

## Report on Performance: Goals, Objectives, Measures and Targets

As a Crown corporation, ICBC continually works to align with Government goals and objectives. ICBC fulfilled the expectations outlined in the 2019/20 [Mandate Letter](#).

Despite financial and business environment challenges in 2019/20, ICBC remained committed to providing customers with the insurance products and services they can count on and the coverage they need. At the same time, ICBC remained focused on reducing the pressure on insurance rates and enhancing fairness in pricing. To support this, ICBC's 2019/20 Corporate Strategy focused on four key goals: Deliver Value and Service for Customers, Enable Financial Stability, Continuously Improve Our Business and Build a High-Performing Workforce.

ICBC's commitment to managing controllable operating expenses is demonstrated by its continued focus on operational excellence. A multi-year effort to strengthen this discipline has helped ICBC improve the way it delivers services to customers, achieve key business objectives and manage controllable operating expense pressures in 2019/20.

Throughout 2019/20, ICBC continually evaluated its performance against the measures set out in its Service Plan. Together, ICBC's executive leadership team and Board members, along with Government, focused on stabilizing ICBC's financial position and improving the Corporation's long-term sustainability.

This section sets out ICBC's goals, strategies, performance measures and targets for 2019/20-2021/22. ICBC has developed a new longer-term corporate strategy that will be implemented starting in 2020/21. The strategy will help increase financial stability, improve affordability for customers and prepare ICBC for future changes in the insurance industry.

### Goal 1: Deliver Value and Service for Customers

ICBC remains committed to delivering value and service for customers by focusing on its customers' needs and what matters most to them.

#### Objective 1:

- 1.1a Maintain or improve current Insurance Services satisfaction score
- 1.1b Maintain or improve current Driver Licensing satisfaction score
- 1.1c Maintain or improve current Claims Services satisfaction score

#### Key Highlights

ICBC continues to meet service measures for its Insurance Services, Driver Licensing and Claims Service by remaining focused on providing consistent, quality products and services to its customers. Below are some key highlights that link to strategies identified in the 2019/20 Service Plan to help ICBC deliver value and service for customers.

*Strategy 1: Work with our shareholder and partners to design and deliver quality products and services in ways that meet customer needs and achieve Government priorities*

Over the past year, ICBC worked closely with Government on a number of priorities that helped deliver value and service for customers. ICBC continues to provide services throughout the province through its business partners, including repair network facilities, medical service providers, Autoplan brokers, and Government agents that offer driver licensing services.

At the highest level, the 2019 changes to our insurance product mean increasing care for the injured and better controls on the cost drivers of insurance rates. All customers, regardless of who is responsible for the crash, get more support after a crash – thereby increasing the value of Basic insurance coverage. These benefits cover everything from an ambulance ride to crutches, prescriptions, physiotherapy treatments, wage loss and even money for support around the house with cooking, cleaning and grocery shopping during recovery.

To better support catastrophically injured customers, ICBC also works with disability advocacy organizations. As a result of consultations, treatment protocol guidelines were developed that allow for greater practitioner autonomy and judgement when treating patients.

To allow more money for care and treatment, a limit of up to \$5,500 (as of April 1, 2019) was set on pain and suffering payouts for minor injuries and a new, simplified dispute resolution process reduces reliance on the courts and provides faster decisions for customers who have concerns with their claim.

These changes reinforce ICBC's commitment to supporting the recovery of its customers.

ICBC also collaborated with Government on a number of shared priority projects, including delivering new blanket insurance products in support of ride-hailing and peer-to-peer services.

*Strategy 2: Deliver fair, affordable, and sustainable rates*

In September 2019, ICBC moved to a more driver-based insurance model. Driving experience and crash history now play bigger roles in determining insurance premiums. These changes were designed to be revenue neutral and were made so that the amounts people pay for car insurance more closely reflect their actual risk behind the wheel.

Building on these changes, Government announced this year that it is working with ICBC on Enhanced Care coverage starting in 2021. Removing legal costs from the system will provide sustainable, reduced rates and substantially increase care benefits, making public auto insurance work for British Columbians.

*Strategy 3: Reduce injury and death on B.C. roads*

In 2019/20, ICBC maintained a strong focus on its road safety efforts to address distracted driving and intersection crashes to help reduce injury and death on B.C. roads, improve the safety of our communities, and manage claims costs.

