

Board of Directors - Summary of Board Structure and Composition

The following tables outline the structure and composition of the Board of Directors at each of the provincial and territorial WCBs. They include such things as: how many members represent workers, employers and general public; whether members are full time or part time; and who has voting rights.

Click the link below to go directly to:

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You may also be interested in “Board of Directors – Roles and Duties of Board of Directors” found at “[Legislation and Policy](#)” under the heading “Board of Directors and Governance”.

Please contact individual [Boards/Commissions](#) if you require further information or clarification on any of the following tables.

The Newfoundland and Labrador Workplace Health, Safety and Compensation Act, 2022, became effective on September 1, 2023, along with new regulations. The table has been updated to incorporate these changes. The Summary table will soon be revised to encompass all jurisdictional updates in the near future.

Number of Board Members/Directors

The following table outlines the number of members of the Board of Directors at the Workers’ Compensation Board/Commission in each province and territory.

Number of Board Members/Directors	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
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Source: Association of Workers’ Compensation Boards of Canada – 2024

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Number of Board Members/Directors ¹	10	9	10 ^{2,3}	11 or more	15 ⁴	7-9 ⁵	11 ⁶	5 ³	11	10 ^{7,8}	7 ⁹	8 ¹⁰
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Composition

The following table describes the composition of the Board of Directors in each province and territory.

Composition	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Chair, Chairperson, and/or Chairman	Yes	Yes	Yes ^{11, 12}	Yes	Yes ¹³	Yes ¹³	Yes	Yes ¹³	Yes	Yes	Yes	Yes
Vice/Deputy Chair is one of board members and can act for Chair?	Yes	Yes	Yes ^{14, 12}	Yes	No ¹⁵	¹⁶	Yes ¹⁷	Yes	Yes	N/A	Yes ⁹	Yes
Number of Members representing:												
• Workers?	3 ³	4 ³	4 ³	4 or more	7	- ¹⁸	3	2 ^{3, 13}	3 ²	1	2 to 3 ⁹	2
• Employers?	3 ³	4 ³	4 ³	4 or more ¹⁹	7	- ¹⁸	3	2 ^{3, 13}	3 ²	1	2 to 3 ⁹	2
• General public?	3	-	-	-	-	- ¹⁸	3	-	3 ²	3 ²⁰	No	2
President and/or Chief Executive Officer?	Yes ^{13, 21}	-	-	Yes	-	Yes	Yes ^{13, 21}	Yes	Yes ^{13, 22}	Yes ^{13, 23}	Yes ^{13, 21}	Yes
Chief Appeals Commissioner/ Chair of Appeals Tribunal?	-	-	-	N/A	-	No	No ²⁴	-	No	No	No	No
Other ex-officio?	Yes ^{21, 25}	-	-	-	-	-	-	-	No	-	No	No
Observers?	-	-	-	-	1 ²⁶	-	²⁷	-	No	-	No	No

Note: “-” means no reference found in Act. N/A means not applicable or not available.

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Voting Rights

The following table outlines the voting rights of different Board Members in each jurisdiction.

Voting Rights?	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Chair, Chairperson, and/or Chairman?	Yes					Yes			Yes	Yes	No	
<ul style="list-style-type: none"> Only votes to break tie 	-	Yes	Yes	Yes	N/A	N/A	Yes	N/A	N/A	-	N/A	Yes
President and/or Chief Executive Officer?	No	N/A	No	No	N/A	Yes	No	N/A	No	No	No	No
Vice/Deputy Chair	Yes	Yes	No	Yes	N/A	N/A	Yes	N/A	Yes	N/A	No	Yes
Chief Appeals Commissioner/ Chair of Appeals Tribunal?	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other ex-officio?	No	N/A	N/A	-	N/A	N/A	N/A	N/A	N/A	-	N/A	N/A
Observers?	-	N/A	N/A	-	N/A	N/A	No	N/A	N/A	-	N/A	N/A

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Full Time/Part Time

The following table outlines which Board Members are full time or part time in each jurisdiction.

Note: In the table below, FT means full time and PT means part time.

