

AGENDA

233rd ENGINEERS CANADA BOARD MEETING

May 23, 2025 | 8:30am – 4:30pm PDT

Hybrid delivery: Sheraton Vancouver Wall Centre, Vancouver, BC | Zoom

Reference materials: [Board Policy Manual](#) | [Bylaw](#) | [Corporate Risk Profile](#) | [Strategic Plan](#)

1.	Opening (8:30-8:40am)
	1.1 Call to order and approval of agenda – M. Wrinch (page 1-5) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>
	1.2 Declaration of conflict of interest – M. Wrinch (page 6-8)
	1.3 Review of previous Board meeting – M. Wrinch (page 9-10) a) Action item list b) Board attendance list
2.	Executive reports (8:40-10:45am)
	2.1 President's report – M. Wrinch (verbal)
	2.2 CEO update – P. Rizcallah (slides)
	2.3 Strategic Plan reporting – P. Rizcallah <ul style="list-style-type: none"> • 2022-2024 Strategic Plan evaluation (page 11-32) • Q1-2025 Interim Strategic Performance Report (page 33-41) • Performance of the Building Tomorrows marketing campaign (slides) • Futures of Engineering Accreditation / Realizing accreditation and academic assessments (slides)
	2.4 CEO Group report – P. Mann (slides)
	2.5 Presidents Group report – M. Porter (slides)
	Break (10:45-11:00am)
3.	Consent agenda (11:00-11:05am)
	Board members may request that an item be removed from the consent agenda for debate and deliberation. <i>THAT consent agenda items 3.1 to 3.5 be approved.</i>
	3.1 Approval of minutes (page 42-49) a) <i>THAT the minutes of the February 28, 2025, Board meeting be approved.</i> b) <i>THAT the minutes of the April 2, 2025, Board meeting be approved.</i>
	3.2 List of partnership organizations (page 50-64)
	3.3 Update on the 50-30 Challenge (page 65-68)
	3.4 CEAB appointments (page 69-71) <i>THAT the following CEAB appointments be approved for the period July 1, 2025 to June 30, 2028:</i> <ul style="list-style-type: none"> • Diane Kennedy, member-at-large (second term) • John Allen Stewart, member-at-large (third term) • Nicholas Krouglicof for the Atlantic region (second term) • Sathish Gopalakrishnan for British Columbia (new member)

	<p>3.5 CEQB appointments (page 72-74)</p> <p><i>THAT the following CEQB appointments be approved for the period July 1, 2025, to June 30, 2028:</i></p> <ul style="list-style-type: none"> • Philip A. Zinck, Atlantic Provinces Representative • Efrem Teklemariam, Saskatchewan and Manitoba Representative • Abdelwahab Hamou-Lhadj, Quebec Representative 						
4.	Board business/required decisions (11:05am-12:15pm)						
	4.1 FAR Committee report – M. Rose (page 75)						
	4.2 Risk register / Corporate Risk Profile – M. Rose (page 76-78)						
	4.3 CEQB report – F. Collins (slides)						
	<p>4.4 CEQB products – F. Collins (circulated separately)</p> <p><i>THAT the Board, on recommendation of the CEQB, approve the Engineers Canada paper considering emerging areas of engineering practice</i></p>						
	4.5 Governance Committee report – S. Larivière-Mantha (page 79)						
	<p>4.6 Board policy updates – S. Larivière-Mantha (page 80-98)</p> <p><i>THAT the Board, on recommendation of the Governance Committee:</i></p> <p>a) <i>approve the following revised Board policies:</i></p> <table border="0"> <tr> <td>i. 1.4, Strategic Plan</td> <td>iv. 7.2, Board relationship with CFES</td> </tr> <tr> <td>ii. 4.3, Code of conduct</td> <td>v. 7.4, Engineers Canada partnerships with external organizations</td> </tr> <tr> <td>iii. 6.13, President-elect nomination and election process</td> <td></td> </tr> </table>	i. 1.4, Strategic Plan	iv. 7.2, Board relationship with CFES	ii. 4.3, Code of conduct	v. 7.4, Engineers Canada partnerships with external organizations	iii. 6.13, President-elect nomination and election process	
i. 1.4, Strategic Plan	iv. 7.2, Board relationship with CFES						
ii. 4.3, Code of conduct	v. 7.4, Engineers Canada partnerships with external organizations						
iii. 6.13, President-elect nomination and election process							
	4.7 Governance Review Task Force report – C. Bellini (slides)						
	4.8 HR Committee report – N. Hill (page 99-100)						
	Lunch (12:15-1:00)						
	4.9 CEAB report – J. Pieper (page 101-106 / slides)						
	4.10 Board's 30 by 30 Champion – T. Joseph (slides)						
5.	Annual updates from interest holders (1:20-2:00pm)						
	5.1 Engineering Deans Canada – K. Deluzio (slides)						
	5.2 Canadian Federation of Engineering Students – J. Fisher (slides)						
6.	Elections and appointments (2:00-2:30pm)						
	<p>6.1 Election of the President-Elect – N. Hill (page 107-108)</p> <p><i>THAT the Board appoint Engineers Canada CEO, and hosting Regulator, Engineers and Geoscientists BC, as scrutineers for the 2025 President-Elect election; and after the election, the ballots be destroyed by the scrutineers.</i></p>						
	<p>6.2 Appointment of the 2025-2026 Human Resources Committee – N. Hill (page 109-110)</p> <p><i>THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2025-2026 HR Committee:</i></p> <p>a) Lisa Doig</p> <p>b) Marlo Rose</p> <p>c) Marisa Sterling (in the event that any of the previous are elected as President-elect)</p>						

7.	Next meetings (2:30-2:35pm)	
	Board meetings	
	<ul style="list-style-type: none"> June 16, 2025 (Waterton, AB) October 9, 2025 (Ottawa, ON) December 8, 2025 (virtual) 	<ul style="list-style-type: none"> February 27, 2026 (Ottawa, ON) April 8, 2026 (virtual) May 22, 2026 (Calgary, AB)
	2025-2026 committee and task force meetings	
	<ul style="list-style-type: none"> HR Committee: May 24, 2025 (Vancouver, BC) 2025-2026 Governance and FAR committees: June 16, 2025 (Waterton, AB) 	
	Break (2:35-2:50pm)	
8.	In-camera sessions (2:50-4:00pm)	
	8.1 Board Directors, Direct Reports, CEO Group Advisor, and staff <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Manager, Governance and Board Services, and the CFO.</i> <ul style="list-style-type: none"> Affinity programs annual report – P. Rizcallah (supporting documents circulated separately) 	
	8.2 Board Directors and Direct Reports and CEO Group Advisor <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.</i>	
	8.3 Board Directors and CEO <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.</i>	
	8.4 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.</i> <ul style="list-style-type: none"> Meeting evaluation 	
9.	Closing (motion not required if all business has been completed)	

Board support document

Meeting norms

Virtual participation:

- Board members and Direct Reports are asked to “show up” to the meeting a few minutes early to test their audio and video connections and are encouraged to reach out to Boardsupport@engineerscanada.ca in advance if they anticipate any connection or technological issues.
- To increase meeting engagement and participation, Board members and Direct Reports are requested to turn on their cameras during the meeting, when possible. All participants will have control over their ability to mute their line upon joining the meeting. Participants are asked to self-mute when they are not speaking to minimize background noise. If a participant is muted by an organizer, this is because there was feedback on the line.
- Participants are asked to use the self-mute function and turn off their cameras, instead of leaving the meeting during all breaks. This will help minimize any technical issues and disruption upon re-connection.
- The “Raise hand” function is only to be used if a participant wishes to ask questions and/or make comments after presentations or during debate. Depending on the Zoom version, participants may find the ‘Raise hand’ button under “Reactions” or “Participants”. Participants should reach out in “Chat” if they are not able to locate it.
- If a participant wishes to speak and have not been called upon or are unable to use the “Raise hand” function, they should say their name with an un-muted microphone and obtain permission from the Chair before speaking.
- The “Chat” function will only be monitored by the offsite AV personnel in respect of technical difficulties. Non-technical questions asked through the “Chat” function will not be answered during the meeting.

To conduct the meeting with reasonable time and fairness:

1. For all motions, the meeting chair will call for abstentions and negative votes from the Directors. Directors who do not state a negative vote or an abstention will be considered in favour of the motion. If, for whatever reason, Directors are unable to speak during the motion and feel their opinion was not heard, they should raise their hand, or reach out in “Chat” for technical support.
2. Wordsmithing of motion texts should be avoided as much as possible so that the meeting can stay on track. If the proposed motion and related decision is understood, the Board should move to a debate and discussion on the proposal and should not focus attention on perfecting the text.
3. Participants are asked to speak for a maximum of two (2) minutes at a time (a timer will be projected on the screen) and will be limited to two (2) chances to speak on any one issue or motion. An opportunity to speak a second time will be granted only after everyone has had a chance to speak. The meeting chair reserves the right to allow additional chances to speak, as necessary.
4. Restating or reiterating the same point is strongly discouraged.

5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.
6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

Board support document

Conflicts of interest

Board members and members of Board committees have an ongoing obligation to identify and disclose actual, reasonably perceived, and potential conflicts of interest. These obligations are set out in case law and are also codified in statute, under the *Canada Not-for-profit Corporations Act* (“CNCA”).

While not expressly defined in the CNCA, a conflict of interest is understood to comprise any situation where:

- a) an individual’s personal interests, or
- b) those of a close friend, family member, business associate, corporation, or partnership in which the individual holds a significant interest, or a person to whom the individual owes an obligation, could influence their decisions and impair their ability to:
 - i. act in the best interests of the corporation, or
 - ii. represent the corporation fairly, impartially, and without bias.

Conflicts of interest exist if a Director’s decision could be, or could appear to be, influenced. *It is not necessary that influence actually takes place.* In cases where Directors are in an actual, perceived, or potential conflict of interest, they are required to disclose the conflicting interest to the Board¹ or, in the case where membership approval is sought, to the members,² as well as abstain from voting.

Handling conflicts of interest

Directors may use the following checklist when faced with a situation in which they think they might have an actual, perceived, or potential conflict of interest.

Step 1 - Identify the matter or issue being considered and the potential conflicting situation in which you are involved.

E.g. There is an item before the Board requiring discussion and a decision that involves potential litigation between Engineers Canada and the Engineering Regulator with whom you are licensed. Whether or not you are in a conflict of interest is not automatic—it will depend upon the personal circumstances of each Director.

Step 2 – Assess whether a conflict of interest exists or may exist.

In assessing whether you have an actual, reasonably perceived or potential conflict of interest, it may be helpful to ask yourself the following questions:

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

- ☐ Would I, or anyone associated with me benefit from, or be detrimentally affected by my proposed decision or action?
- ☐ Could there be benefits for me in the future that could cast doubt on my objectivity?
- ☐ Do I have a current or previous personal, professional, or financial relationship or association of any significance with an interested party?
- ☐ Would my reputation or that of a relative, friend, or associate stand to be enhanced or damaged because of the proposed decision or action?
- ☐ Do I or a relative, friend, or associate stand to gain or lose financially in some way?
- ☐ Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
- ☐ Have I made any promises or commitments in relation to the matter?
- ☐ Have I received a benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
- ☐ Am I a member of an association, club, or professional organization, or do I have particular ties and affiliations with organizations or individuals who stand to gain or lose by my proposed decision or action?
- ☐ Could this situation have an influence on any future employment opportunities outside my current duties?
- ☐ Could there be any other benefits or factors that could cast doubts on my objectivity?
- ☐ Am I confident of my ability to act impartially in the best interests of Engineers Canada?

What perceptions could others have?

- ☐ What assessment would a fair-minded member of the public make of the circumstances?
- ☐ Could my involvement on this matter cast doubt on my integrity or on Engineers Canada's integrity?
- ☐ If I saw someone else doing this, would I suspect that they have a conflict of interest?
- ☐ If I did participate in this action or decision, would I be happy if my colleagues and the public became aware of my involvement?
- ☐ How would I feel if my actions were highlighted in the media?

Step 3 – Is the duty to disclose triggered?

If, in assessing the situation, you determine that you are in an actual, potential, or reasonably perceived conflict of interest, your duty to disclose is triggered. Directors disclosing a conflict must make the disclosure at the meeting at which the proposed contract or transaction is first considered and should request to have the disclosure entered into the minutes of the meeting.³

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).⁴ The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the

³ Section 141(1) of the CNCA

⁴ Section 141(1) and 141(9)(b) of the CNCA

other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).⁵ It will rarely suffice to simply declare that you have a conflict of interest.

Step 4 – What next?

Subject to limited exceptions, the general rule is that a conflicted Director cannot vote on the approval of a proposed contract or transaction, even where their interest is adequately disclosed.⁶ Further, as a best practice, they should leave the room and not participate in the salient part of the Board meeting.

⁵ *Gray v. New Augarita Porcupine Mines Ltd.*, 1952 CarswellOnt 412 (Jud. Com. of Privy Coun.)

⁶ Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

	Meeting date	Action	Responsible	Due date	Update
		<i>There are no current outstanding actions</i>			

BRIEFING NOTE: For information

Quarterly Strategic Performance Report		2.3
Purpose:	To review the 2022-2024 Strategic Plan Evaluation and the Q1 Interim Strategic Performance report	
Link to the Strategic Plan / Purposes:	Board responsibility: Provides ongoing strategic direction for Engineers Canada by monitoring implementation of the Strategic Plan.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Phillip Rizcallah, Chief Executive Officer	

Background

- The 2022-2024 Strategic Plan finished on December 31, 2024. The CEO is sharing with the Board an evaluation of each strategic priority against activities and success measures that were determined by the Board at its June 2021 workshop (Appendix 1).
- This report also includes the Q1 Interim Strategic Performance Report (Appendix 2) and includes the work transferred from the 2022-2024 strategic plan to the 2025-2029 strategic plan.
- The performance measures were approved by the Board at its June 2024 strategic workshop.

Status update

- All 2025-2029 strategic plan activities are on track.

Next steps

- The Board will receive its second quarterly update at their October meeting.

Appendix

- **Appendix 1:** 2022-2024 Strategic Plan Evaluation
- **Appendix 2:** Q1 Interim Strategic Performance report (for 2025-2029 strategic plan)

Final Evaluation Report of the 2022-2024 Strategic Plan

Over the last three years, Engineers Canada staff reported quarterly on the activities and the success measures approved by the Engineers Canada Board at its June 2021 workshop. With the end of the [2022-2024 strategic plan](#), it was time to conduct a review of the progress achieved. The purpose of this report is to share status and evidence of the success measures for the 2022-2024 strategic plan.

Follow-up on 2019-2021 strategic plan evaluation

An evaluation of the 2019-2021 strategic was finalized in 2022. Given that the process was brand new at the time of evaluation, and the work was just starting, the evaluation mainly focussed on the process to develop the strategic plan. At the time, the following recommendations were shared with the Board and were implemented successfully:

1. *Move from a three to five-year strategic plan.*
2. *Hold multi-Regulator consultations during the development of the next strategic plan.*
3. *Use staff to support and facilitate the development of the next strategic plan instead of external consultants.*

Recommendations #1 and #3 were implemented during the development of the 2025-2029 strategic plan. At the request of the CEOG, individual Regulator consultations were held, instead of regional sessions. In 2021, the Board's Strategic Planning Task Force were asked to offer any recommendations on whether the process should be changed and Directors did not have any improvements to suggest.

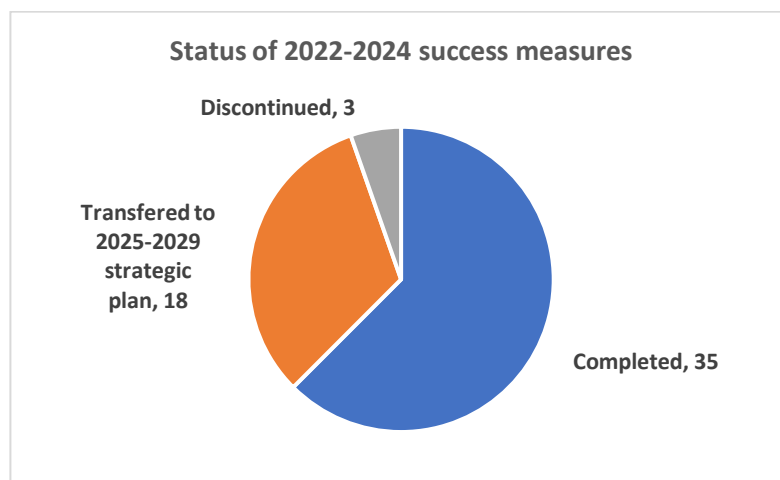
Methodology for 2025 evaluation

The data used to generate this report includes: the 2022 Annual Strategic Performance Report, the 2023 Annual Strategic Performance Report, and the 2024 Annual Strategic Performance Report. Engineers Canada staff working on the strategic priorities were also consulted to develop the content.

Summary of overall results for all strategic priorities

For the purpose of reporting, we categorized the progress of success measures under three categories:

- *Completed:* the activity was done during the 2022-2024 strategic plan
- *Transferred to the 2025-2029 strategic plan:* the activity will continue as part of the 2025-2029 strategic plan
- *Discontinued:* a decision was made to stop pursuing the activity as part of the 2022-2024 strategic plan



Strategic Priority 1.1. Investigate and validate the purpose and scope of accreditation

In the 2022-2024 strategic plan, we said that we would conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and collectively work with regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. We also said that we would reconsider accreditation criteria and procedures.

