

Report on Performance: Goals, Objectives, and Results

This report reflects the last year of the 2025 Corporate Strategy. ICBC's new 2031 strategy will result in changes to the goals, objectives, performance measures and targets reported on in the 2025/26 Annual Service Plan Report.

The following goals, objectives and performance measures have been restated from the [2024/25 – 2026/27 Service Plan](#). For forward-looking planning information, including current and future performance targets, please see the [2025/25 - 2027/28 Service Plan](#).

Goal 1: To Make Insurance Affordable

ICBC is committed to delivering an affordable and sustainable insurance system for British Columbians.

Objective 1.1: Make insurance more affordable by reducing claims costs and legal expenses

Key results

- ICBC did not increase its Basic rates in 2024/25, an achievement that reflects its commitment to affordability, financial stability and the benefits of [Enhanced Care](#).
- ICBC reduced the number of pending, in-province bodily injury claims from the old legal-based insurance product by 41 per cent, ensuring that reserves previously set aside are sufficient for the payment of those claims.
- ICBC improved the Enhanced Care experience by introducing technology that streamlines online access to benefits, reducing administrative burden and enabling faster, higher-quality customer interactions to support a sustainable care-based model.
- ICBC ensured that over 95 per cent of claims costs go directly to the customer through appropriate benefit application for customers involved in a crash and requiring recovery from their injuries.
- ICBC introduced new technology and streamlined business processes to better serve customers whose vehicles have been written off. These enhancements have improved customer service and reduced claims handling costs.

Summary of progress made in 2024/25

Enhanced Care has been in effect for close to four years with priority on the customer journey, focusing on the overall experience of ICBC customers. This has been done through improved specialist interactions and timely responsiveness to ensure quick access to benefits, improved visibility of the recovery network and development of additional recovery and support programs.

ICBC settled approximately 13,500 litigated claims under the former legal-based model in 2024/25, a 41 per cent reduction in pending bodily injury claims in British Columbia since the start of the fiscal year. ICBC is working to wind down the old legal-based insurance book of business so that its sole focus will be on the delivery of Enhanced Care. As these claims continue to wind down, no further increases to reserves will be required. This will provide more financial stability as ICBC's financial results will be tied more closely to the delivery of Enhanced Care.

In response to the global trend of rising costs of vehicle repairs, ICBC continued to execute its Material Damage Strategy, developed to mitigate cost pressures. In 2024/25, the strategy focused on reducing costs (e.g. by increasing salvage revenue), reducing repair delays for customers, and improving claims management systems with the latest technology.

Performance measure(s) and related discussion

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
Jurisdictional comparison of year-over-year rate changes ^{1,7}	ICBC's rate change is 0.8 percentage points less than the Provincial Rate Change Benchmark	≤ Provincial Rate Change Benchmark	2024/25 comparison will be available in 2026 ²
Percentage of claims costs that goes to customers ^{3,4,7}	96.1%	95.9%	96.0%
Average cost for a vehicle-related claim ^{5,6,7}	\$6,973	\$7,876	\$7,052

¹Data source: The private passenger vehicle (PPV) provincial benchmark and ICBC's personal rate change represent the overall rate level change that PPV/personal customers experienced in fiscal year 2023/24. The PPV provincial benchmark is from Canadian jurisdictions that have publicly available rate change information: Alberta, Saskatchewan, Manitoba, Ontario, and New Brunswick. Note that Manitoba includes some commercial vehicles in their private passenger net written premium.

²ICBC expected to perform better than the Provincial Rate Change Benchmark based on rate change information as of March 31, 2025 because there was no increase to Basic rates in 2024/25.

³Data source: Analysis of ICBC incurred claims; plaintiff counsel contingency fees assumed at 25% of settlement amounts on average for represented claimants.

⁴Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 95.9% and 95.9% respectively.

⁵Data source: ICBC claims database.

⁶Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as \$8,4776 and \$9,092 respectively.

⁷For forward-looking planning information, including current targets for 2025/26 – 2026/27, please see the [latest service plan](#) on the ICBC website.

