

Board Meeting Minutes

December 10, 2025 – 1:00 p.m. to 4:00 p.m.

December 11, 2025 – 9:00 a.m. to 12:00 p.m.

Head Office Boardroom/MS Teams

Attendees: Mel Norton (Chairperson), Brooke DeLong (Vice-Chairperson), Jason Green, Mike MacMullin, Jim Stanley, Gaetan Guerette, Denny Vautour, Adam Donnelly, Tim Petersen (President & CEO)

Regrets: Chantal LaFleur

Staff Present for the Meeting: Lee Bell-Smith (General Counsel & Corporate Secretary), Carolyn MacDonald (Vice-President of Strategy & Finance), Laragh Dooley (Vice-President of People & Culture), Lisa Walker (Chief Information Officer), Carol Veysey (Director, Policy and Hearing Representation), Mathew Hachey (Legal Counsel), Courtney Shannon (Associate Corporate Secretary), Jarrod Yeo (Communications Business Partner), Norma Doucette (Administrative Support – Communications & Injured Workers' Advisory Committee Secretary)

Guests: Kelli Simmonds (WCAT), Paula Garant (Injured Workers' Advisory Committee), Kirk Westfield (Injured Workers' Advisory Committee), André Jobin (Injured Workers' Advisory Committee)

1. Adoption of Agenda

The Board reviewed the agenda for the meeting dated December 10 & 11, 2025, as outlined in the meeting materials. The Chairperson asked if Members had any concerns with the proposed agenda. No concerns were noted.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board adopt the Agenda for the meeting dated December 10 & 11, 2025, as presented.

2. Safety Moment

One Member shared with the Board that the organization they work with has adopted toolbox meeting and they have participated in these toolbox meetings.

3. Declaration of Conflict of Interest

The Chairperson asked if Members had any conflicts to declare based on the agenda and meeting materials.

No conflicts were declared.

4. Approval of Minutes dated September 24 & 25, 2025

The Board reviewed the minutes for the meeting dated September 24 & 25, 2025, as provided in the meeting materials. The Chairperson asked if Members noticed any errors or omissions. None were noted.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve the September 24 & 25, 2025 meeting minutes as presented.

5. Consent Items:

a. 2025 Workplan

The Board reviewed the progress on the 2025 workplan, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the 2025 Workplan for information.

b. 2026 Workplan

The Board reviewed the proposed 2026 Workplan, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board approve the 2026 Workplan as presented.

c. 2026 Board & Committee Meeting Calendar

The Board reviewed the proposed 2026 Board and Committee meeting calendar, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board approve the 2026 Board & Committee Meeting Calendar as presented.

d. Mandate Letter Update

The Board reviewed the update on the Mandate Letter, as provided in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the Mandate Letter Update for information.

6. Fatality Review Committee Update:

a. Committee Chair Report – November 18, 2025

The Committee Chairperson provided the Board with an overview of the meeting held on November 18, as outlined in the meeting materials. The Committee Chair noted that all fatalities that were reviewed, as always, were able to be prevented.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the Fatality Review Committee's Chairperson report for the meeting dated November 18 for information.

b. Terms of Reference

The Committee Chair provided the Board an overview of the annual review of the Committee's Terms of Reference, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board approve the Fatality Review Committee's Terms of Reference as presented.

7. Audit Committee Update

a. Committee Chair Report – November 26, 2025

The Committee Chairperson provided the Board with an overview of the meeting held on November 26, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the Audit Committee's Chairperson report for the meeting dated November 26 for information.

b. Terms of Reference

The Committee Chair provided the Board an overview of the annual review of the Committee's Terms of Reference, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve the Audit Committee's Terms of Reference as presented.

c. 2026 Internal Audit Charter

The Committee Chair provided the Board an overview of the recommended 2026 Internal Audit Charter, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approves the Audit Committee's 2026 Internal Audit Charter.

d. Director of Internal Audit

The Committee Chairperson welcomed the Director of Internal Audit and informed the Board that the Director will occasionally attend the Board meeting during the Chairperson's update to provide an opportunity for the Board and Internal Audit to connect. Mr. Wang gave the Board a brief overview of the Internal Audit plans for 2026.

One Member highlighted the positive relationship between management and Internal Audit and noted that it has been a while since there was a positive working relationship.