Milestones

The milestones were:

- A. Develop a benchmark of the accreditation system report
- B. Develop a state of education research report
- C. Develop an academic requirement for licensure
- D. Develop a foundational statement about the purpose of accreditation
- E. Set a path forward

Summary of the 2025 evaluation

Throughout the 2022-2024 strategic plan, all accreditation interest holders had visibility of the different accreditation models in use nationally and internationally as well as current and future trends in engineering education. We consulted Regulators and interest holders every step of the way. We also proactively communicated results from these consultations at every major turn of this project.

We released the [Path Forward Report](#) that includes a purpose of accreditation. This document also proposes a National Academic Requirement for Licensure (NARL) a sub-set of the Full Spectrum Competency Profile (FSCP). Finally, this report provides direction to Engineers Canada, including the CEAB and CEQB on a purpose of accreditation and on implementing systems aligned with the purpose and the academic requirement for licensure.

Moving forward, we will continue this work as part of the 2025-2029 strategic plan. We will be working on a FSCP pilot to see if we can develop an NARL that is applicable to all, regardless of where applicants pursued their education. We will also seek approval from the Board on a new purpose of accreditation.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
All stakeholders have visibility of the modes of accreditation in use nationally and internationally	Publication of the Benchmarking the Canadian Engineering Accreditation System report	Completed	The report was released publicly in March 2022. A summary of key findings is also available.
All stakeholders have visibility of the current and future realities of engineering education	Publication of the Current and Emerging Practices in Engineering Education Report	Completed	The report was released publicly in March 2022. A summary of key findings is also available.
Regulators have an academic requirement for licensure, applicable to all	The Engineers Canada Board passes a motion affirming the academic requirement for licensure	Transferred to 2025-2029 strategic plan	A working model of the Full Spectrum Competency Profile (FSCP), which includes a National Academic Requirement for Licensure (NARL), is described in the Futures of Engineering Accreditation (FEA) Path Forward Report . In December 2024, the Engineers Canada Board approved a motion directing the CEO to initiate a pilot study in accordance with the Full Spectrum Competency Profile Pilot Study Terms of Reference, as refined from Report's recommendation #12, and its pilot approach.
	Regulators receive the academic requirement for licensure and all CEOs commit to sharing and implementing it with all necessary groups	Transferred to 2025-2029 strategic plan	A working model of the FSCP, which includes a NARL, is described in the FEA Path Forward Report . The FSCP Pilot Study includes regulator representation.
	CEAB receives the academic requirement for licensure and commits to incorporating it in their documents	Transferred to 2025-2029 strategic plan	A working model of the FSCP, which includes a NARL, is described in the FEA Path Forward Report . The FSCP Pilot Study includes CEAB representation.
	CEQB receives the academic requirement for licensure and commits to incorporating it in their documents	Transferred to 2025-2029 strategic plan	A working model of the FSCP, which includes a NARL, is described in the FEA Path Forward Report . The FSCP Pilot Study includes CEQB representation.
	HEIs receive the academic requirement for licensure	Transferred to 2025-2029 strategic plan	A working model of the FSCP, which includes a NARL, is described in the FEA Path Forward Report . The FSCP Pilot Study includes HEI representation.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
All stakeholders understand the purpose of accreditation	The Engineers Canada Board passes a motion affirming the purpose of accreditation	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
	Regulators receive the affirmed purpose of accreditation, and all CEOs commit to sharing it with all necessary groups	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
	CEAB publishes the affirmed purpose of accreditation	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
	CEQB members receive the affirmed purpose of accreditation	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
	Higher Education Institutions (HEIs) receive the affirmed purpose of accreditation	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
	Students, through the CFES, receive the affirmed purpose of accreditation	Transferred to 2025-2029 strategic plan	A revised purpose of accreditation and new scope of accreditation statement is proposed in the FEA Path Forward Report . Pending Board approval.
Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure	Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES	Completed	The FEA Path Forward Report was published in November 2024 and received by the Board in December 2024.

Strategic Priority 1.2. Strengthen collaboration and harmonization

As the national body of Regulators, fostering consistency across engineering provincial and territorial is at the heart of our mandate. We worked with Regulators to understand barriers and success factors leading to harmonization and facilitated the adoption of a national agreement that established principles and areas where pan-Canadian harmonization will be sought.

Milestones

The milestones were:

- A. Collaborate with regulator staff to identify barriers and opportunities
- B. Develop a national statement of collaboration with all jurisdictions
- C. Identify specific areas of harmonization for collaboration

Summary of the 2025 evaluation

We also consulted Regulators during every step of this project. Involving them in the process paid off: the signature of the statement of collaboration in May 2024 confirmed that Engineers Canada has a clear mandate. Momentum has been built, and the CEO is working with the CEOG to identify a new area for harmonization. Currently, the CEOG also gave direction for officials groups to collaborate on continuing professional development. Also, Regulators continue to benefit from collaboration and resource sharing as part of our operational work with the officials groups.

For the 2025-2029 strategic plan, a formal process to identify areas for collaboration and harmonization will be implemented. Should large projects arise that need more funds, a decision will be brought to the Board to negotiate a funding agreement with the Regulators.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Engineers Canada has a clear mandate and key focus areas for regulatory harmonization	Consultation reports that document all Regulators' perspectives	Completed	All the consultation reports are available in the members-only section of the website (log-in required).
	Production of a national statement of collaboration signed by Regulators	Completed	The national statement of collaboration was signed by Regulators in May 2024.
	The Regulator CEOs defining one or more areas for future harmonization	Completed	As part of other ongoing strategic work, Regulators will be involved in collaboration / harmonization work required for next stages of "Realizing Accreditation and Academic Assessments" including the new Full Spectrum Competency Profile (FSCP) pilot study.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
			<p>Further, in early 2024, the CEO group requested the development of an MOU that would allow for multi-jurisdiction license holders to only have to file their CPD one time with their home regulator (and be offered a streamlined or exempted PD process with other Regulators with whom they are licensed). As of February 2025, six Regulators have signed the MOU and currently offer a CPD exemption process. Further, two other Regulators have signed the MOU as a signal of intent to follow the MOU principles (there are internal process requirements and infrastructure that currently prohibit them from doing so).</p> <p>The CEO Group and Engineers Canada staff will continue to work to determine areas of work and priorities for collaboration / harmonization activities.</p>

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Regulators benefit from collaboration and resource sharing, supporting improved practices	The number of Regulators contributing to the development of programs, products, services, information, or processes	Completed	<p>All 12 Regulators attended official groups meetings.</p> <p>All 12 Regulators participated in consultations for the:</p> <ul style="list-style-type: none"> • strategic priorities • 2022, 2023, and 2024 CEQB work plans • All CEQB revised and draft guidelines, papers, and syllabi • All national position statements, government submissions, and issue statements. <p>All 12 Regulators also enter current practices and data into regulatory “information tables” on CPD, business entity regulation, classes of licensure, discipline and enforcement activities, admission policies and practices, and more.</p>
	The number of Regulators using programs, products, services, information, or processes that are nationally promoted	Completed	<p>All 12 Regulators use one or more of the following:</p> <ul style="list-style-type: none"> • National employee group benefits program • Engineering syllabi • Mutual recognition agreements • Protection of trademarks • National Membership Database (NMDB) • International Institutions Degrees Database (IIDD)

Strategic Priority 1.3 Support regulation of emerging areas

Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We provided information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This enabled Regulators to educate license holders in these emerging areas of practice and regulate more effectively.

Milestones

The milestones were:

- A. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public
- B. Continue to work with the federal government to promote the role of engineers in emerging areas

Summary of the 2025 evaluation

During the 2022-2024 strategic plan, Regulators received information that helps them adapt their admission, enforcement, and practice-related processes. During that period of time, we produced several papers and national position statements on various topics including energy, biomedical, biotechnology and artificial intelligence. In 2025, we conducted a survey with Regulators that confirmed that our research papers are valuable and used by them. Another research paper and an additional CEQB Engineers Canada paper will be released in 2025.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice	Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators	Completed	The following regulatory research papers on emerging areas were published and distributed to Regulators: <ul style="list-style-type: none"> energy engineering biomedical engineering The Regulatory research paper on Machine learning and data science, as well as the Engineers Canada CEQB Paper on Considering emerging areas of engineering practice, will be published in 2025.
	Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate	Completed	Results from our 2025 survey indicate that reports are being read, considered, and/or used by regulators.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
	Perceived value of research papers by the Regulators	Completed	The 2025 survey revealed that Regulators value our research papers.
The federal government is made aware of the importance of the work of engineers in emerging areas	One new National Position Statement relating to emerging disciplines is developed, as appropriate	Completed	<p>The following new national position statements on emerging areas were published and distributed to Regulators:</p> <ul style="list-style-type: none"> • Artificial Intelligence Engineering Technology in Autonomous and Connected Vehicles • Professional Practice in Biomedical Engineering • Professional Practice in Biotechnology <p>Engineers Canada also updated the following National Position Statements:</p> <ul style="list-style-type: none"> • Professional Practice in Cyber Security • Professional Practice in Software Engineering.
	Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice	Completed	<p>Between 2022 and 2024, 17 meetings were held with parliamentarians, political staff and senior civil servants in which the regulation of emerging areas of engineering practice was part of the discussion.</p> <p>Additionally, four pre-budget submissions were submitted which broadly covered this area. Notably, one letter to Alberta Premier Danielle Smith was submitted regarding the regulation of software engineering.</p>

Strategic Priority 2.1 Accelerate 30 by 30

As the engineering profession continues being at risk of not meeting its national goal of having 30 per cent of newly licensed engineers being women by 2030, we need to sustain momentum, augment our efforts, and strengthen our support of Regulators while not duplicating efforts. As part of the 2022-2024 strategic plan, we continued accelerating 30 by 30 through collecting and sharing information on best practices, supporting Regulators in their work, and organizing a national 30 by 30 conference.

Milestones

The milestones were:

- A. Hire external expertise to conduct research on the perceptions of women who graduate from engineering programs and/or are eligible for licensure and the barriers that they encounter, including in the workplace
- B. Share the results of research with Regulators and employers
- C. Provide a 30 by 30 report card and needs assessment to interested Regulators and continue to convene groups to facilitate sharing of best practices
- D. Organize an annual national 30 by 30 conference that focuses on sharing innovative ideas and practices

Summary of the 2025 evaluation

We held national conferences annually for the duration of the 2022-2024 strategic plan. In 2023, we had 325 virtual attendees at three events, and 147 at the in-person conference. In 2024, this number was 196 for the one virtual event and 350 attendees at the in-person conference. For the 2024 conference, 35 per cent of participants were from Regulators and 40 per cent from employers. The conferences will continue as part of the 2025-2029 strategic plan.

To foster a more inclusive workplace, we provided training to engineers and offered information to employers on making their workplaces more inclusive. We also created an employer task force that we draw on to inform our approach. We also worked with Indigenous engineers, Black engineers, employers as well as with other organizations. We will carry on collaborating with these partners over the next few years.

We provided information to Regulators through our National Membership reports, our National Research Strategy and our regular meetings where we convene them to share information. Data shows that there has been a slight increase within every step of the pipeline.

As part of the 2025-2029 strategic plan, we will broaden our focus to also include other marginalized groups.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process	Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion	Complete	We completed the National Membership Reports, and they are available on our public website . We also completed a national environmental scan and formative evaluation that was presented at the 30 by 30 conference. The full report will be made publicly available in 2025.
	The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged	Complete	For the National Research Strategy, an independent consulting firm was hired to conduct 20 interviews with 31 people, including Regulators and our EDI champions. The information was aggregated. The full report will be shared at the 2025 30 by 30 conference. In addition to participating in the creation of the strategy, Regulators continued to attend champion meetings and move forward research and provide training to support 30 by 30 to their registrants. Some examples include EGBC and PEO's promotion of the "Equity, diversity, and inclusion for engineers and geoscientists" webinar and the Equity in Professional Regulation Action Plan produced by APEGMB.
	Publication of research reports on Engineers Canada website	Complete	In 2022, 2023 and 2024, Engineers Canada published the National Membership Reports , information on provincial and territorial engineering Regulators' membership. Other research completed as part of Accelerate 30 by 30, specifically the Women in Leadership report, is scheduled to be published on Engineers Canada's website in 2025.
	Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged)	Complete	11 out of the 12 Regulators provided data to Engineers Canada to support the creation of the National Membership Report.
	Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group,	Complete	We continued to coordinate 30 by 30 working group meetings comprised of regulator staff and volunteers and organized a virtual and in-person conference.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
	communications that address Regulator needs)		Each year, we partnered with a host regulator and consulted with our champions on the selection of content for the conference.
	We held 3 to 4 annual meeting with Regulators	Complete	We held meetings virtually and an in-person meeting during the 30 by 30 conference.
Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers	Reporting on national and regional metrics: <ul style="list-style-type: none"> Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 	Complete	<p>In 2022, 2023 and 2024, Engineers Canada published National Membership Reports, that included information on provincial and territorial engineering Regulators' membership.</p> <p>An excel tool for Regulators to track and report on metrics related to 30 by 30, was provided to them by Engineers Canada.</p> <p>Data also shows that there has been a slight increase within every step of the pipeline.</p>
	Annual publication of National Membership Report	Complete	In 2022, 2023 and 2024, Engineers Canada published National Membership Reports.
	Annual collection of Regulator scorecard metrics	Complete	We collect this data annually from the Regulators.
	Annual scorecard summary presented to Board and CEO Group	Discontinued	Engineers Canada presented the scorecards to the CEOG in May 2022. Given that some parts of the scorecard summary duplicated the information presented in our National Membership Report and given the additional resources anticipated to be needed to be able to role out the full scorecard across Canada, it was decided to stop producing it in 2023.
	3-4 Regulators are involved in the development and use of target	Complete	In 2022, four Regulators were involved in the development of the scorecard.
Employers have information that enables them to make their workplaces more equitable,	Completing addressing of the recommendations in the GBA+ report* regarding engaging employers	Transferred to 2025-2029 strategic plan	This work is continuing under the 2025-2029 strategic plan due to the need to meaningfully engage engineering employers in this work.
	Creating a national strategy to engage employers with buy-in from the Regulators and building on the existing 30 by 30 network of Champions	Transferred to 2025-2029 strategic plan	This work is continuing under the 2025-2029 strategic plan with the creation of an employer taskforce. The taskforce was established in January 2024.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
diverse, and inclusive	All Regulators contribute a national 30 by 30 employer strategy	Transferred to 2025-2029 strategic plan	This work is continuing under the 2025-2029 strategic plan. We created and presented a report that presented recommendations to Regulators on how they can support and influence employers. However, discussion is ongoing due to the need to meaningfully engage engineering employers in this work.
	Recognizing employer excellence in 30 by 30	Transferred to 2025-2029 strategic plan	This work is continuing under the 2025-2029 strategic plan. This is being incorporated in the employer strategy. We have started this work through our annual conference.
Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons	Execution of annual 30 by 30 conference from 2022 to 2024 and inviting Regulators, HEIs and employers to contribute to a culture change in the engineering profession at a high profile, widely accessible national event, featuring best practices, key research, and actionable tools	Complete	The national 30 by 30 conference was held in 2022, 2023 and 2024. We had representations from our Regulators, higher education institutions and engineering employers. In 2024 employers made up 40% of participants, HEIs 30% and Regulators and Engineers Canada volunteers 30%. The national conference will continue as part of the 2025-2029 strategic plan.
	The number of Regulators contributing and participating to the development of the conference	Complete	We had significant regulator representation (35% of conference participants) at the conference and partnered with a host regulator to organize the conference. We also consulted with our regulator champions in the development of the content. Ten Regulators contributed and participated in the development of the conference. This work is continuing under the 2025-2029 strategic plan.
	The number of employers: contributing and participating in the conference	Complete	We had significant employer representation (40% of conference participants) at the conference and created sponsorship opportunities to engage engineering employers. We also consulted with our employer task force on the content. The employer taskforce consists of seven companies, one regulator and 13 representatives. This work is continuing under the 2025-2029 strategic plan.
	Completion of national resources that respond to recommendations and best practices outlined in previous research. For example, a resource that can be used by Regulators to improve their	Complete	We created a the “Changing the culture for engineering employers” guide and published it on our website. We also created the National Strategy for Employer Engagement report .

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
	licensure assistance and employer awareness programs based on the 2021 GBA+ report* on national Licensure Assistance Program and Employee Awareness Program		
	The number of Regulators participating and promoting the national resources	Complete	All the Regulators were engaged and consulted in the creation of the National Strategy for Employer Engagement report.

*Definition: GBA+ is an analytical process created by Status of Women Canada; used across the country by the federal government and also well-known across most sectors; considers multiple and diverse intersecting identity factors that impact how different people understand and experience initiatives. Full details can be found here:

<https://www.canada.ca/en/women-gender-equality/gender-based-analysis-plus.html>

Strategic Priority 2.2. Reinforce trust and the value of licensure

There was a lack of information on the profile and licensure motivators of engineers, engineering students, engineering graduates, and EITs. More research was needed to understand the perceptions of engineering employers on the requirement and value of licensure. Relative to other professions, the public had only moderate familiarity and trust with engineers. We reduced this gap by creating and promoting a consistent, national message that showcased the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.

