc.ca) A spreadsheet measuring expected avoided departures cannot decide whether that duty applies. A manager should route a potential accommodation request through the appropriate individualized process and seek qualified legal advice where the facts require it. (www.cdpdj.qc.ca)

Workplace safety also belongs outside a discretionary retention hurdle. Quebec's Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) states that employer and worker rights and obligations remain substantially the same in telework. (www.cnesst.gouv.qc.ca) The employer should identify necessary equipment, authorized work arrangements and relevant safety measures before asking whether a voluntary benefit earns a financial return. (www.cnesst.gouv.qc.ca)

For an optional benefit, the employer can compare several interventions. A nearby desk, a quieter home setup, different meeting routines or scheduled teammate sessions are possible proposals, not established substitutes with equal effects. The Canadian Centre for Occupational Health and Safety (CCOHS) recommends a written agreement setting out expectations for both parties. (www.ccohs.ca) Recording the purpose prevents a workspace purchase from quietly becoming an attendance mandate. (www.ccohs.ca)

Separate home-working evidence from coworking assumptions

The primary trial involved **1,612 employees**, a **six-month** experiment in China and the option to work from home **two days weekly**. (doi.org) Its control-group quit rate was **7.2%**, versus **4.8%** under the treatment: **2.4 percentage points**, approximately **33% relative**, during the experiment. (pmc.ncbi.nlm.nih.gov) (doi.org) Keep absolute percentage points and relative percentages distinct.

Stanford's author-university account describes **395 managers and 1,217 non-managers** with undergraduate degrees in a Shanghai office, across engineering, marketing, accounting and finance. (news.stanford.edu) That population and employer context differ substantially from a small professional team buying third-party workspace. Treat the finding as a reason to examine work arrangement, rather than entering its effect into the local calculator.

Separate employee preference from an estimated departure probability

Université de Montréal reports research involving **more than 1,500 Quebec employees**, addressing turnover intentions and mechanisms including autonomy, colleague support and isolation. (nouvelles.umontreal.ca) Intention is an informative conversation topic, but an employee saying a workspace helps does not identify the probability they would have departed without it.

- **Obligation:** determine whether an individualized accommodation process is needed. (www.cdpdj.qc.ca)
- **Operational requirement:** specify work, equipment and safety expectations. (www.cnesst.gouv.qc.ca)
- **Optional benefit:** identify the problem the employee wants solved.
- **Evidence boundary:** keep observed departures separate from stated intention. (nouvelles.umontreal.ca)
- **Decision question:** calculate the effect needed, then assess whether evidence supports even a limited test.

Implementation Considerations: Build the Departure-Cost Ledger

Define **C** as the incremental economic cost of one departure over the decision horizon. It is not salary multiplied by a generic turnover percentage. The Chartered Institute of Personnel and Development (CIPD) distinguishes direct recruitment, induction and training costs from indirect lost productivity, skills and

knowledge. (prod.cipd.org) That classification is useful; a universal Canadian dollar benchmark is unnecessary for this worksheet.

Table 1 shows an **illustrative Canadian-dollar (CAD) ledger (Hypothetical Example)**, constructed for arithmetic demonstration. Every amount is an author-selected assumption, not a Montreal benchmark. The employer should replace each row with records, show when the amount occurs and retain its evidence. The cost categories reflect the direct and indirect distinction above. (prod.cipd.org)

Cost component	Illustrative amount and timing	Source to enter	Avoidability and confidence
Recruitment and selection	$3,000 when the replacement is hired	Agency quote, advertising invoices, hiring log	Incremental external expense; medium until quoted
Manager hiring time	$2,000 during recruitment	25 hours × $80/hour economic time value	Opportunity cost; count only displaced work; medium
Onboarding and training	$3,000 after hiring	Incremental training and trainer-time records	Exclude normal ongoing development; medium
Vacancy coverage	$4,000 before replacement starts	Incremental contractor or overtime invoice	Count only cost above normal staffing; medium
Residual lost contribution	$8,000 across vacancy and ramp-up	Contribution reconciliation after coverage and payroll savings	Estimate only the uncovered remainder; low
Total C	**$20,000 over the chosen annual horizon**	Reconciled workbook	Mixed cash and opportunity cost; use a lower case too

The important number is the reconciled total, not any individual row. Recruitment and training are documented cost channels, while productivity and knowledge losses require additional judgment. (www.cipd.org) A ledger that cannot explain its residual lost contribution should mark that row uncertain and calculate a case without it.

