



WORKERS' SAFETY AND COMPENSATION COMMISSION
Northwest Territories and Nunavut

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wscc.nt.ca

wscc.nu.ca

Introduction

JOINT MESSAGE FROM WSCC'S GOVERNANCE COUNCIL CHAIRPERSON AND PRESIDENT & CEO



It's our pleasure to present to you the WSCC's 2025 Corporate Plan. The Plan outlines our Goals and Initiatives set for the next twelve months and represents our path forward in advancing our overall Strategic Priorities of *Advancing Safety Outcomes*, *Delivering Quality Services*, and *Ensuring Financial Sustainability*.

The WSCC's mission is to promote workplace health and safety while providing no-fault insurance to employers and care for injured workers. We monitor our progress closely and report annually to uphold our commitment to transparency. The 2025 Corporate Plan builds on the work from the previous year in support of our 2023-2027 Strategic Plan, *Paths Towards*

Safety, and introduces new Initiatives aimed at achieving our strategic Objectives and Targets. Rooted in continuous learning and adapting to the evolving external environment, the Plan guides our daily operations and holds us accountable to our commitments.

Tailored to the unique needs of industries and workers in the Northwest Territories and Nunavut, in 2025, we will continue with Initiatives to improve workplace safety awareness and practices to reduce and ultimately eliminate workplace injuries across both territories. We aim to achieve this through targeted safety Initiatives that work collaboratively with employers and enforcement of safety regulations. We are increasing efforts to strengthen our engagements with communities, partnerships, and local organizations to promote occupational health and safety and champion WSCC strategic Initiatives support. We are continuing to implement new technologies to streamline WSCC's operations and make it easier for employers and workers to access services and support. January 1, 2025, we introduce for each territory, Northwest Territories and Nunavut, a distinct Year's Maximum Insurable Remuneration (YMIR) value, a change that reflects our continued commitment to addressing the unique needs of the territories we serve.

The 2025 Corporate Plan was prepared pursuant to subsection 91(1) of the Government of Nunavut's *Financial Administration Act*, and the Government of the Northwest Territories' *Planning and Accountability Framework* as required by section 21 of the *Financial Administration Act*.

We look forward to the year ahead as we refine our activities to build on past successes, manage emerging issues, and better serve our stakeholders.

Jenni Bruce
Chairperson
Governance Council

Rick Hunt
President & CEO
WSCC

About the WSCC

The Workers' Safety and Compensation Commission (WSCC) is an arm's length government agency responsible for administering the *Workers' Compensation Acts*, *Safety Acts*, *Explosives Use Acts* and *Mine Health and Safety Acts* of the Northwest Territories and Nunavut.

The WSCC provides services to approximately 40,000 workers and 4,000 employers across the two territories. WSCC staff process over 3,000 claims annually and conduct more than 1,000 inspections each year to ensure the safety of northern workplaces. The WSCC is unique in Canada as it is the only workers' compensation organization in the country to insure workers across more than one province or territory.

WSCC Organizational Structure

A seven-person Governance Council oversees the WSCC, and is responsible for the conduct of business and management while maintaining WSCC's credibility and vitality. The Governance Council delegates responsibility to the President & CEO for the accountability of the organization's performance against established strategic objectives.

The WSCC is structured into five divisions, which include the following units.



WSCC's leadership team includes seven senior-level staff residing in Nunavut and the Northwest Territories. They provide leadership and direction to the WSCC's staff and oversee the operations of the five divisions of the organization.

The team is comprised of:

- President & CEO
- Vice-President, *Performance & Corporate Services*
- Vice-President, *Financial Services*
- Vice-President, *Legal & Compliance*
- Vice-President, *WSCC Northwest Territories*
- Vice-President, *WSCC Nunavut*
- Chief Governance Officer/Senior Advisor

Our Vision

Eliminate workplace diseases and injuries.

Our Mission

We promote workplace health and safety while providing no-fault insurance to employers and care for injured workers.



Our Values

Respect – We demonstrate care, compassion, and honesty.

Engagement – We ensure meaningful participation and collaboration.

Integrity – We honour our commitments and act fairly.