Milestones

The milestones were:

- A. Conduct market research to identify and understand appropriate target audience
- B. Develop national value-of-licensure messaging in collaboration with Regulators
- C. Launch a multi-year, multi-million-dollar, national marketing campaign, co-branded and delivered in partnership with Regulators

Summary of the 2025 evaluation

We created common messaging with all Regulators and their involvement resulted in them using or expecting to use them. Through our [Pathways to engineering](#) portal, we also provided information to potential engineers-in-training on the value of engineering licensure.

The marketing campaign targeted public audiences and created measurable and significant increases in confidence in engineers and positive perceptions of the profession. It also expanded understanding from structural outcomes like buildings and bridges and toward the societal contributions they make through design, planning, and problem-solving.

As part of the 2025-2029 strategic plan, we will be consulting with Regulators and the Board on whether Engineers Canada should continue to pursue national marketing efforts and if so, how these efforts will be funded.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession	Pre- and post-campaign audience perception research	Completed	<p>Compared to the baseline 2022 research, the top-of-mind perception of engineers has moved away from structural outcomes like buildings and bridges and toward the societal contributions they make through design, planning, and problem-solving.</p> <p>In 2024, almost one-third of opinion leaders (32 per cent) say they may have seen or heard some advertising messages related to engineers in the last year.</p> <p>The percentage of those who definitely recall such advertising is up 6 points from 12 per cent in 2023. In 2024, individuals who recall at least one element of the Engineers Canada campaign are more likely to:</p> <ul style="list-style-type: none"> • Feel that professional engineers command respect and bring unique skills to the table. • Feel that an engineering license is proof of this. • Believe engineers significantly contribute in a broad set of areas such as developing innovative ideas,

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
			<p>protecting the public, and creating jobs.</p> <ul style="list-style-type: none"> “Definitely” associate engineers with more diversified impacts like safe electricity, smarter technologies, environmental solutions, accessibility, communications, outer space, medical discoveries, and poverty reduction.
	Number of impressions and actions	Completed	<p>The campaign exceeded overall objectives, generating mass awareness among opinion leaders and surpassing its impression goal by 103 per cent and the estimated click volume by 137 per cent.</p> <p>The campaign microsite attracted 1,072,864 users over the campaign, more than doubling the planned clicks of 465,063.</p>
	Value of earned media	Completed	<p>In 2023, a press release announced the launch of the campaign, generating more than 52 million impressions.</p> <p>In 2023, an op-ed by Engineers Canada was picked up by 26 outlets across Atlantic Canada’s</p>

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
			Salt Wire network. This was in alignment with our Halifax-based 2023 30 by 30 conference and annual meetings.
	Number and sentiment of online interactions	Discontinued	Campaign design did not prioritize interactive engagement on social media (i.e. eliciting and responding to user comments).
Engineering graduates and EITs recognize value in licensure	Pre- and post-campaign perception research targeting engineering graduates and EITs	Completed	<p>Qualitative research in 2022 showed:</p> <ul style="list-style-type: none"> • That engineering students and graduates have low understanding (awareness) of the licensure process, and differing opinions about the value of licensure (attitudes) • Among engineering students, many are unclear about the process (how) and its importance (why) • Given that engineering graduates are primarily influenced by their employers, there is work to do to influence the attitudes of employers in the non-traditional spaces by connecting to a

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
			clear business benefit
	Number of impressions and actions	Completed	<p>Pathway to Engineering was launched in February 2024. In that year, the site had 11,917 total visitors and 21,584 total pageviews from those visitors.</p> <p>We activated our audience with two webinars:</p> <ul style="list-style-type: none"> “You have your engineering degree... now what?” - 85 registered, 46 attended “Prepare for the career ahead: regulator programs to help graduates gain licensure” - 150 registered, 92 attended
	Number and sentiment of online interactions	Discontinued	Campaign design did not prioritize interactive engagement on social media (i.e. eliciting and responding to user comments).
Regulators have a valuable national messaging framework and marketing support tools	Number of Regulators engaged in the development of the framework and tools and the nature of their involvement	Completed	<p>All Regulators actively participated in the Regulators’ Advisory Group, contributing input in the development of the licensure message framework and accompanying checklist</p> <p>Advisory Group members expressed appreciation</p>

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
			and both intent and actual use of the tools
	Identification by Regulators of where and how the messaging and support tools will be used and follow up to confirm use	Completed	Regulator Advisory Group members indicated usage or intended usage of the tools with further follow-up and monitoring operationalized with the conclusion of the project
	Ongoing feedback received on the project	Completed	Ongoing feedback was received on the project and included active participation during the project including Regulators Advisory Group meetings and when email input was solicited

Strategic Priority 3. Uphold our commitment to excellence

As part of the 2022-2024 strategic plan, we continued facing pressure to deliver on the diverse and changing needs of engineering Regulators, higher education institutions, and the engineering community. To continually adapt, we needed an effective and sustainable approach that ensures that we are a high performing organization. In 2024, we achieved Platinum level certification from Excellence Canada by demonstrating measurable, sustained, and improving performance over at least a three-year period as measured against [the Excellence, Innovation and Wellness Standard](#).

Milestones

The milestones were:

- A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services
- B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health
- C. Engineers Canada benefits from sustainment of a high level of performance

Summary of the 2025 evaluation

Through the application process, we evaluated our relationship with Regulators, HEIs, and the engineering community. We also measured employee staff engagement. Our ability to sustain a high level of performance was confirmed when we achieved Excellence Canada’s Platinum certification in 2024. Also, we have been a National Capital Region’s top employers since 2017.

We will continue to sustain our excellence efforts in 2025 and beyond.

What does success look like	How will we measure success in 2024?	Status	How do we know we were successful?
Regulators, HEIs, and the engineering community benefit from effective delivery of products and services	Achieve platinum certification as part of external benchmarking	Completed	Platinum certification was achieved in 2024.
Staff benefit from increased engagement and retention, working in motivated teams, and improved health	Achieve platinum certification as part of external benchmarking	Completed	Platinum certification was achieved in 2024.
Engineers Canada benefits from sustainment of a high level of performance	Achieve platinum certification as part of external benchmarking	Completed	Platinum certification was achieved in 2024.

Interim Strategic Performance Report: Q1-2025

Indicators were approved at the [Board Strategic Workshop](#) in June 2024. Performance is benchmarked against the [2025-2029 Strategic Plan](#) that came into effect on January 1st, 2025. Please note that while some work was carried forward from the 2022-2024 to the 2025-2029 strategic plan, the milestones differ and as a result, so do the success measures. For that reason, we are using different success measures even though the long-term objectives remain the same.

Legend	Status of strategic direction
Overall activities on track to be completed by 2029	
Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2029	
Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2029	

Reporting Information Sources

The information included in this report has been obtained from the following sources:

Reporting area	Source
Planned activities (as set in June 2024)	Copied from Board June 2024 strategic workshop presentation
2025 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2025-2029 Strategic Plan
What does success look like	Copied from Board June 2024 strategic workshop presentation
How will we measure success in 2029	

To make this report succinct, only the work to be done this current year is represented in the quarterly report. All the work that is expected to be completed in 2025-2029 can be found in the Section 2 of this report.

Section 1

Realizing a stronger federation

Status: 

Planned activities

Q1

Pillar: Implement Governance Review**Outcome: Engineers Canada has efficient and trustworthy governance processes**

Hire an expert

Indicator: Consultant is engaged to lead the governance review

Expert was hired.

Interview Regulators to identify issues, benchmark against other governance systems, and present options to the Board

*Indicators: Regulators' positions are known and shared in consultation report**Consultant proposes updates to the governance system*

Upcoming in Q2.

Present proposed options for change to the governance system to Regulators for validation

Indicator: Regulators' positions are known and shared in consultation report

Upcoming in Q4.

Pillar: Operationalize Collaboration and Harmonization**Outcome: Engineering regulators benefit from collaboration and harmonization****Outcome: Engineering regulation is consistent, efficient and effective across Canada**

Implement a predictable and transparent process to select future areas of regulatory collaboration

Indicator: Supported by Engineers Canada, Regulators collaboratively tackle various regulatory areas/issues for duration of Strategic Plan

Discussion initiated with CEOG.

Realizing accreditation and academic assessments

Status: 

Planned activities

Q1

Pillar: National Academic Requirement for Licensure**Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure.****Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.**

Establish a Full Spectrum Competency Profile (FSCP) Pilot Study working group

*Indicator: Appropriate project governance is established**Interest holders are actively participating in project activities.*

The competencies for the working group have been prepared and work is planned to confirm the governance approach. It is expected to be completed in Q2.

Hire an expert

Indicator: Consultant is engaged to create the competency profile.

Upcoming in Q3.

Select competencies

Indicator: Interest holders are actively participating in project activities.

Upcoming in Q4.

Pillar: Accreditation**Outcome: Accreditation is valued by regulators, educators, students and volunteers**

Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations

Indicator: Engineers Canada Board approves next steps

All deliverables have been completed for Q1 except for education sessions. They will be completed in Q2.

Realizing our role in sustainability

Status: 

Planned activities

Q1

Pillar: Board-approved initiatives

Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts

Adopt a new Environmental, Social, Governance (ESG) policy

Indicator: Policy approved by Engineers Canada Board

Conducted research on best practices and Engineers Canada's needs. Recommendations on integrating ESG in Engineers Canada's policies was presented to the Governance Committee for feedback.

Pillar: Scope our national role to support Regulators

Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts

Conduct environmental scan to compile emerging trends and similar organizations' practices

Indicator: Compile and publish environmental scan on our public website

Expert hired and working through literary review. Met with the Canadian Medical Association to learn about their journey and apology for harms to Indigenous Peoples.

Realizing an inclusive profession

Status: 

Planned activities

Q1

Pillar: Drive inclusiveness of women

Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation

Share recruitment and retention strategies and recommendations

Indicator: Recommendations are approved by the Board

Completed a review of existing programs through intersectional lens and impact on system.

Pillar: Fostering Truth & Reconciliation Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation

Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation

Conduct environmental scan to compile emerging trends and similar organizations' practices

Indicator: Environmental scan is completed, and results are integrated into Engineers Canada's work

Completed a consultation with the Indigenous Advisory Committee on a framework for the proposed scope of work towards truth and reconciliation.

Provide training to staff and volunteers

Indicator: Training has been provided to staff and volunteers

Have provided HR with all contact information for delivery of training and requested it be part of orientation process for new staff.

Realizing a fuller awareness of engineers

Status: >>>>

Planned activities

Q1

Pillar: National marketing campaign

Outcome: The public has an increased awareness of engineers' contributions to society

Review impact of Building Tomorrows campaign and release summary report

Indicator: Report is shared with Board and Regulators

Completed.

Consult Regulators to determine whether a national marketing campaign should continue and if so, how it would be funded

Indicator: Engineers Canada has a clear path forward as documented in consultation report

Upcoming in Q3.

Pillar: Pathway to engineering

Outcome: The public has an increased awareness of engineers' contributions to society

Communications plan developed and implemented

Indicator: Ongoing growth in social media following throughout course of the strategic plan

Upcoming in Q2.

Informational content on the licensure process in Canada for engineering graduates from CEAB-accredited programs is maintained online

Indicator: Stable engagement with content over several years

Content has been published and is available online. Too early to establish engagement trend.

Pillar: Engineers in leadership

Outcome: The public has an increased awareness of engineers' contributions to society

Conduct an environmental scan including barriers and opportunities evaluation, executive interviews, and strategic recommendations

Indicator: Report is validated by advisory group to this work and Regulators

Upcoming in Q2.

Create advisory group and project charter

Indicator: Advisory Group is struck by CEO

Upcoming in Q3.

Section 2

The following section highlights which year each indicator is expected to be achieved:

Realizing a stronger federation					
Planned activities	2025	2026	2027	2028	2029
Pillar: Implement Governance Review					
Outcome: Engineers Canada has efficient and trustworthy governance processes					
Establish Governance Review Task Force <i>Indicator: Creation of the task force (achieved in 2024)</i>					
Hire an expert <i>Indicator: Consultant is engaged to lead the governance review (completed)</i>					
Interview Regulators to identify issues, benchmark against other governance systems, and present options to Board <i>Indicators: Regulators' positions are known and shared in consultation report Consultant proposes updates to the governance system</i>					
Present proposed options for change to the governance system to Regulators for validation <i>Indicator: Regulators' positions are known and shared in consultation report</i>					
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval <i>Indicator: Regulators approve changes to the governance system</i>					
Implement and monitor revised governance system <i>Indicator: No further changes to the governance system are proposed by Members for duration of Strategic Plan</i>					
Pillar: Long-Term Funding					
Outcome: Engineers Canada has efficient and trustworthy governance processes					
Renew long-term funding agreement <i>Indicator: Regulators renew long-term funding agreement</i>					
Pillar: Operationalize Collaboration and Harmonization					
Outcome: Engineering regulators benefit from collaboration and harmonization					
Outcome: Engineering regulation is consistent, efficient and effective across Canada					
Implement a predictable and transparent process to select future areas of regulatory collaboration <i>Indicator: Supported by Engineers Canada, Regulators collaboratively tackle various regulatory areas/issues for duration of Strategic Plan</i>					
Evaluate success of the five-year National Statement of Collaboration <i>Indicator: Lessons have been learned and activities over five years have resulted in successes (and failures) that can be used to evolve the statement</i>					
Regulators agree to review the Statement of Collaboration <i>Indicator: Regulators agree to renew an evolved Statement</i>					

Realizing accreditation and academic assessments

Planned activities	2025	2026	2027	2028	2029
Pillar: National Academic Requirement for Licensure Outcome: Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure. Outcome: The academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.					
Establish a Full Spectrum Competency Profile (FSCP) Pilot Study working group <i>Indicator: Appropriate project governance is established</i> <i>Interest holders are actively participating in project activities.</i> <i>(upcoming in Q2)</i>					
Hire an expert <i>Indicator: Consultant is engaged to support the FSCP Pilot Study.</i> <i>(upcoming in 2025)</i>					
Select competencies <i>Indicator: Interest holders are actively participating in project activities.</i> <i>(upcoming in 2025)</i>					
Undertake FSCP Pilot Study <i>Indicator: Interest holders are actively participating in project activities.</i> <i>(upcoming in 2026)</i>					
Share report of findings <i>Indicator: Interest holders are actively participating in project activities.</i>					
Decide on next steps <i>Indicator: Board approves changes.</i>					
Pillar: Accreditation Outcome: Accreditation is valued by regulators, educators, students and volunteers					
Decision from Engineers Canada Board to proceed on other FEA Path Forward recommendations <i>Indicator: Engineers Canada Board approves next steps</i>					
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. <i>Indicator: Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.</i>					
Establish new policy group to reflect new purpose and scope. <i>Indicator: Appropriate policy group is established.</i>					
Hire consultant to write new policies <i>Indicator: Consultant is engaged to write new policies.</i>					
Hire consultant to help with change management across the system. <i>Indicator: Consultant is engaged to manage change in the system.</i>					
Approval of the retirement of the minimum path by the Engineers Canada Board. <i>Indicator: Engineers Canada Board approves the retirement of the minimum path.</i>					
Report in findings around feasibility of accepting Higher Education Institutions (HEI) evaluations. <i>Indicator: Findings report is shared publicly.</i>					
Revise and get approval for the CEAB Accreditation criteria procedures (criteria, policies and principles). <i>Indicator: Engineers Canada Board approves the accreditation criteria.</i> <i>The CEAB approves the policies and the principles.</i>					

Realizing accreditation and academic assessments

Planned activities	2025	2026	2027	2028	2029
Pillar: Academic assessments for internationally educated applicants Outcome: Regulators have efficient, effective, consistent and fair requirements for the academic assessment of non-CEAB applicants for licensure					
Develop business case. <i>Indicator: Business case is developed and recommended by staff for presentation to Board.</i>					
Business case is shared. <i>Indicator: Board decides that proposal is viable and approves it for Regulator consultation.</i>					
Consult Regulators on viable option(s). <i>Indicator: Engineers Canada has a clear path forward as documented in consultation report.</i>					
Transition other Engineers Canada services and programs where needed. <i>Indicator: A plan is approved and implemented as applicable.</i>					

Realizing our role in sustainability

Planned activities	2025	2026	2027	2028	2029
Pillar: Board-approved initiatives Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts					
Adopt a new Environmental, Social, Governance (ESG) policy <i>Indicator: Policy approved by Engineers Canada Board</i>					
Investigate and assess requirements and impacts of becoming a carbon neutral organization <i>Indicator: Report prepared and presented to the Engineers Canada Board.</i>					
Make decision on becoming a carbon neutral organization or not <i>Indicator: Decision made by Engineers Canada Board</i>					
Pillar: Scope our national role to support Regulators Outcome: Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts					
Conduct environmental scan to compile emerging trends and similar organizations' practices <i>Indicator: Compile and publish environmental scan on our public website</i>					
Hold workshop and consult Regulators on options for Engineers Canada's role <i>Indicator: Regulators attend workshop and inform options as documented in the consultation report</i>					
Determine how the engineering profession can contribute to UNSDGs <i>Indicator: Engineers Canada has a defined role and areas of focus for the profession as approved by the Board</i>					

