

AWCBC Board Member's Manual



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Overview

Together, we are stronger, more efficient and more effective



Open the introductory video in your browser or download the interactive member brochure click here: [\[go to video/brochure\]](#)

Since 1919

**Connecting Members
Advancing Knowledge**

The Association's Network

The Association of Workers' Compensation Boards of Canada (AWCBC) was founded in 1919 as a non-profit organization to facilitate the exchange of information between Workers' Compensation [Boards and Commissions](#).

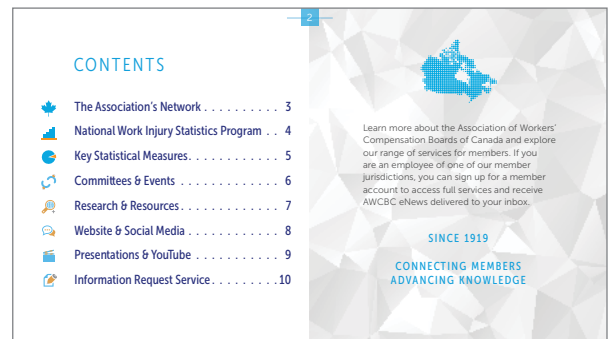
Our Vision: AWCBC is the trusted, centralized information source for workers' compensation data, trends, and issues in Canada.

Our Mission: Through excellent data collection and analysis, shared knowledge, education, and networking, AWCBC supports its members in sustaining strong and viable workers' compensation systems throughout Canada.

National Work Injury Statistics Program

The AWCBC manages the [National Work Injury Statistics Program](#) (NWISP), which gathers data on

interactive brochure



work-related, accepted Lost Time Claims, Diseases and Fatalities across 20 major industries and 10 major occupation groups. The accepted Lost Time Claims, Diseases and Fatalities are broken into 10 categories.

Each year, the AWCBC produces the National Work Injury, Disease and Fatality Statistics

Publication, also known as the [NWISP Publication](#), featuring the most recent available figures.

The annual NWISP Publication is posted on the AWCBC website. Also posted are publications from previous years. NWISP Summary Tables, the NWISP [Year at a Glance](#), and Infographics are also publicly available through the AWCBC's website [awcbc.org](#). For specific customized data, a [CUSTOM FORM](#) can be completed online.

Key Statistical Measures

AWCBC's Key Statistical Measures ([KSM](#)) report is your annual snapshot of Canada's workers' compensation landscape. This comprehensive report consolidates figures ranging from injury rates and claim payments to assessment rates, and administrative costs, offering a valuable resource for stakeholders across the system.

The KSM report is available on the AWCBC's website at [www.awcbc.org](#). The site provides customized reporting options, enabling you to generate and download reports tailored to your specific needs.

Committees & Events

A non-profit organization, the AWCBC helps broaden understanding of workers' compensation legislation, issues, and trends. Throughout the year, the Association facilitates topical meetings and events that assist members in sharing their intelligence and expertise with each other across Canada.

Our national office provides formal and informal organizational assistance to AWCBC's eight formal national committees. It hosts the annual All Committees Meeting, Governance Summit, and Staff Learning Symposium.

The AWCBC's Discovery Webinar Series keeps governors connected throughout the year so that they can timely address common issues as they emerge and benefit from sharing their experiences and exploring solutions together. [>> events calendar](#)

4 NATIONAL WORK INJURY STATISTICS PROGRAM

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By Age
By Source of Injury or Disease
By Gender
By Event or Exposure
By Industry

By Part of Body
By Occupation
By Year
By Nature of Injury or Disease
By Jurisdiction

Lost Time Claims in Canada
By Age

5 KEY STATISTICAL MEASURES

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Claim Measures

- Claims
- Injury Frequency
- Fatalities
- Coverage
- Duration
- Return to Work
- Impairment

Financial Measures

- Funding/Investment
- Administrative Costs
- CHS Costs
- Assessment Rate
- Revenue
- Payroll
- Benefit Costs
- Benefit Liabilities
- Benefit Payments

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Year at a Glance

Year	Claims	Injury Frequency	Fatalities	Coverage	Duration	Return to Work	Impairment	Funding/Investment	Administrative Costs	CHS Costs	Assessment Rate	Revenue	Payroll	Benefit Costs	Benefit Liabilities	Benefit Payments	
2022	100,000	100.0	100	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2021	95,000	95.0	95	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
2020	90,000	90.0	90	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2019	85,000	85.0	85	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0	85.0
2018	80,000	80.0	80	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0

6 COMMITTEES & EVENTS

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CONNECTING MEMBERS

AWCBC All Committees Meeting

Réunion de tous les comités de l'AWCBC

Events Calendar

7 RESEARCH & RESOURCES

The AWCBC website contains an inventory of current and past [research](#) from our member jurisdictions as well as a listing of other national and international research resources.

Let us help you navigate to the information you are seeking.

8 WEBSITE & SOCIAL MEDIA

Stay informed about industry and workplace news from both the national scene and each of our member jurisdictions through the ["News from our Members"](#) section on our website.

Stay 'in the know' on what the Canadian media is reporting on Worker's Compensation from coast to coast to coast through the ["In The News"](#) section on our website.

Follow us on X (formerly Twitter) [@awcbc_acatc](#) and LinkedIn to stay up-to-the-minute about the innovative and impactful work our member boards/commissions are showcasing on social media.

Research & Resources

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Presentations & YouTube

The AWCBC offers you access to speaker presentations from past AWCBC Governance Summits, Staff Learning Symposiums, and webinars.

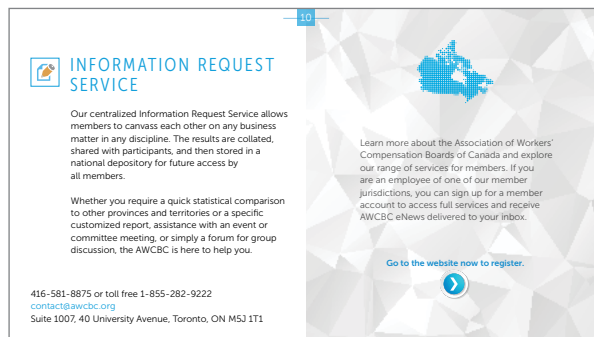
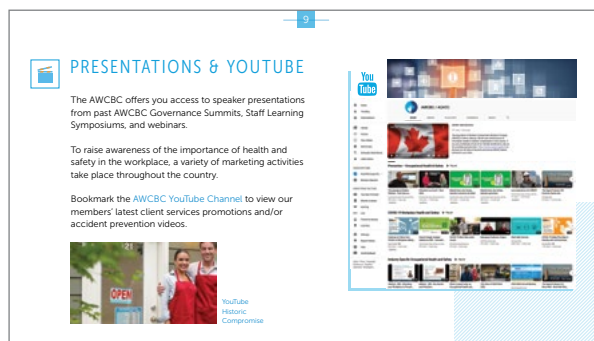
To raise awareness of the importance of health and safety in the workplace, a variety of marketing activities take place throughout the country.

Bookmark the [AWCBC YouTube Channel](#) to view our members' latest client services promotions and/or accident prevention videos.

Information Request Service

Our centralized [Information Request Service](#) allows members to canvass each other on any business matter in any discipline. The results are collated, shared with participants, and then stored in a national depository for future access by all members.

Whether you require a quick statistical comparison to other provinces and territories or a specific customized report, assistance with an event or committee meeting, or simply a forum for group discussion, the AWCBC is here to help you.



Learn more about the Association of Workers' Compensation Boards of Canada and explore our range of services for members. If you are an employee of one of our member jurisdictions, you can sign up for a member account to access full services and receive AWCBC eNews delivered to your inbox

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AWCBC Strategic Plan: 2023-2026

Vision:
AWCBC is the trusted, centralized information source for workers' compensation data, trends, and issues in Canada.

Mission:
Through excellent data collection and analysis, shared knowledge, education, and networking, AWCBC supports its members in sustaining strong and viable workers' compensation systems throughout Canada.

Values: What Drives Us

Results-oriented

Our activities are aligned with our strategic direction and produce measurable and tangible results.

Diverse and Inclusive

We welcome and value the contributions of members of all different backgrounds and abilities, and strive for inclusion of a wide range of perspectives in all AWCBC offerings.

Ethical

We conduct all aspects of the Association's activities in accordance with the highest ethical standards.

Collaborative

We facilitate and support members to work together to achieve shared goals and positive outcomes.

Innovative

Our approaches, structures and methods are creative and future-oriented.

Member-driven

We continually solicit input from our members and tailor all programs/services to their interests and needs.

Operating Guidelines: The Business Context In Which We Operate

Accountable

We institute transparent reporting mechanisms, provide multi-channel opportunities for participation, and share broadly the progress and results of collaborative initiatives.

Credible

We use reliable and recognized approaches and methods that are in accordance with Canadian business standards.

Realistic

We carry out our mission within the fiscal and political environment of the work being performed.

Our Strategic Priorities

Strategic Priority 1:

Data Collection & Analytics

Investigate expansion of the collection and analysis of national workplace injury data to improve consistency, track emerging issues and pave the way for AI and predictive analytics capability on a national scale.

- Harmonize statistical standards across the country to improve data consistency and accuracy
- Expand statistics collected to allow for more robust analytics to help the prevention of accidents/illnesses in Canadian workplaces
- Provide targeted statistical analysis to AWCBC governors and senior leaders to enhance their decision-making

- Increase accessibility and understanding of national workplace injuries and disease statistics through timely releases and clear public and member communications

Strategic Priority 2:

Business Intelligence Hub

Enhance the proactive identification of emerging issues, innovation, and benchmarking with national and international workers' compensation agencies.

- Create a national operations centre pooling information on common concerns such as cyber security
- Become an innovation hub where AWCBC facilitates the sharing of member initiatives across the country
- Maintain a business intelligence function to track trending workers' compensation issues in Canada and beyond, and alert members on an ongoing basis

- Liaise with non-AWCBC inter-jurisdictional groups to increase awareness of national discussions in disciplines not captured through AWCBC committees
- Strengthen communications with system partners and international counterparts to expand information network and to track new research and trends

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information source for workers' compensation data, trends, and issues in Canada.

supports its members in sustaining strong and viable workers' compensation systems throughout Canada.

Our Strategic Priorities

Strategic Priority 3:

AWCBC Committees

Increase the functionality and contribution of AWCBC Committees in supporting AWCBC's strategic goals.

Our Strategic Goals

- Realign the number, nature and mandate of AWCBC formal committees to ensure proper alignment with AWCBC strategic goals
- Provide direction from AWCBC Board to committees on key initiatives to be undertaken
- Increase accountability of committees for tangible outcomes and improve communication to the AWCBC Board

- Expand opportunities for more members to be involved in committee work
- Develop a committee network that obtains input from other national groups to create a holistic view of common concerns
- Task AWCBC to oversee committee work plan progress and provide support as required

Strategic Priority 4:

Centralized Source of Canadian Workers' Compensation Information

Raise the profile of AWCBC as the central source for information related to the Canadian workers' compensation system and the cross-country voice where member-approved.

- Make the AWCBC the one-stop shop for the vast array of information and statistics related to workers' compensation in Canada
- Track and share national media coverage of workers' compensation and member press releases
- Facilitate opportunities for shared national awareness campaigns

- Develop and publically share national guidelines/standards in matters of health and safety, and return-to-work
- Seek opportunities to lobby for shared concerns

Strategic Priority 5:

Education, Networking, Communication

Connect members, centralize shared information and foster cross-Canada relationships and networking.

- Offer annual events through various channels to allow for the broadest member participation
- Facilitate training, networking and webinars for staff, management and governors
- Facilitate an ongoing national conversation on jurisdictional efforts to harmonize policies and procedures

- Eliminate duplication of effort and break down silos by enhancing and promoting the sharing of communication/prevention/RTW products and services across the country
- Target offerings to specific audiences

Strategic Priority 6:

Staffing and Succession Planning

Ensure AWCBC attracts and retains skilled human resources to carry out its strategic priorities long-term.

- Right-size the organization to ensure that it has the human resources capable of successfully carrying out the strategic plan
- Formalize a succession/recruitment plan to attract and retain a skilled workforce

- Ensure that compensation and benefits are aligned with industry standards
- Embed equity, diversity and inclusion in all practices

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Governance

AWCBC Board of Directors

AWCBC Executive Committee

AWCBC Chair

Kurt Dieckmann
Workers' Safety and Compensation
Board Yukon

2nd Vice Chair

Saeed El-Darahali
Workers' Compensation Board
Nova Scotia

1st Vice Chair

Grant Walsh
Workplace Safety & Insurance Board
Ontario



Workers' Compensation Board of Alberta

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Corporate Governance Policies & Procedures

Introduction

The Association of Workers' Compensation Boards of Canada is a non-profit organization designed to facilitate the exchange of information between Workers' Compensation Boards and Commissions across Canada.

The Association has continued to evolve since its founding in 1919, to meet its members' changing needs and to remain compliant with legislation governing not-for-profit federal corporations. In June 2015, the AWCBC confirmed a new by-law that, in compliance with the Canada Not-For-Profit Corporations Act, provides more flexibility and establishes a governance model that more clearly sets out the duties and powers of directors, as well as members' rights.

These revised AWCBC Corporate Governance Policies & Procedures are to be reviewed annually, to keep pace with best practices and any changes in regulations.

The Board of Directors

The AWCBC Corporation consists of 12 members, who have applied for and been accepted as members by ordinary resolution of the Board. They represent the authority responsible for administering workers' compensation legislation in their respective Canadian province or territory.

The Board itself consists of a minimum of three and a maximum of 24 directors. Each member is entitled to nominate two representatives for election as director at each annual meeting. A director can hold office for a term of up to three years. A director not elected for an expressly stated term ceases to hold office at the close of the first annual meeting of members following his or her election but, if qualified, will be eligible for re-election.

Conflict of Interest

The AWCBC's directors and officers shall comply with the conflict-of-interest provisions of the Canada Not-For-Profit Corporations Act.

AWCBC Meetings

Board of Directors Meetings

The Board of Directors usually meets twice a year, although there is no set schedule and meetings may be called at any given time, at the request of the Chair, the First Vice-Chair, or any four directors.

Board of Directors meetings may be held at the registered office of the Corporation, or at any other place within or outside of Canada as the Board may determine.

A director may, if all directors have provided their consent, participate in a meeting using telephonic, electronic, or another communication facility that permits all participants to communicate adequately with each other during the meeting.