Full Time/Part Time (FT or PT)	NL	PE	NS	NB	QC	ON	MB ²⁸	SK	AB ²⁸	BC ²⁸	YT	NT/NU
Chair, Chairperson, or Chairman	PT	PT	PT	PT	FT	FT	PT	FT	PT	PT	PT	PT
Vice/Deputy Chair	-	PT	PT	PT	N/A	N/A	PT	N/A	PT	N/A	PT	PT
Members representing:												
• Workers?	PT	PT	PT	PT	PT	PT	PT	FT	PT	PT	PT	PT
• Employers?	PT	PT	PT	PT	PT	PT	PT	FT	PT	PT	PT	PT
• General public?	PT	N/A	N/A	N/A	N/A	PT	PT	N/A	PT	PT	N/A	PT
President and/or Chief Executive Officer?	FT	N/A	N/A	FT	N/A	FT	FT	N/A	FT	FT	FT	FT
Chief Appeals Commissioner/Chair of Appeals Tribunal?	-	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	PT
Other ex-officio?	PT	N/A	N/A	-	N/A	N/A	N/A	N/A	N/A	-	N/A	N/A
Observers?	-	N/A	N/A	-	PT	N/A	N/A	N/A	N/A	-	N/A	N/A

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Quorum

The following table discusses quorums in each jurisdiction.

Quorum	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Fixed # of members that must be present? If so, how many?	No	No	²⁹	½ of members	8 ³⁰	³¹	No	2	No	No	No	N/A
Majority?	Yes	Yes	No	No ³²	Yes	Yes	Yes ³³	Yes	Yes	Yes	Yes	Yes

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Terms: Number of years

The following table outlines the terms of Board Members in each jurisdiction.

Terms: Number of years (up to) for term of:	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
• Chair, Chairperson, or Chairman	-	3	5	Up to 4	5	3 ³⁴	4 ³⁵	5	3	5	3	3
• Vice/Deputy Chair	-	3	5	4	5	-	-	N/A	-	N/A	3	3
• Members	³⁶	3	4	4	2	3 ³⁴	4 ³⁵	4	3	3	3	3
• President and/or Chief Executive Officer	-	-	N/A	³⁷	-	3 ³⁴	Open ³⁸	N/A	Open	Open	N/A	N/A
Members can be re-appointed for additional term?	-	Yes	Yes	Yes	Yes	Yes	Yes ³⁹	Yes	Yes ⁴⁰	Yes	Yes	Yes
If so, number of years stated in Act?	-	-	No	4 ⁴¹	-	No	4	No	3	6/10 ⁴²	⁴³	3
Maximum number of terms?	-	-	No	2	N/A	N/A	⁴⁴	No	3 ⁴⁵	-	No	⁴⁶

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Appointment Factors for Board Members

The following table discusses appointment factors for Board Members in each province and territory.

Note: In the table below, LG means Lieutenant Governor and Gov't means Government.

Appointment Factors For Board Members	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Appointed by Lieutenant Governor (LG) or Government?	Yes	Yes	Yes	LG	Yes	Yes ⁴⁷	LG ⁴⁸	Yes ⁴⁹	Yes	Yes ⁵⁰	Yes ^{48,51}	Yes ⁵²
Remuneration set by Lieutenant Governor (LG) or Government (Gov't)?	Yes	Yes	Yes	LG ⁵³	Gov't ⁵⁴	Yes	LG ⁵⁵	Yes	Yes	Yes	Yes	Regulations
Vacancy can be filled for term of office?	-	Yes	-	Yes	Yes	-	-	Yes	-	-	Yes ⁵⁶	Yes
Remain in office, when term expires, until re-appointed or replaced?	Yes	Yes	⁵⁷	No	Yes	-	Yes ⁵⁸	Yes	No	-	No	Until term expires

Note: “-” means no reference found in Act.

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Meetings

The following table outlines the minimum number of meetings of the Board of Directors required in each jurisdiction.

Meetings	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Minimum number of meetings required	-	-	N/A	@ least 6 per calendar year	^{4,59}	@ least 1 every 2 months	No ⁶⁰	No	@ least 1 every 3 months	⁸⁶¹	1/ month	No

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Appointment/Remuneration Factors for Chairs

The following table discusses appointment and remuneration factors for Chairs in each province and territory.