In partnership with Government, intersection safety camera equipment is in place at 35 existing locations for speed activation.

Telematics research is underway to determine whether using this technology can improve road safety and driving behaviour for less experienced drivers. A pilot involving drivers with up to four years of driving experience was launched in January 2020 and will run for one year. Results from the pilot project will not impact the participants' insurance premiums. The information gathered under the pilot will provide insights about whether this technology can help improve driver behaviour and ultimately reduce crashes among this high-risk group. This pilot is just one of the many actions that Government and ICBC are taking to try to make B.C. roads safer.

Meanwhile, ICBC continued to partner with police and other stakeholders on education and awareness campaigns and other tactics related to the top contributing factors in fatal collisions: speed, distracted driving and impaired driving.

Performance Measures	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.1a Insurance Services Satisfaction <sup>1</sup>	95%	92%	96%	93% <sup>2</sup>	95%
1.1.b Driver Licensing Satisfaction	92%	93%	92%	94%	95%
1.1c Claims Services Satisfaction	92%	92%	92%	93%	94%

**Data Source:** Ongoing surveys for the purposes of monitoring transactional satisfaction are conducted by an independent firm.

<sup>1</sup>As customers transition to the new insurance model, policy transactions may take longer to process as more information is required to rate a customer's policy. This process is expected to affect transactions in 2019/20 and 2020/21.

<sup>2</sup>ICBC is transitioning survey programs to a new research vendor in 2020 which may affect the accuracy of forecasting techniques used to establish 2020/21 – 2022/23 targets. As a result, future targets may need to be adjusted.

## Discussion of Results

### *Performance Measure 1.1a: Insurance Services Satisfaction*

- Independent insurance brokers process over three million Autoplan policies each year. The insurance services satisfaction measure is typically based on surveys of approximately 5,000 customers over the course of a year. These transactions include purchasing a new policy, renewing a policy or making a midterm change to an existing policy.
- The implementation of the driver-based insurance model in September 2019 was associated with fundamental changes to the way customers have historically renewed their insurance. These changes, which required many customers to provide additional information to list drivers on their policy, were expected to increase transaction times and have an adverse impact on customer satisfaction. In anticipation, targets were lowered in 2019/20 and 2020/21 to 92 per cent and 93 per cent, respectively, to account for one full year of renewals under the new model. The fiscal-year end overall insurance customer satisfaction score increased one percentage point over last year's result to a fiscal year-end score of 96 percent. This is a testament to the effectiveness of ICBC's efforts aimed at ensuring customers were supported for their first renewal under the new insurance model. Customer satisfaction scores

will be monitored closely throughout the upcoming fiscal year as customers continue to renew under the new model.

*Performance Measure 1.1b: Driver Licensing Satisfaction*

- Each year, ICBC conducts approximately 1.6 million driver licence-related key transactions concerning the issuance of driver licences and driver exams. These include renewing a licence, taking a knowledge test or undergoing a road test. This measure is weighted by the number of transactions for each type of service and is drawn from a sample of over 5,000 customers surveyed throughout the year.
- Driver Licensing customer satisfaction fell just short of its year-end target of 93 per cent again this fiscal-year. The overall score remains challenged primarily by lower customer satisfaction among those who failed their road test.

*Performance Measure 1.1c: Claims Services Satisfaction*

- Claims are processed through ICBC's claims contact centres, claim offices and specialty departments such as commercial claims and rehabilitation services. Claims surveying draws upon personal claims only and is based on the average of First Notice of Loss and closed claims. In a typical year, there are over 15,000 completed surveys.
- ICBC continued to deliver a high level of customer service. Overall, claims customer satisfaction remained stable at 92 per cent throughout 2019/2020, despite the introduction of new claims processes as a result of product changes implemented April 1, 2019.

## **Goal 2: Enable Financial Stability**

ICBC strives to manage operating expenses in a low-cost manner, in line with Government's mandate to make life more affordable for British Columbians, while also focusing on accountability, service and cost awareness.

### **Objective 2:**

- 2.1a Stable Minimum Capital Test (MCT) ratio
- 2.1b Stable or lower combined ratio
- 2.1c Stable or lower loss ratio
- 2.1d Investment return to match the policy benchmark return

### **Key Highlights**

Below are some key highlights linked to strategies identified in the 2019/20 Service Plan that supported ICBC efforts to achieve financial stability by managing claims costs, operating expenses and its investment portfolio.