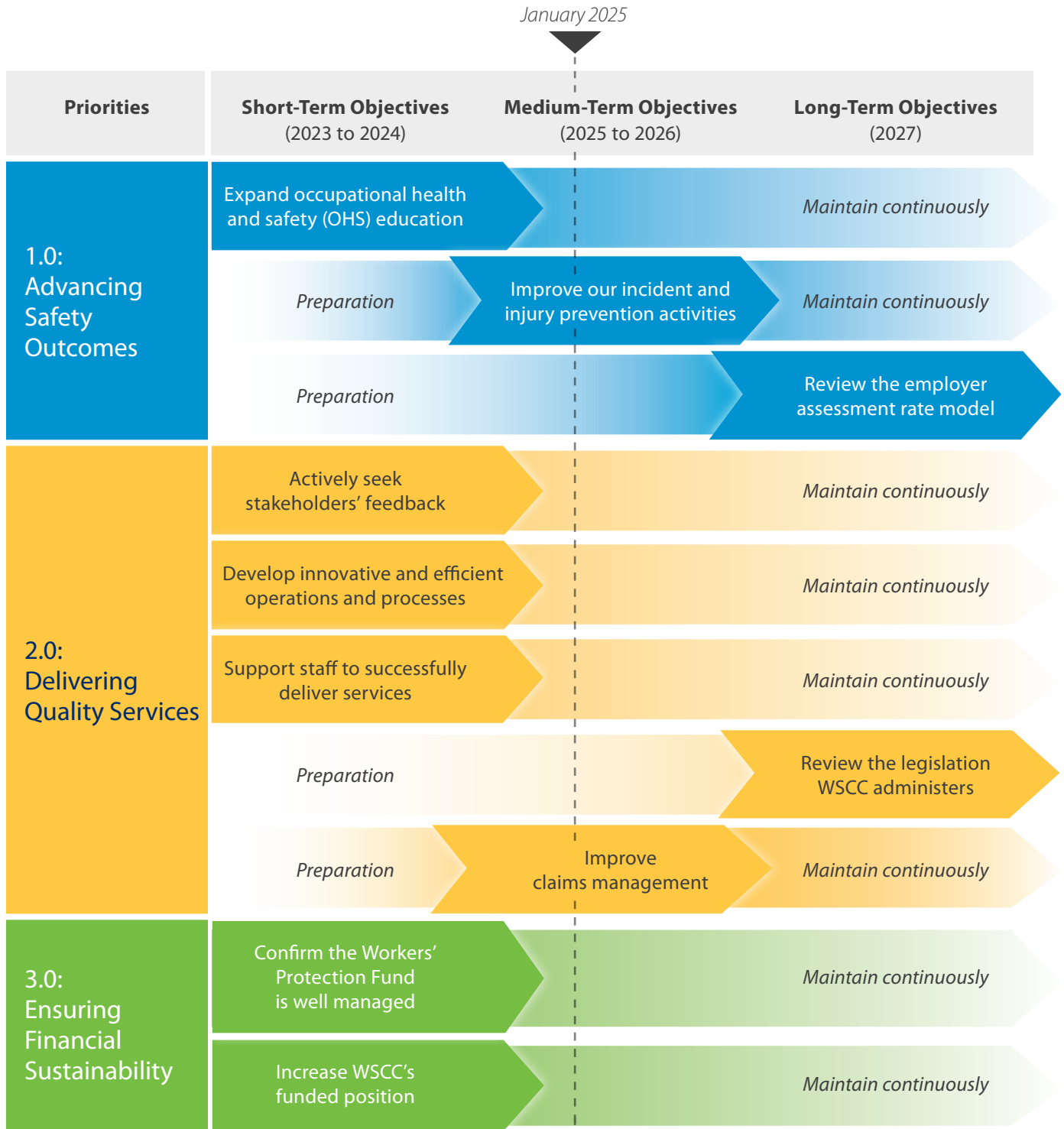
Openness – We are accessible, clear, and transparent.

Cultural Safety – We recognize, gain knowledge of, and respect cultural dignity.

Excellence – We are efficient and service-focused.