Realizing an inclusive profession

Planned activities	2025	2026	2027	2028	2029
Pillar: Drive inclusiveness of women					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Share recruitment and retention strategies and recommendations <i>Indicator: Recommendations are approved by the Board</i>					
Share 30 by 30 repositioning recommendations <i>Indicator: Recommendations are approved by the Board</i>					
Implementation of recommendations with Regulators, HEIs and employers <i>Indicator: Recommendations are implemented by end of Strategic Plan</i>					
Pillar: Embracing IDEA					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Invest in capacity-building efforts of key organizations <i>Indicator: The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored</i>					
Consult Regulators to define Engineers Canada's role in advancing accessibility <i>Indicator: Engineers Canada has a defined role identified by Regulators</i>					
Become an IDEA employer of excellence <i>Indicator: Engineers Canada has established internal goals and metrics for success related to being an IDEA employer of excellence</i>					
Pillar: Fostering Truth & Reconciliation					
Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation					
Conduct environmental scan to compile emerging trends and similar organizations' practices <i>Indicator: Environmental scan is completed and results are integrated into Engineers Canada's work</i>					
Provide training to staff and volunteers <i>Indicator: Training has been provided to staff and volunteers</i>					
Strike partnerships with Indigenous associations, councils and organizations <i>Indicator: Partnerships are documented and have clear objectives</i>					
Review of internal processes and policies and national position statements in alignment with our commitment to uphold the Calls to Action, Calls to Justice and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) <i>Indicator: Benchmarking against Calls to Action, Calls to Justice and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) has been conducted and a path forward to implement changes has been identified</i>					

Realizing a fuller awareness of engineers

Planned activities	2025	2026	2027	2028	2029
Pillar: National marketing campaign					
Outcome: The public has an increased awareness of engineers' contributions to society					
Review impact of Building Tomorrows campaign and release summary report <i>Indicator: Report is shared with Board and Regulators</i>					
Consult Regulators to determine whether a national marketing campaign should continue and if so, how it would be funded <i>Indicator: Engineers Canada has a clear path forward as documented in consultation report</i>					
Implement next steps as agreed upon during consultation <i>Indicator: Consultation report shared with Regulators and implemented</i>					
Pillar: Pathway to Engineering					
Outcome: The public has an increased awareness of engineers' contributions to society					
Communications plan developed and implemented <i>Indicator: Ongoing growth in social media following throughout course of the strategic plan</i>					
Informational content on the licensure process in Canada for engineering graduates from CEAB-accredited programs is maintained online <i>Indicator: Stable engagement with content over several years</i>					
Conduct mid-point evaluation and readjust approach and content if appropriate <i>Indicator: Evaluation is conducted and path forward is shared</i>					
Pillar: Engineers in leadership					
Outcome: The public has an increased awareness of engineers' contributions to society					
Conduct an environmental scan including barriers and opportunities evaluation, executive interviews, and strategic recommendations <i>Indicator: Report is validated by advisory group to this work and Regulators</i>					
Create advisory group and project charter					
Develop and implement strategy					

MINUTES OF THE 231st ENGINEERS CANADA BOARD MEETING

February 28, 2025, 9:00am-5:00pm (ET)

Hybrid meeting: Sheraton Ottawa Hotel, Ottawa, ON | Zoom

The following Directors were in attendance:	
M. Wrinch, Chair	T. Joseph
J. Van der Put, President-Elect	T. Kirkby
N. Hill, Past President	S. Larivière-Mantha
A. Arenja	A. Lockwood
C. Bellini	J. Martel
E. Coles	A. Mullick
C. Cumming	J. Paliwal (virtual)
C. Dixon	M. Rose
L. Doig	D. Spracklin-Reid
A. English	M. Sterling
S. Jha	
The following Directors sent regrets:	
N. Turgeon	M. Mekomba
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
F. Collins, Chair, CEQB (virtual)	P. Rizcallah, CEO
J. Pieper, Chair, CEAB	L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Dan Abrahams, Vice-President, PEO (virtual)	Jim Landrigan, Engineers PEI, Executive Director / Registrar
Shawn Amberman, Vice-President, APEGNB (virtual)	Adam Mackenzie, President, Engineers PEI
David Amorim, President, EGMB	Vince McCormick, Executive Director, NAPEG
Lia Daborn, CEO, APEGNB	Jay Nagendran, CEO, APEGA
Ian Farthing, President-Elect, APEGS	Mark Porter, President, EGBC (virtual)
Derek Follett, Chair-Elect, PEGNL	Jennifer Quaglietta, CEO, PEO (virtual)
Jackie Fisher, VPE, CFES	Sarah Sternbergh, President, Engineers Yukon
Michael Gregoire, CEO, Engineers Geoscientists MB	Tracey Stock, President, APEGA (virtual)
Paul Guy, President, NAPEG	Erin Moss Tressel, President, APEGS
Stormy Holmes, Executive Director & Registrar, APEGS (virtual)	Adam Wallace, Vice-President, Engineers Yukon
Mike Houvardas, Vice-President, EGMB	Mary Wells, Chair, EDC (virtual)
Kim King, Executive Director, Engineers Yukon	Gregory Wowchuk, President, PEO
	Heidi Yang, CEO, Engineers & Geoscientists BC
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services	Derek Menard, CFO (virtual)
Juliet Chou, Governance Coordinator	Jeanette Southwood, VP, Corporate Affairs & Strategic Partnerships
Trina Hubley, Vice-President, Regulatory Affairs	Mya Warken, Secretary, CEAB (virtual; item 4.9)
Ryan Melsom, Secretary, CEQB (virtual; item 4.10)	

1. Opening

1.1 Call to order and approval of agenda

M. Wrinch, President, Engineers Canada, called the meeting to order at 8:58 am ET. Participants were welcomed and the land was acknowledged.

Motion 2025-02-1D

Moved and seconded

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

Carried

Meeting rules and norms were reviewed, as included in the agenda book.

M. Wrinch shared a diversity moment, focussed on Black History Month.

1.2 Declaration of conflict of interest

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

1.3 Review of previous Board meeting

a) Action item list

There were no comments or questions.

b) Board attendance list

A request was made to include the respective CEAB and CEQB Nominating Committee meetings in future versions of the Board attendance list.

2. Executive reports

2.1 President's report

M. Wrinch provided a verbal update to the Board on his Engineers Canada-related activities since the previous Board meeting, which included:

- Attendance at the Canadian Federation of Engineering Students' annual leadership meetings,
- Greetings (virtual and in-person) at Regulator AGMs,
- Weekly meetings with the CEO,
- The CEO's annual assessment as part of the HR Committee, and
- Preparations for the Board meeting.

2.2 CEO update

P. Rizcallah, CEO, Engineers Canada, provided the Board with highlights of operational work undertaken since the December 2024 Board meeting and a snapshot of the organization's financial health.

A discussion ensued.

2.3 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group's meeting held on February 26-27, 2025.

Discussion ensued about supporting collaboration and harmonization amongst the Regulators, and addressing risks to equity, diversity, inclusion and accessibility (EDIA) initiatives by the Regulators considering the backlash to EDIA occurring in the United States.

2.4 Presidents Group report

D. Follett, President-Elect, Professional Engineers and Geoscientists of Newfoundland & Labrador, reported on the President Group's meeting held on February 27, 2025, and a discussion ensued.

3. **Consent agenda**

3.1 Approval of minutes

THAT the minutes of the December 9, 2024 Board meeting be approved.

3.2 Approval of the Governance Review Task Force work plan

THAT the Board approve the Governance Review Task Force work plan.

Motion 2025-02-2D

Moved and seconded

THAT consent agenda items 3.1 and 3.2 be approved.

Carried

4. **Board business / required decisions**

4.1 Annual Strategic Performance Report

P. Rizcallah presented the Annual Strategic Performance Report that was pre-circulated to the Board. Clarifying questions were addressed.

Motion 2025-02-3D

Moved and seconded

THAT the Board approve the 2024 Annual Strategic Performance Report, for circulation to the Members for information at the 2025 Annual Meeting of Members.

Carried

4.2 Realizing accreditation and academic assessments

P. Rizcallah updated the Board on the 2025-2029 strategic direction, Realizing accreditation and academic assessments (RAAA), which follows on the 2022-2024 strategic direction, Futures of Engineering Accreditation (FEA). P. Rizcallah and T. Hubley, Vice-President, Regulatory Affairs, addressed questions from the Board.

The Board recognized the need to make further decisions based on the recommendations of the FEA Path Forward Report in a timely manner. The Board also signaled the need to ensure that its decision making is informed by education on accreditation and reports from the CEAB and CEQB.

Management will:

- deliver education sessions to support future Board decision making, and
- apprise the Board of the outcomes from the Full Spectrum Competency Profile (FSCP) pilot study, in due course.

4.3 Governance Committee

S. Larivière-Mantha, Governance Committee Chair, provided an update on Governance Committee activities since the Late Fall Board meeting, which included a previously unscheduled

meeting to address the Board's request in October that the Governance Committee review the provision for guest allowances at Board meetings.

4.4 Board policy updates

S. Larivière-Mantha presented for the Board's consideration revisions to five (5) Board policies. Accompanying rationales were pre-circulated to the Board. It was noted that the Governance Committee's review of Board policy 7.1, *Board, committee, and other volunteer expenses*, was limited to the allowance for reasonable travel expenses of guests at Board meetings.

Motion 2025-02-4D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:

- i. 5.2, Treatment of staff and volunteers***
- ii. 6.12, Human Resources Committee terms of reference***
- iii. 7.1, Board, committee, and other volunteer expenses***
- iv. 9.2, Qualifications Board guidelines***
- v. 9.3, National position statements***

Carried

4.5 Governance Review Task Force

C. Bellini, Governance Review Task Force (GRTF) Chair, provided an update on the GRTF's inaugural meeting and subsequent activities.

A discussion ensued.

4.6 Human Resources (HR) Committee

N. Hill, HR Committee Chair, provided an update on HR Committee activities since the Late Fall Board meeting, which included setting the CEO's goals for 2025. The Board was reminded of the call for President-Elect nominees and the forthcoming Board and Director assessments.

4.7 2025 CEO objectives

N. Hill, HR Committee Chair, presented the pre-circulated CEO objectives that were developed with guidance from the HR Committee and finalized by the three presidents and CEO.

A discussion ensued.

Motion 2025-02-5D

Moved and seconded

THAT the Board, on recommendation of the three presidents, approve the 2025 CEO objectives.

Carried

4.8 FAR Committee

M. Rose, Finance, Audit and Risk (FAR) Committee Chair, provided an update on FAR Committee activities since the Late Fall Board meeting.

A brief discussion ensued on the FAR Committee and Board's respective roles in overseeing risk. The FAR Committee will conduct an in-depth review of the Corporate risk profile (CRP) at its

meeting on March 6 and then present the CRP to the Board on May 23. The Board was reminded that it retains the ability to raise concerns about risks at any time in addition to the formal review of the CRP.

4.9 CEAB

J. Pieper, CEAB Chair, provided an update on CEAB activities since the Late Fall Board meeting. Presentation slides were pre-circulated.

CEAB workplan

J. Pieper requested that the Board consider approving the Ongoing operational work, Procedural work, and Policy and criteria work sections of the 2025 CEAB workplan. At its December 9, 2024, meeting, the Board deferred approval of these sections of the work plan, then grouped as the Criteria, Policies and Procedures section (Motion # 2024-12-10D).

The Board considered whether certain work plan items under consideration be referred to the CEO as part of the 2025-2029 strategic direction, Realizing accreditation and academic assessments, that will build on the Futures of Engineering Accreditation (FEA) Path Forward Report.

Motion 2025-02-6D

Moved and seconded

THAT the CEAB workplan be amended to refer: items 2, 3 and 4 from the Procedural Work and item 2 from the Policy and Criteria Work, to the CEO to consider this work under Realizing accreditation and academic assessments (RAAA) and move forward with those items that are aligned with the RAAA under the co-design process of the RAA and to report back to the Board on items that are not aligned with the RAAA in April.

Defeated

Motion 2025-02-7D

Moved and seconded

THAT the Board approve the Ongoing operational work, Procedural work, and Policy and criteria work sections of the 2025 CEAB work plan in accordance with the Futures of Engineering Accreditation Path Forward Report.

Carried

4.10 CEQB

F. Collins, CEQB Chair, provided an update on behalf of the CEQB. Presentation slides were pre-circulated.

Clarifying questions were asked and answered.

4.11 Board's 30 by 30 Champion

T. Joseph provided an update on behalf of the 30 by 30 network and highlighted plans for the 2025 30 by 30 Conference. Presentation slides were pre-circulated.

A discussion ensued about ensuring the sustainability of EDIA efforts and the 30 by 30 Conference.

5. Next meetings

The next Board meetings are scheduled as follows:

- April 2, 2025 (virtual)
- May 23, 2025 (Vancouver, BC)
- June 16, 2025 (Waterton, AB)

6. In-camera sessions

6.1 Board Directors, Direct Reports and CEO Group Advisor

Motion 2025-02-8D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.

Carried

6.2 Board Directors and CEO

Motion 2025-02-9D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO.

Carried

6.3 Board Directors only

Motion 2025-02-10D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors and HR Committee members.

Carried

7. Closing

With no further business to address, the meeting closed at 3:45pm ET.

Minutes prepared by J. Bard Miller, Manager, Governance and Board Services for:

Michael Wrinch, PhD, FEC, P.Eng., ICD.D, President

Light Go, General Counsel and Corporate Secretary

MINUTES OF THE 232nd ENGINEERS CANADA BOARD MEETING

April 2, 2025, 11:00am-1:00pm (ET)

Virtual meeting: Zoom

The following Directors were in attendance:	
M. Wrinch, Chair	S. Jha
J. Van der Put, President-Elect	T. Kirkby
N. Hill, Past President	S. Larivière-Mantha
A. Arenja	A. Lockwood
C. Bellini	J. Martel
E. Coles	A. Mullick
C. Cumming	J. Paliwal
C. Dixon (joined at 11:15)	M. Rose
L. Doig	D. Spracklin-Reid
A. English	M. Sterling
T. Joseph (joined at 11:07)	N. Turgeon
The following Directors sent regrets:	
M. Mekomba	
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
F. Collins, Chair, CEQB	L. Go, General Counsel and Corporate Secretary
P. Rizcallah, CEO	
The following observers were in attendance:	
Shawn Amberman, President, APEGNB	Adam Mackenzie, President, Engineers PEI
Lia Daborn, CEO, APEGNB	Sarah Sternbergh, President, Engineers Yukon
Michael Gregoire, CEO, Engineers Geoscientists MB	Tracey Stock, President, APEGA
Stormy Holmes, Executive Director & Registrar, APEGS	
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services	Derek Menard, CFO
Juliet Chou, Governance Coordinator	Jeanette Southwood, EVP, Corporate Affairs
Trina Hubley, Vice-President, Regulatory Affairs	& Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

M. Wrinch, President, Engineers Canada, called the meeting to order at 11:00 am ET and participants were welcomed.

Motion 2025-04-1D

Moved and seconded

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

Carried

Meeting rules and norms were reviewed, as included in the agenda book.

1.2 Declaration of conflict of interest

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

2. Board business / required decisions

2.1 2024 audited financial statements

M. Rose presented the 2024 audited financial statements that were pre-circulated to the Board. A brief discussion ensued.

Motion 2025-04-2D

Moved and seconded

THAT the Board, on recommendation of the FAR Committee, approve the Engineers Canada financial statements for the year ending December 31, 2024, as audited by Raymond Chabot Grant Thornton, and be placed before the Members at the 2025 Annual Meeting of Members.
Carried

3. Next meetings

The next Board meetings are scheduled as follows:

- May 23, 2025 (Vancouver, BC)
- June 16, 2025 (Waterton, AB)

4. In-camera sessions

4.1 Board Directors, Direct Reports and CEO Group Advisor

Motion 2025-04-3D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.
Carried

4.2 Board Directors and CEO

Motion 2025-04-4D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO.
Carried

4.3 Board Directors only

Motion 2025-04-5D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.
Carried

5. Closing

With no further business to address, the meeting closed at 12:14pm ET.

Minutes prepared by J. Bard Miller, Manager, Governance and Board Services for:

Michael Wrinch, PhD, FEC, P.Eng., ICD.D, President

Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For information

List of partnership organizations		3.2
Purpose:	To update the Board on Engineers Canada partnerships with external organizations	
Link to the Strategic Plan / Purposes:	Work contributes to various strategic priorities, operational imperatives, and Board responsibilities	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions	
Prepared by:	Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships Kim Bouffard, Manager, Belonging and Engagement	
Presented by:	Philip Rizcallah, Chief Executive Officer	

Background

- Board policy 7.4, *Board Relationship with External Organizations*, directs the Engineers Canada CEO to submit periodically to the Board, for information, a list of partnership relationships with external organizations. In accordance with the policy, this list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.
- Board policy 7.4 defines a partnership as “any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or a significant financial or resource impact.”

Status update

- A list of Engineers Canada’s current partnerships has been prepared and is included as an appendix. The list excludes operational service providers and vendors, and our affinity partners.