Prevent salary and output double counting

Normal replacement salary usually buys work the employer expected to pay for anyway. Add only a documented incremental difference relevant to the decision. Salary saved during a vacancy should reduce a lost-contribution estimate where the accounting basis requires it. Any contractual salary continuation, overlap pay or already committed payment belongs in a separate cash schedule; include it in C only when incremental to the departure scenario. If a contractor preserves client delivery, include the incremental contractor expense and only the remaining contribution shortfall, rather than the full shortfall as well.

Manager time needs the same discipline. An hourly economic value represents the work displaced by recruiting, not automatically a new cash payment. Keep a cash-only subtotal beside the fuller economic estimate. CIPD's inclusion of direct and indirect cost categories supports making these distinctions explicit rather than combining everything into an unexplained replacement-cost multiplier. (prod.cipd.org)

The employer should also distinguish **voluntary departures** from every other separation. (www.cipd.org) CIPD defines turnover as the proportion leaving during a specified period; a company's chosen metric should state its period and population. (www.cipd.org) A tiny team's recent quit rate cannot establish one employee's

future risk.

- **Record amount:** enter incremental expense or displaced contribution, not total payroll.
- **Record source:** retain invoices, time logs and the contribution reconciliation.
- **Record timing:** place vacancy, recruitment and ramp-up inside a consistent horizon.
- **Record avoidability:** mark costs already committed or unrelated to the departure.
- **Record confidence:** use a supported lower estimate when the upper amount is speculative.
- **Reconcile overlap:** subtract output already preserved by cover and relevant payroll savings.

These are worksheet rules proposed here. They make the estimate reviewable; they do not establish how often departures occur or whether coworking prevents them.

Collect Matched Montreal Workspace Quotes

A coworking budget for a small Montreal business should begin with the **required work arrangement**, then obtain comparable written quotes. A flexible desk, dedicated workstation and private office are different purchases. The first-party 2727 homepage lists furnished locking offices with included conference-room access when available, and states month-to-month terms with **30 days' notice**. (2727coworking.com) A bundled office should be compared on its usable service, not relabeled as a single hot-desk price.

Table 2 presents public listings accessed on 13 October 2026. Dollar amounts are attributed as displayed; **WeWork explicitly uses Canadian-dollar notation** (www.wework.com), while the other selected listings should be confirmed in a written CAD quote. These are individual products and starting figures, not a Montreal market average. Dates in this table refer to access on **13 October 2026**.

Provider and public listing	Displayed price or model	Comparison limits to resolve in a quote
2727 Coworking	One-seat private office listed at **$700/month plus taxes**. (2727coworking.com)	A private office, rather than one shared-desk membership; check current availability and required access
Montréal CoWork	Flexible workstation from **$275/month per workstation plus taxes**; dedicated workstation from **$450/month plus taxes**. (montrealcowork.com)	Confirm the chosen workstation, included services and cancellation terms
Metspace	Coworking membership from **$180/month**; lockable private office from **$700/month**. (metspace.com)	Currency and tax inclusion not explicit in the fetched passage; confirm selected plan and commitment
ECTO	Flexible package **$200/month** and fixed package **$400/month**, before taxes. (ecto.coop)	Verify booking rules, access and the particular package's room entitlement
WeWork Montreal	Day pass from **C$54/day**; coworking page displays **C$408/month** alongside **C$479/month**. (www.wework.com)	Conditions behind the displayed monthly offer require confirmation; cancellation varies by membership
Espace Beaubien	Workspace options displayed from **$279/month**. (espacebeaubien.com)	Confirm current tariff, currency, taxes, access and service mix