Chairing of Meetings

The Chair of the Board presides at meetings of the Board. If the Chair is unable to attend, the First Vice-Chair shall preside. If both the Chair and First Vice-Chair are absent, the directors who are present shall choose one of their number to chair the meeting.

Agenda and Minutes

The Chief Executive Officer, in consultation with the Chair, is responsible for the meeting logistics, including securing a venue, and preparing the meeting agenda and briefing materials.

Directors can send additional agenda item requests directly to the CEO or the Chair.

The CEO also records and circulates the meeting minutes, posts them electronically in the Board of Directors online Collaboration Forum on the member-only AWCBC website, and files hard copies in the Corporation's Minute Book.

Advance Distribution of Meeting Materials and Alert of Contentious Matters

The Chief Executive Officer circulates the agenda and accompanying materials no later than two weeks in advance of any given meeting. However, this timeframe may be shortened to deal with certain items of a time-sensitive nature.

Where directors have tabled sensitive or contentious matters on the agenda, they will alert their fellow Board members in advance, as well as provide appropriate background and context. This allows directors the opportunity to consult with their jurisdictions prior to the meeting.

Participation in Meetings

Members who are unable to attend a scheduled Board Meeting are requested to submit their comments, concerns and positions on agenda matters, item by item, to the AWCBC Chair and/or Chief Executive Officer prior to the event. Where there are no comments, that should also be indicated. At the meeting, the Chair will relay the feedback of absent jurisdictions at the beginning of discussion on each agenda item. Following the meeting and in advance of circulated meeting minutes, the Chief Executive Officer will brief members who were absent with a synopsis of events, particularly addressing those agenda items where the member had submitted comments.

At the invitation of the Chair, each member may have a representative attend Board meetings as a guest, if none of the directors otherwise attending the meeting are employees of the member. Guests shall not count for quorum, shall not vote, and shall not be present during *in camera* portions of the Board meeting.

Annual Members' Meeting

The Board shall call an annual members' meeting not later than 15 months after the preceding annual meeting, and no later than 6 months after the Corporation's preceding financial year-end. At least seven days' prior notice of the time and place of the annual members' meeting shall be provided to the membership.

A quorum at any members' meeting will be a majority of the membership; the Board Chair acts as chair.

As required by the Canada Not-For-Profit Corporations Act, the annual AWCBC members' meeting:

- a) reviews the Corporation's financial statements and reports
- b) elects directors

- c) appoints, or re appoints, a public accountant
- d) transacts any special business that may properly be brought before the meeting or is required under the Act*

*The Board may at any time call a extraordinary members' meeting to deal with special business.

The only persons entitled to be present at a members' meeting shall be those authorized to vote at the meeting, the directors, and the Corporation's public accountant. The Chair and CEO (or equivalent), or designate, of each member shall be invited to the members' meeting as non-voting participants.

Board Committees

Executive Committee

The Executive Committee of the Board is composed of officers of the Corporation: Chair, First Vice-Chair, Second Vice-Chair, Past Chair and Chief Executive Officer. To enhance diversity among the Executive Committee members, there shall not be more than one member of the Executive Committee from any one province or territory. A director who is Chair in their member jurisdiction shall not assume the position of Chair of the Corporation. This Committee oversees AWCBC's operational business. Meetings of the Executive Committee are called by the Chair.

AWCBC Formal Committees

There are also eight formal AWCBC committees, each one sponsored by a volunteer director. This Executive Sponsor provides leadership, support and advice, acts as a conduit to the Executive Committee and reports on committee activities to the AWCBC Board.

Committees include:

- Communications
- Compensation & Benefits
- Financial & Statistical Data Comparability
- Information Technology
- Interjurisdictional Agreement
- National Work Injury Statistics
- Safety & Prevention
- Security & Emergency Management

Each spring, the AWCBC hosts an All Committees Meeting. The committees come together for two days either virtually or in person to finalize their annual work plans and formally report on their activities to all delegates.

Other Committees

The Board may from time to time appoint any committee or other advisory body, as it deems necessary.

A by-law relating generally to the conduct of the affairs of

ASSOCIATION OF WORKERS' COMPENSATION BOARDS OF CANADA/L'ASSOCIATION DES COMMISSIONS DES ACCIDENTS DU TRAVAIL DU CANADA (the "Corporation")

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A by-law relating generally to the conduct of the affairs of
ASSOCIATION OF WORKERS' COMPENSATION BOARDS OF CANADA/
L'ASSOCIATION DES COMMISSIONS DES ACCIDENTS DU TRAVAIL DU CANADA
(the "Corporation")

BE IT ENACTED as a by-law of the Corporation as follows:

ARTICLE I INTERPRETATION

1.1 Definitions. In this by-law and all other by-laws and resolutions of the Corporation, unless the context otherwise requires:

"Act" means the *Canada Not-for-profit Corporations Act* S.C. 2009, c.23, including the Regulations, and any statute that may be substituted therefor, as amended from time to time;

"Articles" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;

"Board" means the board of directors of the Corporation;

"By-Law" means this by-law and all other by-laws of the Corporation as amended and which are, from time to time, in force and effect;

"director" means an individual elected or appointed to the Board;

"meeting of Members" includes an annual meeting of Members and a special meeting of Members;

"Member" means a member of the Corporation;

"officer" means any of the individuals appointed pursuant to this By-law as an officer of the Corporation;

"ordinary resolution" means a resolution passed by a majority of the votes cast on that resolution, meaning half of the votes, plus one;

"Regulations" means the regulations made under the Act, as amended, restated or in effect from time to time;

"special business" has the meaning set out in Sections 4.2 and 4.3;

"special meeting of Members" means a special meeting of all Members entitled to vote at an annual meeting of Members called to consider special business; and

"Special Resolution" means a resolution passed by not less than two-thirds (2/3) of the votes cast on that resolution.

1.2 Interpretation. In the interpretation of this By-Law, unless the context otherwise requires, the following rules shall apply:

- (a) except where specifically defined in this By-Law, words, terms and expressions appearing in this By-Law, shall have the meaning ascribed to them under the Act;
- (b) words importing the singular number only shall include the plural and vice versa;
- (c) the word "person" shall mean an individual, body corporate, a partnership, a trust, a joint venture or an unincorporated association or organization;
- (d) the headings used in the By-Law are inserted for reference purposes only and are not to be considered or taken into account in construing the terms or provisions of the By-Law

or to be deemed in any way to clarify, modify or explain the effect of any such terms or provisions; and

- (e) except where specifically stated otherwise, or as otherwise required by the Act, references to actions being taken “in writing” or similar terms shall include electronic communication and references to “address” or similar terms shall include e-mail address. It is the intent of the Corporation to use electronic communication whenever possible.

ARTICLE II GENERAL

2.1 Registered Office. The registered office of the Corporation shall be situated in the City of Toronto or as otherwise determined by the Board.

2.2 Corporate Seal. The Corporation may, but need not, have a corporate seal. If adopted, the seal shall be in the form approved from time to time by the Board, and the Secretary of the Corporation (or, in the event there is no Secretary appointed, any officer) shall be the custodian of the corporate seal.

2.3 Fiscal Year. The fiscal year of the Corporation shall end on December 31st of each year or as otherwise determined by the Board.

2.4 Execution of Documents. Deeds, transfers, assignments, contracts, obligations and other documents and instruments (“Documents”) in writing requiring execution by the Corporation may be signed by any two (2) of its officers or directors or by any combination thereof or as otherwise authorized by the Board. The Board may also from time to time pass resolutions authorizing execution of the Documents and/or directing the manner in which and the person or persons by whom Documents generally and/or a particular Document or type of Document shall be executed. Any person authorized to sign any Document may affix the corporate seal to the Document.

2.5 Banking. The banking business of the Corporation shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time by ordinary resolution. The banking business or any part of it shall be transacted by an officer or officers of the Corporation and/or other persons as the Board may by ordinary resolution from time to time designate, direct or authorize.

2.6 Invalidity of any Provisions of this By-Law. The invalidity or unenforceability of any provision of this By-Law shall not affect the validity or enforceability of the remaining provisions of this By-Law.

ARTICLE III MEMBERS

3.1 Entitlement. Membership in the Corporation shall be available only to the authority responsible for administering workers’ compensation legislation in each province and territory of Canada who have applied for and been accepted as a Member by ordinary resolution of the Board or in such other manner determined by the Board from time to time.

3.2 Membership Conditions. Subject to the Articles, there shall be one class of Members in the Corporation. As set out in the Articles, each Member shall be entitled to receive notice of, attend and vote at all meetings of Members and each such Member shall be entitled to one (1) vote at such meetings.

3.3 Termination of Membership. The rights of a Member lapse and cease to exist when the membership terminates for any of the following reasons:

- (a) the Member resigns, withdraws or, in the case of a corporation, is dissolved;
- (b) the Member is expelled or the Member's membership is otherwise terminated in accordance with the Articles or the By-Law;
- (c) the Member's term of membership expires; or
- (d) the Corporation is liquidated or dissolved pursuant to the Act.

Subject to the Articles, upon any termination of membership, the rights of the Member, including any rights in the property of the Corporation, automatically cease to exist. No membership due will be returned to a previous Member upon termination of such Member's membership.

3.4 Resignation. Any Member may resign as a Member by delivering a written resignation to the Chair, or other senior officer, in which case such resignation shall be effective from the date specified in the resignation.

3.5 Membership Dues. The Board may require Members to make contributions or pay dues or fees to the Corporation and may determine the manner in which the contribution is to be made or the dues or fees are to be paid.

ARTICLE IV MEETINGS OF MEMBERS

4.1 Place of Meetings. Meetings of the Members may be held at any place within Canada determined by the Board or, if permitted under the Articles or if all of the Members entitled to vote at such meeting so agree, outside Canada.

4.2 Annual Meetings. The Board shall call an annual meeting not later than fifteen (15) months after the last preceding annual meeting but not later than six (6) months after the end of the Corporation's preceding financial year.

The Board shall call an annual meeting of Members for the purpose of:

- (a) considering the financial statements and reports of the Corporation required by the Act to be presented at the meeting;
- (b) electing directors;
- (c) appointing, or re-appointing, a public accountant, if required under Part 12 of the Act; and
- (d) transacting such other business as may properly be brought before the meeting or is required under the Act.

Any business transacted under (d) shall constitute special business.

4.3 Special Meetings. The Board may at any time call a special meeting of Members for the transaction of any business which may properly be brought before the Members, which shall constitute special business.

4.4 Notice of Meetings. Notice of the time and place of a meeting of Members shall be sent to the following:

- (a) to each Member entitled to vote at the meeting (which may be determined in

accordance with any record date fixed by the Board or failing which, in accordance with the Act);

(b) to each director; and

(c) to the public accountant of the Corporation, if any.

A notice shall be provided at least twenty-one (21) days prior to the meeting. A notice shall be provided in accordance with the requirements of Article XII of this By-Law. Notice of a meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and provide the text of any Special Resolution or By-Law to be submitted to the meeting.

4.5 Waiving Notice. A person entitled to notice of a meeting of Members may in any manner and at any time waive notice of a meeting of Members, and attendance of any such person at a meeting of Members is a waiver of notice of the meeting, except where such person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

4.6 Persons Entitled to be Present. The only persons entitled to be present at a meeting of Members shall be those entitled to vote at the meeting, the directors and the public accountant of the Corporation. The Chair and the CEO (or equivalent), or designate, of each Member shall be invited to each meeting of Members. Subject thereto, any other person may be admitted to a meeting of Members only on the invitation of the chair of the meeting or with the consent of the Members present.

4.7 Chair of the Meeting. In the event that the Chair and the First Vice-Chair are both absent, the Members who are present and entitled to vote at the meeting shall choose one of their number to chair the meeting.

4.8 Quorum. A quorum at any meeting of the Members (unless a greater number of Members are required to be present by the Act) shall be a majority of the Members. If a quorum is present at the opening of a meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting. For the purpose of determining quorum, a member may be present in person, or, if permitted, by proxy or by telephonic and/or other electronic means.

4.9 Participation at Meetings by Telephone or Electronic Means. Any person entitled to attend a meeting of Members may participate in the meeting using telephonic, electronic or other communications means that permit all participants to communicate adequately with each other during the meeting, if the Corporation makes available such a communication facility and the person in question has access to such a communication facility. A person participating in the meeting by any such means shall be deemed to have been present at that meeting. A person participating by telephonic, electronic or other communication facility may vote by any such means if the facility, when necessary, can be adapted so that the votes can be gathered in a manner that permits their subsequent verification and permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how a particular member or group of Members voted.

4.10 Meeting Held by Electronic Means. If the Board or Members call a meeting of Members, the Board or Members, as the case may be, may determine that the meeting shall be held entirely by means of a telephonic, an electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

4.11 Adjournment. The chair of the meeting may, with the consent of the meeting, adjourn the meeting from time to time to a fixed time and place and no notice of such adjournment need be given to the Members provided the adjourned meeting takes place within thirty-one (31) days of the original meeting. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

4.12 Absentee Voting. In addition to voting in person, every Member entitled to vote at a meeting of Members may vote by any of the following means:

- (a) by appointing in writing a proxyholder or one or more alternate proxyholders who need not be Members, as the Member's nominee to attend and act at the meeting in the manner and to the extent and with the authority conferred by the proxy, subject to the following requirements:
 - (i) a proxy is valid only at the meeting in respect of which it is given or at a continuation of that meeting after an adjournment;
 - (ii) a Member may revoke a proxy by depositing an instrument or act in writing executed by the Member in accordance with the process set by the Board from time to time and in compliance with the Act;
 - (iii) a proxyholder or an alternate proxyholder has the same rights as the member by whom they were appointed, including the right to speak at a meeting of Members in respect of any matter, to vote by way of ballot at the meeting, to demand a ballot at the meeting and, except where a proxyholder or an alternate proxyholder has conflicting instructions from more than one Member, to vote at the meeting by way of a show of hands;
 - (iv) the form of a proxy shall be provided by the Corporation in compliance with the Act;
- (b) by using a mailed-in ballot in the form provided by the Corporation provided that the Corporation has a system that enables the votes to be gathered in a manner that permits their subsequent verification and permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how each Member voted; or
- (c) by means of a telephonic, electronic or other communication facility, if the facility enables the votes to be gathered in a manner that permits their subsequent verification and permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how each Member voted.

