



SASKATCHEWAN
CONSTRUCTION SAFETY
ASSOCIATION

2025 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, 2022* of Saskatchewan and is subject to all applicable provincial laws, including 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 surplus generated 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 Canada Revenue Agency.

The SCSA was incorporated on March 22, 1995. Its 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 WCB rate codes B11, B12 and B13 for building construction are members of the SCSA. Membership is established through industry rate classification rather than voluntary enrollment.

Board of Directors

The SCSA Board of Directors is responsible for approving budgets and forecasts, setting policy, approving strategic plans and selecting the president. The board may pass bylaws, subject to member confirmation, and fill vacancies that arise between annual general meetings.

The SCSA Board of Directors seeks to balance industry skills and perspectives across commercial, industrial and residential construction, with representation from management and owners, organized labour and the general workforce. Directors appoint officers to roles such as chair and vice-chair.

Employees of the SCSA are not eligible to serve on the board of directors.

A current list of board members, including contact information, is maintained on the SCSA website.

Governance Structure

Elected by SCSA members, the board of directors is independent of the association's management and operations. The board provides direction to management through the president and acts in the interests of SCSA members.

The SCSA has developed and implemented governing documents, including corporate bylaws and administrative policies. Corporate bylaws are publicly available on the SCSA website. Administrative policies and procedures are reviewed annually by the board of directors and address matters including code of conduct, conflict of interest, business administration, succession planning and whistleblowing.

Board Committees

The board of directors maintains the following standing committees:

Audit and Finance Committee

Provides oversight of financial reporting processes, advises the board on financial matters and ensures prudent financial management practices are in place.

Governance Committee

Oversees governance practices and policies related to board effectiveness, governance structure and oversight responsibilities.

Human Resources Committee

Oversees human resources policies and processes and provides performance oversight for the president.

Culture and Values

Organizational Values

Respect – Valuing people and promoting fairness and inclusion

Service Focus – Being responsive to the needs of members

Leadership – Demonstrating collaboration, responsibility and innovation in safety

Integrity – Acting ethically and standing 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 advisory firm with more than 80 years of experience and an employee engagement database comprising responses from over 35 million individuals.

Strategy and Performance

SCSA strategy is formally reviewed every three years by the board of directors, with support from an external third-party strategic advisor engaged to gather perspectives from stakeholders, management and members.

Management updates the strategy through annual operational planning. Performance against the strategic plan is reported through the SCSA Annual Report, which is publicly available.

Member satisfaction is measured annually through a dedicated survey. Public perception is assessed through an omnibus survey. In 2025, the omnibus survey was conducted by Inshtrix Research.

Expertise, Standards and National Alignment

Digital Technology and Analytics

Digital technology is used to improve service delivery and member experience. It also enables robust data collection, centralized information management and analytical tools that support informed decision-making, including injury trend analysis and measurement of program effectiveness.

National Harmonization and Recognition

COR® is a nationally registered and trademarked certification endorsed by the Canadian Federation of Construction Safety Associations (CFCSA). It is delivered through provincial safety associations operating under formal memoranda of understanding. The SCSA is authorized to grant COR® in Saskatchewan. More than 10,000 companies across Canada currently maintain active COR® certification.

COR® certification is transferable across Canadian provinces through a straightforward administrative process, typically reflecting differences in provincial legislation. COR®-certified companies may bid on work in other provinces without duplicating certification requirements. When a company establishes ongoing operations in a new province, a local audit is required at the next renewal to ensure alignment with jurisdiction-specific requirements.

A comparable program, SECOR™, is available for small employers.

The NHSA™ and NCSO® programs are recognized by the CFCSA and align with national requirements for training, experience, practical application and written performance assessment. The NCSO® designation is recognized by the Canadian Construction Association and may be applied toward requirements for Gold Seal Certification.

Standards-Driven Practice

The SCSA references recognized occupational health and safety standards and authorities, including the Canadian Standards Association (CSA), Health Canada (WHMIS), WorkSafe Saskatchewan and applicable Saskatchewan legislation.

Many SCSA employees hold professional designations such as NCSO®, NHSA™, Canadian Registered Safety Professional (CRSP) or are members of the Canadian Society of Safety Engineers.

The SCSA applies current safety research to injury prevention initiatives and references research from organizations such as the Institute for Work and Health, the Construction Safety Research Alliance and the University of British Columbia's School of Population and Public Health.

Internal research is also conducted with support from a third-party analytics and data science partner.

Human Resources Practices

Succession Planning

The SCSA maintains a succession policy to manage leadership continuity and fill mission-critical roles. An integrated human resources system supports workforce planning, career development, performance assessment and competency development.

Recruitment and Fair Hiring

The SCSA practices equal opportunity and fair hiring processes. All candidates undergo a standardized recruitment process, including interviews and reference checks. Immediate family members of SCSA employees are not considered for employment where a conflict of interest could arise.

Diverse and Skilled Teams

The SCSA employs individuals with diverse backgrounds, skills and experiences. Diversity across age, ability, background and professional expertise contributes to problem-solving, innovation and effective service delivery.

Financial Stewardship and Risk Management

Funding

The SCSA is primarily funded through membership dues collected by the Saskatchewan Workers' Compensation Board under the authority of *The Workers' Compensation Act, 2013*. Approximately 80 per cent of funding is derived through this process, with the remaining revenue generated through service fees for training, audits and related services.

In 2023, the SCSA entered into a funding agreement with the Saskatchewan Workers' Compensation Board extending through 2028.

Insurance Coverage

The SCSA maintains commercial general liability insurance, as well as directors and officers liability insurance, errors and omissions insurance, and cyber and privacy liability coverage.

Audit and Financial Controls

The SCSA files audited financial statements annually in accordance with generally accepted accounting principles published by Chartered Professional Accountants of Canada. Financial statements are submitted to Information Services Corporation to maintain non-profit status.

An independent external auditor is appointed annually by members at the SCSA's Annual General Meeting. The report from the external auditor is found in the association's annual report, which is published on the SCSA website.

Expense and Procurement Controls

Expenses are reimbursed in accordance with approved policies and procedures. All other expenditures require approval by the president.

Goods and services are acquired through competitive purchasing practices. Written quotations and formal tendering are used where appropriate and purchase orders are required, except for minor expenditures.

Risk Management

The audit and finance committee oversees a risk registry that identifies and evaluates organizational risks, including likelihood, impact and mitigation strategies.

Ethics, Privacy and Confidentiality

Conflict of Interest

All employees are free of affiliations or material interests that could conflict with the business interests of the SCSA. Employees are required to disclose potential conflicts of interest and comply with the association's conflict of interest policy.

Privacy and Data Protection

The SCSA complies with the *Personal Information Protection and Electronic Documents Act (PIPEDA)*. Personal information is collected, used and disclosed only for legitimate business purposes and with appropriate consent.

The SCSA did not respond to any legal requests to release member or client information in 2025.

All employees, partners and suppliers are required to comply with confidentiality and data security requirements.