*Strategy 1: Manage increasing bodily injury and material damage claims costs*

To help address claims costs associated with bodily injury, Government made legislative and regulatory changes that limit pain and suffering payouts for minor injury claims and improve accident benefits, increasing the care available for anyone injured in a crash.

In addition, Government established an independent dispute resolution process through the Civil Resolution Tribunal to resolve disputes on the determination of a minor injury, entitlement to receive accident benefits, and about who is at-fault in a crash. Together, these changes help reduce the amount ICBC spends on legal fees and expenses which will, when coupled with other planned initiatives, significantly reduce claims costs and contribute to a lower Basic insurance rate. Despite these cost reduction initiatives, rising costs to repair vehicles and medical services cost inflation are putting upward pressure on rates.

Vehicles today are more reliant on technology and expensive materials than ever before, while the hours of labour required to repair vehicles and the cost of replacement parts are also increasing, particularly for newer vehicles. To help control costs, collision repair and glass supplier programs were modernized to focus on performance standards, operational efficiencies and customer experience.

*Strategy 2: Manage operating expenses in a low-cost manner*

ICBC continued to exercise prudence managing its controllable operating expenses, capitalizing on previous investments in new technology, process automation and on-going continuous improvement. As a result, in 2019/20, operating expenses were \$878 million, which is consistent with budget.

*Strategy 3: Balance risk and return within the investment portfolio*

ICBC earns investment income that partially offsets the cost of rising insurance rates to policyholders and aims to balance risk and return within its investment portfolio. The British Columbia Investment Management Corporation (BCI) now manages most of ICBC's investment portfolio. Historically, investment income has been a strong contributor to ICBC's financial health. ICBC's investment portfolio performed well for most of the year, exceeding industry benchmark returns. The majority of investment gains for this fiscal year were realized in the third quarter. However, due to influences beyond anyone's control, the sudden downturn in global financial markets in March 2020 related to the COVID-19 pandemic resulted in a much lower than expected investment portfolio return.

Performance Measures <sup>1</sup>	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
2.1a MCT	-7%	On Hold <sup>2</sup>	-30%	On Hold <sup>2</sup>	On Hold <sup>2</sup>
2.1b Combined Ratio	132%	112%	120%	112%	111%
2.1c Loss Ratio	119%	94%	101%	93%	92%
2.1d Investment Return (Market Return) <sup>3</sup>	Benchmark +0.33%	Policy Market Benchmark Return	Benchmark +0.09%	Policy Market Benchmark Return	Policy Market Benchmark Return

**Data Source:** Financial performance measures are derived from actual financial information, forecasted trends, management targets and assumptions.

<sup>1</sup> These performance measures were removed in the 2020/21 – 2022/23 Service Plan.

<sup>2</sup> Due to the Basic insurance product changes, Corporate MCT targets for 2019/20 to 2021/22 are subject to review.

<sup>3</sup> Actual and benchmark investment returns are measured gross of management fees. ICBC's management fees and operating costs are 15 basis points. Overall benchmark return is determined by the weighted average of the respective benchmark returns of the asset class in the same period. The actual result shown is the performance relative to the benchmark return.

## Discussion of Results

### *Performance Measure 2.1a: Minimum Capital Test*

- The Minimum Capital Test (MCT) ratio is an industry measure set by the Office of the Superintendent of Financial Institutions (OSFI) for federally regulated insurance companies across Canada. OSFI has established an industry-wide supervisory target capital ratio of 150 per cent. Although ICBC is not federally regulated, legislation and regulation require ICBC to use the OSFI MCT framework to set capital targets. It is calculated as the ratio of capital available to capital required.
- The corporate MCT ratio as at March 31, 2020 was -30 per cent, lower capital available as a result of ICBC's cumulative net losses from recent fiscal years and lower investment returns caused mostly by a downturn in the financial markets due to COVID-19.
- On February 26, 2018, Government issued direction to temporarily suspend the *Special Direction IC2* requirement to maintain Basic MCT at 100 per cent. This suspension is effective until March 31, 2022.
- Pursuant to Government's temporary suspension of the *Special Direction IC2*, Basic insurance rates are not required to include any provision for capital maintenance and capital build until policy year 2021. Legislative changes made to ICBC's Basic insurance product have been to make insurance rates more affordable and have not yet contributed to rebuilding ICBC's capital.