The table supports quote discovery, not a ranking. Differences in room access, privacy and commitment can change the annual cost more than the headline difference between desks. Public starting prices must be replaced by a selected-plan quote before entering **B**, the incremental workspace-program cost. WeWork explicitly states that cancellation policies vary by membership type. (www.wework.com)

Match the service before annualizing

Use the same requirement sheet with every provider:

- **Access:** specify working days, hours and whether after-hours entry is needed.
- **Workspace:** specify shared desk, dedicated desk or a lockable office.
- **Rooms:** price actual booking needs and usable included credits.
- **Travel:** record incremental reimbursed travel separately from personal commute preferences.
- **Setup:** include required equipment, keys, onboarding and administration.
- **Commitment:** obtain minimum term, notice, renewal, deposits and refund provisions in writing.
- **Availability:** confirm the actual location and product the employee would use.

Metspace's site says most plans are month-to-month, which does not establish identical terms for every membership. (metspace.com) An annualized monthly listing is a budget illustration, not proof that the employer can cancel at any time. Cash planning should show payments due under the signed agreement, including notice periods and a separately classified refundable deposit.

Keep cash, consumption taxes and payroll treatment separate

Revenu Québec states that the **goods and services tax (GST) is 5%** and the **Québec sales tax (QST) is 9.975%**, calculated on the price excluding GST. (www.revenuquebec.ca) In a **Hypothetical Example** with a fully taxable **$300 monthly** invoice, arithmetic gives **$44.925** tax and **$344.925** before invoice rounding. This is an author calculation applying the official rates, not a provider quote. (www.revenuquebec.ca)

Registrants can generally recover eligible consumption taxes through **input tax credits (ITCs)** and **input tax refunds (ITRs)**; eligibility depends on commercial use and other applicable conditions. (www.revenuquebec.ca) Show gross cash outflow and eligible recovery timing separately. Do not presume every employer can recover every tax dollar.

The Canada Revenue Agency (CRA) benefit guidance considers who primarily benefits and recognizes that direct payment to a third party can be a non-cash benefit. (www.canada.ca) Therefore, paying the provider directly is not by itself proof of tax-free treatment. Have a certified professional accountant or payroll specialist confirm the specific arrangement, including Quebec treatment, before adding any payroll costs or promised tax savings to the budget.

The Coworking Retention Break-Even Worksheet

The model answers **how much departure-risk reduction would justify the expense**. It does not answer how much reduction will occur. Use the same annual decision horizon for costs and probabilities, or explicitly build a multi-period version rather than mixing horizons.

Define the inputs as follows:

- **B:** annual incremental workspace-program economic cost, after only documented applicable recoveries and savings.
- **C:** incremental cost of a departure from the reconciled ledger, with **C > 0**.
- **p_before:** assumed probability of departure during the horizon under the comparison arrangement.
- **p_after:** assumed probability during the same horizon with the proposed intervention.
- **Δp:** the absolute probability difference, **p_before − p_after**, measured as a fraction.

The author-derived identities are:

Expected avoided departure cost = Δp × C.

Expected net benefit = Δp × C − B.

Break-even absolute probability reduction = B/C.

For **B > 0**, retention **return on investment (ROI) = (Δp × C − B)/B**. This is an expected value under the selected probabilities, rather than a measured return.

The formulas follow from the expected cost of a departure under each arrangement, **p × C**, assuming the same conditional departure cost. If the intervention also changes that cost, compare **p_before × C_before − p_after × C_after − B** instead. No external retention percentage is necessary for either formulation.

Maximum defensible spend and necessary conditions (Hypothetical Example)

Given a defensible assumed reduction, **maximum retention-only annual spend = Δp × C**. For an explicitly illustrative **C = $20,000** and assumed **Δp = 0.05**, the maximum is **$1,000**, calculated as **0.05 × $20,000**. If the selected program costs **$3,600**, its required reduction is **0.18**, or **18 percentage points**. These are worksheet inputs and outputs, not measured Montreal employee risks.

All probabilities must lie between **0 and 1**. For a positive cost, break-even requires **B/C ≤ p_before**, since departure risk cannot fall below zero. If the employer assumes a starting probability of **10%**, an **18-point** required reduction is mathematically impossible under that assumption. This conclusion needs no survey: it is a bound on the proposed model.