Next steps

- Partnerships are reviewed periodically by the Engineers Canada CEO to ensure that they continue to meet the criteria in Board policy 7.4, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.
- The Board will consider enhancements to this policy under agenda item 4.6.

Appendix

- **Appendix 1:** List of partnership organizations

Board policy support document

List of Engineers Canada partnerships with external organizations

A partnership is defined as “any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or a significant financial or resource impact.”

Current Engineers Canada partnerships

Please note: the partnership list excludes service and vendor providers and our affinity partners.

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
ABET (Accreditation Board for Engineering and Technology)	Nature of commitment: Informal Cost: \$0	Increase organization success: Ongoing exchange of knowledge and access to like organization has informed and guided accreditation.	Core purpose (CP) 1, CP7, Accreditation Strategic Direction
AISES (American Indian Science and Engineering Society) in Canada	Nature of commitment: Sponsorship Cost: \$5,000 (Travel sponsorship for Indigenous student(s) to attend National Indigenous conference AISES in Canada)	Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Indigenous engineers. Drive broader social and systems change: Building community and supporting success for Indigenous engineers.	CP3, CP9, Inclusiveness Strategic Direction
Association of Accrediting Agencies of Canada	Nature of commitment: Membership Cost: \$1250 (membership)	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided accreditation. Mya Warken is currently an elected Board member.	CP1 Accreditation Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Association of Consulting Engineering Companies-Canada (ACEC)	Nature of commitment: Informal Cost: \$0	Drive broader social and systems change: 30 by 30 Champion working on supporting the increase of women in engineering.	CP3, CP5, CP8, CP9, Inclusiveness Strategic Direction
Black Engineers of Canada	Nature of commitment: Formal - MOU Cost: \$0	Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Black engineers. Drive broader social and systems change: Building community and supporting success for Black engineers.	CP6, CP9, Inclusiveness Strategic Direction
Canadian Academy of Engineering (CAE)	Nature of commitment: Informal Cost: \$0	Increase organizational success: Ongoing exchange of knowledge and access to network of engineering experts for participation in Future City and National Engineering Month, and in the development of National Position Statements and research papers.	CP5, CP7, CP8, CP9, Inclusiveness Strategic Direction
Canadian Council for Indigenous Business (CCIB)	Nature of commitment: Membership Cost: \$1,000	Increase organizational success: Increase access to Indigenous businesses, leaders, professionals, and reconciliation best practices. Drive broader social and systems change: Building awareness and supporting success for Indigenous engineers.	CP9, Inclusiveness Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<u>Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT)</u>	Nature of commitment: Informal Cost: \$0	Increase organizational success: Able to increase accessibility of WinSETT Leadership Program for women in engineering. Drive broader social and systems change: Supporting Inclusiveness Strategic Direction	CP9, Inclusiveness Strategic Direction
<u>Canadian Chamber of Commerce</u>	Nature of commitment: Membership Cost: \$2,785	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided work related to public policy, government relations, regulatory research and foreign credential recognition.	CP5, CP6, CP7
<u>Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT)</u>	Nature of commitment: Sponsorship Cost: \$1,000 Member at Large position for Engineers Canada on CCWESTT Board	Maximize resources: Able to provide women in engineering a national conference, networking opportunities, and professional development. Increase organizational success: Ongoing exchange of knowledge and access to network of organizations supporting women in engineering. Drive broader social and systems change: Supporting Inclusiveness Strategic Direction.	CP5, CP8, CP9, Inclusiveness Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<u>Canadian Engineering Education Association (CEEA)</u>	Nature of commitment: Sponsorship Cost: \$20,000	Increase organizational success: Direct access to Associate Deans, Faculty, and other staff engaged in the accreditation system, including involvement in networking groups for the development and implementation of graduate attribute/continual improvement systems. Supports knowledge exchange, access to Canadian scholarship in engineering education, provides an annual opportunity to provide training to higher education institutions (HEIs) and potential volunteers. In-person communication vehicle by having a physical presence in the Canadian engineering education space. Access to special interest groups (SIGS) related to Engineers Canada's Strategic Plan and goals.	Accreditation Strategic Direction, CP1, CP3, CP9
<u>Canadian Federation of Engineering Students (CFES)</u>	Nature of commitment: MOU, and sponsorship of the CFES' four key meetings: Leadership Congress, Conference on Diversity in Engineering, Conference on Sustainability in Engineering, and the Canadian Engineering Competition Cost: \$25,000	Increase organizational success: Access and direct engagement of undergraduate engineering students increasing our reach and brand recognition to promote the value of licensure.	CP3, CP8, CP9, Accreditation Strategic Direction, Inclusiveness and Truth & Reconciliation Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Canadian Indigenous Advisory Council to AISES (CIAC)	Nature of commitment: We are a voting member Cost: \$0	Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Indigenous engineers and students. Drive broader social and systems change: Building community and supporting success for Indigenous engineers.	CP9
Canadian Institute of Planners / Canadian Society of Landscape Architects / Royal Architecture Institute of Canada	Nature of commitment: Letter of understanding Cost: \$0	Increase organizational success: Ongoing exchange of knowledge, thought and access to network of peers.	CP5, CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Canadian Network of Agencies for Regulation	Nature of commitment: Membership Cost: \$1,200 (membership)	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular for regulatory research to provide information to the Regulators of best and new practices.	CP2, CP3, CP6
Canadian Society of Association Executives	Nature of commitment: Membership Cost: \$1,750 (membership)	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided internal operations and governance.	Board responsibilities, Operations

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Council of Engineering and Scientific Society Executives	Nature of commitment: Membership Cost: \$240 US (membership)	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided operations and governance.	Board responsibilities, Operations
Council on Licensure Enforcement and Regulation	Nature of commitment: Membership Cost: \$720 US (membership)	Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular, for regulatory research to provide information to the Regulators of best and new practices.	CP2, CP3, CP6
DiscoverE	Nature of commitment: Letter of understanding Cost: \$0	Increase organizational success: Through access to Future City resources offered by DiscoverE, we engage over 3,500 teachers and elementary students annually with minimal effort and resources. The design of the program is based in best practices around intersectionality and youth engagement. Drive broader social and systems change: Engineers Canada nominates Canadian engineers to be featured on Persist Series webinars, promoting women in engineering and their success stories. Promotional partner of Global Marathon in Canada as free professional development for women engineers.	CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Electricity Human Resources Council	<p>Nature of commitment: Participation in steering and advisory committees</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge, thought and access to network of peers has informed and guided our best practices in diversity and inclusion (e.g., staying on top of current information and benchmarking practices).</p>	CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Engineers of Tomorrow	<p>Nature of commitment: Letter of understanding and sponsorship</p> <p>Cost: \$20,000</p>	<p>Increase organizational success: This organization specializes in recruiting, training, and placing engineers in classrooms for the purpose of engineering career awareness. In addition to managing the execution of the Future City Experience Program, Engineers of Tomorrow provides year-round support for engineer placements in classrooms through their Engineers in Residence Program.</p> <p>Maximize resources: Through this organization we recruit, train, place and provide ongoing support to over 200 engineer volunteers and 100 classrooms annually across Canada through the Future City Program. We are supporting a pilot expanding this support service to Regulators with EngGeoMB.</p>	CP8
Engendering Success in STEM (ESS)	<p>Nature of commitment: Sponsorship</p> <p>Cost: \$7,500/year over 5 years; \$1,800/year (participation in F2F meetings)</p>	<p>Increase organizational success: Ongoing exchange of research and data.</p> <p>Drive broader social and systems change: Supporting research on diversity and inclusion, implicit bias, and gender stereotypes in engineering.</p>	CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Engineering Deans Canada (EDC)	<p>Nature of commitment: Informal</p> <p>Cost: ~\$10,000 (participation in F2F meetings) and in-kind hours</p> <p>Revenue: \$40,000 – Secretariat services (flow-through)</p> <p>\$40,500 – contribution for 2025 collaboration on iron ring centennial (one-time payment)</p>	<p>Increase organizational success: Direct access to deans of engineering faculties across the country. Supports knowledge exchange and communication vehicle to reach a large number of accreditation interest holders. In-person communication vehicle by having a physical presence at biannual EDC meetings and by having EDC presence at CEAB meetings, sub-committee meetings, and participation in working groups and taskforces.</p> <p>Drive broader social and systems change: A key player in consultations on change to CEAB accreditation criteria, policies, and procedures. A source of feedback on accreditation improvements. Collaboration on diversity, equity, and inclusion work including 30 by 30 and Indigenous access to engineering. In 2025, we collaborated to integrate the centennial of the iron ring into the National Engineering Month campaign.</p> <p>Provide services to EDC: Including secretariat services, banking and account management, and provision of customized resource reports as part of the Enrolment and Degrees Awarded annual survey. Secretariat services are contracted out, so the \$40,000 revenue is a flow-through.</p>	<p>Accreditation</p> <p>Strategic Direction, Inclusiveness and Truth & Reconciliation</p> <p>Strategic Direction, CP1, CP8, CP9</p>

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
EngiQueers	<p>Nature of commitment: Informal</p> <p>Cost: \$10,000 (sponsorship for conference)</p>	<p>Increase organizational success: Access to and direct engagement of undergraduate engineering students increasing our reach and brand recognition particularly during National Engineering Month.</p> <p>Drive broader social and systems change: Supporting inclusion of 2SLGBTQ+ students and professionals in engineering.</p>	CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Girl Guides	<p>Nature of commitment: Letter of understanding</p> <p>Cost: \$5,000 annually via Girl Guide Crest Program</p>	<p>Maximize resources: Able to provide young girls with engineering activities and opportunities to directly engage with an engineer without having to organize, manage or financially support the activities.</p> <p>Increase organizational success: Ongoing exchange of knowledge, thought and access to network of young girls and educational professionals outside of the school system across Canada. Alignment of Girl Guides Canada's STEM programing with engineering.</p> <p>Drive broader social and systems change: Opportunities to experiment with different solutions to a problem (increase women in engineering).</p>	CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Geoscientists Canada	Nature of commitment: Informal Cost: \$6,100 (internal staff effort) Revenue: \$6,100	Increase organizational success: many of our regulators also regulate Geoscientists and ask that where appropriate that we include Geoscientists. Provide services to Geoscientists Canada: Including full IT support, payroll processing, mailing address and general facilities services.	CP3, CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
International Engineering Alliance	Nature of commitment: Membership Cost: \$10,000 (membership) ~\$40,000-\$65,000 (participation in F2F meetings)	Increase organizational success: Ongoing exchange of knowledge, and access to network of peers has informed and guided regulatory work, in particular for international mobility, to provide means to streamline Regulators' licensure processes. Drive broader social and systems change: To be party to and have influence in international agreements at the academic and professional level.	Accreditation Strategic Direction, CP1, CP2, CP6, CP7
National Council of Examiners for Engineering and Surveying (NCEES)	Nature of commitment: Informal Cost: ~\$8,000 (participation in F2F meeting)	Increase organizational success: Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs and governance.	CP2, CP3, CP6, CP7

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
National Society of Professional Engineers (NSPE)	Nature of commitment: Informal Cost: ~\$8,000 (participation in F2F meeting)	Increase organizational success: Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs.	CP2, CP3, CP6, CP7
Ontario Network of Women in Engineering (ONWiE)	Nature of commitment: Informal Cost: \$0	Increase organizational success: Ongoing exchange of research and data on women in engineering. Drive broader social and systems change: Supporting Go ENG Girl promoting engineering women young girls.	CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Ontario Society of Professional Engineers (OSPE)	Nature of commitment: Formally 30 by 30 Champion and informally for National Engineering Month Cost: \$0	Increase organizational success: Sharing of resources on diversity and inclusion. Strengthens consultation network by providing perspective on advocacy issues within Canada's largest jurisdiction. Drive broader social and systems change: Active member of 30 by 30 Champions network to increase women in engineering.	CP5, CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Ontario Tech University (OTU)	Nature of Commitment: Formal Cost: \$0	Increase organizational success: Partnered with OTU to provide a national Future City Experience Showcase. OTU has taken the lead in the organization and implementation of the showcase for the Future City Experience Program.	CP8

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Polytechnique Montreal	<p>Nature of commitment:</p> <p>Partnership agreement for massive open online course (MOOC) – Sustainability in Practice,</p> <p>Cost: \$0</p>	<p>Increase organizational success: Broadening awareness and uptake of CEQB National Practice Guideline on Sustainable Development and Environmental Stewardship by engineers in all jurisdictions and increasing the profile of Engineers Canada.</p> <p>Drive broader social and systems change: Provides widely accessible CPD in Canada and internationally to foster change and excellence in engineering practice to consider sustainable development, climate change and environmental stewardship.</p>	CP3, CP8, Inclusiveness and Truth & Reconciliation Strategic Direction
Society of Women Engineers (SWE)	<p>Nature of commitment: Informal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Sharing of research and information on women in engineering.</p> <p>Drive broader social and systems change: Creating and supporting a network and community for women engineers.</p>	CP9, Inclusiveness and Truth & Reconciliation Strategic Direction
Women in Engineering (WES) Summit	<p>Nature of commitment: 30 by 30 Champion</p> <p>Cost: \$0</p>	<p>Increase organizational success: Sharing of knowledge and information on women in engineering.</p> <p>Drive broader social and systems change: Creating and supporting a network and community for women engineers.</p>	CP9, SP 2.1

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
World Federation of Engineering Organizations	<p>Nature of commitment: Membership</p> <p>Cost: \$8,400</p>	<p>Maximize resources: Maintain contact and foster relationships with national member engineering organizations in more than 90 countries. Information on strategies, practices and policies for engineering education in these countries, and the promotion of engineering to women and youth.</p> <p>Drive broader social and systems change: Work together with secretariat and member countries to expand and enhance the profile of engineers and engineering at the international level and with Canadian federal government.</p>	CP1, CP7, CP8, CP9, Inclusiveness and Truth & Reconciliation Strategic Direction

Legend

Subcategory (Area)	Description
Partnership commitment	Includes the nature of relationship (formal, informal) and overhead cost associated with maintaining this relationship.
Purpose of relationship and outcomes to date	<p>The purpose of our strategic partnerships can be summarized as follows:</p> <ol style="list-style-type: none"> 1. Maximize resources (boost organizational efficiency): as an organization through this partnership we can accomplish our work more quickly and with fewer resources. “How this partnership helps us to maximize the desirable results, using the least amount of money and time” (Examples: cost savings, shared resources) 2. Increase organizational success (effectiveness): how this partnership has contributed to the success and advancement of our stated objectives. (Examples: collective influence (joint programs, marketing), shared knowledge and thought exchange, awareness and recognition). 3. To drive broader social and systems change: leveraging our own efforts to achieve broader systems change in conjunction with other players. <p>Outcomes to date refers to specific examples of how we have/are realizing the purpose of the partnership.</p>
Strategic alignment	Refers to alignment of the partnership as it relates to Engineers Canada’s <i>2025-2029 Strategic Plan</i> and objectives.

BRIEFING NOTE: For information

Update on the 50-30 Challenge		3.3
Purpose:	To provide an update on Engineers Canada’s participation in the federal government’s 50-30 Challenge	
Link to the Strategic Plan / Purposes:	2025-2029 strategic direction: Realizing an inclusive profession 2022-2024 strategic priority 2.1: Accelerate 30 by 30 Core purpose 9: Promote diversity and inclusion in the profession that reflects Canadian society	
Link to Corporate Risk Profile	Insufficient representation of marginalized groups	
Prepared by:	Jeanette Southwood, Executive Vice President, Corporate Affairs and Strategic Partnerships Kim Bouffard, Manager, Belonging and Engagement	
Presented by:	Philip Rizcallah, Chief Executive Officer	

Background

- In October 2020, the Minister of Innovation, Science and Industry launched the federal government’s “50-30 Challenge”. The objective of the challenge is to advance diversity and inclusion with the aim of improving representation of women and underrepresented groups on corporate boards and in senior management, over time.
- The 50-30 Challenge asks participating organizations to voluntarily take action and make two commitments, towards which they will report regularly to their Board on progress:
 1. **Gender** parity (“50 per cent women and/or non-binary people”) on boards and in senior management; and
 2. Significant representation (“30 per cent”) on boards and in senior management of other **underrepresented groups**, including racialized Canadians, Indigenous people, people with disabilities, and members of 2SLGBTQ+ communities.
- Engineers Canada’s Board committed to the 50-30 Challenge in May 2021.
- As of March 10, 2025, there are 2,853 participating organizations in total, up approximately 13% from 2,531 a year ago.

Status update

- Engineers Canada is working to raise awareness of inclusion, diversity, equity and accessibility (IDEA) amongst staff, the Board, and Regulators through training and sharing of resources. Several activities have been undertaken since the last 50-30 Challenge update to the Board in May 2024.
- As part of our work on the 2022-2024 strategic priority, Accelerate 30 by 30, Engineers Canada launched an Employer Task Force as well as the development of a national research strategy. In addition, Engineers Canada published an updated Managing Transitions Guide to support the creation of safe, open, and inclusive environments to ensure maternity and parental leaves are positive and enjoyable experiences.