4.13 Votes to Govern. Other than as otherwise required by the Act or this By-law, all questions proposed for consideration of the Members shall be determined by ordinary resolution of the Members. The chair of the meeting shall be entitled to vote at first instance but in the case of an equality of votes, the chair of the meeting shall not have a second or casting vote.

4.14 Show of Hands. Except where a ballot is demanded, voting on any question proposed for consideration at a meeting of Members shall be by show of hands, and a declaration by the chair of the meeting as to whether or not the question or motion has been carried and an entry to that effect in the minutes of the meeting shall, in the absence of evidence to the contrary, be evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the motion. If a meeting is held by telephonic or electronic means, the chair of the meeting may implement a process approximating a show of hands.

4.15 Ballots. For any question proposed for consideration at a meeting of Members, either before or after a vote by show of hands has been taken, the chair of the meeting, or any Member or proxyholder may demand a ballot, in which case the ballot shall be taken in such manner as the chair directs and the decision of the Members on the question shall be determined by the result of such ballot.

4.16 Resolution in Lieu of Meeting. Except where a written statement is submitted to the Corporation by a director under subsection 131(1) of the Act or by a public accountant under subsection 187(4) of the Act:

- (a) a resolution in writing signed by all the Members entitled to vote on that resolution at a meeting of Members is as valid as if it had been passed at a meeting of the Members; and
- (b) a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of Members, and signed by all the Members entitled to vote at that meeting, satisfies all the requirements of the Act relating to that meeting of Members.

A copy of every resolution referred to above shall be kept with the minutes of meetings of Members.

4.17 Annual Financial Statements. The Corporation may, instead of sending copies of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act to the Members, publish a notice to its Members stating that the annual financial statements and documents provided in subsection 172(1) are available at the registered office of the Corporation and any Member may, on request, obtain a copy free of charge at the registered office or by prepaid mail or electronically.

ARTICLE V DIRECTORS

5.1 Powers. The Board shall manage or supervise the management of the activities and affairs of the Corporation.

5.2 Number. Until changed in accordance with the Act, the Board shall consist of a minimum of three (3) and a maximum of twenty-four (24) directors. The Board shall be composed of the fixed number of directors within such range as determined from time to time by the Members by ordinary resolution or, if the ordinary resolution empowers the Board to determine the number, by ordinary resolution of the Board. No decrease in the number of directors shall shorten the term of an incumbent director.

5.3 Qualifications. The following persons are disqualified from being a director of the Corporation:

- (a) anyone who is less than 18 years of age;
- (b) anyone who has been declared incapable by a court in Canada or in another country;
- (c) anyone who is not an individual;
- (d) a person who has the status of bankrupt.

5.4 Election and Term. The Members shall elect by ordinary resolution, at each annual meeting at which an election of directors is required, directors to hold office for a term of up to three years. A director not elected for an expressly stated term ceases to hold office at the close of the first

annual meeting of Members following his/her election, but, if qualified, is eligible for re-election. If directors are not elected at a meeting of Members, the incumbent directors continue in office until their successors are elected. Not all directors are required to be elected for the same term.

5.5 Consent. A director who is elected or appointed must consent to hold office as a director:

- (a) if present at the meeting at which the election or appointment takes place, by not refusing to hold office,
- (b) if not present at the meeting at which the election or appointment takes place, by either:
 - (i) consenting to hold office in writing before the election or appointment takes place or within ten (10) days of such election; or
 - (ii) by acting as a director after such person's election or appointment.

5.6 Vacation of Office. A director ceases to hold office when the director dies, resigns, is removed from office by the Members, or becomes disqualified to serve as director.

5.7 Resignation. A director may resign from office by giving a written resignation to the Corporation and such resignation becomes effective when received by the Corporation or at the time specified in the resignation, whichever is later.

5.8 Removal. The Members may, by ordinary resolution passed at a special meeting of Members, remove any director from office before the expiration of the director's term and may elect a qualified individual to fill the resulting vacancy for the remainder of the term of the director so removed, failing which such vacancy may be filled by the Board.

5.9 Vacancies. Subject to Section 5.8, a vacancy on the Board may be filled for the remainder of the term by a qualified individual by ordinary resolution of the directors. Notwithstanding the above, if there is not a quorum of directors or if a vacancy results from either

- (a) an increase in the number or change to the minimum or maximum number of directors provided in the Articles or
- (b) a failure to elect the number or minimum number of directors provided in the Articles, the directors then in office shall call a special meeting of Members to fill the vacancy and, if they fail to call a meeting or if there are no directors then in office, the meeting may be called by any Member.

5.10 Remuneration and Expenses. The directors shall serve as such without remuneration and no directors shall directly or indirectly receive any profit from their position as such. No director may receive reimbursement for their expenses incurred on behalf of the Corporation in their capacity as a director.

5.11 Borrowing Powers and Other Powers. The Board of the Corporation may, without authorization of the Members:

- (a) borrow money on the credit of the Corporation;
- (b) issue, reissue, sell, pledge or hypothecate debt obligations of the Corporation;
- (c) give a guarantee on behalf of the Corporation;
- (d) mortgage, hypothecate, pledge or otherwise create a security interest in all or any property of the Corporation, owned or subsequently acquired, to secure any debt obligation of the Corporation;

- (e) authorize expenditures on behalf of the Corporation and delegate, by ordinary resolution, to an officer or officers of the Corporation, such authority to such maximum amounts as determined by the Board;
- (f) employ and pay salaries to employees on behalf of the Corporation and delegate, by ordinary resolution, to an officer or officers of the Corporation such authority; and
- (g) for the purpose of furthering the mission of the Corporation, acquire, accept, solicit, or receive legacies, gifts, grants, settlements, bequests, endowments, and donations of any kind whatsoever on behalf of the Corporation.

ARTICLE VI COMMITTEES

6.1 Delegation – Executive Committee. The Board may appoint from their number a managing director or a committee of directors (which may be referred to as an executive committee) and delegate to the managing director or committee any of the powers of the Board except those which may not be delegated by the Board pursuant to subsection 138(2) of the Act. Unless otherwise determined by the Board, such a committee shall have the power to fix its quorum at not less than a majority of its members, to elect its chair, and to otherwise regulate its procedures.

Until otherwise determined by the Board, the executive committee shall be made up of the Chair, First Vice-Chair, Second Vice-Chair and Past Chair. To enhance diversity among the executive committee members, there shall not be more than one member of the executive committee from any one province or territory.

6.2 Other Committees. The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by ordinary resolution of the Board. The Board may fix any remuneration for committee members who are not also directors of the Corporation.

ARTICLE VII MEETINGS OF DIRECTORS

7.1 Place of Meetings. Meetings of the Board may be held at the registered office of the Corporation or at any other place within or outside of Canada as the Board may determine.

7.2 Calling of Meetings. Meetings of the Board may be called by the Chair, the First Vice-Chair, or any four (4) directors at any time.

7.3 Notice of Meeting. Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in Article XII of this By-Law to every director of the Corporation not less than seven (7) days before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting.

7.4 First Meeting of New Board. Provided that a quorum of directors is present, a newly-elected

Board may, without notice, hold its first meeting immediately following the meeting of Members at which such Board is elected.

7.5 Regular Meetings. The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular meetings of the Board shall be sent to each director immediately after being passed, but no other notice shall be required for any such regular meeting except if Section 136(3) (Notice of Meeting) of the Act requires the purpose thereof or the business to be transacted to be specified in the notice.

7.6 Quorum. A majority of the number of directors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a director may be present in person, or, if authorized under Section 7.8, by teleconference and/or by other electronic means. A quorum must be maintained throughout the meeting.

7.7 Resolutions in Writing. A resolution in writing, signed by all the directors entitled to vote on that resolution at a meeting of directors or of a committee of directors, shall be as valid as if it had been passed at a meeting of directors or committee of directors. A copy of every such resolution in writing shall be kept with the minutes of the proceedings of the directors or committee of directors.

7.8 Participation at Meeting by Telephone or Electronic Means. A director may, if all directors are in agreement and have provided their consent, participate in a meeting of directors or of a committee of directors using telephonic, electronic or another communication facility that permits all participants to communicate adequately with each other during the meeting. A director participating in the meeting by such means shall be deemed for the purposes of the Act to have been present at that meeting.

7.9 Chair of the Meeting. In the event that the Chair and the First Vice-Chair are both absent, the directors who are present shall choose one of their number to chair the meeting.

7.10 Votes to Govern. At all meetings of the Board, every question shall be decided by ordinary resolution. Each director shall have one vote. The chair of the meeting shall be entitled to vote at first instance but in the case of an equality of votes, the chair of the meeting shall not have a second or casting vote. Directors may not appoint proxies to attend meetings in their stead.

7.11 Guests at Meeting. At the invitation of the Chair, each Member may have a representative attend Board meetings as a guest if none of the directors otherwise attending such meeting are employees of the Member. Guests shall not count for quorum, shall not vote and shall not be present during in camera portions of such Board meeting.

ARTICLE VIII OFFICERS

8.1 Appointment. The Board may designate the offices of the Corporation, appoint individuals as officers on an annual or more or less frequent basis, specify their duties and delegate to such officers the power to manage the affairs of the Corporation. A director may be appointed to any office of the Corporation. An officer may, but need not be, a director unless these By-Laws otherwise provide. Two or more offices may be held by the same person.

ARTICLE IX DESCRIPTION OF OFFICES

9.1 Description of Offices. Unless otherwise specified by the Board, the officers of the Corporation shall have the following duties and powers associated with their positions:

- (a) Chair of the Board – The Chair of the Board, if one is appointed, shall be a director. The Chair, shall, when present, preside at all meetings of the Board and of the Members. The Chair shall have such other duties and powers as the Board may specify. A director who is chair in their member jurisdiction shall not assume the position of Chair of the Corporation.
- (b) First Vice-Chair – the First Vice-Chair, if one is appointed, shall be a director. If the Chair is absent or is unable or refuses to act, the First Vice-Chair, if any, shall, when present, preside at all meetings of the Board and of the Members and shall have such others duties and powers as the Board may specify.
- (c) Second Vice-Chair – If appointed, the Second Vice-Chair shall be a director and shall have such powers and duties as the Board may specify.
- (d) Past Chair – The Past Chair shall be the most recent former Chair and shall have such powers and duties as the Board may specify.
- (e) Chief Executive Officer – If appointed the Chief Executive Officer shall be the chief executive officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation. The Chief Executive Officer shall, subject to the authority of the Board, have general supervision of the affairs of the Corporation.

The powers and duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board or Chief Executive Officer requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any officer.

9.2 Vacancy in Office. In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any officer of the Corporation. Unless so removed, an officer shall hold office until the earlier of:

- (a) the officer's successor being appointed;
- (b) the officer's resignation;
- (c) such officer ceasing to be a director (if a necessary qualification of appointment); or
- (d) such officer's death.

If the office of any officer of the Corporation shall be or become vacant, the directors may, by ordinary resolution, appoint a person to fill such vacancy.

ARTICLE X CONFLICT OF INTEREST

10.1 Conflict of Interest. The directors and officers shall comply with the conflict of interest provisions of the Act and any policies or codes of conduct.

ARTICLE XI PROTECTION OF DIRECTORS, OFFICERS AND OTHERS

11.1 Standard of Care. Every director and officer of the Corporation, in exercising such person's powers and discharging such person's duties, shall act honestly and in good faith with a view to the best interests of the Corporation and shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Every director and officer of the Corporation shall comply with the Act, the regulations, Articles, By-Law and policies of the Corporation.

11.2 Limitation of Liability. Provided that the standard of care required of the director or officer under the Act and the By-Law has been satisfied, no director or officer shall be liable for the acts, receipts, neglects or defaults of any other director or officer or employee, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired for or on behalf of the Corporation, or for the insufficiency or deficiency of any security in or upon which any of the money of the Corporation shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious acts of any person with whom any of the money, securities or effects of the Corporation shall be deposited, or for any loss occasioned by any error of judgment or oversight on the director or officer's part, or for any other loss, damage or misfortune which shall happen in the execution of such person's duties of office, unless the same are occasioned by the director or officer's own wilful neglect or default or otherwise result from the director or officer's failure to act in accordance with the Act or the regulations.

11.3 Indemnification of Directors and Officers. The Corporation shall indemnify a director, an officer of the Corporation, a former director or officer of the Corporation, or another individual who acts or acted at the Corporation's request as a director or officer or in a similar capacity of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by such person in respect of any civil, criminal, administrative, or investigative action or other proceeding in which the individual is involved because of that association with the Corporation or other entity if:

- (a) the person acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which the individual acted as director or officer or in a similar capacity at the Corporation's request; and
- (b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the person had reasonable grounds for believing that the conduct was lawful.

The Corporation may indemnify such person in all such other matters, actions, proceedings and circumstances as may be permitted by the Act or the law. Nothing in this By-Law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this By-Law.

11.4 Insurance. Subject to the Act, the Corporation may purchase and maintain insurance for the benefit of any person entitled to be indemnified by the Corporation pursuant to Section 11.3 against any liability incurred by the individual in the individual's capacity as a director or an officer of the Corporation; or in the individual's capacity as a director or officer, or in a similar capacity, of another entity, if the individual acts or acted in that capacity at the Corporation's request.

11.5 Advances. With respect to the defence by a director or officer or other individual of

any claims, actions, suits or proceedings, whether civil or criminal, for which the Corporation is liable to indemnify a director or officer pursuant to the terms of the Act, the Board may authorize the Corporation to advance to the director or officer or other individual such funds as may be reasonably necessary for the defence of such claims, actions, suits or proceedings upon written notice by the director or officer to the Corporation disclosing the particulars of such claims, actions, suits or proceedings and requesting such advance. The director or officer shall repay the money advanced if the director or officer does not fulfill the conditions of Section 151(3) of the Act.

ARTICLE XII NOTICES

12.1 Method of Giving Notices. Any notice (which term includes any communication or document) to be given to a Member, director, officer, member of a committee of the Board, or the public accountant shall be sufficiently given if given by mail, courier or personal delivery, or by an electronic, telephonic, or other communication facility.

