



## Year at a Glance

	2016	2015	2014	2013	2012
Number of workers covered <sup>1</sup>	420,279	405,784	402,894	398,774	385,856
Time Loss injury rate (per 100 workers) <sup>2</sup>	1.86	2.07	2.41	2.54	2.79
Total injury rate (per 100 workers) <sup>2</sup>	5.55	6.30	6.99	7.80	8.65
Number of claims reported	29,953	32,577	35,836	37,731	39,343
Number of Time Loss claims accepted <sup>2</sup>	7,813	8,417	9,715	10,116	10,774
Fatal claims accepted <sup>3</sup>	31	32	39	35*	60*
Average duration in days <sup>4</sup>	43.07	38.92	37.01	34.88	38.89
Active employer accounts <sup>5</sup>	47,907	47,956	46,656	45,649	43,611
Average premium rate <sup>6</sup> (per \$100 of assessable earnings)	1.34	1.46	1.51	1.58	1.60
Maximum Assessable Wage	69,242	65,130	59,000	55,000	55,000
Number of appeals registered					
Appeals department	1,217	1,139	1,070	1,006	841
Board Level	308	273	266**	275**	270**
Claims costs (\$ millions)	286.8	194.2	264.7	283.4	196.1
Premium revenue (\$ millions)	281.8	305.7	291.2	301.4	296.2
Investment income (\$ millions) <sup>7</sup>	127.1	106.3	159.5	252.6	127.3
Benefits liabilities (\$ millions)	1,210.2	1,138.9	1,151.9	1,085.5	1,005.4
Funded position (\$ millions)					
Injury Fund <sup>7</sup>	446.2	694.7	703.2	521.1	298.3***
Reserves	36.3	34.2	34.6	117.6	150.4
AOCI <sup>8</sup>	(2.6)	(2.7)	(4.1)	(2.6)	(8.4)***
Funding Percentage <sup>9</sup>	118.7	144.7	132.2	119.3	117.1***

<sup>1</sup> Full-time equivalent workers based on Statistics Canada average wage and WCB payroll information as of December 31st. Does not include workers for self-insured employers.  
<sup>2</sup> Based on new claims reported to, and accepted by, the WCB in the year. Does not include claims for self-insured employers.  
<sup>3</sup> These figures include fatalities for self-insured employers. There were 0 self-insured fatalities in 2016, 2015 and 2014, 1 in 2013, and 4 in 2012.  
<sup>4</sup> Average days on compensation based on all time loss claims paid within a 12-month period.  
<sup>5</sup> Active employers excludes employers whose assessment accounts were closed during the year.  
<sup>6</sup> All years are Board-approved rates.  
<sup>7</sup> Unrealized gains and losses on investments are recorded in investment income when incurred.  
<sup>8</sup> Accumulated Other Comprehensive Income (AOCI) includes actuarial gains (losses) on the defined benefit pension plan.  
<sup>9</sup> The calculation of Funding Percentage excludes the unrealized gains and losses on investments in the Injury Fund.  
 \* Restated to include fatalities for self-insured employers.  
 \*\* Restated to reflect the correct number of Board Level Appeals.  
 \*\*\*Restated 2012 to reflect the change in accounting for defined benefit pension plans.

## Vision Statement

To excel in the development and delivery of both workers' compensation and prevention programs and services.

## Mission Statement

We will be a customer-centric organization that continuously seeks to add value for our customers through a culture of continuous process improvement.



## Corporate Beliefs

Our corporate beliefs enable a culture of continuous process improvement and are core to creating a customer-centric organization.

**Customer Experience** – workers and employers expect and deserve excellent service. That's what employers pay for.



For the full 2016 Annual Report and 2018-2020 Strategic and Operational Plan, visit [www.wcb.sask.com](http://www.wcb.sask.com).



2016 | OPERATIONAL HIGHLIGHTS

# Balanced Scorecard

The WCB's balanced scorecard uses targets and metrics to track and analyze our performance. Each year the Board reviews and affirms the corporate strategic map and the balanced scorecard. The balanced scorecard shows how the four perspectives on the map link to our overarching vision to excel in the development and delivery of both workers' compensation and prevention programs and services.

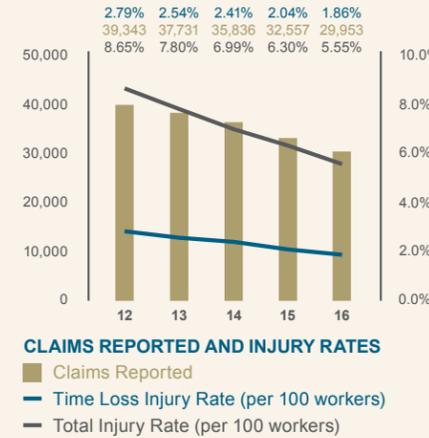
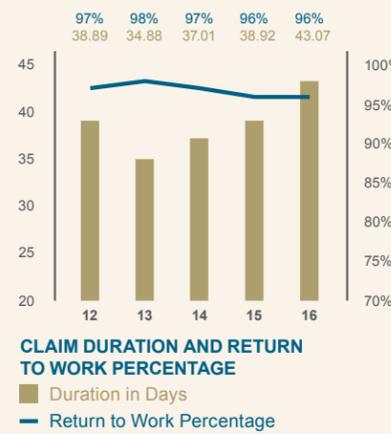