8. Finance & Investment Committee Update

a. Committee Chair Report – November 27, 2025

The Committee Chairperson provided the Board with an overview of the meeting held on November 27, as outlined in the meeting material.

The Board discussed the decision made at that meeting regarding an external advisor for the Committee. One Committee Member expressed concern about the Committee's previous experience with an external advisor.

The President and Chief Executive Officer commented on the Committee's last experience but also noted that there have been positive experiences with advisors in the past. Mr. Petersen indicated that management would conduct a more comprehensive assessment of firms and request proposals.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Finance & Investment Committee's Chairperson report for the meeting dated November 27 for information.

b. Terms of Reference

The Committee Chair provided the Board an overview of the annual review of the Committee's Terms of Reference, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve the Finance & Investment Committee's Terms of Reference as presented.

9. Policies

a. NBIAE

The Director of Policy and Hearing Representation provided the Board with a brief overview of the proposed changes in the NBIAE, as outlined in the meeting materials. The Chairperson asked if Members had any issues with the proposed changes. No issues were noted.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the NBIAE changes for information.

b. 21-402 Vehicle Modifications

The Director of Policy and Hearing Representation provided the Board with a brief overview of the proposed changes in Policy 21-402 Vehicle Modifications, as outlined in the meeting materials.

One Member questioned whether the cap of up to 20% remains reasonable and whether the \$5000 hard limit should be reconsidered. Members noted that it would be very difficult for anyone in today's market to buy a van for \$5000 or less. Ms. Veysey explained that this limit was introduced 5-years ago to align with Canada Revenue Agency guidance and that this jurisdiction is the only one with a specific dollar amount. She noted that WorkSafeNB covers the full cost of a refit or modification to a van but that the intent of the policy is not to cover the entire cost of the vehicle but to provide aid in the purchase.

Members and the Chairperson expressed support for bringing this matter back for review with a focus on a possible increase to the limit. Ms. Veysey noted this and indicated she will take it back to her team and bring it forward at a future Board meeting.

One Member asked if there was any flexibility on time frame and if someone requires assistance within the 10 years. Ms. Veysey indicated that each situation is looked at on a case-by-case basis. Legal Counsel noted that the legislation would take precedence over the policy in this situation.

c. 21-106 Accident Reporting & Application for Benefits

The Director of Policy and Hearing Representation provided the Board with a brief overview of the proposed changes in Policy 21-106 Accident Reporting & Application for Benefits, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve Policy 21-106 Accident Reporting & Application for Benefits release 7 and rescind Policy 21-106 Accident Reporting release 6.

d. 21-103 Conditions for Entitlement – Traumatic Psychological Injuries

The Director of Policy and Hearing Representation provided the Board with a brief overview of the proposed changes in Policy 21-103 Conditions for Entitlement– Traumatic Mental Stress, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve Policy 21-103 Conditions for Entitlement – Traumatic Mental Stress, release 7 and rescind Policy 21-103 Conditions for Entitlement – Traumatic Mental Stress, release 6.

e. 21-112 – Occupational Hearing Loss

The Director of Policy and Hearing Representation provided the Board with a brief overview of the proposed changes to Policy 21 112 Occupational Hearing Loss, as outlined in the meeting materials.

One Member expressed concern that it has become too difficult for individuals to receive benefits for occupational hearing loss. Ms. Veysey explained that claims are now assessed by reviewing the audiogram, identifying the earliest possible injury date, and determining whether the level of noise exposure was sufficient to cause harm. The Member asked whether cases could be examined more thoroughly before a refusal and also questioned whether individuals might qualify for long term disability. The Vice President of Strategy and Finance clarified that long term disability does not apply, but a

permanent impairment award may be available.

Another Member stated that if there is clear evidence that contradicts the claim it will be denied, but if no such evidence exists, the claim should be approved. It was also noted that most noisy work environments now require baseline hearing tests and provide annual hearing tests for assessment purposes. The Member who raised the concern emphasized that there are areas of uncertainty that should be reviewed and addressed.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve Policy 21-112 Occupational Hearing Loss, release 5 and rescind Policy 21-112 Occupational Hearing Loss, release 4.