A Special Resolution of the Members is required to make any amendment to the By-Law of the Corporation to change the manner of giving notice to Members entitled to vote at a meeting of Members.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given at a time it would be delivered in the ordinary course of mail; and a notice so sent by any means of electronic or similar communication shall be deemed to have been given when delivered to the appropriate electronic server or equivalent facility. An officer may change or cause to be changed the recorded address of any Member, director, officer, public accountant or member of a committee of the Board in accordance with any information believed by the officer to be reliable. The declaration by the officer that notice has been given pursuant to this By-Law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

12.2 Omissions and Errors. The accidental omission to give any notice to any Member, director, officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the By-Law, or any error in any notice not affecting its substance, shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

12.3 Waiver of Notice. Any person entitled to notice may waive or abridge the time for any notice required to be given to such person, and such waiver or abridgement, whether given before or after the meeting or other event of which notice is required to be given shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing.

ARTICLE XIII DISPUTE RESOLUTION

13.1 Mediation and Arbitration. Disputes or controversies among Members, directors, or officers of the Corporation are as much as possible to be resolved in accordance with mediation and/or arbitration as provided in Section 13.2.

13.2 Dispute Resolution Mechanism. In the event that a dispute or controversy among Members, directors, or officers of the Corporation arising out of or related to the Articles or By-Law, or out of any aspect of the activities or operations of the Corporation, is not resolved in private meetings between the parties then without prejudice to or in any other way derogating from the rights of the Members, directors, or officers of the Corporation as set out in the Articles, By-Law or the Act, and as an alternative to such person instituting a law suit or legal action, such dispute or controversy shall be settled by a confidential process of dispute resolution as follows:

- (a) The dispute or controversy shall first be submitted to a panel of mediators whereby the one party appoints one mediator, the other party appoints one mediator, and the two mediators so appointed jointly appoint a third mediator. The three mediators will then meet with the parties in question in an attempt to mediate a resolution between the parties.
- (b) The number of mediators may be reduced from three to one or two upon agreement of the parties.
- (c) If the parties are not successful in resolving the dispute through mediation, then the dispute shall be settled by arbitration before a single arbitrator, who shall not be any one of the mediators referred to above, in accordance with the laws of the Province of Ontario. All proceedings relating to arbitration shall be kept confidential and there shall be no disclosure of any kind. The decision of the arbitrator shall be final and binding and shall not be subject to appeal or review on a question of fact, law or mixed fact and law.

All costs of the mediators appointed in accordance with this Section shall be borne equally by the parties to the dispute or the controversy. All costs of the arbitrators appointed in accordance with this Section shall be borne by such parties as may be determined by the arbitrators.


ARTICLE XIV BY-LAW AND EFFECTIVE DATE

14.1 By-Law and Effective Date. Subject to the Articles and the Act, the Board may, by ordinary resolution, make, amend or repeal any By-Law that regulates the activities or affairs of the Corporation. If the By-Law amendment only requires an ordinary resolution by Members under the Act, any such By-Law, amendment or repeal shall be effective from the date of the resolution of the Board until the next meeting of Members where it may be confirmed, rejected or amended by the Members by ordinary resolution. If the By-Law, amendment or repeal is confirmed or confirmed as amended by the Members it remains effective in the form in which it was confirmed. The By-Law, amendment or repeal ceases to have effect if it is not submitted to the Members at the next meeting of Members or if it is rejected by the Members at the meeting.

A By-Law amendment that requires a Special Resolution under the Act is only effective when confirmed by Members.


Upon the enactment of this By-Law, all previous By-Laws of the Corporation shall be repealed. Such repeal shall not affect the previous operation of any By-Law or affect the validity of any act done or right or privilege, obligation, or liability acquired or incurred under, or the validity of any contract or agreement made pursuant to, or the validity of any letters patent of the Corporation obtained pursuant to, any such By-Law prior to its repeal. All directors, officers, and person acting under any By-Law so repealed shall continue to act as if appointed under the provisions of this By-Law and all resolutions of the Members and of the Board with continuing effect passed under any repealed By-Law shall continue as good and valid except to the extent inconsistent with this By-Law and until amended or repealed.

ENACTED by the Board this 11th day of June, 2017.

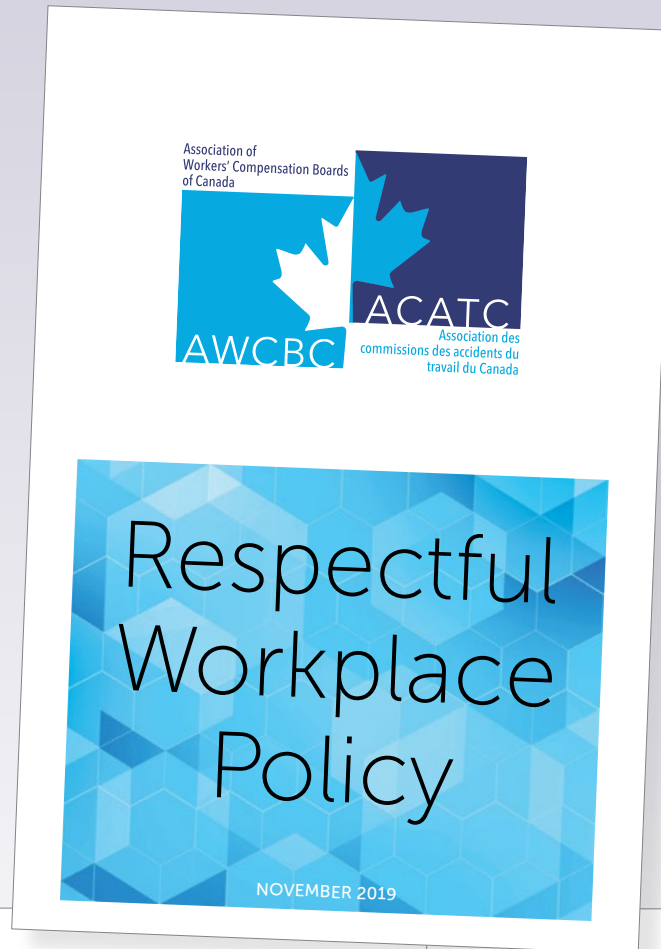


AWCBC Chair
Stuart MacLean

CONFIRMED by the Members this 11th day of June, 2017.



AWCBC Chair
Stuart MacLean



Guidelines

AWCBC is committed to providing a work environment that is free from discrimination, violence and harassment and one where the dignity and self-esteem of all employees are respected. All employees, clients, vendors, suppliers and members of the general public, have a right to work and conduct their business in a safe and secure environment. Relationships and communications in AWCBC's workplace will be free of discrimination, violence, bullying and harassment.

Workplace discrimination, violence and harassment in any form will not be tolerated or condoned. Every effort will be made to identify acts or incidents, regardless of whether the conduct is perpetrated by an employee or member of the public. However, all employees must work together to create a work environment free from discrimination, violence and harassment.

Anyone found to have engaged in any act of discrimination, violence or harassment will be subject to discipline up to and including termination for cause.

This policy provides clear guidelines of what is considered unacceptable conduct. This policy will be renewed annually to ensure continued compliance with statutory requirements. All employees are expected to conduct themselves in accordance with this policy when on AWCBC premises, at an AWCBC-sponsored event, such as holiday celebrations or after-hours gatherings and when conducting business on behalf of AWCBC.

AWCBC is committed to full compliance with the laws and regulations wherever it operates. Employees are expected to comply with all local laws in conducting the association's business.

Definitions

Discrimination – Discrimination is differential treatment based on a personal characteristic which has an adverse impact on an individual or group. Discrimination isn't always overt. It also includes practices that have the effect of being discriminatory.

The Ontario Human Rights Code (the "Code"), prohibits discrimination on the following "Prohibited Grounds": race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, disability or record of offences (for which a pardon has been granted).

Workplace Harassment – The Occupational Health and Safety Act ("OHS") defines workplace harassment as engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought to be known to be unwelcome.

Reasonable actions taken by employers or supervisors relating to the management and direction of workers or the workplace is not workplace harassment.

Workplace Sexual Harassment – The OHS defines workplace sexual harassment as a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of the comment or conduct is known or ought reasonably to be known to be unwelcome, or b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Workplace Violence – Workplace violence includes the use, attempted use or threatened use of physical force by a person against an employee in the workplace that causes or could cause physical injury to the employee. Workplace violence includes, but is not limited to, acts of physical violence (i.e., hitting, punching, kicking and intimidation) and threats of violence.

Domestic Violence – If AWCBC becomes aware or ought reasonably to be aware that an employee may be exposed to domestic violence that could result in physical injury to anyone in the workplace, it is obligated to take action to protect its employees. Protective measure may include:

- restricting access to the workplace;
- removing the employee's name and contact information from external sources;
- changing the physical location of the employee's workspace to an area that is not accessible to the public.

Unless otherwise noted in this policy, "employee(s)" includes managers, supervisors, executives, contracts, and temporary or agency employees. This policy also applies equally to the AWCBC Board Directors.

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Complaint Procedure

It may be difficult to come forward with complaints of this nature. AWCBC will make every reasonable effort to ensure that the privacy of the persons involved in a complaint is protected. To the extent practical and appropriate under the circumstances, confidentiality will be maintained unless disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

What to do in cases of discrimination, violence or harassment

If an employee has experienced any form of discrimination, violence, harassment, threat of violence (including domestic violence) in the workplace, or witnesses or has reason to believe that another employee has been subject to acts of discrimination, harassment or violence (including domestic violence), they should immediately take the following steps:

- 1. Corrective Action.** If the employee is comfortable doing so, clearly communicate to the individual that his or her behaviour or conduct is unwelcome. In some cases, this may be sufficient to put an end to the conduct.
- 2. Report the Incident.** Alert the CEO if you witness an act that could amount to workplace discrimination, violence (including domestic violence) or harassment. If the CEO is the alleged harasser, the incident should be reported to the Board Chair and AWCBC Executive Committee.
- 3. Document the Incident.** Take detailed written notes or otherwise record each incident, including the date, time, place and details of what was said and done, names of possible witnesses and the surrounding circumstances.
- 4. Co-operate with the Investigation.** With the employee's assistance, AWCBC will be able to conduct a timely investigation into the allegations and take corrective action, if necessary.

Allegations of discrimination, violence and harassment are serious matters; however, in the event that AWCBC finds the allegations to be "trivial", it may not conduct a full investigation.

ASSOCIATION OF WORKERS' COMPENSATION BOARDS OF CANADA 5

Investigation of a Complaint

Upon receipt of the complaint, depending on the seriousness of the allegations, the CEO or the Board Chair and/or designate (the "Investigator") will conduct a thorough investigation of the matter. By choice of the CEO or Board Chair, an investigator may be hired at the employer's expense from an impartial third-party firm specializing in these investigations. The investigation procedure will include discussions with the employee making the complaint as well as the other individual(s) involved.

At the conclusion of the investigation, the Investigator will make one of the following decisions:

- the complaint was substantiated;
- the individual(s) involved voluntarily resolved the matter to the satisfaction of all parties; or
- the complaint was not substantiated.

If a complaint is substantiated, the Investigator will provide recommendations to avoid a similar incident in the future. These recommendations will be shared with AWCBC Executive Committee.

Where it is necessary to impose corrective action against an employee, the range of action could include measures such as a formal apology, referral to appropriate counseling, reassignment, leave of absence with pay, demotion or termination, depending upon the seriousness of the offence. Both the employee who experienced workplace harassment and the alleged harasser will be informed in writing of the results of the investigation, and of the corrective action that has been or will be taken.

Retaliation against any individual for reporting alleged acts of discrimination, violence or harassment is not tolerated. Equally, because false accusations can have a serious effect on innocent persons, the willful misuse of this policy or making false accusations will not be tolerated and may be grounds for discipline.

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Workplace Violence Prevention Program

The reporting and investigation procedure set out above may not be suitable in all cases of workplace violence. As such, we have developed the Workplace Violence Prevention Program. It is designed to identify and minimize the risk of violence.

Risk management

AWCBC will annually conduct a violence risk assessment in the workplace. The assessment will focus on identifying the areas and positions where there is a risk of violence and the degree of risk present. Based on the results of the assessment, AWCBC will develop protective mechanisms specifically designed to safeguard employees who occupy the high-risk positions and workspaces.

AWCBC will make every effort to identify possible sources of workplace violence and take steps to manage or eliminate the associated risk. However, AWCBC will only provide personal information to the extent that is reasonably necessary to protect employees from physical injury.

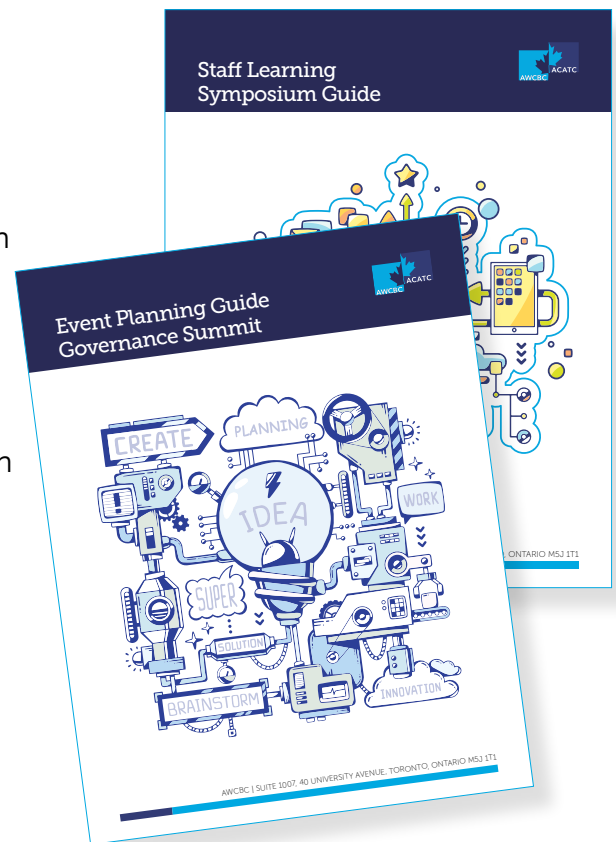
AWCBC will reassess the risks of workplace violence as often as is necessary, at least annually, to ensure that the policies and programs continue to protect employees.

APPROVED BY: STUART MACLEAN, AWCBC CHAIR
DATE: NOVEMBER 26, 2019

ASSOCIATION OF WORKERS' COMPENSATION BOARDS OF CANADA 7

AWCBC Events

The AWCBC sponsors two national learning events per year, a Governance Summit with a governance agenda for Board Members and a Staff Learning Symposium with an operational agenda for staff. Historically, the events have been held in partnership with AWCBC and a host jurisdiction. This matched a national perspective with local expertise and resources in addition to allowing for a regional flare that changes yearly. However, since 2020, due to the pandemic, all AWCBC events have been held virtually and organized solely by the Association. In June 2024, AWCBC will host its first hybrid Governance Summit in Toronto and via Zoom. This is also solely organized by the Association. In 2025, it is anticipated that the Governance Summit will return to jurisdictional hosting with AWCBC maintaining responsibility for the program, registration, and promotion.