### *Performance Measure 2.1b: Combined Ratio*

- The combined ratio is a key industry measure for overall profitability and is the ratio of all costs to premium dollars earned. An ideal ratio is below 100 per cent. This indicates an underwriting profit (i.e., premiums are sufficient to cover costs), while a ratio above 100 per cent indicates an underwriting loss (i.e., premiums are not sufficient and investment income is needed to help cover costs).
- Costs included in the combined ratio are claims costs, operating expenses and acquisition costs (e.g., broker commission).
- ICBC's ratio is higher than typical for the property and casualty industry and reflects the unique nature of its business model. The property and casualty industry benchmark for 2019 was 98 per cent.<sup>1</sup> Basic insurance premiums, which make up approximately 60 per cent of our total premiums earned, are not set to generate an operating profit. ICBC delivers non-insurance services on behalf of Government. In 2019/20, non-insurance costs represented approximately two percentage points of the combined ratio.
- The 2019/20 combined ratio result did not achieve the target of 112 per cent mainly due to higher claims costs and lower premiums earned than budget.

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<sup>1</sup> MSA Research Inc., *MSA Benchmark Report, Property and Casualty, Canada, 2019. Total Canadian Property Casualty Industry (including Lloyds, excluding ICBC and Saskatchewan Auto Fund)*.

*Performance Measure 2.1c: Loss Ratio*

- ICBC's loss ratio is typically higher than the industry average. This is partially due to the unique nature of ICBC's business model, where Basic insurance premiums are not set to generate an operating profit and together with investment income, are expected to be set to cover costs and to achieve and maintain capital targets (except for the period when capital maintenance and capital build requirements are suspended).
- The 2019/20 loss ratio did not achieve the target of 94 per cent mainly due to higher claims costs and lower premiums earned than budget.

*Performance Measure 2.1d: Investment Return*

- ICBC holds an investment portfolio with a carrying value of \$18.3 billion at the end of 2019/20. The portfolio is conservatively invested, with the majority of assets held in high-quality fixed income securities, primarily to provide for future claims payments and unearned premiums. Equities, mortgages, infrastructure and real estate are held in the investment portfolio to generate an added return over bonds. Investment income helps to reduce the amount of premiums needed from policyholders.
- Investment returns, which incorporate both changes in market value of assets and income are closely monitored. Individual asset class returns are measured relative to the performance of standard market benchmarks. In addition, the return of the overall portfolio is measured against a policy market benchmark calculated based on individual asset class market benchmark returns, weighted according to the portfolio's strategic asset mix.
- Investment returns over the last four years have benefited from allocations to equity, mortgages and real estate, all of which have provided an added return over bonds.
- ICBC's investment returns continue to compare favourably to market returns. The 2019/20–2021/22 investment portfolio performance targets are set at the policy market benchmark's four-year annualized return. For performance measurement purposes, ICBC does not forecast the policy market benchmark return, as it is the result of market forces beyond the Corporation's control.
- As of March 31, 2020, ICBC's four-year annualized return at 3.38 per cent was 0.09 percentage points higher than the comparable policy market benchmark of 3.29 per cent.<sup>2</sup> Based on average portfolio values over this period, the estimated impact of this is about \$15 million annually or about \$60 million over four years.

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<sup>2</sup> Sources: FTSE Canada Fixed Income Indices; Bloomberg/Barclays Government/Credit Index; Bank of America Merrill Lynch BB/B High Yield Index; S&P/TSX Capped Composite Index; Morgan Stanley Capital International (MSCI) EAFE Index & World Index ex Canada; S&P 500; Customized REAL/pac IPD Canadian Property Index; (REAL/pac IPD = Real Property Association of Canada Investment Property Databank) & Canadian Consumer Price Index.

- ICBC's one-year return of 1.40 per cent was -0.58 percentage points below the comparable policy market benchmark of 1.98 per cent. The underperformance was mainly due to the market volatility during the last quarter of the fiscal year.
- As of February 29, 2020, the annualized one-year return was 5.81 per cent compared to the one-year return as of March 31, 2020 of 1.40 per cent. The March monthly performance of -2.90 per cent reflects the impact of COVID-19 on ICBC's investment portfolio's return.