Stewardship – We sustain the Workers' Protection Fund through accountability and fiscal responsibility.

2023–2027 Strategic Plan: Where are we now?



Please visit wsc.nt.ca or wsc.nu.ca to view WSCC's 2023–2027 Strategic Plan.

Over the next twelve months,
the 2025 Corporate Plan will continue
to guide our operations towards
reaching the targets within the three
strategic priorities: *Advancing Safety
Outcomes, Delivering Quality Services,*
and *Ensuring Financial Sustainability.*

**For completed Initiatives, see the corresponding WSCC Annual
Report available at [wsc.nt.ca](https://www.wsc.nt.ca) or [wsc.nu.ca](https://www.wsc.nu.ca)**



Strategic
Priority 1.0:

Advancing Safety Outcomes

Advancing Safety Outcomes is central to our vision of eliminating workplace diseases and injuries. It emphasizes WSCC's ongoing commitment to safe workplaces, continuously raising awareness of safety rights and responsibilities, and preventing and reducing accidents and incidents.

In 2025, our focus continues on expanding occupational health and safety education, improving injury prevention activities, and continuing the Safe Workplace program.



Key Performance Indicators

PERFORMANCE MEASURE	2025 TARGET
Lost Time Injury Frequency	1.74
Objective 1.1: Expand occupational health and safety (OHS) education	
1.1.1 Percentage of priority worksites that receive OHS resources from Prevention Services	60%¹
1.1.2 Percentage of employers satisfied with the resources and information provided	75%
Objective 1.2: Improve our incident and injury prevention activities	
1.2.1 Percentage of total assessable payroll classified as a Safe Workplace	52%²
1.2.2 Percentage of eligible employers classified as a Safe Workplace	42%²
1.2.3 Develop OHS policies according to the Comprehensive Policy Review Plan (CPRP)	2025 policies approved
Objective 1.3: Review the employer assessment rate model	
1.3.1 Status of the employer assessment rate model project	On track with project plan

1. The target for this KPI is cumulative throughout the life of the 2023-2027 Strategic Plan.

2. The baseline for this KPI target was updated to better reflect all employers. Therefore, previously published targets are no longer accurate.

Definitions

Safe Workplace Program

The Safe Workplace program promotes positive workplace health and safety culture by providing incentives to employers to improve how they manage and prioritize safety. For more information, visit wscc.nt.ca or wscc.nu.ca

Objective 1.1:

Expand occupational health and safety (OHS) education

INTENT: To raise the understanding of OHS requirements by providing information and resources to WSCC’s stakeholders.

ACCOUNTABILITY: Prevention Services

INITIATIVES	2025 GOAL
1.1.1 Continue development of the OHS funding program	• Program launch July 15, 2025

Definitions

Stakeholders

Workers, employers, and others who have an interest in the policies and programs of the WSCC.



PHOTO: ADOBESTOCK

Objective 1.2:

Improve our incident and injury prevention activities

INTENT: To increase the number of employers with OHS programs by making policies clearer and providing guidance on procedures and the appropriate tools to reduce and prevent injuries and incidents, thereby creating safer workplaces.

ACCOUNTABILITY: Senior Management Team

INITIATIVES	2025 GOAL
1.2.1 Identify, research, and develop OHS policies	• Submit 2 OHS policies to the Governance Council for approval
1.2.2 Develop internal Prevention procedures which operationalize newly created policies	• Create or update 5 procedures
1.2.3 Host targeted information sessions to educate large employers and associations on the Safe Workplace program	• Engage with 4 large employers

Objective 1.3:

Review the employer assessment rate model

INTENT: To review the employer assessment rate model and identify approaches that may better reward excellent safety performance and motivate weaker-performing employers.

ACCOUNTABILITY: Employer Services

INITIATIVES	2025 GOAL
1.3.1 Support the actuary to create a decision paper based on recommendations	• Submit decision paper to Governance Council for review

Strategic
Priority 2.0:

Delivering Quality Services

Quality services that incorporate our values are foundational to our mission. This strategic priority addresses improvements to services by enhancing processes and empowering WSCC staff to provide timely, accessible, understandable, and effective services.