- Engineers Canada held its annual 30 by 30 Conference: Solutions and accountability towards an inclusive engineering profession”, an in-person summit on May 21 in Vancouver. The conference brought together leaders from engineering regulators, employers, and education to address barriers within their control and influence, collaborate on solutions, and identify and promote accountability for fostering the success of women and marginalized groups in the profession.
- Engineers Canada signed an updated Memorandum of Understanding with EngiQueers Canada in March 2025.
- Engineers Canada participates annually in the Canadian Federation of Engineering Students (CFES) Conference on Diversity in Engineering (CDE). Participation in CDE is part of Engineers Canada’s commitment described in our MOU with the CFES.
- Engineers Canada participates annually in the AISES (American Indian Science and Engineering Society-Advancing Indigenous People in STEM) in Canada National Gathering. March 2024 saw the signing of Articles of Incorporation for AISES in Canada. In 2025, Engineers Canada attended the National Gathering with our Indigenous Advisory Committee, composed of Indigenous engineers from across Canada.
- The CEQB has been undertaking an initiative since April 2024 to align its practices with the Board’s adoption of the 50-30 challenge. As of April 2025, CEQB is developing an attributes matrix to assist the nominations process and has introduced a continual improvement moment at its meetings, focused on EDI and governance related topics. It is also undertaking a top-to-bottom communications review covering all aspects of recruitment, onboarding, policy, meeting management, outreach, and consultation.
- Included in the call for nominees to the Board, Regulators were asked to consider Engineers Canada’s commitment to the 50-30 Challenge.
- The following tables illustrate demographics for the Board and the senior leadership team (SLT), collected through 2022, 2023, 2024, and 2025 self-assessment surveys.

Gender

	Board Directors				Senior Leadership Team			
	2022	2023	2024	2025	2022	2023	2024	2025
% Women and gender non-conforming	39%	-*	-*	-*	63%	50%	-*	
% Women (including women with trans experience)	-*	26%	38%	41%	-*	50%	50%	57%
% Men (including men with trans experience)	30%	53%	50%	55%	25%	50%	50%	43%
% Prefer not to say	4%	5%	0%	5%	13%	0%	0%	0%
% Gender-non-conforming/non-binary/gender fluid	-*	5%	6%	0%	0%	0%	0%	0%

	Board Directors				Senior Leadership Team			
% Another category of gender	-*	11%	6%	0%	-*	-*	0%	0%
Number that did not answer the question	6	4	7	1	0	0	1	0

* Indicates that this question was not asked in the survey

Underrepresented groups

	Board Directors				Senior Leadership Team			
	2022	2023	2024	2025	2022	2023	2024	2025
% Underrepresented groups (i.e. racialized Canadians, Indigenous people, people with disabilities, and members of 2SLGBTQ+ communities, black, person of colour)	17%	7%	31%	30%	25%	25%	50%	57%
% Do not identify as a member of an underrepresented group	61%	73%	69%	70%	75%	75%	50%	43%
I prefer not to say	-*	20%	-*	-*	0%	0%	0%	0%
Number that did not answer the question	5	4	7	1	0	0	1	0

* Indicates that this question was not asked in the survey

Results Summary

As mentioned in the Background section, participating organizations are asked to report to their boards on progress toward meeting the challenge.

	Board Directors				Senior Leadership Team			
	2022	2023	2024	2025	2022	2023	2024	2025
Gender parity (% Women and/or non-binary people)	39%	31%	44%	41%	63%	50%	50%	57%
Significant representation (% Underrepresented groups; i.e. racialized Canadians, Indigenous people, people with disabilities, and members of 2SLGBTQ+ communities, black, person of colour)	17%	7%	32%	31%	25%	25%	50%	57%

	Board Directors				Senior Leadership Team			
Number that did not answer the question	6* 5**	4	7	1	0	0	1	0

* Gender parity question

** Significant representation question

Next Steps

- Engineers Canada's HR Director is developing an internal IDEA training plan for staff and volunteers and exploring how we measure and benchmark our work to existing EDI workplace standards.
- Board composition will be reviewed as part of governance review, as identified in Engineers Canada's 2025-2029 strategic plan.

Appendix

- None

BRIEFING NOTE: For decision

CEAB appointments		3.4
Purpose:	To approve one new appointment, and three re-appointments to the CEAB for terms starting July 1, 2025	
Link to the Strategic Plan / Purposes:	Core purpose 1: Accrediting undergraduate engineering programs	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the following CEAB appointments be approved for the period July 1, 2025 to June 30, 2028:</i></p> <ul style="list-style-type: none"> • Diane Kennedy, member-at-large (second term) • John Allen Stewart, member-at-large (third term) • Nicholas Krouglicof for the Atlantic region (second term) • Sathish Gopalakrishnan for British Columbia (new member) 	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Lisa Doig, Director Appointee to the CEAB and Chair of the CEAB Nominating Subcommittee	

Problem/issue definition

- In keeping with Board policy 6.9, *Canadian Engineering Accreditation Board* (CEAB), Diane Kennedy is eligible for a second 3-year term, John Allen Stewart is eligible for a third 3-year term and Nicholas Krouglicof is eligible for a second 3-year term. PEO confirmed Diane's and John Allen's good standing, and PEI, APEGNB, PEGNL and Engineers Nova Scotia confirmed support for Nicholas's re-appointment.
- Working with the Engineers & Geoscientists British Columbia (EGBC), the CEAB Nominating Subcommittee sought the appointment of a representative from British Columbia as suggested under Board policy 6.9. EGBC has put forward Sathish Gopalakrishnan to serve in this capacity.
- The CEAB's Nominating Subcommittee supports all appointments as above.

Proposed action/recommendation

- That the Board approve the appointments, for the noted terms.

Other options considered

- None

Risks

- None



Financial implications

- Out-of-pocket expenses for CEAB members to attend in-person meetings are covered by Engineers Canada's operational budget. The appointments presented maintain the current number of CEAB members (21) and do not impact the current budget envelope.

Benefits

- The CEAB will benefit from having sustained membership to support its work.

Consultation

- Regulator support and/or confirmation of good standing was received for the nominations.

Next steps (if motion approved)

- The Chair of the CEAB Nominating Subcommittee, Director Appointee Lisa Doig, will advise the individuals of their appointments.

Appendix

- **Appendix 1:** New nominee profile (summary of key facts)



New nominee profile
CEAB nominations 2025

Key facts about Sathish Gopalakrishnan, P.Eng.

- Associate Professor, Department of Electrical and Computer Engineering, University of British Columbia (2013-2016; 2018-present)
- Associate Head, Electrical & Computer Engineering (2018-present)
- Has experience with the engineering accreditation process in the role as Associate Head.
- Serves on the UBC Senate and the Senate Curriculum Committee (2020-present).
- Has been director of UBC's Master of Software Systems Program (2013) and then the Master of Engineering Leadership Program in Dependable Software Systems (2021-23).
- Has volunteered with EGBC since 2017 on the Academic Examiners Subcommittee, where he assesses applicants from non-accredited programs when they seek a professional engineering license.
- An experienced volunteer, actively participating in scholarly societies such as: Society for Industrial Applied Mathematics (SIAM), Association for Computing Machinery (ACM), Institute for Electrical and Electronics Engineers (IEEE), The Advanced Computing Systems Association (USENIX)
- Has received recognition from the IEEE Computer Society for service contributions to the Technical Community on Real-Time Systems.
- Has a Computer and Software Systems Engineering background.

BRIEFING NOTE: For decision

CEQB appointments		3.5
Purpose:	To approve three CEQB appointments for period July 1, 2025 to June 30, 2028	
Link to the Strategic Plan / Purposes:	Core purpose 3: Providing services and tools that; enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the following CEQB appointments be approved for the period July 1, 2025 to June 30, 2028:</i></p> <ul style="list-style-type: none"> • Philip A. Zinck, Atlantic Provinces Representative • Efrem Teklemariam, Saskatchewan and Manitoba Representative • Abdelwahab Hamou-Lhadj, Quebec Representative 	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and CEQB Secretary	
Presented by:	Tim Kirkby, Director from Ontario, Senior Director Appointee to the CEQB	

Problem/issue definition

- As per Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, regional representatives to the CEQB are nominated by regulators from their respective regions. Each of the three regional nominees were submitted by appropriate regulators as candidates and reviewed by the CEQB Nominations Committee.

Proposed action/recommendation

- That the Board approve the appointments, for the noted terms.

Other options considered

- None

Risks

- Given that all nominees were submitted by Regulators, there is no risk with proceeding with the appointments.

Financial implications

- There are no financial implications associated with the appointments.

Benefits

- The CEQB will benefit from having a sustained membership to support its work.

Consultation

- Regulator support was received for the nominations.

Next steps (if motion approved)

- The Chair of the CEQB Nominating Committee, Senior Director Appointee Tim Kirkby, will advise the individuals of their appointments.

Appendix

- **Appendix 1:** New nominee profiles (summary of key facts)

Summary of Nominees

Philip A. Zinck, M. Sc, FEC, P. Eng.

- M.Sc in Electrical Power Systems, University of Bath (England), 2013
- B.Eng. in Electrical engineering, Technical University of Nova Scotia, 1987
- B.Sc. in Mathematics, Dalhousie University, 1984
- 37-year career in industrial and utility power system design, power system analysis, start-up and commissioning with emphasis on Protection and Control systems and schemes.
- **Employer:** Emera Inc.
- **Association Service:** Professional Practice Committee, Engineers Nova Scotia (2015-present); CEO Committee – Board of Examiners, Engineers Nova Scotia (2018-present); Engineer-in-Training Mentorship Program, Engineers Nova Scotia (2000 – present); Engineers Nova Scotia Council (2011-2013)

Efrem Teklemariam, P.Eng. (FEC), PMP (Manitoba and Saskatchewan Representative)

- M.Sc. Water Resources Engineering, University of Manitoba, 1999
- M.Eng. Water Resources Engineering, Delft Technical University, Netherlands, 1988
- B.Sc. Hydraulic Engineering, Addis Ababa University, Ethiopia, 1983
- **First Registered:** 1996
- **Employer:** Dept Manager of Water Resources, Chair & Manager for Research and Development, Manitoba Hydro
- **Association service and recognitions:** Manitoba 2030 Coalition (2019-current); Council (2018-2022); Academic Review Committee (2003-2014); Nominating (2009, 2018, 2023); Centennial Task Group (2016-19); Finance Committee (2018-2022); Ethio-Eritrean Chapter, Recipient of EngGeoMB Outstanding Service Award (2024); EngGeoMB Technical Excellence Award (2023)

Abdelwahab Hamou-Lhadj, Ph.D., ing (Quebec Regional Representative)

- Ph.D. in Computer Science, University of Ottawa, 2005
- Master of Computer Science, University of Ottawa, 2001
- Ingénieur d'état en informatique, Institut National d'Informatique (Algeria), 1994
- **First registered:** 2010
- **Employer:** Department of Electrical and Computer Engineering, Concordia University
- **Accomplishments:** Extensive record of academic-related achievements (42 articles; 107 Conference papers; 4 book chapters; 2 patents); Extensive university service, including multiple chair roles; member of IEEE, ACM, ASQ, CEEA, ACFAS

BRIEFING NOTE: For information

FAR Committee report		4.1
Purpose:	To review the FAR Committee contributions for 2024-2025	
Link to the Strategic Plan/Purposes:	Board responsibility: Provides financial oversight.	
	Board responsibility: Provides risk identification and oversight.	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
	Reduced long term financial viability (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Marlo Rose, Chair, FAR Committee	

Background

- Annually, at its May meeting, the Board asks each of its committees to present a final report outlining its contributions over the past year.
- The FAR Committee's work plan was based on the responsibilities outlined in Board policy 6.4, *Finance, Audit, and Risk Committee terms of reference*, and approved by the Board on October 10, 2024.

Status update

- This year's FAR Committee completed all work identified in its work plan including oversight of:
 - the budget preparations,
 - the 2027 per capita assessment fee (PCAF) recommendation,
 - the annual audit,
 - quarterly financial performance,
 - financial control policies, and
 - risk identification and management.
- The committee had an extra meeting in August to more fully understand Engineers Canada's Corporate Risk Profile and Risk Registers.

Next steps

- At its first meeting on June 16, the 2025-2026 FAR Committee will recommend its work plan for Board approval in October.
- Based on the FAR Committee's discussion on August 22, 2024, it is presumed that the 2025-2026 committee should continue to conduct reviews of the risk register on a biannual basis, with a deep dive in March and check-in in October. Should any risks emerge outside of this revised schedule, the FAR Committee can discuss them at any time.

Appendix

- None

BRIEFING NOTE: For information

Risk register / Corporate Risk Profile		4.2
Purpose:	To provide risk oversight	
Link to the Strategic Plan/Purposes:	Board responsibility: Provides risk identification and oversight	
Link to Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Marlo Rose, Chair of the Finance, Audit and Risk (FAR) Committee	

Background

- The Board is informed of risks through:
 - briefing notes that guide decision making at meetings,
 - the Corporate risk profile and Risk registers which are presented at least annually, and
 - updates by the FAR Committee when required.
- Furthermore, every Board agenda includes a [link](#) to the Corporate risk profile and Risk registers.
- In-depth reviews of the Corporate risk profile and Risk registers are conducted as follows:
 - **Annually** – As per Board policy 6.4, *Finance, Audit, and Risk (FAR) Committee terms of reference*, the FAR Committee is responsible for conducting an annual review of the Corporate Risk Profile before it is shared with the Board in May.
 - **Quinquennial** – As per *Board policy 1.4. Strategic Plan*, a SWOT and strategic risks analysis are performed to inform the selection of strategic directions, which are meant to mitigate major strategic risks. Engineers Canada has now completed two full strategic planning cycles with this risk management system, and so it has reached maturity.
- The FAR Committee also reviews the risk register on a biannual basis, or sooner if needed, and reports any significant changes to the Board at their next meeting.
- At any time, Board members can introduce a new risk for discussion at an upcoming FAR Committee meeting by contacting the Committee's Chair.

Status update

- Engineers Canada staff and the FAR Committee performed their annual in-depth review in March.
- Changes resulted from fresh perspectives in annual in-depth review, and maturing of our in-depth risk management approach (we are in year two of this approach).
- All items on the Board's register address major risks that are being mitigated by the 2025-2029 strategic priorities.
- Major changes to the Board's risk register are:
 - **Risk # 2 - Decreased confidence in the governance functions**
 - **Score:** increased from a total score of 5 to a revised score of 10 due to the governance review.

- *Target:* moved from a score of 4 to a revised score of 8, to represent the fact that even with the governance review, the risk will continue to exist, as for any other federation.
- **Risk # 3 – Diminished national collaboration:**
 - *Target:* increased from a score of 5 to a revised score of 10 to reflect that while Engineers Canada seeks to foster collaboration, we have little control over whether an initiative is successful or not.
- **Risk # 5 - Engineering is unwelcoming and exclusionary to under-represented people in engineering**
 - *Score:* moved from a score of 12 to a revised score of 15 to reflect recent global trends in decrease of support for Equity, Diversity and Inclusion (EDI).
 - *Target:* increased from a score of 10 to a revised score of 12 to better reflect Engineers Canada's lack of control over the recruitment and retention of under-represented groups in engineering.
- **Risk # 7 – Tarnished reputation**
 - *Score:* moved from a score of 6 to a revised score of 8 to align with the increase of the client satisfaction risks.
- Changes made to operational risk register are:
 - **Risk # 8 – Insufficient client satisfaction**
 - *Score:* Increase from a score of 12 to a revised score of 16 to reflect that some major initiatives are starting to be implemented, and the high level of change management required results in Engineers Canada being more exposed to a decrease in client satisfaction until the changes are resolved.
 - *Target:* Increase from a score of 6 to a revised score of 8 to better reflect the high level and tight timeline associated with the change management required. This score also due to Engineers Canada's inability to improve at a fast pace due to level of consultation and involvement of outside interest holders that need to be included.

Next steps

- The FAR, as well as Engineers Canada staff, will continue to monitor changes to the environment and update the Risk Registers accordingly.

Appendices

- **Appendix 1:** Board and operational risk register revisions at a glance

Appendix 1: Board and operational risk register revisions at a glance

Board risks

LIKELIHOOD	IMPACT				
	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Severe
5 - Extremely Likely	2	2	5		
4 - Likely			4 5	6	
3 - Moderate					1
2 - Unlikely			7	7	3
1 - Low					

1 - Decline in the value of accreditation

2 - Decreased confidence in the governance functions

3 - Diminished national collaboration

4 - Diminished scope and value of engineering regulation

5 - Engineering is unwelcoming and exclusionary to under-represented people in engineering

6 - Reduced long term financial viability

7 - Tarnished reputation

Operational risks

LIKELIHOOD	IMPACT				
	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Severe
5 - Extremely Likely					
4 - Likely		8		8	
3 - Moderate					
2 - Unlikely			9 10 11	12	
1 - Low					

8 - Insufficient client satisfaction

9 - Breach in corporate compliance

10 - Mismanagement of finances

11 - Mismanagement of human Resources

12 - Compromised infrastructure, information technology and cybersecurity integrity

BRIEFING NOTE: For information

Governance Committee report		4.5
Purpose:	To review the Governance Committee contributions for 2024-2025	
Link to the Strategic Plan/Purposes:	Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Sophie Larivière-Mantha, Governance Committee chair	

Background

- Annually, at its May meeting, the Board asks each of its committees to present a final report outlining its contributions over the past year.
- The Governance Committee's work plan was based on the responsibilities outlined in Board policy 6.8, *Governance Committee terms of reference*, and approved by the Board on October 10, 2024.

