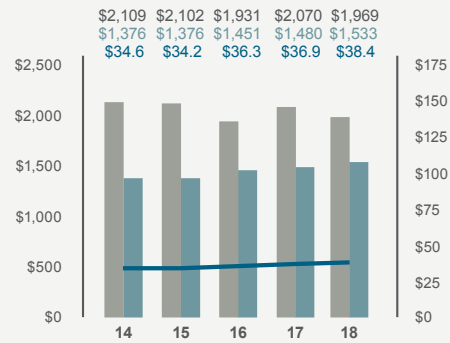


## Financial Highlights

### Statement of Financial Position

As at December 31, 2018

(Thousands of dollars)	2018	2017
<b>Assets</b>		
Cash	\$ 145	\$ 5,785
Receivables	18,595	22,890
Investments	1,922,272	2,009,534
Property and equipment	9,400	9,817
Other assets	18,994	22,097
	<b>\$1,969,406</b>	<b>\$2,070,123</b>
<b>Liabilities</b>		
Payables & accrued liabilities	\$ 28,260	\$ 30,136
Benefits liabilities	1,280,886	1,228,420
Annuity fund payable	224,418	221,461
	<b>1,533,564</b>	<b>1,480,017</b>
<b>Funded Position</b>		
Injury Fund	399,782	554,985
Accumulated Other Comprehensive Loss	(2,366)	(1,731)
Reserves	38,426	36,852
	<b>435,842</b>	<b>590,106</b>
	<b>\$1,969,406</b>	<b>\$2,070,123</b>



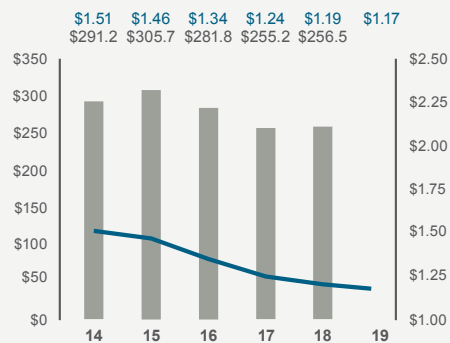
**FUNDED POSITION AND RESERVES (MILLIONS)**  
 ■ Assets  
 ■ Liabilities  
 — Reserves

Based on the Funding Policy, the funding percentage at December 31, 2018, was 115.2 per cent, within the targeted range of 120.0 per cent. The WCB remains in a fully funded position.

### Statement of Operations & Other Comprehensive Income (Loss)

Year ended December 31, 2018

(Thousands of dollars)	2018	2017
<b>Premiums</b>	\$ 256,470	\$ 255,172
<b>Expenses</b>		
Claim costs	278,220	230,153
Administration	49,986	45,800
Safety and prevention	25,562	24,491
Annuity fund interest	13,375	19,928
Legislated obligations	1,330	1,207
	<b>368,473</b>	<b>321,579</b>
<b>Underwriting Loss</b>	<b>(112,003)</b>	<b>(66,407)</b>
<b>Investment Income</b>	<b>(41,626)</b>	<b>175,778</b>
<b>Net Income (Loss)</b>	<b>(153,629)</b>	<b>109,371</b>
<b>Other Comprehensive Income (Loss)</b>		
Employee Benefits		
Net actuarial gains	(635)	888
<b>Total Comprehensive Income (Loss)</b>	<b>\$ (154,264)</b>	<b>\$ 110,259</b>



**PREMIUM REVENUE AND AVERAGE PREMIUM RATE**  
 ■ Premium Revenue (millions)  
 — Average Premium Rate (per \$100 Insurable Earnings)

The average premium rate decreased from \$1.24 in 2017 to \$1.19 in 2018. The 2019 average premium rate is \$1.17.