Corporate Objective	Indicator	Target	2016 Performance
<b>CUSTOMERS' PERSPECTIVE</b>			
Excel at serving injured workers	Worker service satisfaction score	4.20	3.90
Excel at serving employers	Employer service satisfaction score	4.20	4.19
<b>INTERNAL PERSPECTIVE</b>			
Excel at compensation programs and services	Duration of Time Loss claims	35.5 days	43.07 days
Excel at injury prevention programs and services	Total injury rate	5.90%	5.55%
<b>ENABLERS' PERSPECTIVE</b>			
External relationships	Speaking engagements	≥60	130
Engaged workforce	Engaged workforce	95%	95.6%
Continuous process improvement	Effective process index	95%	89%
<b>FINANCIAL PERSPECTIVE</b>			
Optimize costs	Optimize cost index	99%	97%
Ensure financial stability	Funded position	105-120%	118.7%

## CUSTOMERS' PERSPECTIVE



## INTERNAL PERSPECTIVE



Ninety-six percent of injured workers sustaining a Time Loss injury returned to work, achieving the WCB's 95 percent objective, which is the same as 2015. Average duration, the measure of timeliness of Return to Work, increased 4.15 days to 43.07 days per Time Loss claim.

In 2016, 88 percent of employers achieved Mission: Zero with no reported injuries. Our Time Loss injury rate is the lowest in 64 years.

## ENABLERS' PERSPECTIVE

Throughout 2016, we worked to increase the number of opportunities where we could better engage our customers, increase communication, and ultimately provide better service.

We continued our focus from improvements based on specific process reviews and events to a daily continuous improvement approach. We shifted our focus from improvement initiatives, to a more holistic approach of creating a culture of continuous improvement throughout every department within the organization.

The WCB is committed to supporting employee development. Healthy and engaged staff are better positioned to serve our customers. For the past four years, the WCB has been named one of Saskatchewan's Top Employers.



## FINANCIAL PERSPECTIVE

### Statement of Financial Position

As at December 31, 2016

(Thousands of dollars)	2016	2015
<b>Assets</b>		
Cash & cash equivalents	\$ 45,367	\$ 30,645
Receivables	18,366	20,765
Investments under security lending program	134,052	276,515
Investments	1,702,876	1,739,912
Property and equipment	9,557	10,052
Other assets	20,594	23,859
	<b>\$1,930,812</b>	<b>\$2,101,748</b>
<b>Liabilities</b>		
Payables & accrued liabilities	\$ 31,983	\$ 36,369
Benefits liabilities	1,210,212	1,138,919
Annuity fund payable	208,770	200,274
	<b>1,450,965</b>	<b>1,375,562</b>
<b>Funded Position</b>		
Injury Fund	446,159	694,700
Accumulated Other Comprehensive Loss	(2,619)	(2,682)
Reserves	36,307	34,168
	<b>479,847</b>	<b>726,186</b>
	<b>\$1,930,812</b>	<b>\$2,101,748</b>

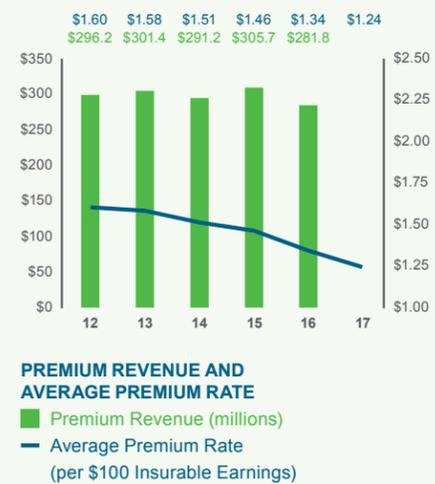


After a surplus distribution of \$281.5 million, the Total Comprehensive Loss for the year was \$246.3 million. The WCB remains in a fully funded position.

### Statement of Operations & Other Comprehensive Income

Year ended December 31, 2016

(Thousands of dollars)	2016	2015
<b>Premiums</b>		
	\$ 281,823	\$ 305,659
<b>Expenses</b>		
Claim costs	286,770	194,231
Administration	46,001	45,712
Safety and prevention	23,292	24,067
Annuity fund interest	16,420	14,570
Legislated obligations	1,339	1,322
	<b>373,822</b>	<b>279,902</b>
<b>Underwriting Gain (Loss)</b>	<b>(91,999)</b>	<b>25,757</b>
Investment income	127,097	106,296
	<b>35,098</b>	<b>132,053</b>
Surplus distribution	281,500	140,990
<b>Net Loss</b>	<b>(246,402)</b>	<b>(8,937)</b>
<b>Other Comprehensive Income</b>		
Employee Benefits		
Net actuarial gains	63	1,390
<b>Total Comprehensive Loss</b>	<b>\$ (246,339)</b>	<b>\$ (7,547)</b>



The average premium rate decreased from \$1.46 in 2015 to \$1.34 in 2016. The 2017 average premium rate is \$1.24.

For details, including a full set of audited financial statements, visit [www.wcbask.com](http://www.wcbask.com).