Note: In the table below, LG means Lieutenant Governor.

Appointment/remuneration factors for Chairs	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Appointed by Lieutenant Governor (LG) or Government?	Yes	Yes	Yes	LG	Yes ⁶²	Yes	LG ⁶³	Yes	Yes	Yes	Yes	Yes ⁵²
Remuneration set by Lieutenant Governor (LG) or Government?	Yes	Yes	Yes	LG	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Regulations

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Appointment/Remuneration Factors for President and/or CEO

The following table discusses appointment and remuneration factors for Presidents and CEOs in each province and territory.

Appointment/remuneration factors for president and/or CEO	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Appointed by Lieutenant Governor or Government?	-	Yes ⁶⁴	No	No	Yes ⁶²	Yes	-	No	No ²²	No	Yes ⁶⁵	No
Appointed by Board of Directors?	Yes ⁶⁶	No	Yes	Yes ⁶⁶	-	No ⁶⁷	Yes	Yes	Yes ²²	Yes	No ⁶⁵	Yes
Remuneration set by Lieutenant Governor or Government?	-	Yes ⁶⁸	No	No	N/A	Yes	N/A	No	No	No	Yes	No
Remuneration set by Board of Directors?	Yes	No	Yes	Yes	N/A	No	Yes ⁶⁹	Yes	Yes	Yes	No	Yes

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Committees

The following table discusses committees of the Board of Directors in each province and territory.

Committees	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	YT	NT/NU
Appointment of Committees of the Board or Advisory	Yes	Yes	N/A	Board	⁷⁰	Board of Directors	⁷¹	N/A	N/A	Yes ⁷²	No	⁷³

N/A means not applicable or not available.

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- 1 Inclusive of all members Chairman, Vice Chairman, President, Appeals Commissioner, Ex-officio, etc.
- 2 Up to, or not to exceed.
- 3 Act states must be equal numbers of persons representing employers and workers. Nova Scotia currently has 4 of each plus a Chair and vacant Deputy-Chair position. In Newfoundland and Labrador, the Act states there must be 3 numbers of persons representing employers (at least one recommended by NL Employers' Council); workers (at least one recommended by NL Federation of Labour); and public (one of whom represents injured workers) (Act section 6(2)); plus a Chairperson, a Chief Executive Officer, and an ex-officio member. Saskatchewan currently has 1 of each, plus a chairman.
- 4 The Quebec Act states that the Commission de la santé et sécurité du travail (CSST) is administered by a Board of Directors composed of fifteen members including one Chairman of the Board of Directors and Chief Executive Officer. They are appointed by the Government and are, with the exception of the Chairman of the Board of Directors and Chief Executive Officer who is appointed after consultation with the most representative union and employers associations, designated as follows: seven members are chosen from lists provided by the most representative union associations, and seven members chosen from lists provided by the most representative employers associations. In Quebec, the Chairman of the Board of Directors and Chief Executive Officer, and the Vice-Presidents (who are not members of the Board of Directors but members of the Executive Committee) shall deal exclusively with the duties of their functions.
- 5 The Board of Directors has 7-9 members in addition to the Chair and the President.
- 6 In Manitoba, the Lieutenant Governor in Council must consult with persons on whom assessments are levied and workers in industries afforded coverage regarding the appointment of members to the Board of Directors representing employers, workers and the public interest
- 7 Inclusive of all members: Chairman, Vice Chairman, Appeals Commissioner, Ex-officio, etc., including the President, who is the only non-voting member.
- 8 In British Columbia, the Act requires the Government to consult with organizations that: represent workers in appointing the director representative of workers; represent employers in appointing the director representative of employers; provide health care or rehabilitation services to persons with disabilities in appointing the director who provides those services; and with professional organizations for actuaries in appointing the director who is an actuary.
- 9 Maximum number is 10. This would include Chair, up to 3 representatives of employers, and up to 3 representatives of workers. An alternate chair can be appointed to act during the absence of the Chair. The Yukon's Act states the Minister may fill a vacancy for a single term of 60 days. In most jurisdictions a vacancy can only be filled for the balance of the term of the person being replaced. The President and Chair, Appeals Tribunal, are non-voting members. Yukon's Act specifies that members representing workers and employers must be equal. In the Yukon, the Minister must consult with employers and employer organizations, and workers and organized labour on appointments for each group, as well as the Chair and Alternate Chair.