Status

- This year's Governance Committee completed all work identified in its work plan, which included:
 - reviewing twenty-three (23) existing policies, and
 - making recommendations for Board education to inform the HR Committee's Board development budget.
- The committee also held two additional meetings to:
 - develop the terms of reference for the Governance Review Task Force, and
 - review guest allowances at Board meetings, as encouraged by the Board.
- Furthermore, it discussed how Engineers Canada can best integrate ESG considerations in its policies, as per the 2025-2029 Strategic Plan.

Next steps

- At its first meeting on June 16, the 2025-2026 Governance Committee will recommend its work plan for Board approval in October.
- Included in the draft work plan will be fourteen (14) policies due for regular review in 2025-2026.

Appendix

- None

BRIEFING NOTE: For decision

Board policy updates		4.6
Purpose:	To approve revisions to existing Board policies	
Link to the Strategic Plan/ Purposes:	Board responsibility: Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.	
Link to the Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:</i></p> <ul style="list-style-type: none"> <i>i. 1.4, Strategic Plan</i> <i>ii. 4.3, Code of conduct</i> <i>iii. 6.13, President-elect nomination and election process</i> <i>iv. 7.2, Board relationship with the CFES</i> <i>v. 7.4, Engineers Canada partnerships with external organizations</i> 	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Sophie Larivière-Mantha, Chair of the Governance Committee	

Problem/issue definition

- The Governance Committee (GC) has identified revisions to five (5) Board policies for Board approval through its regular policy review.

Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1:
 - 1.4, Strategic plan:** Minor revisions proposed throughout and described therein.
 - 4.3, Code of conduct:** Review period revised to match most other Board policies.
 - 6.13, President-elect nomination and election process:** Minor revisions proposed for improved clarity of meaning.
 - 7.2, Board relationship with the CFES:** Minor revisions have been proposed and described therein.
 - 7.4, Engineers Canada partnerships with external organizations:** Significant edits are proposed based on feedback by the Board and Governance Committee in March 2024, and a sample policy provided by a former Governance Committee member. A clean copy of the revised policy has been included after the marked-up version.

Other options considered

- Seven (7) Board policies were considered. Members of the GC were assigned one policy to review in detail, with proposed revisions by staff, in advance of its March 11, 2025, meeting. GC members then had the opportunity to propose further revisions to the committee for discussion.
- No changes were proposed to policies 6.9, *Canadian Engineering Accreditation Board (CEAB)*, and 6.10, *Canadian Engineering Qualifications Board (CEQB)*, given that they will be reviewed as part of the governance review's focus on roles, operations and reporting of standing committees and direct reports.

Risks

- Operating without clear and up-to-date policies puts Directors and the organization at risk in terms of compliance and the transfer of corporate knowledge. This risk is mitigated, in part, through regular and ongoing policy reviews.

Financial implications

- None of the proposed policy revisions have budgetary implications.

Benefits

- The proposed revisions aim to enhance the existing policies so that the Board and its key interest holders have access to clear policies that govern Engineers Canada.

Consultation

- In addition to a preliminary review conducted by Engineers Canada's governance staff, the HR Committee reviewed Board policy 6.13, *President-elect nomination and election process*. The committee did not coalesce around any specific changes but suggested that the forthcoming governance review may inform potential changes to the policy.

Next steps

- Pending Board approval, the policy manual will be updated to include the revised policies.

Appendix

- **Appendix 1:** Marked up (track change) versions of the policies.



1 Introduction and background

The introduction and background contain information that helps provide context for the policies in this manual.

1.4 Strategic plan

Date of adoption: May 24, 2019 (Motion 5756)

Review period: ~~Biennial~~ Triennial

Date of latest amendment: December 12, 2022 (Motion 2022-12-4D) Date last reviewed: December 12, 2022

Commented [JB1]: Revised to match the review period of most other Board policies.

(1) As described in Board policy 4.1, *Board Responsibilities*, the Board works with staff to develop a Strategic Plan that considers emerging trends and Board risks, and monitors implementation of the Strategic Plan. The Strategic Plan is published on the Engineers Canada website.

(2) One of the Board's primary responsibilities is to ensure that the organization has developed a strategy that aligns the purposes set by the Regulators with the goals and activities of the organization.

(3) The purpose of strategic planning is to document the Board's direction and the outcomes that it wants the organization to achieve. The Strategic Plan must be achievable within the purposes and resources of Engineers Canada, address critical issues, and complement (not duplicate) Regulators' initiatives. The development of the Strategic Plan should be informed by an environmental scan, a strategic risk analysis, and should be developed in consultation with Regulators and interest holders.

Commented [JB2]: These details are arguably too operational for a Board policy.

~~(3)(4) The CEO shall develop and maintain a process for developing the Strategic Plan and shall provide staff resources to support its development. Execution of the process is approved by the Board.~~

Commented [JB3]: Moved from subsection 6 so that all points about developing the plan are grouped together.

~~(4)(5) The Board continuously monitors the performance of the organization against this plan, receiving three interim reports and one annual report each year that report progress against the outcomes defined in the plan. The annual performance assessment report is also provided to the Members at the Annual Meeting of Members. This annual report would provide the basis for requesting any changes to the Strategic Plan.~~

Commented [JB4]: This line implies that neither staff nor the Board could recommend changes to the plan at another time during the year should the need arise. This could be problematic.

~~(5)(6) The Strategic Plan is approved the year preceding its implementation, by the Members. The CEO shall develop and maintain a process for developing the Strategic Plan and shall provide staff resources to support its development.~~

Commented [JB5]: Moved to section 4.



4 Role of the Board

4.3 Code of conduct

Date of adoption: April 9, 2018 (Motion 5693)

Date of latest amendment: May 26, 2023 (Motion # 2023-05-9D)

Review period: ~~Biennial~~Triennial

Date last reviewed: May 26, 2023

Commented [JB1]: The review period has been updated to match most other Board policies. The policy is otherwise considered to be consistent with standard practices and no changes are recommended.

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and impartiality of the decisions made by the Board and Board committees.

4.3.1 Board and committee member conduct

- (1) Engineers Canada is committed to ensuring an inclusive and supportive environment. Board members and members of Committees shall, at all times, conduct themselves in an ethical, professional, and lawful manner. This includes proper use of authority and appropriate decorum.
- (2) Expected behavior for Board members and members of Board committees at in-person and/or virtual events, activities and meetings include that:
 - a) They shall refrain from violent behavior, harassment, intimidation, retaliation or any form of discrimination and shall treat one another and staff members with respect, co-operation, and a willingness to deal openly on all matters, valuing a diversity of views and opinion;
 - b) They should be considerate, respectful, and collaborative with others;
 - c) They should communicate openly with respect for others, critiquing ideas rather than individuals;
 - d) They should avoid personal attacks directed toward others;
 - e) They should be mindful of their surroundings and their fellow participants; and,
 - f) They should respect the rules and policies of the meeting venue, hotels, Engineers Canada contracted facility, or any other venue.
- (3) Unacceptable behavior by Board or Board committee members includes, but is not limited to:
 - a) Verbal or written comments that are not welcome and/or are personally offensive that relate to gender, sexual orientation, disability, physical appearance, body size, race, religion, national origin, or age;



- b) Violations of federal or provincial laws that could result in fines or civil damages payable by Engineers Canada or that could otherwise significantly harm Engineers Canada's reputation or public image;
 - c) Unethical conduct and/or conduct that contravenes any Engineers Canada policies or its Code of Conduct; and
 - d) Danger to the health, safety or well-being of staff, other Board or Board committee members and/or the general public.
- (4) Board members and members of Board committees shall ensure that unethical, unprofessional or illegal activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported as per section 4.3.3, *Compliance with Board policies*.
 - (5) A Board member or a member of a Board committee who is no longer holding good standing status with their provincial Regulator shall be suspended from participation in Board and Board committee activities until they return to good standing status.
 - (6) A Board member or a member of a Board committee who is alleged to have violated this Code of Conduct shall be so informed. As per section 4.3.4, *Complaints Process*, such breaches may be investigated.
 - (7) Upon appointment, Directors shall sign the oath of office or other suitable undertaking.
 - (8) Upon appointment, Board members and members of Board committees shall sign an acknowledgment of Policy 4.4, *Confidentiality*.

4.3.2 Conflict of interest guidelines

- (1) Board members and members of Board committees shall act at all times in the best interests of Engineers Canada. This means putting the interests of Engineers Canada ahead of any personal interest or the interest of any other person or entity. It also means performing their duties and transacting the affairs of the corporation in such a manner that promotes public confidence and trust in the integrity, objectivity and impartiality of the Board or Committee.
- (2) Board members and members of Board committees shall not use their Board or Committee position to obtain employment at Engineers Canada for themselves, family members, or close associates. Board and Committee members must resign from the Board or Board committee before applying for employment with Engineers Canada.
- (3) Board members and members of Board committees shall not directly or indirectly offer or accept cash payments, gifts, gratuities, privileges or other personal rewards, which are intended to influence the activities or affairs of Engineers Canada. Board members and members of Board committees may, however, give or receive modest gifts or hospitality as a



matter of general and accepted business practice, provided the foregoing does not include cash or other negotiable instruments and provided all gifts or hospitality have been disclosed and properly accounted for.

- (4) Both prior to serving on the Board and during their term of office, Directors must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Board or its committees deal with the matter at issue.
- (5) If a Director is not certain whether they are in a conflict of interest, the matter may be brought forward to the President or the Board for advice and guidance.
- (6) If there is any question or doubt about the existence of a real or perceived conflict of interest, the Board will determine by majority vote if a conflict of interest exists. The Director potentially involved in the conflict of interest shall be absent from the discussion and shall not vote on the question.
- (7) It is the responsibility of other Directors who are aware of a real, potential or perceived conflict of interest on the part of a fellow Director to raise the issue for clarification, first with the Director in question and, if still unresolved, with the President of the Board or the full Board.
- (8) The Director must declare the conflict in advance and, if decided by the Board, shall:
 - a) abstain from participation in any discussion on the matter;
 - b) not attempt to personally influence the outcome;
 - c) refrain from voting on the matter; and,
 - d) leave the meeting room for the duration of any discussion or vote.
- (9) The disclosure of a conflict of interest and decision as to whether a conflict exists shall be recorded in the minutes of the meeting.
- (10) Directors have an ongoing obligation to disclose conflicts of interest in accordance with s. 141 of the *Canada Not-for-profit Corporations Act*.

4.3.3 Compliance with Board policies

- (1) Board members and members of Board committees are expected to comply with all Board policies. A Board member or member of a Board committee who is unsure about the interpretation of any policy should consult with the President or the CEO. Anyone unable to carry out the material responsibilities of their position or to conduct themselves in a manner consistent with Board policy, should consider voluntarily resigning their position.

4.3.4 Complaints process

- (1) The purpose of Complaints process is to structure the process of handling complaints to provide a fair and effective response to complaints. Anyone who wishes to file a complaint



against a Board member or member of a Board committee for a violation of this policy, the confidentiality policy, or the oath of office (both contained within Policy 4.4, *Confidentiality*) must do so in writing and address it to the President. If the matter involves the President, the complaint shall instead be addressed to the President-Elect. The written complaint must identify the complainant, the respondent (i.e. the subject of the complaint) and the grounds for the complaint.

- (2) Within 15 business days of receiving the complaint, the President or, if the matter involves the President, the President-Elect, shall establish a panel to consider the complaint. The panel shall consist of the President, the President-Elect, and the Past-President or, if the Past President is approaching the end of their term on the Board, one additional Director, as determined by the President and the President-Elect. Where the complaint involves any of the preceding, an alternate Director shall be appointed. The selection of an alternate Director shall be at the discretion of the remaining panel members.
- (3) In considering the complaint, the panel shall decide whether to proceed to investigate the complaint or not. If the panel is of the opinion that:
 - a. The complaint is frivolous or vexatious or is not made in good faith; or,
 - b. The complaint is outside the jurisdiction of the Board or would be more appropriately dealt with through another process (e.g. through a Regulator's disciplinary process); or,
 - c. There are no grounds or insufficient grounds for conducting an investigation,

then the panel may choose not to investigate or may dispose of the complaint in a summary manner. In such an event, the complainant shall be advised of the panel's decision in writing, with reasons provided. If the panel decides to investigate the complaint, the respondent shall be provided with a copy of the written complaint and any related information, and shall be given the opportunity to present a written response within 30 days of receiving notice of the complaint.

- (4) The panel shall consider the complaint and the response and may involve outside consultants (such as a workplace investigator) to assist. If an investigation is initiated, attempts shall be made to interview the complainant and the respondent (the "parties") as well as others who are reasonably identified as having information that could assist in investigating and/or resolving the complaint, including members of Engineers Canada staff.
- (5) Upon conclusion of the investigation, the panel shall consider the results of the investigation and determine the course of action for disposing of the complaint, which shall be set out in a written report that is provided to the parties. The panel may:
 - a) Determine that the complaint is unsubstantiated and/or does not warrant further action;



- i. If the complainant is not satisfied with that decision, they may submit the written complaint to the full Board for further consideration;
 - b) Mediate between the parties, until the complaint has been resolved;
 - c) Make any recommendations reasonably necessary to resolve the complaint; or
 - d) Refer the complaint to the Board.
- (6) If the matter is referred to the Board, it shall be heard at the next Board meeting, in an in-camera session. The Board shall be presented with the complaint, the response, and the report. The parties shall be invited to attend to respond to questions from the Board.
- (7) If the complainant or the respondent is a Board member, then they shall recuse themselves from the deliberations and any vote upon a motion regarding the complaint, if any.
- (8) For those Board members or members of Board committees who have been found, by the panel or the Board, as applicable, to be in violation of the Code of Conduct or policy 4.4, *Confidentiality*, they may be subject to any of the following sanctions:
 - a) A requirement to modify or discontinue the conduct giving rise to the complaint;
 - b) A requirement to undergo education, training or other remedial action;
 - c) Admonishment or reprimand;
 - d) Removal from Board- or committee-related assignments and/or loss of duties or privileges;
 - e) A report to the individual's home Regulator, submitted to the Council via its president or secretary;
 - f) Termination of their position on a Board committee (for members of Board committees only);
 - g) A recommendation to the Members to remove the Director from the Board (for Board members only); or,
 - h) Any other reasonable or prudent sanction as appropriate under the circumstance.
- (9) If the parties do not cooperate with the investigation or the decision of the panel or the Board, as applicable, the Board may take such further action as it deems appropriate up to and including termination from a Board committee, or a recommendation to the Members to remove the Director, as appropriate.
- (10) Investigations conducted under this policy shall be conducted in a fair, timely and confidential manner that respects the principles of procedural fairness and natural justice. To the extent possible, complaints should be resolved within 120 days of being initiated, or as early as practicable.
- (11) All complaints received under this policy and all information and records received, reviewed or generated during the course of an investigation and disposition of a complaint, including



interviews and reports, are and shall remain strictly confidential, and are only to be viewed by members of the panel and those who are authorized by the panel.

- (12) The panel shall inform the Board, in an in-camera session at the next Board meeting following the initiation of a complaint, of any complaints made under this policy. Similarly, the Board shall be informed when the complaint is resolved and the manner in which it was disposed of.



6 Engineers Canada Board committees and task forces

6.13 President-Elect nomination and election process

Date of adoption: May 24, 2019 (Motion 5756)

Review period: Biennial

Date of latest amendment: February 24, 2021 (Motion 2021-02-7D)

Date last reviewed: May 26, 2023

This policy outlines a fair and transparent process to nominate and elect the President-Elect. It applies whether voting takes place using in-person or electronic ballots.

6.13.1 Introduction

- (1) The President-Elect is elected by the Engineers Canada Board of Directors annually, at the spring (May) Board meeting.
- (2) The President-Elect holds office for the period from the close of the spring Board meeting to the next spring Board meeting.

6.13.2 Eligibility

- (1) To serve as the President-Elect, a Director shall:
 - a) be serving on the Board at the time of election;
 - b) have been nominated to serve as a Director by their Regulator for the ensuing three years; or,
 - c) subject to being elected or acclaimed, as the case may be, to the office of President-Elect, obtain a written commitment from their Regulator to nominate them for election as a Director for an additional period to enable them to serve as President-Elect, followed by terms as President and then Past President; and,
 - d) for Directors in their second term, have a minimum of one (1) year remaining in their term of office.
- (2) All candidates for election shall provide, as part of their nomination:
 - a) A declaration of interest form (Appendix A); and;
 - b) A curriculum vitae that will be provided to the Board; and
 - c) A Regulator letter of support to confirm the intent to nominate the Director for an additional period, if required.
- (3) All documents must be submitted within the time period set by the Past President, which shall be a minimum of four weeks in advance of the spring Board meeting.

Commented [JB1]: Added to clarify what is meant by "Director" in the preceding line.

Commented [JB2]: Added for clarity. It is currently only captured in the enclosures post script at the end of the declaration form.



6.13.3 Nomination procedures

- (1) The Past-President shall act as the Nominating Committee and shall:
 - a) Maintain an impartial position;
 - b) Attempt to ensure that sufficient nominations are received;
 - c) Prior to the spring Board meeting, at least:
 - i. **Three months in advance:** issue a call for nominations to all **current** Directors, referencing this policy;
 - ii. **Four weeks in advance:** receive nominations and confirm eligibility; and
 - iii. **Two weeks in advance:** provide the Board with the slate of candidates and their curricula vitae.
 - d) Where no nominations are received, the Board shall determine how the position will be filled.