Jurisdictional comparison of year-over-year rate changes: A key measure of affordability is year-over-year changes in insurance rates. ICBC evaluates its rates each year against a Provincial Rate Change Benchmark, using a weighted average of published rate changes implemented in other Canadian provinces. ICBC met its 2023/24 target of delivering year-over-year rate changes that are less than or equal to the comparable benchmark contributed by no increase to ICBC's Basic insurance rates in the year. Like other insurers, ICBC targeted Optional

insurance for rate increases to offset significant upticks in vehicle repair and replacement costs in 2023/24 compared with the previous year.

Percentage of claims costs that goes to customers: The percentage of claims costs that goes directly to customers in 2024/25 remains over 95 per cent. In 2024/25 it was 96.0 per cent and ICBC's target for 2024/25 was 95.9 per cent.

Average cost for a vehicle-related claim: Repair costs continued to increase globally in 2024/25, driven by industry-wide challenges including inflation, supply chain issues and repair capacity challenges. Despite these pressures, the average cost for a vehicle-related claim remained below target. ICBC's Material Damage strategy is focused on addressing escalating repair costs and supporting repair facilities, helping to keep auto insurance affordable for British Columbians.

The average claim reflects all material damage claims, excluding glass, and highlights the impact of increasing vehicle complexity – such as embedded sensors, cameras, and driver-assistance technologies – on repair and replacement costs. This measure also reflects the combined efforts of the broader industry to contain these rising costs.

Goal 2: To Be Customer Driven

ICBC aims to be more flexible and to have the needs of customers drive improvements in the design and delivery of its products and services.

Objective 2.1: Be more flexible, with customer needs driving improvements in the design and delivery of products and services

Key results

- In 2024/25, ICBC began implementation of its enterprise-wide customer experience strategy and started some of the foundational work needed to support ongoing positive interactions. This includes design work to develop a holistic customer portal that simplifies access to all online services.
- ICBC improved its digital capabilities by making them easier to use and expanding online services for customers.
- ICBC delivered new customer experience training tailored for Enhanced Care recovery specialists.
- To further support these goals, plans were developed for the expansion of distance-based insurance discounts, the introduction of behaviour-based insurance options, and the modernization of driver licensing services.

Summary of progress made in 2024/25

ICBC is committed to improving its customers' experience. With its customer vision and supporting strategy defined, in 2024/25 ICBC focused on activities to improve its customer

service delivery. This included work to enrich how it delivers empathetic and effective injury and recovery services. In 2024/25, ICBC delivered an intensive customer experience training course to enhance the skills and behaviours of Enhanced Care employees. The training is now embedded into onboarding of all new Enhanced Care employees.

ICBC has also taken key steps in advancing its digital self-serve capabilities. This included making its authentication process easier to use while maintaining security. Additionally, through new digital processes for mileage and parking reimbursement and an injury questionnaire implemented in 2024/25, the Corporation is making it easier for customers to interact with ICBC while enabling recovery specialists to focus more on supporting customer recovery goals.

This fiscal year ICBC also began foundational work in modernizing its contact centre technology to help better serve the growing needs of British Columbians. Ensuring ICBC has the tools and capabilities to communicate with customers effectively is key to delivering on its customer experience vision.

ICBC also knows giving customers more control over their insurance premiums is important. That is why in 2024/25 planning work was completed to expand usage-based insurance.

Performance measures and related discussion

Performance Measure ¹	2023/24 Actual	2024/25 Target	2024/25 Actual
[2a] Customer Satisfaction for Insurance Services ^{2,5}	85%	85%	85%
[2b] Customer Satisfaction for Claims Services ^{3,5}	75%	74%	74%
[2c] Customer Satisfaction for Driver Licensing Services ^{4,5}	74%	76%	76%

Data source: An independent firm is retained to conduct ongoing surveys of customers for the purposes of monitoring transactional satisfaction.

¹Effective 2022/23, ICBC transitioned to using a more calibrated seven-point scale to measure satisfaction, versus the previous four-point scale, as part of its commitment to evolve its customer satisfaction measurement framework. Enlarging the scale has provided customers with more choice and allows them to better distinguish their level of satisfaction. Please refer to the ICBC Service Plan 2022/23 - 2024/25 for a comprehensive description of the new scale. Note that targets for future years have been updated in Service Plan 2024/25-2026/27.

²Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 85% and 85% respectively.

³Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 75% and 76% respectively.

⁴Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 76% and 77% respectively.

⁵For forward-looking planning information, including current targets for 2025/26 – 2027/28, please see the [latest service plan](#) on the ICBC website.

ICBC measures customer service based on the percentage of satisfied customers for each major transaction type or service that it provides: insurance product purchase, mid-term changes and renewal, claims service, and driver licensing.

Customer satisfaction for Insurance Services: ICBC's 2024/25 Insurance Customer Satisfaction Score is on target at 85 per cent. This result reflects ICBC's commitment to upholding the high level of service provided by Autoplan brokers and providing flexibility for customers to complete renewals through multiple channels.

Independent insurance brokers process more than four million Autoplan policies each year. The Insurance Services Satisfaction measure evaluates customer experience when purchasing a new policy, renewing a policy, or making a mid-term change to an existing policy.

Customer satisfaction for Claims Services: The Claims Customer Satisfaction Score for 2024/25 was on target at 74 per cent, despite an industry-wide shortage of vehicle repair technicians that is reducing capacity and impacting the ability to complete repairs in a timely manner. ICBC was, and continues to be, committed to improving the claim experience through implementation of processes, tactics, and ongoing efforts in customer experience training.

Claims are handled through ICBC's First Notice of Loss contact centre and other specialty departments such as Claims, Material Damage and Rehabilitation Services. Claims surveying, which surveys customers with personal (non-commercial) claims, occurs when a customer opens a claim with ICBC and/or after their claim closes.

Customer satisfaction for Driver Licensing Services: The Driver Licensing customer satisfaction score for 2024/25 was on target at 76 per cent, despite an ongoing increase in demand for driver licensing services and the Canada Post strike, which created delays in customers receiving new licences. Customer satisfaction remained strong due to ongoing improvements to modernize the driver licensing services including upgrades to Knowledge Test practice materials, an improved online booking, and improved in-office experience associated with the rollout of a new customer flow management system.

ICBC conducts approximately 3.5 million driver-licensing transactions every year. The satisfaction measure evaluates customer experience when renewing their driver licences, taking a knowledge test or undergoing a road test.

Goal 3: To Be Smart and Efficient

ICBC will invest in data, analytics and technology to improve efficiency and decision-making

Objective 3.1: Invest in data, analytics and technology to improve efficiency and decision-making

Key results

- Improved claims technology to make claims more convenient, simple and quicker for customers and employees.
- Introduced changes to streamline Material Damage processes and improve the employee and customer experience.

- Improved data quality, availability, accessibility, and data literacy and culture as part of its strategy to become a more data-driven organization.
- Advanced data literacy and culture within Enhanced Care by launching performance dashboards, a frontline caseload health report prototype, a skills matrix for data use, and structured management routines—enhancing both frontline and senior leadership’s data-driven decision-making.
- Expanded the breadth and number of key processes enhanced through analytic insights.

Summary of progress made in 2024/25

In 2024/2025, ICBC implemented new data-driven tools in its Material Damage, Enhanced Care, and legal-based businesses. For Material Damage, ICBC implemented a total loss prediction tool to streamline vehicle claim handling and create operational efficiency, resulting in customers getting quicker answers about the outcome of their claim. In Enhanced Care, ICBC implemented a tool to support consistency in the delivery of permanent impairment compensation benefits.

ICBC has materially increased the use of data and analytics in daily operations and decision-making; driving efficiency, improving the experience for customers and employees, improving operational outcomes (e.g., reducing claims costs), and supporting strategy development and monitoring.

ICBC has completed the implementation of its Streamline Claims Processes Program which has allowed it to streamline processes for claims operations (non-Enhanced Care) and operate a more cost-effective organization. It will enhance the employee experience by reducing touchpoints and duplicative tasks, and has improved customer experience through self-serve capabilities, timely notifications, and digitally enabled transactions

Performance measures and related discussion

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
Expense Ratio ^{1,2,5}	23.2% ³	22.4%	23.2% ³
Loss Adjustment Expense Ratio ^{4,5}	12.2% ³	9.9%	11.9% ³

Data source: Financial performance measures are derived from actual financial information, forecasted trends and assumptions.