A **5-point absolute** reduction from an assumed **20% to 15%** is a **25% relative** reduction, because **0.05/0.20 = 0.25**. Record both units and use absolute probability in the expected-cost equation. A relative percentage without a starting probability cannot produce a dollar benefit.

Several employees and shared memberships (Hypothetical Example)

For distinct employees, add their expected avoided costs: **Σ(Δp_i × C_i)**. Subtract the program's total incremental cost once. This arithmetic does not require statistically independent departures, but it does require additive costs. Shared recruiting work or common business disruption should be reconciled so the same cost is not assigned repeatedly.

For an illustrative shared program costing **$6,000**, one employee with **C = $20,000** and an assumed **5-point** improvement contributes **$1,000** of expected avoided cost. Another with **C = $30,000** and an assumed **10-point** improvement contributes **$3,000**. Combined expected net benefit is **−$2,000**, an author-calculated scenario. No company-wide quit-rate claim is being assigned to either person.

Keep operational benefits in a separate documented column. A genuinely avoided meeting-room invoice or additional contribution can support the decision, but a manager's general impression of “higher productivity” should not be converted into an unexplained multiplier. National Bureau of Economic Research (NBER) research on teammate proximity illustrates that learning and immediate output need separate measurement. (www.nber.org)

Design a Voluntary Test with Operating Evidence

A short test can establish whether the arrangement is usable and acceptable. It cannot identify a rare annual departure probability from a handful of employees. The United States National Center for Complementary and Integrative Health (NCCIH) distinguishes feasibility and acceptability testing from testing intervention effects; this is a methodological analogy from clinical research, not workplace retention evidence. (www.nccih.nih.gov)

Write a simple decision record before the test. CCOHS recommends clear duties, deadlines and evaluation criteria for telework arrangements. (www.ccohs.ca) Quebec's CNESST likewise recommends a clear telework policy developed with affected staff or representatives, and an individual agreement can specify the arrangement. (www.cnesst.gouv.qc.ca) A coworking trial can use these principles without being presented as an officially validated retention protocol.

An **illustrative eight-week test (Hypothetical Example)**, chosen here rather than derived from a study, should define:

- **Problem:** identify the workspace issue the employee voluntarily wants to address.
- **Comparison:** record the existing arrangement and a feasible lower-cost alternative.
- **Budget:** cap actual spending and record the contractual exit date.
- **Use:** measure whether the booked service meets the intended access requirement.
- **Work:** review agreed delivery, client availability and collaboration needs.
- **Feedback:** ask whether concentration, practical access and colleague contact improved.
- **Decision:** specify when to continue, revise or discontinue the optional benefit.

The Business Development Bank of Canada (BDC) recommends survey questions that are clear, concise and aligned with the business data needed, and explaining the survey's purpose in advance. (www.bdc.ca) For a very small team, a direct structured conversation may be more informative than a percentage chart. (www.bdc.ca) Record what changed and any new inconvenience. A positive answer supports acceptability; it is not a measured reduction in departure risk. (www.nccih.nih.gov)

Make measurement proportionate

Quebec's Commission d'accès à l'information says businesses should collect only necessary personal information and evaluate necessity against purpose and proportionality. (www.cai.gouv.qc.ca) The proposed test should therefore avoid collecting browsing histories, private conversations or speculative individual “quit scores.” Define the operational purpose, access permissions and retention period for any employee feedback collected. (www.cai.gouv.qc.ca)

BDC also advises explaining confidentiality safeguards where surveys collect personally identifiable information. (www.bdc.ca) A small employer should not promise anonymity that a tiny respondent group cannot realistically provide. (www.bdc.ca) Report observations in the decision record without sharing unnecessary personal details with the workspace provider.

Check actual operating suitability

The National Institute of Standards and Technology recommends patched devices and an organization's virtual private network when provided for telework. (www.nist.gov) The employer should confirm its own requirements for shared-network use, client confidentiality and calls before authorizing a desk. (www.nist.gov) Furnishing and connectivity do not by themselves establish suitability for every professional task.