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- 10 Seven appointed voting Directors and the President/CEO is an ex officio non-voting member.
 - 11 Only votes to break tie.
 - 12 In Nova Scotia, the Act requires the Governor in Council to appoint one member of the Board to serve as Chair and one to serve as Deputy Chair.
 - 13 Full Time.
 - 14 Non-voting if Chairman present.
 - 15 The vice-chairmen, appointed by government, must devote all their time to the duties of their office. The Commission currently has five vice-chairmen. The Act also states that, should the chairman and chief of operations or one of the vice-chairmen be absent or prevented from exercising his duties, the Minister shall appoint a substitute for the duration of the absence or the impediment.
 - 16 The Chair decides which member of the Board of Directors will act as Chair in his/her absence. If the Chair does not do this, the Board of Directors may decide who will act in the Chair's absence.
 - 17 By resolution, one of the Board members may act as Chairperson during the temporary absence of the Chairperson.
 - 18 Act states members "who are representative of workers, employers and such others as the Lieutenant Governor in Council considers appropriate."
 - 19 Equal to worker representation.
 - 20 Two directors representative of the public interest and one additional director representative of the public interest who is Chair. These three represent the general public. There is also one director who is a professional providing health care or rehabilitation services to persons with disabilities, one director who is an actuary, one director who is or was a professional in law or law enforcement, and one director who is or was a professional in the area of occupational health and safety; these four directors have their own interests and therefore are not representing the general public. The change of 7 voting directors to 9 is effective September 15, 2015.
 - 21 Non-voting member.
 - 22 In Alberta, up to June 1, 1995 the President & C.E.O. was a voting member of the Board. Effective June 1, 1995 the President & C.E.O. is a non-voting member. Also effective June 1, 1995, amendments to the Alberta Act included the authority for the selection and appointment of the President to be transferred from the Lieutenant Governor-in-Council, to the Board of Directors.
 - 23 The 10th director, the President, is a non-voting member.
 - 24 See section 50.2(1) and section 60.2(3).
 - 25 One member designated by the Minister (Minister defined under section 2(1)(z) of the Act).
 - 26 The observer has no voting rights. He or she is appointed by the Minister responsible for the *Occupational Health & Safety Act*.
 - 27 The Board of Directors may appoint outside members to the audit and investment committees. (Section 51.1(4)). Subsection 51.1(4.1) lists additional members of the prevention committee.
 - 28 There is at least one full-time member on the Board.
 - 29 Chair or Deputy-Chair and one half of members.
 - 30 Including the Chairman of the Board & Chief Executive Officer.
 - 31 A quorum is the majority of members of the Board of Directors holding office (see section 162(5)).
 - 32 In New Brunswick, a quorum is one half of the members, at least one of whom shall be a member representative of workers, at least one of whom shall be a member representative of employers and one of whom shall be the Chairperson of the board of directors or in the absence of the Chairperson of the board of directors the Vice-Chairperson. *Workplace Health, Safety and Compensation Commission and Workers' Compensation Appeals Tribunal Act*, section 9(10).
 - 33 Subsection 58(2).
 - 34 Typical appointment term; re-appointments permitted.
 - 35 Subsection 50.2(3).
 - 36 Determined by Lieutenant Governor.
 - 37 **Determined by Board of Directors.**