10. Compensation Act Review

The President & CEO provided introductory remarks and background on the Compensation Act review. He noted that he recently met with individuals at PETL and that the Government has asked the Board to consider other occupations for post-traumatic stress disorder coverage before approving coverage for Correctional Officers. Mr. Petersen assured the Board that he advised the Government that the Board is already reviewing additional occupations but has submitted the request for Correctional Officers in order to align New Brunswick with the rest of the country.

The Director of Policy and Hearing Representation provided the Board with a brief presentation on management's initial thoughts and plans for the upcoming Compensation Act Review, as outlined in the meeting materials.

Members raised questions regarding the coverage provisions related to the 65-year age limit. Ms. Veysey clarified that individuals who reach age 65 receive an additional 2 years of coverage, extending to age 67. The Vice President of Strategy and Finance added that individuals who remain in the workforce beyond age 65 continue to be covered under the Workers' Compensation legislation.

A Member asked whether a costing analysis had been completed for the proposed changes. Ms. Veysey indicated that a cost analysis has not yet been conducted.

Another Member asked whether the marital section aligns with the marriage legislation. Legal Counsel noted that the requirement is specific to WorkSafeNB and confirmed that individuals who are not married must be cohabiting for 3 years to qualify. He advised that he will review the marriage legislation to ensure alignment. A Member also suggested reviewing the requirements under the Canada Revenue Agency, as they may differ.

11. President & CEO Accountability Report

The President & CEO provided the Board with an overview of his third quarter accountability report, as indicated in the meeting materials. The Chairperson asked if Members have any questions or concerns on the accountability report. No questions or concerns were identified.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the President & CEO Accountability Report for information.

12. Engagement Survey Results

The President & CEO gave the Board a presentation on the results of the most recent engagement survey, as outlined in the meeting materials.

Mr. Petersen was pleased to announce an overall response rate of 91% and an engagement score of 76%, with all divisions above 72%. The Board congratulated the President and CEO and his leadership team, noting the clear culture shift within WorkSafeNB.

A Member asked whether there were any comments or feedback related to lower scoring areas.

The Vice President of People and Culture confirmed that the survey includes open ended questions that allow staff to share concerns and provide feedback. She also noted that each driver within the survey contains a set of related questions that can be further reviewed and analyzed.

A Member commended the President & CEO for his approach to implementing organic management, noting his commitment to involving people across all positions and seeking out those who are closest to the work and best understand what is happening.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the Engagement Survey Results for information.

13. Welcome Back

The Chairperson provided welcome remarks and called the meeting back to order.

14. WCAT Chair Update

The Chairperson welcomed Kelli Simmonds, Chair of WCAT, to the Board meeting. Ms. Simmonds provided the Board with an update on the ongoing efforts within WCAT.

Ms. Simmonds was pleased to share that she has been reappointed for another term. She also noted that communication between WorkSafeNB and WCAT remains positive and continues to be beneficial to the relationship.

Ms. Simmonds advised that the Government is currently transitioning their information and documentation to a SharePoint system. She assured the Board that no case materials have been uploaded and stated that she does not support WCAT moving to the SharePoint platform at this time. She highlighted that WorkSafeNB and WCAT use a system called Workbench to securely share case information and confirmed that they will continue using their current system.

She also gave the Board an update on the fiscal acceptance rate, which has decreased to 28%. She noted that the decisions are not always black and white.

The Board thanked Ms. Simmonds for her time and for providing Members with an update on the ongoing work at WCAT.

On motion, duly made, and seconded, it was unanimously resolved:
That the Board receive the WCAT Chair Update for information.

15. Stakeholder Presentation

Members of the Injured Workers Advisory Committee and Mr. Yeo, Communications Business Partner, joined the Board and provided a presentation on the work undertaken by the Committee.

Mr. Westfield provided the Board with insight into the lack of PTSD coverage for all first responders. He noted that statistics show first responders are more likely to take their own lives than lose their life in the line of duty, and he emphasized the importance of ensuring these individuals receive the support needed to maintain a healthy life while working. He also highlighted the significant trauma experienced by family members who support loved ones suffering from PTSD.

Mr. Jobin discussed the benefits of using medical cannabis for recovery from workplace injuries and suggested that WorkSafeNB consider including medical cannabis in its coverage. He noted that policies and provisions would be required to prevent misuse. He emphasized that many individuals are hesitant to begin chemical based medications for pain relief and that CBD may offer a less addictive alternative with the potential to reduce pain.

