



2024 TRANSPARENCY REPORT



Organizational Structure and Governance

Name and Ownership

SCSA is an acronym for Saskatchewan Construction Safety Association Inc. The SCSA is a registered non-profit corporation with Information Services Corporation (ISC) in Saskatchewan. As a non-profit, no part of SCSA funds can be used for the personal benefit of any owner, proprietor, member or shareholder.

The registered office of the SCSA is 498 Henderson Drive in Regina, Saskatchewan.

Legal Structure

The SCSA is governed by The *Non-profit Corporations Act of 1995* in Saskatchewan and is subject to all provincial laws of contract, tort and employment standards. The SCSA is a provincially registered membership corporation that carries on activities primarily for the benefit of its members.

Members and customers support the SCSA through fees. Any profits raised by the SCSA must be used to further the goals of its members. The SCSA is not a charitable organization and does not accept donations, issue tax receipts or have spending quotas with the Canadian Revenue Agency.

The SCSA's date of incorporation is March 22, 1995. The fiscal year runs from January 1 to December 31.

Membership

The determination of SCSA membership is aligned with the Saskatchewan Workers' Compensation Board (WCB) Rate Classification of Industries.

Employers in the rate codes B11, B12 & B13 for building construction are all members of the SCSA.

Board of Directors

The function of the board of directors includes approving budgeting, forecasting, strategic planning, setting policy and selecting the president. The board can also pass bylaws, which later have to be confirmed by the members, and fill vacancies on the board that arise between annual general meetings.

The SCSA Board of Directors aims to balance industry skills and perspectives in commercial, industrial and residential construction with a blend of management and owners, organized labour and the general workforce. The directors appoint officers to fill various positions on the board, such as chairperson and vice chairperson.

Employees of the SCSA cannot serve or seek office on the board of directors.

The SCSA maintains a current list of the board of directors on its website with contact information for each director.

Governance Structure

Elected by SCSA members, the board of directors is chosen externally and considered independent of the Association. The role of the board is to direct the corporation's management team through the president and act as an advocate for members. In essence, the board of directors tries to make sure that the members' interests are well served.

The SCSA has developed and implemented several governing documents. Corporate bylaws are available on the SCSA website. Administrative policies and procedures are reviewed annually by the SCSA Board of Directors. These policies and procedures direct employees on topics including code of conduct, conflict of interest, business administration, succession planning and whistleblowing.

Key Committees

The SCSA Board of Directors has the following standing committees:

Audit and Finance

Oversees the financial reporting processes of the Association and functions in an advisory capacity. It also ensures that the SCSA maintains prudent financial practices and has implemented sound policies for financial management.

Governance

Ensures that the Association maintains good governance practices and has implemented sound policies to oversee the governance and management of the SCSA. The committee advises the SCSA Board of Directors by recommending policies and advice on matters under its purview.

Human Resources

Acts as a conduit for creating, monitoring and assessing SCSA's overarching human resources policies and processes. The committee assists with deliberations required to fulfill the board's mandate, duties and responsibilities. This committee also provides oversight and reviews the performance of the president.

Culture and Values

Values

- **Respect** - We value people and promote a culture of fairness and inclusion
- **Service Focus** - We are customer focused and responsive to the needs of our members
- **Leadership** - We are collaborative, socially responsible and innovative in our commitment to safety
- **Integrity** - We do the right thing and stand up for what is right

Listening to Our People

The SCSA uses the Gallup Q12 survey annually to measure employee engagement. Gallup is a global analytics and advice firm with over 80 years of experience in collecting and analyzing data. They have collected responses from 35 million people through their employee engagement database.

Clear and Articulated Strategy

SCSA strategy is formally reviewed by the board of directors every three years with the assistance of an external, third-party strategic advisor selected by the board to gather the perspective of critical stakeholders, the SCSA management team and members.

SCSA management regularly updates the strategy and defines the operational plan, which measures performance against the strategic plan. Every year, the SCSA issues an annual report which outlines performance against the strategic plan. The SCSA Annual Report is available on the SCSA website.

Annually, a member satisfaction survey is carried out by the Association. Public perception of the SCSA is measured annually through an Omnibus survey. In 2024, that survey was carried out by Insignitrix Research.

Expertise and Knowledge

Embracing Digital Technology

While the SCSA often uses digital technology to improve service and increase member satisfaction, one of the most significant benefits of digital transformation is the ability to collect and analyze data, which can be turned into actionable insights. Technology enables robust data collection, centralized data storage and the creation of tools to analyze and translate data into information that promotes informed corporate decision-making.

National Harmonization and Recognition

COR® is nationally registered, trademarked and endorsed by the Canadian Federation of Construction Safety Associations (CFCSA) and is delivered through member associations that have a formal memorandum of understanding to grant COR®. The SCSA is one of the organizations with jurisdictional authority to grant COR® in Saskatchewan. There are more than 10,000 active COR® certified companies in Canada.

A comparable program called SECOR™ is available to small employers.

The NHSA™ and NCSO® programs are recognized by the CFCSA and align to training requirements, experience criteria, practical application and written performance measurement standards.

Standards Driven

The SCSA refers to several standards in occupational health and safety. The SCSA references CSA (Canadian Standards Association), Health Canada (WHMIS), WorkSafe Saskatchewan and Saskatchewan legislation.