In 2025, our focus continues on improving claims management, streamlining service delivery through digital tools, and expanding cultural safety initiatives.



Key Performance Indicators

PERFORMANCE MEASURE	2025 TARGET
Stakeholder Satisfaction Score	80%
Objective 2.1: Actively seek stakeholders' feedback	
2.1.1 Percentage of stakeholder engagements that have the stakeholder engagement framework applied	100%
2.1.2 Percentage of WSCC public engagements that meet their response rate targets	90%
Objective 2.2: Develop innovative and efficient operations and processes	
2.2.1 Net Maturity Score (5-point scale)*	2.8
2.2.2 Percentage of clients satisfied with e-Business functions	80%
Objective 2.3: Support staff to successfully deliver services	
2.3.1 Net Promoter Score*	80%
2.3.2 Retention rates*	Exceed GNWT and GN rates
Objective 2.4: Review the legislation WSCC administers	
2.4.1 Status of Legislation Review project	On track with project plan
Objective 2.5: Improve claims management	
2.5.1 Average Cost Per Claim*	4% reduction from 2022
2.5.2 Number of non-responsiveness complaints forwarded from the Workers' Advisor Office*	33% reduction from 2022

* Definitions see next page.

Objective 2.1:

Actively seek stakeholders’ feedback

INTENT: To ensure stakeholders have opportunities to share their experiences and suggestions for improvements by broadening the stakeholder engagement process.

ACCOUNTABILITY: Legal & Compliance

INITIATIVES	2025 GOAL
2.1.1 Implement evaluation cycle for WSCC programs and services	• Evaluate WSCC programs as per review schedule
2.1.2 Integrate cultural safety into the engagement framework	• Continue appropriate integration of Indigenous Governments and Organizations in WSCC engagements

Definitions

Net Maturity Score

Indicates the WSCC’s ability to improve continuously. This score measures services, resources, and how the WSCC interacts with stakeholders. Goals are achieved by improving the efficiency of internal processes and systems.

Net Promoter Score

Indicates employee satisfaction, loyalty, and future success.

Retention Rates

The percentage of employees that remain with the WSCC during a given time frame.

Average Cost Per Claim

The average total cost of each claim filed with the WSCC over a specified time period.

Workers’ Advisor Office

An independent office that helps workers understand and navigate the workers’ compensation system.

Objective 2.2:

Develop innovative and efficient operations and processes

INTENT: To create defined processes that deliver the most value to stakeholders by leveraging appropriate tools, technologies, data, and solutions to simplify and streamline our work.

ACCOUNTABILITY: Performance & Corporate Services

INITIATIVES	2025 GOAL
2.2.1 Improve employer experience	<ul style="list-style-type: none"> • Continue planning and start implementation of Phase 1 of the Employer Support Model
2.2.2 Modernize records and information management	<ul style="list-style-type: none"> • Finalize procurement and initiate Electronic Content Management System project
2.2.3 Enhance Information Systems' operational efficiency	<ul style="list-style-type: none"> • Continue development for the comprehensive lifecycle roadmap of the WSCC Financial System
2.2.4 Strengthen cyber security defences to protect critical data and systems	<ul style="list-style-type: none"> • Develop Security Framework and Security Tool Gap Analysis
2.2.5 Develop and enhance online stakeholder experience	<ul style="list-style-type: none"> • Introduce new reporting tools • Incorporate feedback-driven updates • Streamline navigation and employer e-services
2.2.6 Website redesign plan complete ¹	<ul style="list-style-type: none"> • Benchmark current website performance and determine website redesign goals
2.2.7 Replace translation management system ¹	<ul style="list-style-type: none"> • Procure and implement replacement software

1. Accountability: Legal & Compliance

Objective 2.3:

Support staff to successfully deliver services

INTENT: To ensure that robust strategies are in place to respond to an ever-changing labour market by supporting, engaging, and empowering WSCC's employees to deliver excellent services to our stakeholders.

