Minutes of the Human Resources Committee meeting
September 3, 2026 | 11:00am – 1:00pm ET | Virtual meeting

Committee members in attendance	
John Van der Put (Chair) Christopher Chahine Anjum Mullick	Marlo Rose Darlene Spracklin-Reid
Regrets	
Jennifer Quaglietta	
Staff and support	
Philip Rizcallah, CEO Georges Khoury, Director, Human Resources	Juliet Chou, Interim Governance Advisor

1. Call to order and approval of agenda

J. Van der Put, HR Committee Chair, called the meeting to order at 11:01 a.m. ET.

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.

3. Consent agenda

3.1. Approval of minutes

Moved and seconded
THAT the minutes of the May 23, 2026 meeting be approved.
THAT the minutes of the August 24, 2026 meeting be approved.
Carried

3.2. Review of action table
3.3. Engineers Canada operational (HR) policies
3.4. Annual review of the competency profiles

Moved and seconded
THAT the consent agenda items 3.1 to 3.4 be approved.
Carried

4. CEO objectives

4.1. Quarterly check-in on progress against CEO objectives for 2026

P. Rizcallah, Chief Executive Officer, presented a comprehensive progress update on his 2026 objectives.

Questions regarding the assessment of objectives dependent on Board or Member approval or other interest holder participation, including those related to the Governance Review, inclusion of underrepresented groups and national databases, were asked and answered. The Committee agreed that the CEO should be assessed on matters within his control and that the objectives should be qualified or reframed accordingly.

At the CEO's request, the discussion continued in camera for the operational portion of the objectives. Committee members and the CEO remained for the discussion.

4.2. Draft CEO objectives for 2027

G. Khoury and J. Chou rejoined the meeting.

P. Rizcallah presented draft 2027 objectives, which were pre-circulated, for feedback from the HR Committee. The Committee discussed the balance between strategic objectives and operational activities and requested revisions to better reflect workplace culture and initiatives supporting women and other underrepresented groups.

5. Chair assessment

J. Chou, Interim Governance Advisor, presented the proposed 2026-2027 chair assessment survey which was pre-circulated. The annual assessment surveys are due for circulation to the Board and committees in December.

Moved and seconded
THAT the HR Committee approve the structure and content of the chair assessment surveys for 2026-2027.
Carried

6. Governance review implications for Board policies related to HR Committee responsibilities

J. Chou provided a verbal update on the governance review implications for Board policies related to HR Committee responsibilities. It was confirmed that the review of Board policies related to the HR Committee's responsibilities remained on hold pending the governance-related motions coming forward to the Board and Members in October. The policy review process is expected to resume in November.

7. Succession planning

Moved and seconded
THAT the HR Committee move in camera. The attendees will include HR Committee members and the Engineers Canada CEO
Carried

8. CEO's formal evaluation

8.1 Selection of external consultants

Moved and seconded
THAT the HR Committee move in camera. The attendees will include HR Committee members and the Director, Human Resources
Carried

Moved and seconded
THAT Clariti Group be contracted as the external HR consultant to conduct the CEO 360 assessment.

THAT Compensation Governance Partners Inc. be contracted as the external HR consultant to conduct the comprehensive CEO compensation review; and that the resolutions be moved out of camera.
Carried

8.2 Selection of interviewees

Moved and seconded
THAT the HR Committee move out of camera
Carried

J. Chou rejoined the meeting.

9. Other business

No business was brought forward.

10. Next committee meetings

Meetings take place from 11-1pm ET, unless otherwise indicated:

- Thursday, November 19, 2026
- Thursday, December 10, 2026 (in-camera session, only HR Committee members)
- Friday, February 26, 2027 (following the Board meeting) – *3Ps and committee chair meet with CEO*
- Wednesday, March 31, 2027

An additional HR Committee meeting will be scheduled on November 30, 2026, to support the CEO evaluation process.

11. Meeting evaluation

Overall, participants expressed satisfaction with the meeting

12. Closing

With no further business to discuss, the meeting closed at 12:30pm ET.