AWCBC Discovery Series

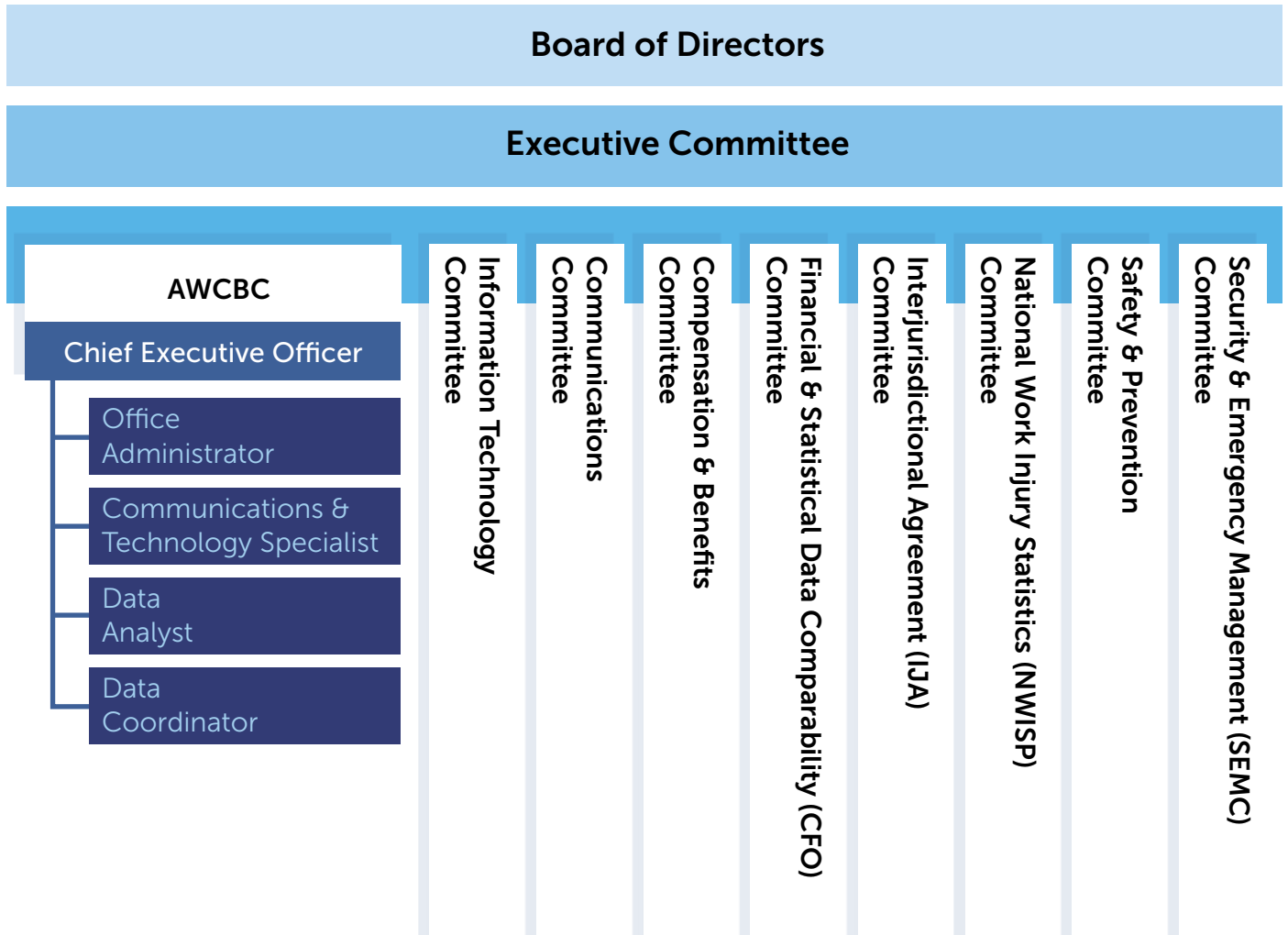


In 2022, to complement the Governance Summit, AWCBC introduced a new webinar series to keep governors connected throughout the year so that they can timely address common issues as they emerge and benefit from sharing their experiences and exploring solutions together. Senior leaders are also invited as the two groups work in tandem.

The AWCBC Discovery Series explores the challenges to both governance and senior leadership during these changing times. As much as possible, the topics are addressed through the lens of workers' compensation and involve speakers from member Boards and Commissions. The Discovery Series is hosted by Governance Expert and Officer of the Order of Canada Glenn Rainbird, who also offers a continuous, interesting, and engaged national conversation.

Human Resources

AWCBC Organizational Chart



Staff Job Descriptions

J O B D E S C R I P T I O N

DATE: July 2023

POSITION TITLE: **Chief Executive Officer**

REPORTS TO: AWCBC Board Chair



POSITION OVERVIEW:

The Chief Executive Officer (CEO) is accountable for providing strategic guidance, oversight, and leadership to support the mission, vision, and strategic priorities of the Association of Workers' Compensation Boards of Canada (AWCBC). The CEO is responsible for setting operational plans and objectives and directing staff in providing exceptional services that support members in sustaining strong and viable workers' compensation systems throughout Canada.

PRIMARY RESPONSIBILITIES:

Organizational Oversight

- Plans, develops, implements, and monitors strategic plans, goals and objectives and conceptual frameworks to support the association's mission and vision.
- Supports the Chair and Board of Directors by providing strategic options, comprehensive policy advice and recommendations.
- Ensures all organizational legal and reporting requirements are met.
- Ensures programs and services are accessible and responsive to members' needs.
- Leads cross-jurisdictional and organizational initiatives.
- Takes a proactive approach to identify and manage trends, issues, and challenges.
- Fosters a culture of innovation and readiness for change.

Operations

- Plans, directs, and leads the administration and operations of the national office including human resources, finance, service delivery, technical, legal, operational, and logistical requirements.
- Maintains responsibility for the collection and dissemination of the National Workplace Injury Statistics Program.
- Oversees the AWCBC website and social media to position the AWCBC as the central source of information related to the Canadian workers' compensation system as well as the national liaison between Boards/Commissions.

J O B D E S C R I P T I O N

POSITION TITLE: **Chief Executive Officer**



Leadership and Human Resources

- Develops a succession/recruitment plan to attract and retain a skilled workforce.
- Ensures that staff compensation and benefits are aligned to industry standards.
- Ensures staffing levels meet demands for services.
- Recruits, hires, orients new staff.
- Leads, coaches, mentors, and supports individual and team development.
- Manages staff, providing clear and constant direction by setting objectives, assigning duties, assessing adherence to program plans, policies, guidelines, and procedures.
- Measures/evaluates staff performance, recognizing and acknowledging successes and the role modeling of organizational values.
- Conducts terminations if required.

Finance, Risk Planning

- Develops annual budget for Board approval; manages financial and physical resources in a fiscally responsible manner including forecasting annual operating and capital budget; exercises control of finances to meet financial obligations.
- Manages and monitors overall program expenditures and ensures that commitments made of the organization budget or operating expenditures are within the position's spending authority.
- Ensures that all funds, physical assets, and other association property are appropriately safeguarded and administered.
- Manages the annual audit process.

Member Relations

- Develops and maintains effective and strong communication linkages, working relationships and collaborations with members and external parties to support AWCBC goals, discuss and resolve issues, exchange information, and advance the work of the association.
- Facilitates ongoing multi-level communication between members.
- Acts as eyes on the ground for emerging workers' compensation issues; develops, implements, and oversees communications and support that inform and alert members across jurisdictions.
- Conducts research/surveys and related projects on subjects deemed of importance to the membership and prepares and shares the results with members.

J O B D E S C R I P T I O N

POSITION TITLE: **Chief Executive Officer**



Meetings and Events

- Plans, organizes, and facilitates the annual Governance Summit and Staff Learning Symposium including creation of their programs through a national lens, management of registration and websites, all communications, and marketing.
- Plans, organizes, and produces an ongoing series of webinars to keep members abreast of emerging issues and connected in sharing their common experiences.
- Oversees the All Committees Program including the hosting of the annual All Committees Meeting, identifying opportunities for cross pollination of work and facilitating inter-disciplinary initiatives that arise to address issues of common concern across the country.
- Supports the AWCBC committees' efforts to help ensure results are consistent with Board directives and expectations.

Board Liaison

- Ensures that the Board of Directors, Executive Committee, and directors are fully informed of association conditions and of all-important factors influencing them.
- Organizes and attends all meetings of the Board of Directors and Executive Committee including the development of meeting agendas, briefing materials, and the preparation of meeting minutes.
- Plans, formulates, and recommends for the approval of the Board of Directors basic policies and programs that will further association objectives.
- Is an ex-officio non-voting member of the Executive Committee and the Board of Directors.

J O B D E S C R I P T I O N

DATE: November 2020

POSITION TITLE: **Office Administrator**

REPORTS TO: Chief Executive Officer



POSITION OVERVIEW:

This position provides administrative support to AWCBC to help ensure that the financial, member and operations functions are run effectively and efficiently.

PRIMARY RESPONSIBILITIES:

Finance

- Oversees finances for the organization; performs general bookkeeping and related accounting functions including A/P, A/R, JE, bank deposits, online banking, bank reconciliations and merchant transactions.
- Maintains all accounts using accounting software such as Sage 50 Accounting.
- Prepares and reviews monthly/quarterly variance budget reports and schedules, analyzing variances and initiating corrective actions.
- Prepares and provides quarterly WCB remittances
- Achieves financial objectives by monitoring the budget, scheduling expenditures, and tracking projections. Drafts proposed annual budget.
- Liaises with accountant as required.
- Maintains current knowledge of regulatory changes and impacts on the organization's accounts (e.g. changes through CRA, WCB and employee allowances).
- Liaises with the auditor in preparation for and throughout the annual audit, providing financial supportive documentation as required. Coordinates and maintains year-end working papers and spreadsheets, in preparation for the annual audit.

Organization Administrative Support

- Compiles data for reports including budget, information requests, national personnel lists.
- Analyzes internal processes and recommends and implements procedural changes to improve operations.
- Develops well organized procedures and workflow to ensure efficiencies.
- Records and maintains meeting minutes and follows up on action items.
- Manages and maintains online files and on-site archives.
- Assists CEO with special projects and initiatives including creation of templates, briefings, presentations or other relevant AWCBC documentation.
- Assists colleagues whenever necessary
- Communicates in English and in French via phone, email or in writing with people outside the organization, representing the face of the organization to members, customers, the public, and other external sources.

J O B D E S C R I P T I O N

POSITION TITLE: **Office Administrator**



Operations

- Manages bi-weekly payroll through Ceridian; provides updates as required; reconciles year-end T4s.
- As group plan administrator, manages group benefit plan; records and processes payments, manages transactions, updates profiles and salary changes.
- Tracks and maintains attendance and vacation schedule.
- Manages (including transcribing, recording and storing) relevant company records, files and documents including, lists, minutes, publications, schedules and disaster recovery documentation.
- Oversees service schedules for equipment; manages inventory.
- Manages follow up system for activities and key target dates.
- Tracks, acquires and distributes office supplies.

AWCBC Events

All Committees Meeting

- Creates the online bilingual event registration website in Cvent under the direction of the CEO
- Coordinates and ensures effective planning and managing of event budget. Keeps track of and reconciles event registration fees and finances including cheque requests, invoicing, preparing deposits and reporting.
- Assists with managing on-site production and cleanup for events as necessary.
- Prepares conference materials, including but not limited to name tags, registration lists, registration reports, tent cards, etc.
- Closes out event as required. Post event feedback survey – prepares, distributes to attendees and prepares feedback report.

Governance Summit and Staff Learning Symposium

- Creates the online bilingual event registration website in Cvent under the direction of the CEO and the host jurisdiction.
- Keeps track of and reconciles event registration fees and finances including cheque requests, invoicing, prepare deposits and reporting.
- Closes out event as required. Post event feedback survey – prepares, distributes to attendees and prepares feedback report.
- Liaises with host jurisdiction planning teams for Governance Summit and Staff Learning Symposium concerning any required changes to the registration website or fees; provides support as required.

Virtual Events

- Creates the online event registration website in Cvent under the direction of the CEO.
- Keeps track of event registration, prepares reports.
- Assists the Communications and Technology Specialist to prepare, produce, and deliver webinar/virtual event content successfully to members utilizing a virtual software platform.
- Closes out event as required. Post event feedback survey – prepares, distributes to attendees, and prepares feedback report.

J O B D E S C R I P T I O N

POSITION TITLE: **Office Administrator**



Member Services

- Responds to general inquiries in English and in French from members as required.
- Coordinates, receives, processes and communicates the gathering of information from all Boards/Commissions using these resources: Information Request Service, Research Inventory (English and French), Senior Personnel.
- Compiles and posts responses to national Information Requests to website and communicates directly with members in this regard.
- Creates and resets member web accounts and troubleshoots any associated issues. Provides back up to the Data Specialist in the creation and deletion of AWCBC Online Data Community accounts (AOC).
- Assists the Communications and Technology Specialist to identify required updates and issues requiring resolution in both the member and public websites.
- Assists the Communications and Technology Specialist in the updating and maintenance of MailChimp data base. Maintains member distribution lists.
- May assist with other administrative duties in support of the CEO of the organization.

KNOWLEDGE, SKILLS AND ABILITIES:

- Solid bookkeeping and accounting skills with accounting software. Sage 50 Accounting experience preferred
- Bilingual English/French
- Computer savvy with solid knowledge of Microsoft Office; strong skills in Excel and Cvent
- Strong interpersonal skills with a solid client service orientation
- Good verbal and writing skills to communicate with coworkers and external parties
- Self-motivation
- Flexibility
- Exceptional organizational skills
- Very good problem-solving abilities
- Attentiveness to detail
- Ability to maintain confidentiality

COMPETENCIES:

- Managing information
- Teamwork
- Communication
- Commitment to quality
- Professional behaviour
- Diplomacy

QUALIFICATIONS, EDUCATION AND EXPERIENCE:

- College degree or equivalent experience in financial services and/or business administration
- 3 – 5 years' experience in a similar capacity

WORKING CONDITIONS:

- Office environment, mainly sitting, but not confined. Lifting under 5 kg.
- Work from home if required
- Travel to attend meetings or conferences out of town as required

J O B D E S C R I P T I O N

DATE: November 2020

POSITION TITLE: **Communications & Technology Specialist**

REPORTS TO: Chief Executive Officer



POSITION OVERVIEW:

This position is responsible for developing effective communications and technology solutions related to the AWCBC public and member websites, and other eCommunication platforms that enhance and promote AWCBC products and services. It is also responsible for identifying and tracking information related to emerging issues in the fields of workers' compensation and workplace health and safety.