Ms. Garant spoke to the Board about the health challenges associated with being off work due to injury. She noted that individuals who are unable to work are often less mobile, may experience significant weight gain, and may be unable to engage in the level of physical activity needed to manage that weight. She suggested that medications such as Ozempic should be considered for coverage, while again noting the need for safeguards to prevent misuse.

Members expressed that they were impressed with the progress of the Injured Workers Advisory Committee and emphasized the critical importance of the Committee. A Member requested that the Board receive more regular updates from the Committee and asked whether quarterly updates could be provided to help address issues on an ongoing basis. Members also expressed their support for expanded PTSD coverage and reassured the Committee that it remains a priority for the Board.

The Vice Chairperson thanked the Members of the Committee for sharing their experiences and for their openness. She noted that their willingness to speak candidly helps address stigma and encourages discussion of difficult topics.

The Vice President of People and Culture took a moment to acknowledge the work of Mr. Yeo, noting that his talent and efforts have helped the Committee grow into what it is today.

The President and CEO expressed appreciation for the personal stories shared and advised the Committee that many of the topics they raised are included in the Board's 2026 workplan and will be considered as WorkSafeNB proceeds with the legislative review.

Mr. Westfield added that it was encouraging to see WorkSafeNB's partnership with Wounded Warriors and noted that it has restored a sense of hope that had been absent for some time.

The Board thanked the Members of the Injured Workers Advisory Committee for speaking with the Board, sharing their personal experiences, and raising their concerns.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Stakeholder Presentation for the Injured Workers' Advisory Committee for Information.

16. Governance People & Culture Committee Update

a. Committee Chair Report – November 19, 2025

The Committee Chairperson provided the Board an overview of their report for the meeting on November 19, 2025, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Governance, People & Culture Committee's Chairperson report for the meeting dated November 19 for information.

b. Terms of Reference

The Committee Chairperson provided the Board with an overview of the changes in the Committee's Terms of Reference, as outlined in the meeting materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board approve the Governance, People & Culture Committee's Terms of Reference.

c. 2026 Professional Development

The Board reviewed the 2026 professional development document outlining what requests Board Members have made for the upcoming year, as outlined in the meeting

materials.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the 2026 Professional Development update for information.

17. Modernization Report

a. Q3 Progress Report

The Vice President of People & Culture presented the Board with the third quarter modernization efforts, as outlined in the meeting materials.

The President & CEO emphasized that management is committed to ensuring that staff are not overwhelmed during the modernization journey. He noted that if the work requires additional time, it is more important that WorkSafeNB maintain an intact and healthy workforce rather than having staff experience burnout and require significant time away.

Members highlighted issues with the external website, noting that it resembles a maze and makes it difficult to access basic information. A Member also asked how the phone system operates. Ms. Dooley acknowledged that the phone system is not functioning well. She noted that she recently completed an exercise to test the system and experienced considerable frustration in attempting to reach the appropriate individual. She advised that her team is actively working on an updated website and a more efficient phone system.

A Member asked for an update on the modernization budget and whether there was any risk of going over budget. Ms. Dooley indicated that the current forecast places expenditures close to the top of the approved budget, but she does not expect costs to exceed it. The President & CEO informed the Board that quotes are expected shortly and asked the Board to allow management until Q2 2026 to develop a more accurate understanding of the system costs.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Q3 Progress Report for information.

b. Core Systems Updated

The Chief Information Officer provided the Board with an update on the implementation of core systems, as outlined in the meeting materials.

Members asked whether a demonstration could be brought back to the Board to provide a visual understanding. Ms. Walker confirmed that staff can prepare and return with a demonstration for Members to view.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Core System Update for information.

c. Psychological Health & Safety Update

The Vice-President of Prevention provided the Board a presentation on the ongoing efforts within WorkSafeNB on the psychological health & safety initiative, as outlined in the meeting materials.

Members congratulated Mr. Blais and his team and noted they were impressed with work done thus far.

On motion, duly made, and seconded, it was unanimously resolved:

That the Board receive the Psychological Health & Safety Update for information.

18. New Business

There was no new business.

19. In-Camera

There was no in-camera session.

Motion (and seconded) to adjourn on December 11, 2025, at 11:43 am.