## Year at a Glance

	2018	2017	2016	2015	2014
Number of workers covered <sup>1</sup>	410,600	423,527	420,279	405,784	402,894
Time Loss injury rate (per 100 workers) <sup>2</sup>	1.99	1.86	1.86	2.07	2.41
Total injury rate (per 100 workers) <sup>2</sup>	5.44	5.25	5.55	6.30	6.99
Number of claims reported	29,140	28,952	29,953	32,577	35,836
Number of No Time Loss claims accepted <sup>2</sup>	14,192	14,342	15,521	17,137	18,441
Number of Time Loss claims accepted <sup>2</sup>	8,151	7,888	7,813	8,417	9,715
Fatal claims accepted <sup>3</sup>	48	27	31	32	39
Average duration in days <sup>4</sup>	41.89	40.16	43.07	38.92	37.01
Active employer accounts <sup>5</sup>	49,598	48,630	47,907	47,956	46,656
Average premium rate (per \$100 of assessable earnings)	1.19	1.24	1.34	1.46	1.51
Maximum Assessable Wage	82,627	76,086	69,242	65,130	59,000
Number of appeals registered					
Appeals department	1,165	1,143	1,217	1,139	1,070
Board Level	287	301	308	273	266*
Claims costs (\$ millions)	278.2	230.2	286.8	194.2	264.7
Premium revenue (\$ millions)	256.5	255.2	281.8	305.7	291.2
Investment income (\$ millions)	(41.6)	175.8	127.1	106.3	159.5
Benefits liabilities (\$ millions)	1,280.9	1,228.4	1,210.2	1,138.9	1,151.9
Funded position (\$ millions)					
Injury Fund	399.8	555.0	446.2	694.7	703.2
Reserves	38.4	36.9	36.3	34.2	34.6
AOCI <sup>6</sup>	(2.4)	(1.7)	(2.6)	(2.7)	(4.1)
Funding Percentage <sup>7</sup>	115.2	117.8	118.7	144.7	132.2

- 1 Full-time equivalent workers based on Statistics Canada average wage and WCB payroll information as of December 31. Does not include workers for self-insured employers.
  - 2 Based on new claims reported to, and accepted by, the WCB in the year. Does not include claims for self-insured employers.
  - 3 These figures include fatalities for self-insured employers. There was 1 self-insured fatality in 2018, and 0 in 2017, 2016, 2015 and 2014.
  - 4 Average days on compensation based on all Time Loss claims paid within a 12-month period.
  - 5 Active employers excludes employers whose assessment accounts were closed during the year.
  - 6 Accumulated Other Comprehensive Income (AOCI) includes actuarial gains (losses) on the defined benefit pension plan.
  - 7 The calculation of Funding Percentage excludes the unrealized gains and losses on investments in the Injury Fund.
- \* Restated to reflect the correct number of Board Level appeals.

## WCB Overview

Workers' compensation insurance is a provincial responsibility. Each Canadian province and territory has its own workers' compensation legislation. All compensation systems are based on an historic compromise dating back 100 years. In that compromise, employers agree to cover the costs of workers' compensation insurance and benefits, and in return receive protection from civil law suits when an injury occurs. In return for giving up their right to sue an employer if they were hurt on the job, workers receive a guarantee of benefits – including wage loss.

We operate like an insurance company. We protect registered employers from lawsuits when a workplace injury happens and we provide guaranteed benefits and programs to injured workers in industries covered by the Act. Our costs are funded entirely by premiums paid by employers in covered industries. The premiums are based on injury frequency and costs. Any injured worker in an industry covered by the Act can claim benefits and programs. Any employer in an industry covered by the Act must register with us and pay invoiced premiums.

We see the effects of workplace injuries every day and believe that even one injury is too many. That's why we are leaders in promoting workplace safety and injury prevention.

## Vision Statement

We eliminate injuries and restore abilities.

## 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.



# 2018

## OPERATIONAL HIGHLIGHTS



wcb | Saskatchewan  
Workers'  
Compensation  
Board

www.wcsask.com

For the full 2018 Annual Report and 2019-2021 Strategic and Operational Plan, visit [www.wcsask.com](http://www.wcsask.com).

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



# WCB True North



Our True North statements guide us toward a culture of continuous process improvement and are core to creating a customer-centric organization.