### **Goal 3: Continuously improve our business**

Providing customers with the best insurance coverage at the lowest possible cost requires ICBC to operate in a cost-efficient manner. ICBC will continue to embed lean thinking in its business practices and apply tools, standards and technology to improve quality and streamline processes. Through this, we can actively control spending, avoid unnecessary costs and deliver a consistent, quality experience and value for customers.

#### **Objective 3:**

- 3.1a Stable or lower Loss Adjustment Ratio; and
- 3.1b Stable or lower Insurance Expense Ratio

#### **Key Highlights**

Below are some key highlights that link to strategies identified in the 2019/20 Service Plan that helped ICBC control spending, avoid unnecessary costs and focus on delivering a consistent, quality experience and value for customers.

*Strategy 1: Evolve our ability to leverage technology, tools and standards to operate efficiently and deliver consistent quality service*

ICBC continued to use a variety of principles and methodologies to deliver quality service. Bringing together the practices of operational excellence and technology helped broaden the scale at which cost, quality and timely service could be improved. For example, ICBC has evaluated process automation opportunities to help with repetitive low value tasks, freeing up staff to serve customers and settle claims. This also included reviewing business processes to meet customers' digital and service expectations, finding and removing operational inefficiencies, using technology to stabilize change and accelerate gains, and building internal capacity and capability in our people to successfully lead and sustain changes in service.

*Strategy 2: Develop organizational agility to be responsive to a changing environment*

ICBC operates in a changing environment and continues to develop skills and process standards that support our ability to respond quickly and continuously improve our business. For example, ICBC tracks the performance of the product changes and other reforms implemented this year so that we can quickly respond and escalate opportunities for improvement.

Performance Measures	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
3.1a Loss Adjustment Ratio <sup>1</sup>	17.4%	On Hold	20.2%	On Hold	On Hold
3.1b Insurance Expense Ratio <sup>2</sup>	16.7%	16.8%	17.2%	16.5%	16.4%

**Data Source:** Financial performance measures are derived from actual financial information, forecasted trends, management targets, and assumptions.

<sup>1</sup> This performance measure was on hold due to the changes to the Basic insurance product and was changed to show Loss Adjustment Expense Ratio in the 2020/21 – 2022/23 Service Plan.

<sup>2</sup> This performance measure was changed to show Expense Ratio in the 2020/21 – 2022/23 Service Plan.

## Discussion of Results

### *Performance Measure 3.1a: Loss Adjustment Ratio*

- The loss adjustment ratio is the percentage of claims handling costs per dollar of claims paid. It is calculated as the sum of claims services costs, external expenses and loss management expenses divided by claims paid net of external expenses.
- The 2019/20 result was 20.2 per cent. ICBC updated its claims injury strategy in January 2019, resulting in lower closed severity and lower settlement volume. This in addition to higher claims operating expenses and allocated costs has resulted in a higher loss adjustment ratio.

### *Performance Measure 3.1b: Insurance Expense Ratio*

- The insurance expense ratio is a standard industry measure to assess the operational efficiency of an insurer. It is calculated as a ratio of insurance operating expenses (excluding claims, claims-related costs and non-insurance expenses) to insurance premium dollars earned.
- The property and casualty industry benchmark for 2019 was 31.2 per cent.<sup>3</sup>
- ICBC’s 2019/20 result of 17.2 per cent was slightly higher than the 2019/20 target mainly due to lower premiums earned than budget but was lower than the industry benchmark. The actuals demonstrate ICBC’s ongoing operational efficiency.

## Goal 4: Build a High-Performing Workforce

Critical to achieving the corporate strategy is having the right people with the right business capabilities and tools to provide more information, improved services and better access for customers. ICBC will continue to build the skills and capabilities of its people through implementation of human resource initiatives and workforce plans, which will include leadership development, succession planning and various employee experience programs.

### Objective 4:

4.1a Maintain or improve scores across all employee opinion indices

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<sup>3</sup> MSA Research Inc., *MSA Benchmark Report, Property and Casualty, Canada, 2019. Total Canadian Property Casualty Industry (including Lloyds, excluding ICBC and Saskatchewan Auto Fund)*.