¹Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 22.6% and 22.3% respectively.

²The auto writers’ industry benchmark for 2024 was 31.1%. Source: MSA Research Inc., MSA Benchmark Report, Property and Casualty, Canada, 2024. Benchmark name: Auto Writers (excluding ICBC and Saskatchewan Auto Fund).

³ICBC issued a rebate of \$406 million (\$398 million in 2023/24); this resulted in lower earned premiums. Excluding the rebate, the 2024/25 actual expense ratio would be 21.7% (21.5% in 2023/24) and the 2024/25 actual loss adjustment expense ratio would be 11.2% (11.3% in 2023/24).

⁴Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 9.9% and 9.9% respectively.

⁵For forward-looking planning information, including current targets for 2025/26 – 2027/28, please see the [latest service plan](#) on the ICBC website.

Expense Ratio: The expense ratio is a standard industry measure to assess the operational efficiency of an insurer. A lower expense ratio is better. ICBC calculates this as a ratio of insurance expenses and non-insurance expenses (excluding incurred claims and claims-related

costs) to premiums earned net of reinsurance. ICBC is unique in providing non-insurance services (driver licensing, vehicle registration and licensing, violation ticket issuance and government fine collections) as other insurance carriers in Canada do not typically provide these services. Even with these added expenses, ICBC continues to be an efficient and low-cost organization, and its expense ratio approximately 8 percentage points lower than the industry average.

In 2024/25, ICBC's expense ratio was 23.2 per cent. This was higher than target by 0.8 percentage points. ICBC exceeded this target because it issued the \$406 million rebate.

The loss adjustment expense ratio: The loss adjustment expense ratio (LAER) compares the cost to settle claims to premiums earned, which is an indicator of the efficiency of the claims settlement process. This measure primarily considers loss adjustment expenses on an incurred basis, which means that it represents costs for losses occurring in the current fiscal year. It can also be affected when there are significant changes in estimated costs to settle outstanding claims from prior years.

The LAER for 2024/25 was 2.0 percentage points higher than the target. This was due primarily to lower premiums earned as a result of the \$406 million rebate and an adjustment in the year, recognizing that higher loss adjustment expenses will be required to fully resolve all the remaining legal-based claims. With the introduction of the Enhanced Care model and the elimination of most remaining legal costs from the previous system, ICBC expects that the LAER will remain stable with approximately 10 per cent of premiums going towards the cost of settling claims.

Goal 4: To Be Future Focused

ICBC will prepare for the future of insurance and mobility in B.C. through road safety programs and workplace practices.

Objective 4.1: Prepare for the future of insurance and mobility in B.C.

Key results

- Completed the existing multi-year People Strategy to build a talented, diverse, and engaged workforce.
- Prioritized leadership development and the launch of the Inspirational Leaders program to increase expertise, confidence, and provide the tools necessary for leaders to foster an inclusive team culture.
- Developed a new People Strategy for the next three years focused on supporting employees and enabling the Corporate Strategy.
- Advanced road safety approach to be more holistic and integrated, while focusing on the highest-impact areas for crash reduction – Automated Safety Enforcement and the Road Improvement Program.

- Formalized partnerships with key transportation stakeholders to enhance the ability to address safety for all road users.

Summary of progress made in 2024/25

As the mobility landscape continues to evolve, proactively planning and implementing road safety programs to prevent crashes, while also addressing emerging safety risks, is critical. In 2024/25, ICBC made advancements in planning for road safety interventions including establishing key external partnerships and investigating micro and other mobility trends. Priority focus was given to the most impactful interventions – Automated Safety Enforcement and the Road Improvement Program – as work targeted at enhancing these programs continued.

In 2024/25, the Road Improvement Program provided cost-sharing funding for 327 road safety projects with municipal and provincial road authorities on initiatives such as roundabouts, anti-skid pavement treatments, improved signage, rumble strips, and pedestrian safety treatments. ICBC's road improvement engineers also conducted 18 road safety audits for road authority partners and participated in approximately 20 traffic safety committees throughout BC, providing technical expertise for local road safety stakeholders.