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- 38 The CEO holds office at the discretion of the Board of Directors.
- 39 In Manitoba, a member is appointed for a fixed period not exceeding four years.
- 40 In Alberta, only one reappointment is allowed for a member. An appointment as Chair is an exception.
- 41 The legislation does not limit the President/CEO to a re-appointment term of 4 years, the President/CEO may be appointed for a longer period.
- 42 Chair may not be appointed for continuous period of more than 10 years. Director may not be appointed for continuous period of more than 6 years.
- 43 Re-appointments, by implication, are for three year terms; a member may be re-appointed more than once.
- 44 The government introduced a ten-year term limit for members of the Board of Directors and part-time Appeal Commissioners.
- 45 Generally, maximum of two terms, unless a member has served 2 terms but was not appointed chair for the full duration of either term, in which case the member is eligible for appointment as chair and member of the board of directors for one additional term, not to exceed 3 years – see section 5(7). However, the Minister may recommend the reappointment of any member of the board of directors, other than the President, for a third term, not to exceed three years, if in the Minister's opinion, the reappointment would be beneficial to the Board – see sections 5(6.1) and (6.2).
- 46 Can't be reappointed if continuous service exceeds 9 years.
- 47 In Ontario, the Lieutenant Governor in Council appoints the Chair, President and all members of the Board of Directors. The Lieutenant Governor in Council appoints the President only after consultation with Board members.
- 48 After consultation with workers, employers (and public in Manitoba). In Manitoba, see section 50.1.
- 49 Members selected from a list of names submitted by employer and labour organizations.
- 50 After consultation with workers, employers, organizations that provide health care or rehabilitation services to persons with disabilities, and professional organizations for actuaries.
- 51 Appointment by the Commissioner in Executive Council.
- 52 Appointed by the Minister responsible for the Workers' Safety and Compensation Commission.
- 53 In New Brunswick, the Board may fix the rate of reimbursement of expenses incurred by members while performing their duties. Also, in New Brunswick, salaries for the President/C.E.O. are set by the Board. *Workplace Health, Safety and Compensation Commission and Workers' Compensation Appeals Tribunal Act*, section 8(3). Board members remuneration is per the *Workplace Health, Safety and Compensation Commission and Workers' Compensation Appeals Tribunal Act* sections 8(2).
- 54 The Quebec Act stipulates that the government determines the remuneration and, if necessary, the additional salary, fees or allowances for each member of the Board of Directors of the Commission, and the Vice-Presidents, as well as the allowances to which they are entitled. The remuneration, fees, allowances, subsidies and other operating expenses of the Commission are paid by the Commission.
- 55 Section 50.2(4). Under subsection 51.1(5), the Board of Directors may fix the remuneration of committee members who are not members of the Board of Directors.
- 56 For a single term up to 60 days.
- 57 Member may, at discretion of Chair, act as a non-voting member of the Board of Directors in order to complete any duty or matter that arose before the expiry of the term of office.
- 58 Section 50.2(3.3).
- 59 In Quebec, in addition to the president, board members and the observer, vice-presidents (who are not members of the Board of Directors but members of the Executive Committee) can attend board meetings. Meetings can be held anywhere the Board or Chair determines
- 60 Section 58(1).
- 61 Regular meetings of the Board of Directors shall be held no less than 8 times in each calendar year and in no case should more than 2 months lapse between meetings. In British Columbia, the chair of the external appeal tribunal must attend at least four meetings of the Board of Directors each calendar year.
- 62 The Act states there is a Chairman of the Board & Chief Executive Officer, who is appointed by the Government.

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- 63 The Act does not state any appointment or remuneration factors. It indicates that the Lieutenant Governor will consult with employer, worker and public interest communities for the purposes of appointing voting members to the Board of Directors. The Lieutenant Governor fixes the remuneration for each voting member.
 - 64 After consultation with the Board of Directors.
 - 65 On the recommendation of the Board, and subject to certification by the Public Service Commission.
 - 66 Subject to approval of the Lieutenant Governor in Council.
 - 67 Lieutenant Governor in Council consults with other Board Members before appointing.
 - 68 On the recommendation of the Board of Directors.
 - 69 The Board of Directors fixes the salary of the Chief Executive Officer and his or her duties. In Manitoba, see subsections 59(1) and 59(2).
 - 70 In Quebec, there is an administrative committee composed of the Chairman of the Board of Directors and Chief Executive Officer, a person designated by the workers representatives within the Board of Directors and chosen among those representatives, and a person designated by the employers representatives within the Board of Directors and chosen among those representatives.
 - 71 The Board of Directors must establish four committees: policy and planning, audit, investment and prevention. It may also establish other committees that are considered necessary. See section 51.1.
 - 72 The Board of Directors may establish committees and give directions to those committees.
 - 73 Governance Council must establish an Audit Committee and may establish any other committee deemed appropriate.

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