Finally, test **teammate contact**, not merely whether other people are nearby. NBER's proximity research concerns actual software-engineering teammates and identifies different learning and output effects. (www.nber.org) A shared room of unrelated businesses cannot be assumed to reproduce that intervention. The practical question is whether the chosen arrangement solves the employee's identified problem without disrupting required coordination. (www.nber.org)

Data Analysis and Evidence

The quantitative core has two layers: **observed research results** and **reader-selected financial scenarios**. The primary hybrid trial's **2.4-point** difference is a treatment result for its specific six-month experiment. (pmc.ncbi.nlm.nih.gov) The Quebec university report concerns intentions rather than observed quits. (nouvelles.umontreal.ca)

A separate NBER working paper, revised **June 2026**, reports **18.3% more coding feedback** from sitting near teammates, with learning gains concentrated among younger and less-tenured engineers. (www.nber.org) That outcome is feedback, not retention; the paper also identifies an immediate output trade-off for experienced engineers. The distinction supports evaluating practical work outcomes alongside employee preference rather than assuming all benefits move together.

Table 3 uses **illustrative CAD amounts and author-selected annual probability differences (Hypothetical Example)**. Every net result is calculated as **Δp × C − B**. The zero and negative cases are deliberate: they prevent a model from assuming the benefit it is supposed to assess.

Annual B	Departure C	Assumed Δp	Expected avoided cost	Expected net benefit	Required reduction B/C
$1,200	$20,000	0 points	$0	−$1,200	6 points

Annual B	Departure C	Assumed Δp	Expected avoided cost	Expected net benefit	Required reduction B/C
$1,200	$20,000	−5 points	−$1,000	−$2,200	6 points
$1,200	$20,000	5 points	$1,000	−$200	6 points
$1,200	$20,000	10 points	$2,000	$800	6 points
$3,600	$20,000	5 points	$1,000	−$2,600	18 points
$3,600	$40,000	5 points	$2,000	−$1,600	9 points
$3,600	$40,000	10 points	$4,000	$400	9 points
$8,400	$20,000	10 points	$2,000	−$6,400	42 points

The expensive scenario illustrates why a relatively inexpensive-looking monthly product can require an implausibly large retention effect. It is a budget scenario, not a claim about an actual membership's performance. The retained employee's assumed starting probability must be at least the required reduction, and a high starting probability itself needs justification.

Stress-test the assumptions

Use reader-selected low, central and high values of **C** and **Δp**, including zero effect. Do not describe these ranges as confidence intervals unless an appropriate statistical analysis produced them. If the proposed benefit is attractive only when both departure cost and its effect are assigned optimistic values, the decision is fragile.

- **Zero effect:** the retention-only loss equals B, even if the employee likes the workspace.
- **Negative effect:** a less suitable arrangement can make the assumed financial result worse.
- **Lower C:** removing speculative lost contribution raises the required risk reduction.
- **Higher B:** extra room bookings, administration and unrecovered taxes raise the hurdle.
- **Lower baseline risk:** limits the maximum possible avoided departure cost.
- **Separate contribution:** record other measured benefits without calling them retention savings.

Tax recovery changes the economic-cost view only where entitlement is established. Revenu Québec distinguishes commercial inputs from personal-use expenditure and links mixed-use recovery to the commercial proportion. (www.revenuquebec.ca) Likewise, employer-paid arrangements require a benefit-tax assessment on their facts. (www.canada.ca) Sensitivity analysis should not quietly turn uncertain tax treatment into guaranteed savings.

Implications and Future Directions

For a small team, the useful output is a **decision record**, not a claimed turnover forecast. The record should preserve the selected quote, the replacement-cost ledger, probability assumptions, mathematical feasibility and observations from a voluntary test. (www.cnesst.gouv.qc.ca) CNESST's guidance on clearly defined arrangements and CCOHS's evaluation criteria provide a practical foundation for documentation. (www.cnesst.gouv.qc.ca) (www.ccohs.ca)

A defensible decision can take one of three forms:

- **Proceed:** the service solves an identified problem, actual costs fit the approved budget, and the financial rationale remains credible under cautious assumptions.
- **Revise:** change access, location, room allocation or the intervention itself where feedback identifies a better fit.
- **Decline the optional benefit:** the proposed cost exceeds the supported retention-only ceiling and no separate documented benefit closes the gap.