True North	Definition	Breakthrough Objectives
<b>Customer Experience</b>	Workers and employers deserve excellent service. That is what employers pay for.	
<b>Mission: Zero/Safety</b>	Every injury is predictable and preventable. Our customers rely on us to help them eliminate injuries. Our staff deserve to work in a safe and secure environment.	By December 31, 2021, there will be a 30% reduction in workplace injuries and fatalities AND zero WCB staff injuries and fatalities.
<b>Quality &amp; Timeliness</b>	Customers rely on us to deliver service at the right time, when they need it. We owe our customers defect-free service.	By December 31, 2021, we will be returning 95% of injured workers to function within 6 months as indicated by our 6-month persistency metric.
<b>People</b>	Our people expect leadership to provide a healthy and engaging environment. Healthy and engaged staff are better positioned to serve our customers.	By December 31, 2021, there will be an increase in employee engagement levels to 90%.
<b>Financial</b>	Customers expect us to deliver value through our services and programs at a fair and reasonable cost and to meet all our obligations now and in the future.	

2018 Annual Objective Measures	Dec 2017 Actual	Dec 2018 Target	Dec 2018 Actual
Worker satisfaction score	4.08	>= 4.20	4.17
Employer satisfaction score	4.05	>= 4.20	4.23
Priority firms injury rates	5.73%	4.87%	5.70%
Targeted industry injury rates (health care, municipalities and transportation)	7.8%	7.02%	8.24%
Hand and back injuries	8,213	7,392	8,493
Acute/traumatic fatalities	14	13	28
Time period from notification of injury to identification of the need for additional services	70% within 158 days	70% within 90 days	70% within 139 days
Average score for departments (+5% above Q4/17)	Q4,2017	>=5%	+3%*
Management communication score	62%	72%	69%*
Accepted staff musculoskeletal injuries	7	<=4	7
Accepted staff psychological injuries	1	0	0
Direct claim costs/variable administration costs	4.3	<= 3.9	4.1
Funded position	117.8%	105% - 120%	115.2%

\* Results to Q2 2018

## Customer Experience



**EMPLOYER SERVICE FEEDBACK**  
■ Measure — Target 4.20



**WORKER SERVICE FEEDBACK**  
■ Measure — Target 4.20

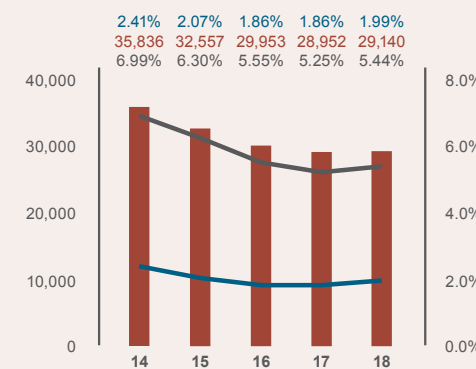
At year-end 2018, Time Loss employers rated their overall satisfaction with claims services at 4.23 out of 5, up from 4.05 out of 5 in 2017. This exceeds our customer satisfaction goal of 4.20 out of 5.

The increase in employer satisfaction in 2018 was mainly driven by strong improvements in contact services such as quicker phone and voice mail responses and keeping the employer informed on the claim's status.

Workers with Time Loss injuries had an average satisfaction of 4.17 out of 5 at year-end 2018, up from 4.08 out of 5 in 2017. Despite the increase in worker satisfaction, we did not achieve our 2018 customer satisfaction improvement goal of 4.20 out of 5 in overall satisfaction.

Worker satisfaction increased in many areas of service, particularly in the training and preparation of WCB representatives in the claim processes.