## **Key Highlights**

The organization maintained its focus on continuous improvement of employee experience but adjusted its Employee Opinion Survey (EOS) targets to reflect that either a score increase or the maintenance of existing scores is a satisfactory outcome. Below are key highlights that link to strategies identified in the 2019/20 Service Plan and helped ICBC improve business capabilities and better align people.

### *Strategy 1: Align our culture to drive a better customer experience*

The reforms introduced in April 2019 brought about a fundamental shift in ICBC's business model and in the way ICBC employees interact with customers to ensure a better experience. Workforce and cultural shifts at ICBC supported the successful delivery of these changes. ICBC also introduced a new corporate strategy in February 2020, one that includes deliverables focused on customer experience. ICBC will report on these customer experience measures in future reports.

### *Strategy 2: Inspire accountable, aligned, enabled and motivated leaders and employees*

One of the key strategies within this goal is to inspire accountable, aligned, enabled and motivated leaders and employees. ICBC's EOS captures employees' opinions regarding the tools and processes at their disposal, their understanding of how their efforts align to the corporate strategy, their personal motivation and their individual accountability for delivering business results. All ICBC employees are invited to participate in a full EOS every two years; in the intervening years, a shorter Pulse Check survey is provided to a representative sample of employees (20%). The Pulse Check helps ICBC's leadership teams understand if corporate, divisional and departmental action plans are addressing the feedback provided by employees in full surveys.

In 2019/20, ICBC continued to build on the skills and capabilities of its people through the implementation of human resource initiatives and workforce plans, including: diversity and inclusion; leadership development; succession planning; and various employee experience programs. In particular, efforts have been made to provide ICBC employees more feedback and coaching on their individual performance plans and greater opportunity to take part in formal and informal learning and development activities.

### *Strategy 3: Strengthen the skills and capabilities of our people to enable them to be successful*

ICBC employees were critical to the successful implementation of product reform and a driver-based insurance rating model. That success required employees to have the skills and tools necessary to perform new work functions. Significant training initiatives and the development of new resources enabled employees to develop specific skills to adapt to business process changes and/or changes to their day-to-day responsibilities. ICBC put a particular focus on critical skills, including data analytics, to provide greater access to data in the claims and insurance systems to equip employees with the right information to make fact-based decisions. ICBC is committed to supporting training to ensure process discipline and high customer service levels are effectively sustained post-reforms.

Performance Measures	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target <sup>3</sup>
4.1 Employee Opinion Indices <sup>1</sup>					
Aligned	82	82	81	82	82
Enabled	73	76	68	82	82
Motivated	72	75	65	81	81
Accountable	90	90	87	90	90
Leadership <sup>2</sup>	76	79	N/A	N/A	82

**Data Source:** <sup>1</sup> Employee Opinion Survey (EOS) conducted by an independent firm. ICBC will continue to evolve our employee measures to reflect strategic goals.

<sup>2</sup> The leadership index can only be updated in a full survey year. **Score Legend:** 80-100 = extremely positive. 60-79 = moderately positive. 40-59 = moderately negative. 0-39 extremely negative.

<sup>3</sup> ICBC is revisiting its measurement of employee engagement in 2020/21. It is looking to replace the bi-annual survey format with more frequent surveys throughout the year to monitor and assess feedback on a range of topics important to engagement. The targets set out in this Service Plan may need to be updated to reflect improvements to our methodology for measuring engagement.

## Discussion of Results

### *Employee Opinion Survey*

- ICBC achieved an organization-wide participation rate of 51 per cent. This large survey sample suggests the results are an accurate representation of employee sentiment.
- Survey results for 2019/20 indicate:
  - Scores are lower across all indices compared to 2018 and sit below the targets.
  - The Accountable and Aligned indices both continue to score in the ‘Extremely Positive’ category.
  - The Enabled and Motivated indices scored in the ‘Moderately Positive’ category and will remain a priority.
- ICBC has undergone a significant period of change, which has impacted employees and created challenges in maintaining a positive and engaging employee experience. Concerns regarding workload, training and wellness will require more focus.
- Looking forward, the insights gained from these results will be used to inform the development of ICBC’s Strategic Workforce Strategy, Human Resource programs and priority tactics, as well as the Enhanced Care coverage project’s change management.