Many SCSA employees are members of the Canadian Society of Safety Engineers (CSSE) or have obtained NCSO®, NHSA™ or Canadian Registered Safety Professional (CRSP) designations.

The SCSA works diligently to apply the most current safety research to injury prevention initiatives. The SCSA frequently refers to research from the Institute for Work and Health (IWH), the Construction Safety Research Alliance and the University of British Columbia's School of Population and Public Health in injury prevention initiatives. The SCSA also conducts internal research, primarily with the help of a third-party analytics and data science team.

Succession Planning

The SCSA has enacted a succession policy to provide a process to manage succession planning and effectively fill mission-critical positions within the Association. An integrated human resources system utilizes forecasting, career planning and development, assessment and performance appraisal to identify individuals with the potential to develop competencies for crucial functions due to lost employee resources and new environments.

Recruitment

The SCSA practices equal opportunity and fair hiring processes. This policy ensures that all employees and potential candidates are fairly and consistently considered for employment opportunities. All applicants must undergo an application

process, including interviews and reference checks. An immediate family member of an SCSA employee will not be considered for employment if their employment could create a conflict of interest.

Diverse and Skilled Teams

A diverse group of individuals who have different backgrounds and skills work together as a team to achieve company goals. They might have differences regarding age, ability, nationality, ethnicity, religious background, personal history, professional background, skills, gender or political preferences. These differences help discover creative solutions and innovative methods to improve operations and reach operational goals.

Finances

Funding

The SCSA is primarily (about 80 per cent) funded by membership dues collected by the Saskatchewan WCB through a funding process outlined in the *Workers' Compensation Act, 2013*. Most other funds are collected through service fees for course registrations, audits and other services. In 2023, the SCSA signed a funding agreement with Saskatchewan WCB which maintains a funding relationship through 2028.

Insurance

The SCSA carries general commercial liability (CGL) that provides coverage for bodily injury, personal injury and property damage caused by business operations or products, or injuries that occur on the business premises. This insurance is required by *The Non-profit Corporations Act, 1995* and the WCB funding agreement.

The SCSA also carries additional insurance:

- Directors' and officers' liability insurance provides SCSA executives personal liability and financial loss protection from wrongful acts committed in their capacity as corporate officers.
- Errors and omissions insurance (E&O) is a type of professional liability insurance that protects the SCSA, its employees and other professionals against claims of inadequate work or negligent actions.
- Network, cyber, privacy and liability (often called cyber security insurance) provides coverage for first and third-party losses from a data breach.

Conflict of Interest Policies

All employees of the SCSA are free of affiliations or material interests in businesses which do or potentially could, conflict with the business interests of the SCSA. This includes, but is not limited to:

- Holding a position with any business entity that conflicts with, or has the potential to conflict with, the business interests of the SCSA or impairs, or has the potential to impair, independence of judgment in the exercise of an employee's duties at the SCSA.
- Holding or making any personal investment which conflicts with, or has the potential to conflict with, independence of judgment in the exercise of an employee's duties at the SCSA.
- Engaging in any action outside of the SCSA, either personally or as part of an organization, that conflicts with the business interests of the SCSA. This includes accepting a position as a director or employee of another company or completing work outside of the Association similar to that done for SCSA.

Audit and Internal Controls

To maintain non-profit corporation status each year, the SCSA provides audited financial returns and corporate filings to ISC. Financial statements must include a statement of the assets and liabilities of the corporation in the form of a balance sheet and a statement of revenues and expenditures. It must be prepared in accordance with generally accepted accounting principles published by the Charter of Professional Accountants of Canada. The SCSA's external auditor in 2024 was KPMG.

The SCSA exceeds ISC financial reporting requirements and appoints an independent, third-party auditor annually at its Annual General Meeting.

Expense Policies

SCSA staff are reimbursed for expenses related to their duties upon receipt of an expense report for use of personal vehicles, meals, lodging and air travel through a process outlined in the SCSA Policy and Procedure Guidelines. All other expenses are approved by the president.

Business Relationships and Suppliers

- The SCSA acquires all goods and services through competitive buying practices.
- Formal tendering is required if the president or designate deems it to be in the best interests of the SCSA.
- A written quotation is used when the purchase is difficult to evaluate or cost is not the only selection criterion.
- Three written quotations shall be requested when the value of the item is expected to be \$5,000 or more.
- All goods and services purchased are to be obtained through the use of an approved purchase order with the exception of small goods and services purchased by means of petty cash funds or a standing order.
- All purchases are to be approved by the president.

Managing Risk

Through the audit and finance committee, the SCSA maintains and updates a risk registry to detail identified risks including description, category, cause, probability of occurrence, impact on objectives and proposed responses.

Confidentiality, Information and Data Sharing

The SCSA is committed to ensuring compliance with The *Personal Information Protection and Electronic Documents Act (PIPEDA)*. As a provider of safety training courses and safety consulting services to employees of the SCSA membership, the SCSA may have access to and retain certain personal information, and/or records of employees of a member, including student safety training records.

The SCSA will inform its members and employees of why and how personal information is collected, used and disclosed, obtain their consent where required, and only handle their personal information in a manner that is reasonable and appropriate. The SCSA did not respond to any legal requests to release member or client information in 2024.

Finally, all SCSA employees sign a confidentiality agreement. All rules which apply to SCSA staff for the protection of personal information and data security also apply to SCSA partners and suppliers.