PRIMARY RESPONSIBILITIES:

Website Management

Oversees all aspects of public and member website management for the organization including, but not limited to:

- Develops new website content and recommends enhancements.
- Designs and implements approved website enhancements.
- Maintains websites ensuring that content is current and web links are active.
- Ensures that quality SEO, user journey, web-discoverability/navigation and traffic analysis are optimized.
- Supports AWCBC strategic priorities by capturing industry best online practices, analyzing site traffic and preparing summary reports for CEO.
- Manages collaboration forum on the member website including the posting of all meeting materials, minutes, and contact lists as requested.
- Ensures that all web content is posted in French and English, as required, through liaison with the French translator.
- Updates annually the summary fatality and lost time claim tables; updates and replaces info graphics as requested by the Data Analyst.

Identification of Emerging Issues

- Tracks national and international media, journals, websites, research, and newsletters to identify emerging issues/trends in workers' compensation and workplace health and safety.
- Monitors Board/Commission websites/newsletters/social media feeds to stay up to the minute aware of member news, press releases and external campaigns.
- Prepares and distributes regular eNews to members containing the latest media clips and press releases related to workers' compensation.

J O B D E S C R I P T I O N

POSITION TITLE: **Communications & Technology Specialist**



eCommunications

- Prepares a variety of eCommunications sent directly to member in-boxes to keep them connected and up to date on the latest industry trends/issues. The communication is targeted at specific audiences such as AWCBC committee members, the AWCBC Board or general membership.
- Works, in collaboration with co-workers, to advance AWCBC's digital presence as the central source of workers' compensation in Canada.
- Develops key performance indicators to measure the impact of communications efforts post-implementation and adjusts future communications accordingly.
- Plans, executes, and analyzes audience surveys.
- Ensures AWCBC branding standards are applied consistently across all communications and makes recommendations for updates as needed.
- Develops and maintains effective relationships with jurisdictional communications teams and committee members to ensure continual exchange of information.

Social Media and AWCBC YouTube Channel

- Manages AWCBC Twitter and LinkedIn feeds.
- Follows all member and industry social media to track trends and re-tweet key posts ensuring that AWCBC is the one-stop location for workers' compensation news.
- Monitors member videos and campaigns and posts them by category on AWCBC YouTube channel.
- Monitors and produces analytics of visitor traffic on AWCBC's social media and YouTube.

Technology Management

- Assists the AWCBC team in researching and identifying technological solutions or advances that will help solve operational challenges and enhance member services.
- Assists CEO in procuring external technical expertise and new technology as required.
- Working closely with the Data Analyst, manages the monthly service provided by AWCBC's external software vendor. This involves project tracking of timeline status, budget, two-way communications, and quality of services provided.
- Manages the technology platform for AWCBC virtual events.
- Creates and manages the AWCBC event app under the Cvent platform.
- Manages MailChimp and AOC data bases to ensure membership and distribution lists are continually up to date.

Other Duties

- Assists CEO with special projects and initiatives including research, creation of templates, briefings, presentations or other relevant AWCBC documentation.
- Assists in the planning of events and meetings as requested.
- May present information.
- Provides assistance to individual committees with regards to the online AWCBC collaboration forum.
- Provides back-up and assistance to Office Administrator in creating member accounts and processing Information Requests.

J O B D E S C R I P T I O N

POSITION TITLE: **Communications & Technology Specialist**



KNOWLEDGE, SKILLS AND ABILITIES:

- Technologically savvy – good knowledge of Word Press, Google Analytics, HTML, MailChimp, Microsoft Office, YouTube channel management, Social Media, Hoot Suite, virtual meeting platforms such as Microsoft Teams
- Knowledge of international web standards, regulations, and protocols.
- Superior oral and written skills.
- Bilingual English/French would be an asset.
- Ability to multi-task.
- Ability to work independently or in a team.
- Knowledge of project management principles and practices.
- Knowledge of Canadian workers' compensation system including familiarity with related legislation and system partners would be an asset

COMPETENCIES:

- Self-motivated
- Solutions oriented/problem solving
- Communication
- Teamwork
- Decision Making
- Showing initiative and being action-oriented
- Continuous learning

QUALIFICATIONS, EDUCATION AND EXPERIENCE:

- College or university degree or equivalent in the fields of computer technology, website design, communications, marketing.
- Project management.
- Experience in researching or information management.

WORKING CONDITIONS:

- Office environment, mainly sitting, but not confined. Lifting under 5 kg.
- Work from home if required.
- Travel to attend meetings or conferences out of town as required.

J O B D E S C R I P T I O N

DATE: November 2020

POSITION TITLE: **Data Analyst**

REPORTS TO: Chief Executive Officer



POSITION OVERVIEW:

This position brings technical expertise to ensure the quality and accuracy of the National Workplace Injury Statistics Program (NWISP) data collected from jurisdictions. It then designs and presents it in ways to identify trends and help AWCBC members and other organizations make better decisions. It works to continually improve access to the data through automation while also ensuring privacy of information.

The position effectively manages the collection, maintenance, and enhancement of the Key Statistical Measures (KSM) data under the advisement of the AWCBC Financial and Data Comparability Committee. Both the NWISP and KSM data are housed on the AWCBC Online Data Community (AOC).

PRIMARY RESPONSIBILITIES:

AWCBC's Online Data Community (AOC)

- Oversees the AOC at a system level and troubleshoots issues with external vendor.
- Supports and works closely with the NWSIP Committee and CFO Committee
- Recommends and implements both strategic and "needed now" NWISP improvements, consulting with the NWISP committee as needed.
- Documents and tracks required system changes with the external vendor.
- Works closely with the Data Coordinator to monitor the timeliness of NWISP jurisdictional submissions and to oversee the production of the annual publication. When implemented, also will oversee the web posting of NWISP stats as received throughout the year – Quick Stats.

National Work Injury Statistics Program (NWISP)

- Provides quality assurance of imported NWISP data and resolves any issues with jurisdictional submitters prior to publishing.
- Conducts analysis on key data sets and upon member request.
- Develops info graphics and reports to demonstrate trends.
- Working with the Communications and Technology Specialist, oversees the ongoing enhancement of the Statistics section of the AWCBC website.
- Keeps up to date on the latest data collection and reporting methods, ethics, privacy and statistical standards adopted by similar organizations and Stats Canada.

J O B D E S C R I P T I O N

POSITION TITLE: **Data Analyst**



- Educates both members and the public on how to access and understand NWISP and KSM data. This may involve a variety of vehicles such as how-to guides or presentations.

Key Statistical Measures – KSM Data

- Oversees the production of KSMs including performing quality assurance on KSMs by verifying against annual and statistical reports.
- Publishes KSMs, Indicator Ratios, Preface Reports, Breakdown of Assessment Rates, and Industry KSMs on the AOC. Arranges French translation of KSM footnotes and posts.
- Responds to related inquiries from both the public and AWCBC members.
- Attends meetings of the CFO Committee to keep abreast of KSM discussions and to gather issues or questions that need to be addressed between meetings. Assists in arranging meeting logistics.
- Acts as information sharing liaison between CFO members throughout the year as requested.

KSM QuickStats

- Develops QuickStats templates/formulas under advisement of the CFO committee.
- Revises methodology as appropriate, with CFO committee approval.
- Produces QuickStats reports by coordinating and compiling data collected through all CFOs and circulating final product quarterly to CEOs.

Other Duties

- Prepares charts, briefings and presentations for the CEO related to NWISP and KSM statistics and trends.
- Trains the Data Coordinator and acts as mentor to that position.

KNOWLEDGE, SKILLS AND ABILITIES:

- Very strong computer skills; advanced PowerPoint, Excel, R Programming, Python or other similar data collection and presentation software
- Experience working with statistical coding and reporting
- Experience in data analysis
- Data ethics
- Data storytelling
- Excellent oral and written communications
- Strong interpersonal skills
- Ability to liaise with ease with senior management
- Diplomacy
- Confidentiality
- Self-motivation
- Ability to work independently or in a team
- Experience or knowledge of the Canadian workers' compensation system would be a definite asset

J O B D E S C R I P T I O N

POSITION TITLE: **Data Analyst**



COMPETENCIES:

- Research and data analysis
- Data exploration
- Mentoring and coaching
- Managing information
- Project and task management
- Commitment to quality and continuous quality improvement
- Continuous learning

QUALIFICATIONS, EDUCATION AND EXPERIENCE:

- University or college degree or equivalent experience working in the field of data analysis, data management or Information Technology
- Minimum 5 years' experience in data analytics

WORKING CONDITIONS:

- Office environment, mainly sitting, but not confined. Lifting under 5 kg.
- Work from home if required
- Travel to attend meetings or conferences out of town as required

J O B D E S C R I P T I O N

DATE: November 2020

POSITION TITLE: **Data Coordinator**

REPORTS TO: Chief Executive Officer



POSITION OVERVIEW:

This position effectively manages the collection and maintenance of the National Workplace Injury Statistics Program (NWISP) which consists of annual statistics collected and collated from AWCBC member jurisdictions and housed on the Online Data Community (AOC). The position also responds to member and public requests for customized data. The position oversees the maintenance and updating of the AWCBC coding manual and training material on the AOC in collaboration with the national Technical Coding Committee.

PRIMARY RESPONSIBILITIES:

AWCBC's Online Data Community (AOC)

- Collects and maintains NWISP statistics that have been uploaded by jurisdictions to the AOC.
- Makes and maintains changes to the Coding Manual including training material and tools as requested by the Technical Coding Committee. Participates in their meetings as required.
- Alerts Data Analyst to AOC issues and suggests improvements.

National Work Injury Statistics Program (NWISP)

- Manages user accounts including creating user classes, adding/editing/deleting user accounts and changing permissions.
- Assists the Data Analyst in updating occupational, industry and NWSIP standards to ensure currency.
- Manages NWISP data submissions from each jurisdiction, resolving any submission issues or escalating to Data Analyst for assistance.
- Produces the annual NWISP Publication via automation in the AOC and when NWISP Quick Stats are implemented in 2021, will be responsible for publishing NWISP data as received and not waiting until year end.
- Participates in and provides support to the NWISP Committee and Technical Coding Committee by helping with meeting agendas, materials, and meeting logistics.
- Suggests NWISP related enhancements on the AOC and funnels changes requested by NWISP Committee to the Data Analyst.

J O B D E S C R I P T I O N

POSITION TITLE: **Data Coordinator**



NWISP Public Data Requests

- Responds to ad hoc statistical requests from members and the public; communicates with external stakeholders/public to understand their needs and requests.
- Extracts and provides data through NWISP or refers users to alternative resources (KSMs or other organizations).
- Works with Data Analyst to advance accessibility to and understanding of NWISP data.
- Works with Data Analyst to advance data self-serve options and other enhancements to the statistical section of the website.

Other Duties

- Assists the Data Analyst in the preparation of reports, charts, and presentations for the CEO and AWCBC meetings.
- Collects investment returns from all jurisdictions on behalf of the national Investment Officers and produces a quarterly report.
- Provides back-up for the Data Analyst when he/she is absent.

KNOWLEDGE, SKILLS AND ABILITIES:

- Strong computer skills; good knowledge of Excel, Access and other data collection and reporting software
- Experience with statistical coding and reporting
- Good oral and written skills
- Good interpersonal skills: customer service focused
- Confidentiality
- Knowledge of surveying techniques
- Ability to work independently or as part of a team
- Experience or knowledge of the Canadian workers' compensation system would be a definite asset

COMPETENCIES:

- Managing information
- Data gathering
- Project and task management
- Math skills
- Commitment to quality
- Statistical storytelling
- Continuous learning

QUALIFICATIONS, EDUCATION AND EXPERIENCE:

- University or college degree or equivalent experience working in the field of statistics, data administration or Information Technology
- Minimum 2 years' experience in a similar role

WORKING CONDITIONS:

- Office environment, mainly sitting, but not confined. Lifting under 5 kg.
- Work from home if required
- Travel to attend meetings or conferences out of town as required

Communications

AWCBC’s website is a responsive, secure, national platform for our members to get quick access to resourceful information from across Canada and around the globe. Stay ‘in the know’ on what the Canadian media is reporting on workers’ compensation from coast to coast to coast through “In The News” on our website. The website is in English and French, and all online member services are password protected, so be sure to setup an account with the head office to access member only areas. On the member site, AWCBC also offers access to webinars and speaker presentations from past AWCBC Governance Summits and Staff Learning Symposiums. AWCBC makes use of X (*previously Twitter*), LinkedIn and YouTube to share updates related to workers’ compensation and share posts updated by our member boards/commissions. With your account setup in AWCBC’s website members’ area, you will receive our eNews from time to time, which serves to update our Board members, Committee members, and regular members about what’s happening at the association.

AWCBC Fact Sheets (full view begins on page 53)

AWCBC Committees

The AWCBC provides a framework for community building and knowledge sharing amongst our many members. Central to this are cross-jurisdictional committees which, through ongoing activity and discussion, assist national Executive Committee and Board in setting goals, implementing work plans and identifying new concepts for exploration.

Committee operations are extensively supported by the AWCBC, which liaises throughout the year with multiple representatives from member jurisdictions. We identify any duplication of effort, note opportunities for cross-committee cooperation, maintain an online collaborative forum and post regular updates on our member website and through e-News. In addition, we plan and present the Annual All Committees Meeting.

Committee Structure

As a not-for-profit organization, the AWCBC's eight committees are staffed by dedicated volunteers who communicate regularly throughout the year. Representatives from all 12 Workers' Compensation Boards and Commissions across Canada for each committee are also volunteers. Meetings, delegating responsibility, preparing reports and recommendations, they liaise with other AWCBC and work closely with the AWCBC Executive Officer to align ongoing.

Each committee also has an Executive Officer whose role is to provide leadership, advice, and report on committee to the AWCBC Board.

The Interjurisdictional Agreement

What is the Interjurisdictional Agreement?