## Mission: Zero Highlights



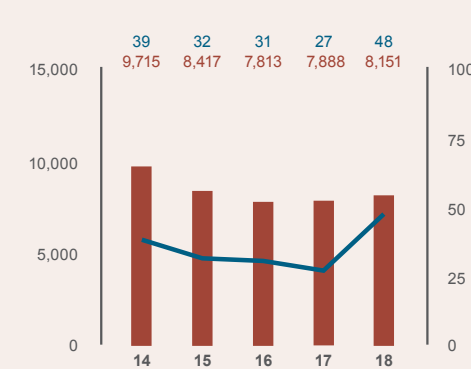
**CLAIMS REPORTED AND INJURY RATES**  
■ Claims Reported  
— Time Loss Injury Rate (per 100 workers)  
— Total Injury Rate (per 100 workers)

**Time Loss Injury Rate – 2018: 1.99 per cent (2017: 1.86 per cent)**

**Total Injury Rate – 2018: 5.44 per cent (2017: 5.25 per cent)**

**Total Claims Reported – 2018: 29,140 (2017: 28,952)**

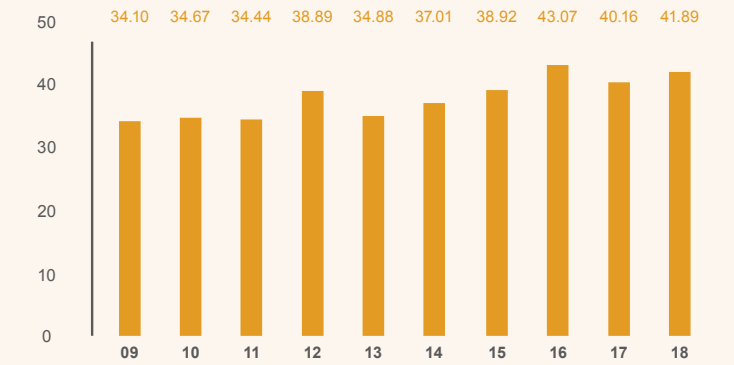
**Total Claims Accepted – 2018: 22,371 (2017: 22,247)**



**TIME LOSS CLAIMS AND FATALITIES**  
■ Time Loss Claims  
— Fatalities

Thanks to the health and safety prevention efforts from our customers and partners, since 2008, the province of Saskatchewan has achieved significant reductions in the workplace Total injury rate, with a drop of 46.72 per cent from 2008 to 2018. However, after achieving significant gains, workplace Total injury and Time Loss injury rates slightly increased in 2018 compared to 2017.

## Quality & Timeliness Highlights



**AVERAGE CLAIM DURATIONS**  
■ Duration in Days

**Adjudication Decisions Made Within Targeted Time Frame – 2018: 74 per cent (2017: 68 per cent)**

**Average Duration – 2018: 41.89 days (2017: 40.16 days)**

**Time Period from Notification of Injury to Identification of the Need for Additional Services – 2018: 70 per cent within 139 days (2017: 70 per cent within 158 days)**

**Year-End Six-Month Persistency Metric – 2018: 13.28 per cent (2017: 13.88 per cent)**

To support our restore abilities strategy, in 2018 we adjusted our focus to ensure we were applying the appropriate attention to the claims that required it the most. This caused us to focus on a couple of key areas:

- Timeliness of our adjudication decisions
- Timeliness of identifying claims that require additional services

Our 2019 focus will be on restoring injured workers to function more safely and more quickly.

## People Highlights

In 2018, we undertook a complete overhaul of our system and tools that measure and respond to the engagement levels of our workforce. By the end of 2017, we had noticed a dramatic decrease to the participation levels of our quarterly engagement survey and corresponding decreases to the engagement levels in most areas of the business.

Our approach to this overhaul was to ensure that our staff were fully involved. The Human Resources team carried out a series of focus groups with staff and interviews with managers and team leads to explore key issues related to the engagement survey and process. More than 40 staff participated with representation from almost all areas of the business and 33 managers or team leads were interviewed. As a result, we implemented:

- A single question "pulse check" survey on a monthly basis (starting October 2018)
- A larger "action driver" survey on a six-month basis (starting February 2019)



**CORPORATE ENGAGEMENT INDICATOR MONTHLY SINGLE QUESTION**  
■ Response Rate %  
— Target  
— Average Engagement Score