Potential accommodation duties must continue through their own process regardless of the optional-benefit result. (www.cdpdj.qc.ca) An employer can reject an unsupported retention claim without treating every workspace request as a discretionary perk.

The next useful evidence would distinguish coworking from home working and measure actual departures over a consistent horizon, with an appropriate comparison group. Until such evidence is available for the proposed population and arrangement, the report's financial scenarios remain assumptions. Feasibility benchmarks can still guide implementation, consistent with NCCIH's distinction between pilot feasibility and intervention effects. (www.nccih.nih.gov)

Better employer records also improve the calculation. Recruitment invoices, hiring time, vacancy coverage and onboarding records can narrow C without importing a headline salary multiplier. CIPD's direct and indirect cost categories explain which records matter. (prod.cipd.org) An employer that lacks those records should begin with the supported cash subtotal and mark wider contribution estimates uncertain.

Workspace selection should remain grounded in required service. Public listings describe options, but a comparison requires the actual employee's location, access needs and a dated written quote. A private office and a flexible desk may both be candidates; their different models should remain visible. No provider's public amenities establish the employee's probability of staying.

Frequently Asked Questions (FAQs)

Does coworking improve employee retention?

The researched evidence does not establish a causal Montreal coworking effect for small teams. (doi.org) (nouvelles.umontreal.ca) Treat a voluntary test as evidence of suitability and acceptability.

How should a Canadian employee turnover cost calculator work?

Use documented incremental recruitment, hiring time, onboarding, vacancy cover and residual contribution costs. Distinguish direct and indirect costs, and reconcile salary savings and preserved output. (prod.cipd.org) Keep C and the workspace cost on the same decision horizon.

What coworking budget should a small Montreal business use?

Start with its required service and written quotes. Montréal CoWork lists a flexible workstation from **$275/month plus taxes** (montrealcowork.com), while Metspace lists coworking from **$180/month** with currency and tax inclusion requiring confirmation. (metspace.com) Those starting listings are not matched

annual costs.

How does coworking compare with remote work for retention?

Compare the actual problems each arrangement solves. Quebec research identifies autonomy and support mechanisms that can move in different directions. (nouvelles.umontreal.ca) A nearby coworking desk may help one employee and add unwanted travel for another; the calculator must allow zero or negative effects.

Can the employer simply reimburse the membership tax-free?

No automatic coworking-specific exemption was established in this research. CRA's general guidance assesses benefits and their primary beneficiary. (www.canada.ca) Obtain case-specific federal and Quebec payroll advice, and calculate gross cash separately from confirmed tax recoveries. (www.revenuquebec.ca)

Conclusion

A workspace benefit can be worth testing when it addresses an identified employee problem and its cost is proportionate.

The proposed worksheet makes that uncertainty visible. Build an incremental departure-cost ledger, collect matched workspace quotes and calculate the required absolute probability reduction as **B/C**. Then check the probability bounds, compare against the assumed starting risk and include zero and negative effects. A low monthly headline price is not a substitute for that annual analysis.

The maximum defensible retention-only spend is the supported expected avoided departure cost. Where assumptions are weak, a capped voluntary test may still provide operational information. Record employee feedback, required work outcomes and actual spending, then decide whether to proceed, revise the intervention or decline the optional benefit. (www.ccohs.ca)

Accommodation and safety requirements remain separate decisions. Cash commitments, consumption-tax recovery and payroll-benefit treatment also require their own records and appropriate advice. Record the assumptions and limits so the workplace investment decision remains reviewable.

Source links

Links cited in this article, in order of first appearance. Full addresses are provided for readers using extracted text.