ACCOUNTABILITY: Performance & Corporate Services

INITIATIVES	2025 GOAL
2.3.1 Modernize HR services	<ul style="list-style-type: none"> • Automate HR Services for internal efficiencies
2.3.2 Implementation of Workforce Planning Strategy	<ul style="list-style-type: none"> • Review Learning and Development Program
2.3.3 Optimize office space	<ul style="list-style-type: none"> • Procure design services for optimization of NWT 5th floor

Objective 2.4:

Review the legislation WSCC administers

INTENT: To update the legislation WSCC administers.

ACCOUNTABILITY: Legal & Compliance

INITIATIVES	2025 GOAL
2.4.1 Develop options for the modernization of OHS legislation in collaboration with the Mine Occupational Health and Safety Legislation Committee, and Safety Advisory Committee	<ul style="list-style-type: none"> • Review previous research and engagement conducted on OHS ticketing initiative • Advance review of safety legislation prioritized by OHS Steering Committee*
2.4.2 Review <i>Occupational Health and Safety Regulations</i> and <i>Mine Health and Safety Regulations</i>	<ul style="list-style-type: none"> • Continue review of OHS regulations prioritized by the Legislative Committees and deliver harmonization commitments
2.4.3 Continue the legislative process for the <i>Workers' Compensation Act</i> pension amendments	<ul style="list-style-type: none"> • Support Bill Submission to NWT and Nunavut legislatures • Initiate Change Management Plan

*Definitions see next page.

Objective 2.5:

Improve claims management

INTENT: To manage claims effectively and responsibly using appropriate processes, tools, and systems, thereby lessening the challenges of staff workloads while improving stakeholder claims experiences.

ACCOUNTABILITY: Claims Services

INITIATIVES	2025 GOAL
2.5.1 Enhance claims management communications	<ul style="list-style-type: none">• Complete the Claims Processing standardization of claims letters• Create 1 to 2 substantial resources for employers on return to work
2.5.2 Evaluate the design of the case management role and the optimal capacity of case managers in Nunavut	<ul style="list-style-type: none">• Complete the study and begin implementation of recommendations
2.5.3 Develop an onboarding and training program for Claim owners	<ul style="list-style-type: none">• Utilize the new Learning Management System to create comprehensive learning modules for claim owners

Definitions

OHS Steering Committee

A committee established within the WSCC to guide the review of safety legislation.



Strategic
Priority 3.0:

Ensuring Financial Sustainability

Having an appropriately resourced Workers' Protection Fund ensures injured workers are cared for now and into the future. The WSCC must maintain sufficient funds for injured worker claims costs through a fiscally responsible funding mechanism that is fair to all employers.

In 2025, our focus continues on evaluating investment strategies, optimizing payment processing systems, and maintaining a balanced funded position to meet or surpass our 2027 goal.

Key Performance Indicators

PERFORMANCE MEASURE	2025 TARGET
Average Composite Claims Duration	101.76
Objective 3.1: Confirm the Workers' Protection Fund is well managed	
3.1.1 Return on Investment	5.5%
Objective 3.2: Increase WSCC's funded position	
3.2.1 Funded Position	113%

Definitions

Funded Position

The amount of money WSCC has compared to what it owes as of December 31 each year. It indicates WSCC's ability to meet its financial commitments.

Objective 3.1:

Confirm the Workers’ Protection Fund is well managed

INTENT: To review if outsourcing the WSCC’s investment management of the Workers’ Protection Fund remains appropriate and to understand if WSCC has gained in overall return on investment by outsourcing this function.

ACCOUNTABILITY: Financial Services

INITIATIVES	2025 GOAL
3.1.1 Reassess pacing of the global private credit allocation and recommit capital, as required	• Determine if an increase or decrease in provided credit is required
3.1.2 Build on the renewed contract and implement an improved investment reporting structure to meet the additional complexities from increased private asset allocations	• Enhance information sharing between the Outsource Chief Investment Officer and the Investment Custodian

Definitions

Outsource Chief Investment Officer

A third-party that provides investment oversight.

Investment Custodian

A specialized financial institution which provides important safekeeping, record-keeping, and valuation services for effective fund management.

Objective 3.2: Increase WSCC's funded position

INTENT: To maintain a balance between the provision of quality benefits to injured workers while maintaining stable and affordable employer assessment rates.