Canadian provincial and territorial Workers' Compensation Boards have signed an agreement to act together in assisting employees and employers who perform work in more than one jurisdiction.

The IJA means:

- employers should not pay assessments twice for the same payroll;
- interjurisdictional trucking and transport firms (including courier, bus and motor coach companies) may not have to pay assessments in every province or territory their workers travel in or through;
- workers may receive services in their own province or territory, even if they were injured and filed a claim elsewhere.

How does the IJA work?

If you do business in more than one province or territory, you should contact a representative of the Workers' Compensation Board in each jurisdiction. They will tell you if your employees are covered and if you have to register and pay assessments. (The IJA does not change the fact that each province and territory has its own rules about who is covered and the limits of coverage. Whether you or your workers have immunity from suit in another jurisdiction depends on the law in the jurisdiction where the injury occurred.)

You only have to pay assessments in a province or territory for work that is performed in that place. If you have paid assessments in your home province or territory and are required to pay in another province or territory for the same work, you may be eligible for a refund from your home province or territory.

Key Statistical Measures (KSMs)

Each year, the AWCBC publishes comprehensive reports that consolidate Workers' Compensation Board and Commission figures from across Canada. The Annual Key Statistical Measures reports detail financial and statistical indicators documenting everything from injury frequency and timeliness of claim payment to assessment rates and administration costs.

Information submitted by all 12 of our provincial and territorial member boards and commissions is compiled and placed into two category subsets. Because jurisdictions tend to employ differing methodologies, an agreed-upon list of standard definitions – or Key Statistical Measures – is used for accurate correlation of national data. For this reason, too, some numbers may vary between individual WCB reports and AWCBC's national KSM reports.

KSM reports, available in chart or table format, can be publicly accessed free of charge through the AWCBC's website www.awcbc.org. Customized reports may also be created and downloaded through the site.

Claim Measures

- Claims
- Injury Frequency
- Fatalities
- Coverage
- Duration
- Return to Work
- Impairment

Financial Measures

- Funding
- Administered
- OH&S Costs
- Assessment
- Revenue
- Payroll
- Benefit C
- Benefit L
- Benefit F

National Work Injury Statistics Program

The AWCBC manages the National Work Injury Statistics Program (NWISP), which gathers data on work-related, accepted Lost Time Claims, Diseases and Fatalities across 20 major industries and 10 major occupation groups. The accepted Lost Time Claims, Diseases and Fatalities are broken into 10 categories.

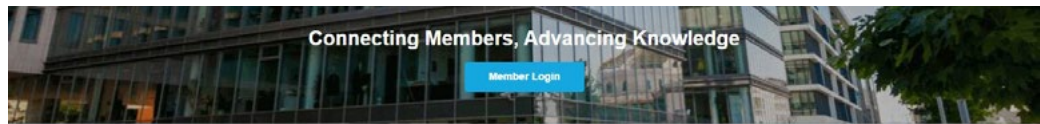
Injury Statistics Across Canada

Each year, the AWCBC produces the National Work Injury, Disease and Fatality Statistics report, featuring the most recent available figures, presented over a three-year span for comparison purposes.

It is important to note that, while the statistics are consistent over time in each jurisdiction, variances can arise when making inter-provincial/territorial comparisons, due to differing acts, regulations, policies and procedures, or even the exclusion of specific businesses within industrial categories.

The annual National Work Injury, Disease and Fatality Statistics (NWISP) publication is posted on the AWCBC website. Also posted are publications from the past 10 years. NWISP Summary Tables, the NWISP 'Hot 25' Canada and 'Hot 25' Canada are also publicly available through the AWCBC's website (www.awcbc.org). For specific customized data, a custom report can be completed online.

AWCBC/ACATC Website



News from our Members

- 

March 13, 2024
Empowering our workforce: the Workers Compensation Board's 2024-2026 roadmap
- 

March 8, 2024
WCB Nova Scotia launches new Strategic Plan with commitment to protect more
- 

March 7, 2024
Support to obtain professional designations in disability management/return to work 2024

X (Previously Twitter)

- 6 Mar
Ag Safety Week is coming soon! We support an #AgSafeCanada. Find out more at <https://casa-acsa.ca/en/canadian-agricultural-safety-week/>.
Twitter
- 6 Mar
Votre voix compte. Prenez-part à l'examen public de dispositions législatives sur la sécurité qui portent sur un large éventail de sujets importants. Faites-nous part de vos commentaires au plus tard le 3 avril.
<https://ow.ly/SqRV50QLv0r>
- 6 Mar
Attention à tous les travailleurs de l'Ontario. Vous avez le droit de refuser une tâche qui présente des risques.
En savoir plus:
<https://www.ontario.ca/fr/document/guide-de-la-loi-sur->

Media Clips

- March 08, 2024**
Saskatchewan manufacturers claim WCB cut off funding for workplace safety programs - thesafetymag.com
- March 08, 2024**
'Staggering' numbers show more than 1 nurse is injured every day on the job in N.L. - cbc.ca
- February 20, 2024**
Alberta seeks input on updates to workplace health and safety rules - hrreporter.com

Knowledge Centre

Find a Board/Commission



Contact your provincial or territorial Board/Commission.

Contact

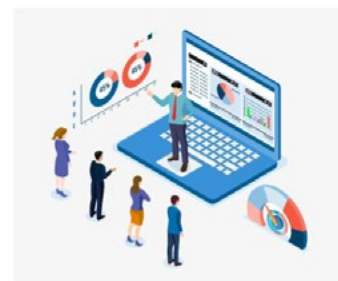
Explore Statistics



Access charts and tables, or request a report to be run.

Discover Here

Discover Information Papers



Read about best practices to address key workers' compensation issues.

Learn More

AWCBC on Social Media

Follow us on [X \(previously Twitter\)](#) @awcbc_acatc and [LinkedIn](#) to stay up-to-the-minute about the innovative and impactful work our member boards/commissions are showcasing on social media.



@awcbc_acatc

WSCC @WSCCNTNU · Mar 20
 Les câbles et les cordons qui traversent les allées risquent de faire trébucher quelqu'un. Assurez-vous de bien les couvrir!
 Informez-vous ici sur les risques de trébuchement : wscn.nt.ca/fr/Slips

Slips, trips, and falls
Glissades, trébuchements et chutes
 ⚠️ ⚠️ ⚠️ ⚠️ ⚠️ ⚠️
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WorkSafeBC @WorkSafeBC · Mar 19
 Learn how to safely control welding fume exposures to prevent serious illness and disease with our updated resource and Q&A with Senior occupational hygienist – Jeanette Campbell: ms.spr.ly/6014cmRWw
[#AskAnOfficer](#)

Ask an officer
 Controlling the risk of welding fume exposures

WorkSafeNB @WorkSafeNB · Mar 20
 Lights, camera, safety! Our annual Focus on Safety Video competition is back for NB high school students!
ow.ly/hKwx50QwmYB

WorkSafe Sask @worksafesask · Mar 19
 The number one cause of serious workplace injuries from slips, trips and falls is falls to a floor, walkway or other surface. Prevent falls by checking your workplace for slipping and tripping hazards. Click the link and learn how to take safer steps. worksafesask.ca/prevention/sli...



Association of Workers' Compensation Boards of Canada (A...)
 566 followers
 now • 1

WCB NS welcomes two new Board Members

<https://lnkd.in/g8Vvk-TW>

Association of Workers' Compensation Boards of Canada (A...)
 566 followers
 now • 1

WCB of Saskatchewan releases 2023 provincial workplace injury statistics

<https://lnkd.in/gNezYH-6>

WORK SAFE.
FOR LIFE.
 WORKERS' COMPENSATION BOARD OF NOVA SCOTIA

wcb | Saskatchewan
 Workers' Compensation Board

To raise awareness of the importance of health and safety in the workplace, a variety of marketing and social media activities take place throughout the country. Bookmark the AWCBC [YouTube Channel](#) to view our members' latest client services promotions and/or accident prevention videos.



Latest Videos by AWCBC Members



Le début de la quête – La juste valeur



Bande-annonce – La juste valeur



Protect More

AWCBC e-News

- **e-News Blasts** – Members of the AWCBC Board of Directors receive these quick news alerts whenever there is news pertaining directly to them such as the appointment of a new provincial/territorial CEO or Chair.
- **e-News Clips** – Monthly, members receive media clips from across Canada that share industry and workplace news from both the national scene, and each of our 12 member jurisdictions.
- **Regular e-News** – Sent out from time to time to inform all members of upcoming AWCBC events, new member videos on the AWCBC YouTube Channel, and/or significant work being undertaken by AWCBC staff on their behalf.
- **Committee eNews** – Before and after the annual AWCBC All Committees meeting, committee members receive updates on the year's meeting dates and format as well as changes to committee leads. Committee eNews may also be circulated throughout the year to targeted committees depending on their interest and the nature of the news.



AWCBC e-Blast - Board of Directors - Friday, March 1, 2024

The WCB of Manitoba Appoints New Acting WCB President and CEO; Richard Deacon leaves after three years in role

March 1, 2024 (WINNIPEG) – The WCB today announced the departure of Richard Deacon after three years as leader. At the same time, WCB Board Chair announced the appointment of Catherine Skinner as Acting President and CEO, while the search for a new leader begins.

"On behalf of the Board, I want to thank Richard Deacon for his contributions to the organization" said Michael Werier, Board Chair. "Richard led us through a challenging pandemic and recovery while bringing fresh ideas and energy to the WCB."

Catherine Skinner, Vice President of Legal, Compliance and Corporate Services at the WCB, will serve as acting President and CEO while the Board undertakes a comprehensive internal and external search for a new President and CEO. Ms. Skinner has been with the WCB for 10 years, serving as Vice President for the past five.

"The Board is moving in a different leadership direction as it continues to provide trusted, responsive service to Manitoba's workers and employers," Werier added.

The WCB Board of Directors is comprised of representatives of workers (nominated by the Manitoba Federation of Labour), employers (nominated by the Manitoba Employers Council), of the public interest (appointed by the Province of Manitoba), and a Chair (nominated by the Board of Directors and appointed by the Province of Manitoba).



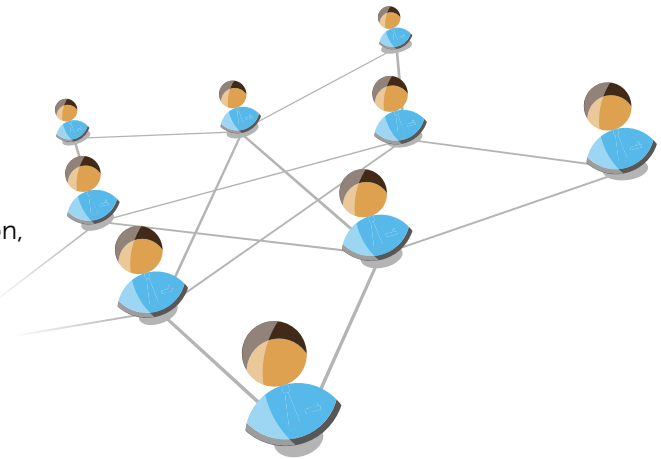
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AWCBC Committees

The AWCBC provides a framework for community building and knowledge sharing amongst our many members. Central to this are cross-jurisdictional committees which, through ongoing activity and discussion, assist the national Executive Committee and Board in setting goals, implementing work plans and identifying new concepts for exploration.

Committee operations are extensively supported by the AWCBC, which liaises throughout the year with multiple representatives from member jurisdictions. We identify any duplication of effort, note opportunities for cross-committee cooperation, maintain an online collaborative forum and post regular updates on our member website and through e-News. In addition, we plan and present the annual All Committees Meeting.



Committee Structure

As befits a not-for-profit organization, the AWCBC's eight committees are staffed by dedicated volunteers who communicate



regularly throughout the year. Representatives come from all 12 Workers' Compensation Boards and Commissions across Canada. Chairs for each committee are also volunteers. They are tasked with creating agendas, coordinating meetings, delegating responsibilities, and preparing reports and recommendations. As well, they liaise with other AWCBC committees and work closely with the AWCBC's Chief Executive Officer to align ongoing initiatives.

Each committee also has an Executive Sponsor, whose role is to provide leadership, support and advice, and report on committee activities to the AWCBC Board.



Annual All Committees Meeting (ACM)

Every spring, the AWCBC hosts an All Committees Meeting. The committees come together for several days to finalize and formally report on their activities to each other and through their Executive Sponsors, to the AWCBC Board. Committee ACM responsibilities include:

- Update work plans for the coming year
- Identify ongoing or emerging issues and offer possible responses
- Explore crossover issues as well as areas of common interest with other committees
- Suggest likely topics for the Learning Symposium and Governance Summit
- Highlight potential budgetary considerations
- Address any issues referred by the AWCBC Board or Executive Committee

This annual occasion to meet and mingle with other committee members from all over the country also helps build an informal networking community that greatly assists the AWCBC's organizational goal of collective collaboration.

Current AWCBC Committees

COMMITTEE	EXECUTIVE SPONSOR	CHAIR/CO-CHAIRS
Communications	Cheryl Tucker, <i>AWCBC</i>	Rebecca Seath, <i>AB</i> Carla Riggs, <i>NL</i>
Compensation & Benefits	TBD	Marj Langkamp, <i>AB</i> Suzanne Wirth, <i>YK</i>
Financial & Statistical Data Comparability	Tim Petersen, <i>NB</i>	Maureen Boyd, <i>NS</i>
Information Technology Committee	TBD	Greg Lane, <i>YK</i> Greg Morreale, <i>ON</i>
Interjurisdictional Agreement	Sophie Genest, <i>QC</i>	Rachel Silver, <i>PE</i>
National Work Injury Statistics	Kurt Dieckmann, <i>YK</i>	Pieter Lambooy, <i>AB</i> Tanya Vanier, <i>NB</i>
Safety & Prevention	Anne Naser, <i>BC</i>	Jonathan Sherman, <i>SK</i>
Security & Emergency Management	Ann Martin, <i>NL</i>	Eleese Scott, <i>NWT/NU</i> Élodie Bérubé-Roy, <i>QC</i>



The Interjurisdictional Agreement (IJA)

What is the Interjurisdictional Agreement?

Canadian provincial and territorial Workers' Compensation Boards have signed an agreement to act together in assisting employees and employers who perform work in more than one jurisdiction.