1. https://doi.org/10.1038/s41586-024-07500-2
2. https://pmc.ncbi.nlm.nih.gov/articles/PMC11208135/
3. https://nouvelles.umontreal.ca/en/article/2024/08/08/flexible-workplaces-good-or-bad-for-employee-retention
4. https://prod.cipd.org/globalassets/media/marketing/quals/june-2024-associate-diploma-in-people-management-2.4-2.pdf
5. https://2727coworking.com/
6. https://montrealcowork.com/coworking
7. https://ecto.coop/tous-les-tarifs/
8. https://www.revenuquebec.ca/en/businesses/consumption-taxes/gsthst-and-qst/basic-rules-for-applying-the-gsthst-and-qst/

9. https://www.revenuquebec.ca/en/businesses/consumption-taxes/gsthst-and-qst/itcs-and-itrs/
10. https://www.cdpdj.qc.ca/en/your-rights/what-is/reasonable-accommodation
11. https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances.html
12. https://www.nccih.nih.gov/grants/pilot-studies-common-uses-and-misuses
13. https://2727coworking.com/articles/coworking-allowance-canada-guide
14. https://www.cipd.org/uk/knowledge/guides/employee-retention/?trk=article-ssr-frontend-pulse_little-text-block
15. https://2727coworking.com/virtual-tour/
16. https://www.cnesst.gouv.qc.ca/fr/prevention-securite/milieu-travail-sain/teletravail/prevention-risques-teletravail
17. https://www.ccohs.ca/oshanswers/hsprograms/telework.html
18. https://news.stanford.edu/stories/2024/06/hybrid-work-is-a-win-win-win-for-companies-workers?authuser=0
19. https://2727coworking.com/articles/quebec-workspace-budget-calculator
20. https://2727coworking.com/articles/hot-desk-cost-per-month-montreal
21. https://www.wework.com/fr-CA/l/coworking-space/montreal--QC
22. https://metspace.com/
23. https://espacebeaubien.com/
24. https://www.nber.org/papers/w31880
25. https://2727coworking.com/articles/quebec-hybrid-work-policy-small-teams
26. https://www.cnesst.gouv.qc.ca/fr/prevention-securite/milieu-travail-sain/teletravail/politique-entente-teletravail
27. https://www.bdc.ca/en/articles-tools/employees/manage/use-employee-surveys-improve-organization
28. https://www.cai.gouv.qc.ca/protection-renseignements-personnels/information-entreprises-privees/collecte-renseignements-personnels_entreprises
29. https://www.nist.gov/blogs/cybersecurity-insights/telework-security-basics
30. https://2727coworking.com/articles/canadian-remote-work-security-checklist

THE PUBLISHER

About 2727 Coworking

2727 Coworking is a Montreal workspace and business-address provider. We serve people who need a place to focus, meet, run a small business or establish a professional mailing presence. Our website offers English and French information about workspace options and services, alongside educational resources for operating a business in Canada.

A workspace that fits the day

Our workspace options include private offices, day passes and desks, and a conference room. These formats help individuals and teams compare a dedicated office with more flexible ways to work or hold a meeting. Prospective members can explore the virtual tour, review current pricing and book a visit before choosing a workspace.

Business addresses and mail

2727 Coworking provides business-address and virtual-mailbox services. Our resources explain the documents and practical questions involved, including guidance for people outside Canada. Service eligibility, included features, availability and access arrangements should be confirmed on the applicable service page or with our team.

Resources for Canadian small businesses

We publish guides, research and planning tools about workspace decisions, business addresses and starting a business in Canada. Our incorporation research includes information for people inside Canada and abroad, with jurisdiction-specific material to help readers identify the next questions to investigate. These educational resources complement our workspace and address services; they are not individualized legal, tax or immigration advice.

Visit or contact 2727 Coworking

Explore private offices, day passes and desks, the conference room, business addresses and virtual mailboxes. Book a visit or contact the team to discuss your needs.

A business address alone does not establish tax residence, immigration status, banking approval or eligibility for a government program.

Website: https://2727coworking.com

This article is educational. Verify consequential medical, legal, financial, regulatory and technical decisions with appropriate professionals and the cited primary sources. Company services are described separately from the article's research findings.