ACCOUNTABILITY: Financial Services

INITIATIVES	2025 GOAL
3.2.1 Transition to a paperless payment system and optimize payment cycle for claimants and vendors	• Reduce paper cheques to reduce cost and time
3.2.2 Establish a wage calculation portal to manage requests	• Centralize requests to enhance transparency and improve efficiency



Operations and Capital Budgets

2025 Operations Budget

For the year ending December 31 Summary by Division and Headquarters	2023 Actual	2024 Budget	2025 Budget	2025 Budget Increase (Decrease)	2025 Budget Change
	\$	\$	\$	\$	%
WSCC Nunavut	6,611,678	7,305,167	6,290,968	(1,014,199)	(13.9%)
WSCC Northwest Territories	9,550,330	10,796,851	10,711,014	(85,837)	(0.8%)
President's Office	1,017,825	1,014,922	1,243,518	228,595	22.5%
Performance & Corporate Services	9,929,083	11,851,806	12,154,672	302,865	2.6%
Financial Services	3,258,246	3,546,020	3,864,002	317,981	9.0%
Legal & Compliance	4,694,228	5,830,375	5,937,777	107,402	1.8%
Headquarters	1,791,975	1,178,802	2,880,593	1,701,792	144.4%
Subtotal - President Accountability	36,853,364	41,523,944	43,082,544	1,558,599	3.8%
Governance Council	295,830	301,178	431,181	130,003	43.2%
Appeals Tribunal	424,646	617,488	573,326	(44,163)	(7.2%)
Office of the Workers' Advisor	340,006	548,777	563,273	14,496	2.6%
Partnerships	761,154	890,496	800,000	(90,496)	(10.2%)
Subtotal - Legislative and Partnerships Accountability	1,821,636	2,357,940	2,367,779	9,839	0.4%
Total	38,675,000	43,881,884	45,450,323	1,568,439	3.6%

Note: Certain balances have been reclassified for better disclosure. Stakeholder-hosted events have been merged with the President's office.

2024 Statement of Operations

Including 2025 Operations Budget

<i>(in thousands of dollars)</i>	2023 (Actual)	2024 Budget	2025 Budget
	\$	\$	\$
INSURANCE REVENUE AND EXPENSES			
Insurance revenue	97,327	97,500	106,100
Insurance service expense	(94,914)	(79,166)	(89,477)
Insurance service result	2,413	18,334	16,623
Net investment income	38,863	29,519	35,346
Insurance finance (expenses) for insurance contracts issued	(36,882)	(23,018)	(23,980)
Net insurance financial result	4,394	24,835	27,989
OTHER INCOME AND EXPENSES			
Administration and general expenses	(7,492)	(8,807)	(9,999)
Fines and miscellaneous income	1,301	700	1,079
Total other income and expenses	(6,191)	(8,107)	(8,920)
Income/(loss) before other comprehensive income	(1,797)	16,729	19,069
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items that will not be reclassified to profit or loss in subsequent periods: Re-measurement (loss)/gain on defined benefit plan	(83)	-	-
Total comprehensive (loss)/ income	(1,880)	16,729	19,069

Note: This reporting structure has been reformatted to IFRS 17 format to align with the operational reporting structure.

2024 Capital Budget Summary

Including 2025 Capital Budget

	Requested 2023 Carry- forward	2024 Budget	Funds to be spent in 2024	Funding to be retired in 2024	Estimated 2024 Carry- forward	2025 Budget
	\$	\$	\$	\$	\$	\$
Computer Equipment	90,000	80,000	170,000	38,584	-	-
Furnishings	-	100,000	100,000	-	68,605	-
Equipment - Non-computer	-	43,600	43,600	(20,197)	-	-
Software	1,063,778	30,000	1,093,778	619,437	474,341	-
Leasehold Improvement	196,584	510,000	706,584	181,601	438,223	-
Total	1,350,362	763,600	2,113,962	819,425	981,169	-

Note: Certain balances have been reclassified for better disclosure. Building-owned and leasehold improvement have been merged.



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