ICBC's People Strategy is instrumental in supporting the transformational changes to its business by ensuring a talented, diverse and engaged workforce. 2024/25 marked the conclusion of the FY23-25 People Strategy, which delivered meaningful enhancements to core human resources capabilities, the employee experience and ICBC's overall employee value proposition.

In 2024/25, ICBC continued to prioritize leadership development. The launch of the corporate Inspirational Leaders program provided targeted development to people leaders, while a new corporate mentoring program saw strong participation and reinforced the ongoing investment in building people leadership capabilities across ICBC.

The employee experience was further enhanced through several key initiatives. The refreshed onboarding program was designed to better integrate new employees into ICBC's culture and operations. To support contact centre teams, a primarily remote work model was introduced providing greater flexibility and responsiveness to employee needs. Building on the 2023/24 DEI training for leaders, the training was expanded to all employees in 2024/25 to deepen a shared understanding of equity and inclusion across all levels. The Black Excellence employee resource group (ERG) was launched, strengthening a sense of belonging and representation, and expanding the network of employee-driven ERGs to nine groups. These initiatives support ICBC's commitment to creating a workplace where every employee feels welcomed, empowered and valued.

ICBC developed a five-year vision for "facilities of the future". The vision aims to create innovative and sustainable workspaces that support ICBC employees and align with corporate goals.

With the successful completion of the FY23-25 People Strategy, the next People Strategy journey will build on ICBC's solid foundation, with a focus on developing and motivating talent in alignment with its corporate values and strategy.

Performance measures and related discussion

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
Employee Engagement Score ²	66	68	66
Inclusion Index ^{1,3}	76	77	76

Data source: Employee Opinion Survey (EOS) conducted by an independent firm.

¹Inclusion Index is the new name for what was previously the Diversity, Equity and Inclusion Index. The measure is still calculated based on the same nine questions from the Employee Opinion Survey.

²Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 70% for each year. Development of employee engagement targets beyond 2025/26 were being assessed.

³Targets for 2025/26 and 2026/27 were stated in the 2024/25 Service Plan as 78% and 79% respectively. Development of longer-term index targets were being assessed

Employee Engagement Score: ICBC's EOS seeks to understand employee opinions about the Corporation and reflects its efforts to attract and retain a talented, diverse, and engaged workforce. In 2024/2025 ICBC's overall engagement score remained the same as in 2023/24 at 66 per cent and was below the target by two percentage points. 2024/25 marks the end of the FY23-25 People Strategy, which has brought improvements to core human resources capabilities and the employee experience. Work completed under the strategy's five goals is expected to have a long-term lift on desired outcomes. Despite not meeting desired targets, Employee Engagement and Inclusion results held steady from the prior year even while the organization underwent significant change. Areas going through significant change had lower scores (including legal-based claims and the Streamline Claims Processes Program) contributing to not meeting the overall targets. Given the amount of change happening in the organization, ICBC is targeting a flat result for fiscal year 2026/27, but with longer-term improvements. Strategy initiatives that are likely to have positive impacts include work under the People Strategy "Thriving People" goal including well-being initiatives, career journeys, and more opportunities for learning & development. Transitions in legal-based claims and the contact centre may have downward impacts, as well as collective bargaining, into 2026.

Inclusion Index: As part of ICBC's commitment to being an inclusive employer that reflects the diversity of B.C.'s people and communities, the EOS includes an Inclusion Index (formerly the Diversity Equity and Inclusion Index) to help understand the employee experience of various groups, a common experience driver of inclusion. All employees have the opportunity to self-identify across a range of different diversity measures including gender, ethnicity, ability, and Indigenous identity. In 2024/25 ICBC's Inclusion Index remained the same as in 2023/24 at 76 per cent and was below the target by one percentage point. Despite not meeting desired targets, ICBC's Inclusion Index results held steady from the prior year, despite the increased external criticism of DEI initiatives. Areas of focus in 2025/26 include Inclusive Leadership & Inclusive Hiring curriculum, psychological health & safety training, and the implementation of the Accessible B.C. Standards.