

Minutes of the Human Resources Committee meeting
 April 7, 2026 | 10:00am – 12:00pm ET | Virtual meeting

Committee members in attendance	
Marlo Rose (Chair) Mike Wrinch John Van der Put	Darlene Spracklin-Reid Stormy Holmes Lisa Doig
Regrets	
Staff and support	
Philip Rizcallah, CEO Joan Bard Miller, Manager, Governance and Board Services	Georges Khoury, Director, Human Resources

1. Call to order and approval of agenda

M. Rose, HR Committee Chair, called the meeting to order at 9:59 a.m. ET, and conducted a roundtable of introductions to welcome G. Khoury, Engineers Canada’s new Director, Human Resources.

Moved and seconded

THAT the agenda be approved, and the chair be authorized to modify the order of discussion.

Carried

2. Declaration of conflict of interest

No conflicts were declared. Committee members were reminded to declare a conflict at any time during the meeting, as necessary.

3. Consent agenda

3.1. Approval of minutes

THAT the minutes of the November 20, 2025 meeting be approved.

3.2. Review of action table

3.3 Director (self- and peer-) assessment results

For tracking purposes, the HR Committee noted that while the overall results of the Director self-assessment survey were high, the two lowest rated areas were:

- I share my views during meetings and not between meetings.
- I feel that my participation in the board is valued and has a positive impact on the organization.

3.4 Director orientation program

Moved and seconded

THAT the consent agenda items 3.1 to 3.4 be approved.

Carried

4. Triennial employee engagement survey

Moved and seconded

THAT the HR Committee move in-camera. The attendees will include the HR Committee members and CEO.

Carried

Key takeaways from the in-camera discussion will be presented to the Board at its May 2026 Board meeting. This will include the HR Committee's recommendation to conduct an additional employee engagement survey in approximately 18 months, rather than the usual three-year cycle, to assess the impact of the follow-up actions and mitigations.

Moved and seconded

THAT the meeting move out of camera

Carried

5. CEO check-in

P. Rizcallah, CEO, provided the HR Committee with an update on progress against his annual objectives, including areas of success and where improvements are underway. Priority initiatives were reported as generally on track.

Prior to the next HR Committee meeting check-in, Rizcallah will adjust his 2026 CEO objectives (Appendix 1) to address the Board's feedback on February 27, 2026, as indicated in the pre-circulated briefing note.

6. Recommendation for HR Committee nominees for 2026-2027

HR Committee members suggested as potential members of the 2026-2027 HR Committee left the meeting.

Moved and seconded

THAT the HR Committee move in-camera. The attendees will include the HR Committee members and Manager, Governance and Board Services.

Carried

Moved and seconded

THAT the HR Committee recommends to the Board that the following Directors be appointed to the 2025-2027 HR Committee: Marlo Rose; Anjum Mullick; Christopher Chahine, as alternate; and that the resolution be moved out of in-camera.

Carried

The term dates for the CEO Group advisor to the HR Committee will be confirmed with the CEO Group.

7. Final 2025-2026 committee report

The committee discussed its year-end report to the Board and made the following suggestions for the 2026-2027 workplan:

- The CEO objectives be presented to the Board in December for discussion, and February for approval. Doing so will require a short additional HR Committee meeting in January to address the Board's feedback.
- The role of 30 by 30 Champion be sunsetted given that the initiative has been operationalized.

The Committee also noted that its current size was appropriate for its ongoing workload.

Furthermore, the HR Committee considered whether some of its responsibilities relating to governance may be transferred to the Governance Committee. There were no objections. The Governance Committee will also consider this suggestion at its next meeting.

8. Next committee meetings

It was noted that no further meetings are scheduled for the 2025-2026 committee, and the first meeting of the 2026-2027 committee is May 23, following the Annual Meeting of Members.

9. Meeting evaluation

No concerns were raised.

10. Closing

With no further business to discuss, the meeting closed at 11:52 pm ET.