The IJA means:

- employers should not pay assessments twice for the same payroll
- interjurisdictional trucking and transport firms (including courier, bus and motor coach companies) may not have to pay assessments in every province or territory their workers travel in or through
- workers may receive services in their own province or territory, even if they were injured and filed a claim elsewhere



How does the IJA work?

If you do business in more than one province or territory, you should contact a representative of the Workers' Compensation Board in each jurisdiction. They will tell you if your employees are covered, and if you have to register and pay assessments. (The IJA does not change the fact that each province and territory has its own rules about who is covered and the limits of coverage. Whether you or your workers have immunity from suit in another jurisdiction depends on the law in the jurisdiction where the injury occurred.)



You only have to pay assessments in a province or territory for work that is performed in that place. If you have paid assessments in your home province or territory and are required to pay in another province or territory for the same work, you may be eligible for a refund from your home province or territory.

THE INTERJURISDICTIONAL AGREEMENT

**Is there an alternative for the trucking and transport industry?**

Yes. Instead of paying assessments to all Canadian jurisdictions your workers travel in or through, you can choose to apply for participation in the Alternative Assessment Procedure. The AAP allows you to pay assessments only to the Workers' Compensation Boards in jurisdictions where you have workers residing. (An application should be made for each jurisdiction your workers reside in.) These boards, in turn, will notify other jurisdictions your workers travel through of your AAP status. This method of paying assessments does not change the worker's right to make a claim.

How are IJA claims handled?

Each province and territory has agreed to assist each other in managing claims. If you are injured and claim benefits in one place, and later move to another province or territory, the Workers' Compensation Board in that place may be asked to arrange your treatment, rehabilitation, and return to work. Benefits will still come from the board where you first made your claim.



If your injury can be claimed in more than one Canadian jurisdiction (depending, for instance, on where you reside, where the injury occurred, where you usually work, and so on), you may be required to complete an Election Form. This protocol lets you choose to claim benefits in one jurisdiction, while giving up the right to claim in any other jurisdiction. Before deciding where to claim benefits, you should contact the jurisdictions involved, to see if you are covered and to compare the benefits you are eligible for.



When you complete the Election Form, a copy will be provided to the other jurisdictions where you may have been entitled to claim, and retained for future reference to ensure that duplicate claims are not filed.



Key Statistical Measures (KSMs)

The AWCBC's [Key Statistical Measures \(KSM\) report](#) is your annual snapshot of Canada's workers' compensation landscape. This comprehensive report consolidates figures ranging from injury rates and claim payments to assessment rates, and administrative costs, offering a valuable resource for stakeholders across the system.

Information submitted by all 12 of our provincial and territorial member boards and commissions is compiled and placed into two category subsets. Because jurisdictions tend to employ differing methodologies, an agreed-upon list of standard definitions – or Key Statistical Measures – is used for accurate correlation of national data. For this reason, too, some numbers may vary between individual Board/Commission reports and AWCBC's national KSM reports.

The [KSM report](#) is available on [AWCBC's website](#). The site provides [customized reporting options](#), enabling you to generate and download reports tailored to your specific needs.

KSM Categories

Claim Measures

- Claims
- Injury Frequency
- Fatalities
- Coverage
- Duration
- Return to Work
- Impairment

Financial Measures

- Funding / Investment
- Administrative Costs
- OH&S Costs
- Assessment Rate
- Revenue
- Payroll
- Benefit Costs
- Benefit Liabilities
- Benefit Payments

Canadian Workers' Compensation System – Year at a Glance

	CAN	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	NT/NU	YT
Claim Measures													
Lost Time Injury Frequency (per 100 workers)	2.12	1.58	1.32	1.60	1.15	3.03	1.48	2.75	2.05	1.96	2.39	1.89	1.65
Lost Time Claims	348,747	3,530	1,095	5,650	3,896	124,123	85,859	14,960	8,801	37,814	62,294	871	454
Fatalities	993	30	2	14	13	216	317	16	39	161	181	2	2
Workforce Covered (%)	83.42	96.08	98.48	72.80	91.64	93.10	75.17	77.74	74.53	81.40	95.00	97.12	96.15
Duration (Average - Days)	U/A	191.38	61.44	167.83	73.20	U/A	N/A	34.69	59.11	111.70	95.20	99.62	38.26
Financial Measures													
Percentage Funded (%)	116.16	116.20	147.70	92.90	147.70	106.70	109.84	145.20	128.02	108.10	141.60	104.00	131.50
Market Rate of Return (%)	-5.76	-5.70	-3.83	-7.20	-3.83	-6.40	-9.10	-3.20	-5.50	-5.80	-2.60	-6.50	-9.50
Current Year Benefit Costs Per \$100 of Assessable Payroll (\$)	1.07	1.21	0.86	1.72	0.81	1.20	0.75	0.64	0.83	1.16	1.42	1.43	1.04
Administration Costs Per \$100 of Assessable Payroll (\$)	0.26	0.41	0.25	0.37	0.32	0.19	0.31	0.33	0.29	0.23	0.27	0.84	0.57
Average Assessment Rate (%)	1.45	1.69	1.47	2.65	1.69	1.67	1.30	0.95	1.23	1.17	1.55	2.40	2.07
Assessable Payroll (\$ Billions)	789.4	9.1	2.7	14.0	11.4	199.7	252.0	22.0	25.0	107.6	140.5	3.8	1.6

Important Note to Readers: Differences in population, industry mixes, coverage and legislation/policy may affect comparability between jurisdictions. These measures use standard definitions that may differ from WCB reports. Please contact the WCB directly with any inquiries about an individual jurisdiction. Additional measures and explanatory footnotes for the above measures can be found in the [Detailed Key Statistical Measures Report](#).
 Source: Association of Workers' Compensation Boards of Canada, Key Statistical Measures (www.awcbc.org)

FACT sheet

KEY STATISTICAL MEASURES



Supplemental KSM Information

- KSM Definitions
- Annual KSM by Industry Report
- Breakdown of Provisional Average Assessment Rates
- Preface Report

Includes Industry-specific Number of Lost Time Claims, Benefit Payments for All Years, Assessment Revenue and Assessable Payroll

Segmented by Compensation, Administration and OH&S costs, as well as Amortization of Surplus and Deficits

Includes Percentage of Earnings Based On, Waiting Period, CPP Offset and Max Comp Earnings

Canadian Workers' Compensation System

Year at a Glance [WEB LINK](#)

Detailed Key Statistical Measures Report [WEB LINK](#)

Financial Measures

	CAN	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	NT/NU	YT
Funding / Investment													
14 Market Rate of Return (%)	0.09 ⁸	-0.42	-1.32	-1.00	-1.30	3.80	-0.70	1.50	-1.90	1.40	2.10	-0.20	-0.90
15 Percentage Funded (%)	115.52 ⁴³	119.50	146.30	85.50	88.00	108.70 ³⁸	104.50 ²⁹	148.20	128.42	118.30	152.64	102.00	132.30
Admin Costs													
8 Administration Costs (\$ millions) (\$)	1,806.4	33.5	6.1	46.8	32.2	345.8	683.0 ¹⁹	70.6	57.6	197.4	297.5	27.0	9.0
IF1 Administration Costs Per \$100 of Assessable Payroll (\$)	0.28 ⁴⁵	0.41	0.29	0.41	0.33	0.23	0.33	0.36	0.26	0.19	0.29	0.86	0.69
IF6 Administration Costs per Lost Time Claim (\$)	7,531 ⁴⁵	10,340	5,568	8,374 ⁵⁰	8,591 ²⁷	4,463	14,077	6,225	6,697	7,233	5,727	29,158	21,140
DH&S Costs													
												3.9	2.8
												0.13	0.21
												2.15	2.05
												2.05	1.93
												67.2	26.7
												3.1	1.3
												34.6 ²³	14.2
												64.3 ³⁷	19.2
												1.11	1.09
												37.422	33.397
												383.3	136.9
												3.50	3.25 ²²
												40.9 ²⁵	15.5
												27.30	35.80
												11,161	31.71
												22.50	

Detailed Key Statistical Measures (KSM) Report

This report contains detailed Key Statistical Measures (KSMs) supplemental to the Canadian Workers' Compensation System - Year at a Glance report. Please note, differences in population, industry mixes, coverage and legislation/policy may affect comparability between jurisdictions. These measures use standard definitions that may differ from WCB reports. Please contact the WCB directly with any inquiries about an individual jurisdiction.

	CAN	NL	PE	NS	NB	QC	ON	MB	SK	AB	BC	NT/NU	YT
Claim Measures													
Claims													
1 Claims Reported (F)	799,074	12,094	4,095	25,242	18,866	126,586	253,991 ³⁶	36,000	28,860	132,346	155,753	3,483	1,738
2 Total Lost Time Claims (F)	264,438	3,505	1,133	6,119 ³⁰	5,036 ²⁷	78,504	64,855	13,177	8,846	28,048	53,856	933	426
2.1 Lost Time Claims for Assured Employers (F)	239,848	3,240	1,096	5,563 ³⁰	3,748 ²⁷	77,135	48,519	11,339	8,603	27,291	51,943	925	426
2.2 Lost Time Claims for Self-Insured Employers (F)	24,590	265	37	536 ³⁰	1,288 ²⁷	1,369	16,336	1,838	243	757	1,913	8	0
Injury Frequency													
21 Lost Time Injury Frequency (%)	1.67 ⁴⁴	1.60	1.52	1.81 ³⁰	1.56 ²⁸	1.99	1.16 ⁹	2.57	2.11	1.47	2.20	2.21 ²²	1.77
Fatalities													
3 Fatalities Accepted (F)	1,027	36	1	34	22	226	334 ⁷	24	48	162	131	6	3
3.1 Fatalities Accepted - Occupational Disease (F)	665	32	1	21	13	164	260 ³⁰	11	20	76	66	0	1
3.2 Fatalities Accepted - Injury (F)	362	4	0	13	9	62	74 ³⁹	13	28	86	65	6	2
Coverage													
22 Workforce Covered (%)	84.67 ⁴⁵	97.44	97.79	74.14	91.39	92.60	77.21 ⁵	79.23	73.72	82.01	98.21	96.85 ³¹	99.13
Duration													
18 Average Composite Duration of Claim (F)	U/A	135.07	67.85	126.91 ³⁰	95.61 ²⁸	U/A	N/A	33.54	59.25	78.11	75.90	63.60	28.67
Return to Work													
24.1 Claims on Wage-Loss Benefits after 2 years (%)	3.68	7.11	4.46	6.05 ^{13,30}	7.84 ^{13,28}	5.58	3.15	1.31	0.68 ¹³	3.56	2.04	4.60 ¹³	1.72
24.2 Claims on Wage-Loss Benefits after 6 years (%)	1.92	3.92	4.57	3.57 ^{13,30}	3.44 ^{13,28}	3.30	1.65	0.68	0.06 ¹³	1.61	0.84	0.35 ¹³	1.26
25.1 Percentage of Wage-Loss Claims off Wage-Loss	59.09	49.53	48.46	44.24 ³⁰	57.49 ²⁸	53.46	70.41	68.25	57.62	57.44	55.00	67.70 ¹⁷	64.08 ¹
				68.85 ³⁰	69.26 ²⁸	71.14	82.87	65.40	72.80	74.90	75.00	78.20 ¹⁷	81.46 ¹



FACT sheet

National Work Injury Statistics Program (NWISP)

The AWCBC manages the **National Work Injury Statistics Program (NWISP)**, which gathers data on work-related, accepted Lost Time Claims, Diseases and Fatalities across 20 major industries and 10 major occupation groups. The accepted Lost Time Claims, Diseases and Fatalities are broken into 10 categories.

Each year, the AWCBC produces the National Work Injury, Disease and Fatality Statistics Publication, also known as the **NWISP Publication**. This publication features the most recent available figures, presented over a three-year span for comparison purposes.



It is important to note that, while the statistics are consistent over time in each jurisdiction, variances can arise when making inter-provincial/territorial comparisons, due to differing acts, regulations, policies and procedures, or even the exclusion of specific businesses within industrial categories.

The annual National Work Injury, Disease and Fatality Statistics (NWISP) **Publication** is posted on the AWCBC website. Also posted, are publications from previous years. NWISP Summary Tables, the **NWISP Year at a Glance** and **Infographics** are also publicly available through the AWCBC's website awcbc.org. For specific customized data, a **Custom Form** can be completed online.

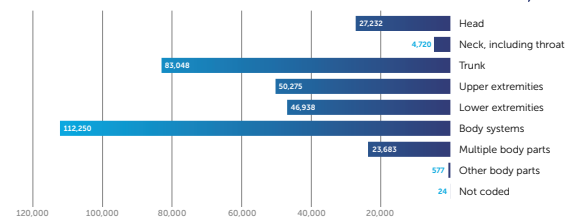
NWISP Categories

- Years
- Jurisdictions
- Industry
- Occupation
- Nature of Injury/Disease
- Source of Injury/Disease
- Part of Body
- Event
- Age
- Gender

Provincial and territorial Workers' Compensation Boards and Commissions amass such information from submissions by primary sources – workers, employers, and health-care practitioners – within their jurisdictions. This data is then coded according to several different factors and forwarded to the NWISP, where it is set into the appropriate statistical framework that allows for summaries both nation wide or by individual jurisdictions, as well as multiple cross-tabulation.

Lost Time Claims in Canada

CANADA TOTAL: 348,747
BY PART OF BODY





Industry Groups

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration

Occupation Groups

- Management occupations
- Business, finance and administration occupations
- Natural and applied sciences and related occupations
- Health occupations
- Occupations in education, law and social, community and government services
- Occupations in art, culture, recreation and sport
- Sales and service occupations
- Trades, transport and equipment operators and related occupations
- Natural resources, agriculture, and related production occupations
- Occupations in manufacturing and utilities

Data Definitions

- Lost Time Claim

An injury where a worker is compensated for wage loss following a work related injury or exposure to a noxious substance, or receives compensation for a permanent disability whether or not any time has been lost on the job (for example, compensation for hearing loss caused by excessive workplace noise).

- Fatality

A death resulting from a work-related incident or disease that has been accepted by a Board/Commission.

The NWISP database does not contain statistics on the following:

- Injury, disease and fatality costs
- Days or hours lost due to injury or disease
- Number of workers covered by Boards/Commissions
- Non-work-related injury, disease or fatality
- Injury, disease or fatality affecting workers not covered by Boards/Commissions
- Except for permanent disability claims, work-related injury or disease that does not involve lost time
- Case studies or reports on specific injury or disease