Commented [JBM3]: Revised to make clear that eligibility is limited to sitting Directors and not incoming Directors.

6.13.4 Voting

A. Scrutineers

- (1) The Board will appoint two persons to act as scrutineers, typically the Engineers Canada CEO and the president of the Regulator where the meeting is held.

B. Conduct of elections

- (1) The Past President shall conduct the elections. If the Past President is unavailable or unwilling to conduct the elections, the Board shall appoint another Board member to act as chair and conduct the elections.
- (2) If only one candidate is nominated for President-Elect, the position shall be filled by acclamation.
- (3) If more than one candidate is nominated for President-Elect, election for the position shall be by secret ballot.
- (4) Each candidate may address the Board, in alphabetical order by last name, for a maximum of five minutes.
- (5) Each Director present at the meeting may cast one vote. Proxy votes are not permitted.
- (6) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.
- (7) In the event of two candidates for President-Elect, the President will cast a second vote for one candidate and place the vote in a sealed envelope.



- a) If one candidate receives a majority (that is, 50% + 1) of the votes, that candidate shall be declared elected.
- b) In the event of a tie in the number of votes received, the scrutineers shall open the sealed envelope and use the vote therein.
- (8) In the event of three or more candidates for President-Elect, the President and Past President shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.
 - a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
 - b) In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.
 - c) In the event of a tie in the number of votes received by two or more candidates, as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting, the scrutineers shall first open the President's sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the Past President's sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- (9) The scrutineers will report the name of the candidate who received the majority of the votes to the Past President. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (10) The Past President will thereafter announce the successful candidate.
- (11) When the election is complete, the Past President will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.



Appendix A: Declaration of interest form

Date: _____

To: Chair, Nominating Committee

I, _____, am pleased to confirm that I am placing my name into nomination for election as President-Elect of the Engineers Canada Board of Directors.

I have attached my curriculum vitae, for distribution to the Board.

Term of office

___ I have been nominated by my Regulator to serve as a Director for the required term, or

___ I have received written confirmation that, in the event I am elected or acclaimed, as the case may be, in the office of President-Elect, my Regulator will nominate me to stand for election for an additional period to enable me to serve the term of office.

If elected, I would be pleased and honoured to serve the Board.

(Candidate signature)

(Date)

Encl: Regulator letter of support
Director curriculum vitae



7 Board policies

7.2 Board Relationship with the Canadian Federation of Engineering Students

Commented [JB1]: Minor edits are proposed to reflect that this relationship is primarily managed by staff on behalf of the organization.

Date of adoption: March 1, 2019 (Motion 5736)

Review period: Triennial

Date of latest amendment: May 27, 2022 (Motion 2022-05-4D)

Date last reviewed: May 27, 2022

- (1) The Canadian Federation of Engineering Students ([CFES](#)) is the national organization that represents engineering students in Canada. They provide annual conferences and competitions ~~as~~ ~~networking events~~ for students that inspire innovation and foster the development of leadership, professional and ethical qualities, ~~knowledge about inclusion, diversity, equity and accessibility (IDEA), sustainability,~~ engineering identity, technical proficiency, and communication skills. They also conduct research on nationally relevant student issues and issues in the profession, and work with interest holders in the community to tackle these issues.
- (2) Engineering students are an important voice in the future of the engineering profession, and as such:
 - a) ~~Engineers Canada~~~~The Board~~ maintains a relationship with the CFES to understand the challenges, expectations, and needs of students ~~in order to~~ ~~to~~ inform decisions about Engineers Canada programs, projects, and services.
 - b) A representative of the CFES, typically the president, is invited to Engineers Canada's spring meetings (the annual meeting of Members and the Board meeting) and is requested to bring a report to the Board. All travel costs for this representative are covered by Engineers Canada.
 - c) Engineering students are a key interest holder of accreditation. In addition to soliciting student feedback during program visits, the ~~Canadian Engineering~~ Accreditation Board (~~CEAB~~) is directed to maintain a relationship with the CFES and invite the president of the CFES, or the president's designate, to observe the meetings, requesting that they bring a report for the CEAB's consideration. The CFES observer shall be granted the right to be recognized as a speaker in the CEAB's open session, and all travel costs for this representative are covered by Engineers Canada.



- d) Given the CFES's role as interest holder and beneficiary of many Engineers Canada programs and services, the CEO is directed to maintain a relationship with the CFES and ensure that its viewpoint is considered. Periodically, the CEO will solicit feedback from the CFES on the effectiveness of the relationship, in accordance with Board policy 7.11, Consultation. The CEO will report the results of the feedback to the Board.

Commented [JB2]: Added to help with Board oversight.



Board policies

7.4 Partnerships with external organizations

Date of adoption: May 24, 2019 (Motion 5756)

Review period: Triennial

Date of latest amendment:

Date last reviewed: March 1, 2024

Commented [JB1]: On March 1, 2024, the Board considered rescinding the current policy given its operational nature. However, Directors noted risks associated with external partnerships. Thus, the Board decided to retain the current policy until it may be replaced. Proposed revisions set-out guidelines that enable staff to enter into external partnerships, while remaining accountable to the Board.

(1) ~~The Board maintains open communication with other organizations regarding national issues of joint concern that align with the purposes of Engineers Canada. Engineers Canada enters partnerships with external organizations to support delivery of Engineers Canada's core purposes and strategic directions.~~ This may include, but is not limited to:

- a) ~~Inviting representatives of those organizations to Board meetings; and,~~
- a) ~~Meeting jointly with other Boards~~ Exchanging knowledge.
- b) ~~Broadening outreach.~~
- c) ~~Driving social and systems change.~~
- d) ~~Maximizing resources and boosting organizational efficiency.~~
- e) ~~Generating revenue, and~~
- b) ~~Increasing organizational success.~~
- f)

Commented [JB2]: The points added here are derived in part from the list of annual partnerships shared with the Board, the most recent of which is on [pages 39-51](#) of the Board's May agenda book. Generating revenue was added to account for affinity partnerships and new opportunities for funding that may emerge.

Commented [JB3]: These points are covered in the section above and therefore removed from here.

Commented [JB4]: This list is presented to the Board annually in May. It's value remains unclear. Many of the partnerships involve a small membership fee. In lieu of this point, the CEO's authority and obligation to seek approval from the Board for significant partnerships is captured below.

Commented [JB5]: The revised definition comes from a sample policy provided by a former EC Board member.

c) ~~"In addition to the President's role as spokesperson of the Board, the CEO is directed to maintain relationships, partnerships, and memberships with external organizations which contribute to achievement of the Strategic Plan and align with the purposes of Engineers Canada.~~

~~The CEO is directed to submit a list of such relationships periodically to the Board, for information. This list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.~~

(2) ~~A partnership is defined as any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or which has a significant financial or resource impact. Partnership" means a two-way communication or involvement between entities which are seen to be mutually beneficial either at present or in the future. Involvement can include, but is not limited to, the taking of money, doing business with, and/or sharing expertise and social capital, or the contribution of an in-kind commitment of goods and services to Engineers Canada. Partnerships are generally viewed as a mutual endorsement for both entities.~~

(2)–



7.4.1. Criteria for establishment of partnership

- (1) ~~To ensure that a relationship with an external party does not compromise Engineers Canada's values and principles. The following criteria shall be considered when establishing establishing a new partnership at the Board or operational level:~~

~~The degree to which the partnership will contribute to achievement of the Strategic Plan and the purposes;~~

a) ~~The financial and reputational value of the partnership; Alignment of the organization's mission and values with those of Engineers Canada;~~

b) ~~The degree to which the partnership is mutually beneficial;~~

c) ~~The financial and reputational value of the partnership;~~

d) ~~The degree to which Engineers Canada will maintain control over the planning and delivery of activities associated with the partnership; The cost of membership, where applicable; and;~~

e) ~~Real and/or perceived conflicts of interest that may need to be disclosed and managed; and~~

f) ~~Compliance with laws and regulations The alignment of the values, principles, and practices of the organization with Engineers Canada's.~~

- (2) ~~Partnerships should be terminated if they no longer align with Engineers Canada's core purposes and values.~~

7.4.2 Authority

- (1) ~~The CEO is directed to identify and enter into partnerships with external organizations that meet the purposes and criteria outlined in this policy. Any partnership that may put Engineers Canada's reputation at risk or involves a material financial commitment shall be presented to the Board for approval.~~

- (2) ~~When entering into a new partnership, the purpose and desired outcomes of the relationship shall be documented.~~

- (3) ~~Partnerships shall be reviewed periodically by the CEO to ensure that they continue to meet the criteria, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.~~

Commented [JB6]: As referenced above, this point delegates the CEO to enter into partnerships in accordance with the guidelines set out in policy but requires that any significant partnership be approved by the Board. In so doing, it is hoped that the policy sets direction for the CEO to carry out operational partnerships while maintaining appropriate accountability to the Board.

Board policies

7.4 Partnerships with external organizations

Date of adoption: May 24, 2019 (Motion 5756)

Review period: Triennial

Date of latest amendment:

Date last reviewed: March 1, 2024

- (1) Engineers Canada enters partnerships with external organizations to support delivery of Engineers Canada's core purposes and strategic directions. This may include, but is not limited to:
- a) Exchanging knowledge,
 - b) Broadening outreach,
 - c) Driving social and systems change,
 - d) Maximizing resources and boosting organizational efficiency,
 - e) Generating revenue, and
 - f) Increasing organizational success.
- (2) "Partnership" means a two-way communication or involvement between entities which are seen to be mutually beneficial either at present or in the future. Involvement can include, but is not limited to, the taking of money, doing business with, and/or sharing expertise and social capital, or the contribution of an in-kind commitment of goods and services to Engineers Canada. Partnerships are generally viewed as a mutual endorsement for both entities.

7.4.1. Criteria for establishment of partnership

- (1) To ensure that a relationship with an external party does not compromise Engineers Canada's values and principles, the following criteria shall be considered when establishing a new partnership:
- a) Alignment of the organization's mission and values with those of Engineers Canada;
 - b) The degree to which the partnership is mutually beneficial;
 - c) The financial and reputational value of the partnership;
 - d) The degree to which Engineers Canada will maintain control over the planning and delivery of activities associated with the partnership;

- e) Real and/or perceived conflicts of interest that may need to be disclosed and managed;
and
 - f) Compliance with laws and regulations.
- (2) Partnerships should be terminated if they no longer align with Engineers Canada's core purposes and values.

7.4.2 Authority

- (1) The CEO is directed to identify and enter into partnerships with external organizations that meet the purposes and criteria outlined in this policy. Any partnership that may put Engineers Canada's reputation at risk or involves a material financial commitment shall be presented to the Board for approval.
- (2) When entering into a new partnership, the purpose and desired outcomes of the relationship shall be documented.
- (3) Partnerships shall be reviewed periodically by the CEO to ensure that they continue to meet the criteria, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.

BRIEFING NOTE: For information

HR Committee report		4.8
Purpose:	To review the HR Committee contributions for 2024-2025	
Link to the Strategic Plan/Purposes:	Board responsibility: Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. Ensures that policies and processes are established to monitor and enhance Board effectiveness.	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk) Tarnished reputation (Board risk)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Chair, HR Committee	

Background

- Annually, at its May meeting, the Board asks each of its committees to present a final report outlining its contributions over the past year.
- The HR Committee's work plan was based on the responsibilities outlined in Board policies 6.12, *Human Resources Committee terms of reference*, and 4.7, *Monitoring of CEO*, and approved by the Board on October 10, 2024.

Status update

- This year's HR Committee completed all work identified in its work plan, which included:
 - Appointing members to Board committees and the Governance Review Task Force,
 - Overseeing Director development,
 - Overseeing the annual Board and Director assessments,
 - Overseeing the CEO succession planning and objectives development, and
 - Completing the annual CEO assessment and development plan.
- The Board's annual assessment report is available to Directors through [OnBoard > Resources > S Board assessments](#) and will be shared with the Governance Review Task Force as an input for their work. No significant concerns were found in the report. The HR Committee Chair will provide a verbal report to the Board on the HR Committee's discussion of the findings.
- An additional meeting was held in June to review the CEO transition plans in anticipation of the new CEO beginning his role on August 6, 2024.
- From November to January extensive effort by the HR Committee and subsequently the "3Ps" was put into setting the 2025 CEO's objectives with performance indicators / metrics. These were approved by the Board in February.
- In April, the HR Committee considered a new assessment tool based on the approved objectives and key performance indicators (KPIs), and a structure to guide the annual recommendation for CEO's short-term incentive.

Next steps

- At its first meeting on May 24, the 2025-2026 HR Committee will recommend its work plan for Board approval in October.
- The HR Committee is due to conduct an informal performance review of the CEO in 2025-2026. A fulsome description of the CEO objective setting and review processes is available to Directors in [OnBoard > Resources > T_CEO objective setting & evaluation](#).

Appendices

- None

April 4, 2025

Michael Wrinch
President, Engineers Canada
via email: president@engineerscanada.ca

Dear Michael,

RE: CEAB counsel on the Futures of Engineering Accreditation Path Forward Report recommendations

On November 18, 2024, the CEAB sent a letter addressed to you as the President of Engineers Canada requesting time to formulate a comprehensive response to the Path Forward Report recommendations, to be shared with the Engineers Canada Board. This response was to reflect the opinion of the CEAB as a whole. In a letter dated December 11, 2024 you indicated that the Engineers Canada Board would be prepared to receive the feedback in March 2025 which would be considered in combination with other ongoing work and engagements with interest holders. We sincerely appreciate this opportunity. This letter will serve to present the summative response of the CEAB to the Path Forward Report recommendations.

To elicit appropriate and comprehensive information, the CEAB hosted a virtual discussion board and subsequently held a three-hour working session devoted entirely to recording the views of its members. This was done in a virtual format with multiple breakout rooms and explicit time devoted to dealing with each of the 18 recommendations. Below is a summary of the main themes of comments curated from roughly 100 pages of transcripts and notes from those sessions.

This counsel will list the set of recommendations and below each, state the counsel of the CEAB regarding that recommendation. We limit ourselves to the recommendations and do not provide commentary on the FEA Project in its entirety. The views of the CEAB are compiled here into a consensus set of statements. This collection of majority opinions does not preclude that individual members of the CEAB may have differing minds, but these variances reflect a tempered presentation of our views for each recommendation.

Recommendation 1: Identify and strategically integrate the system's current strengths into the future framework.

CEAB Opinion: The CEAB supports this recommendation.

Recommendation 2: Endorse the revised purpose and scope of accreditation statements.

CEAB Opinion: The CEAB supports this recommendation. Additionally, the CEAB urges that the purpose and scope of accreditation be presented in the context of protecting the public as a core value.

Recommendation 3: Adopt the outlined design parameters as a fundamental framework for the future accreditation system.

CEAB Opinion: The CEAB supports this recommendation.

Recommendation 4: Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change.

CEAB Opinion: The CEAB urges caution in making any proposed shift. An outcomes-based approach needs to be robust and able to ensure that all graduates are academically qualified for licensure. The current system involves assessment of outcomes on a program basis as opposed to a student or candidate level. Movement to consideration of all graduates over the breadth of required outcomes may involve significant increases in workload for institutions. Definition of standards regarding meeting all versus part of an outcome or competency and establishment of appropriate metrics for these will also need to be considered.

Recommendation 5: Remove criteria related to the measurement of curriculum content with Accreditation Units (AUs). Focus on Graduate Attributes until a transition to the Full Spectrum Competency Profile can be completed.

CEAB Opinion: The CEAB urges caution in making any decision regarding this recommendation. If the AU system were to be removed, this leaves the overall accreditation process at risk of:

- not having comprehensive assessment tools to ensure fulsome evaluation of programs;
- not being in full compliance with international standards, particularly the Washington Accord; and
- not having clear direction on how or to what level the desired skills, attributes or competencies should be measured.

There are implications to a student regarding graduation and professional licensure if minimum levels of competency are not met. Definition of the depth and breadth of competence for acceptability in meeting a standard need to be delineated. The CEAB notes that the current AU system is flexible and fast and removal of this will likely increase workload for institutions to support an outcomes-based system. Additionally, the CEAB is concerned that implementing this recommendation may put regulator confidence in the accreditation system's ability to identify programs whose graduates are academically qualified at risk.

Recommendation 6: Retire the concept of the “minimum path”.

CEAB Opinion: The CEAB urges caution in considering retiring the minimum path concept. Without a minimum path, it is difficult to guarantee that every graduate will be academically qualified for licensure. This has implications in terms of confidence of the regulators that graduates are academically qualified for licensure and public perceptions of the skills associated with graduates of accredited programs, particularly in light of the idea of a weakest link as related to the entire student cohort. The CEAB supports the notion of some form of minimum acceptable level of skill acquired by all graduates.

Recommendation 7: Accept some of the recommendations presented by the Canadian Engineering Accreditation Board (CEAB) to address faculty license requirements, including:

- a) **The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.**
- b) **The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of students in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate substantial and meaningful involvement of licensed professionals in the engineering education process.**
- c) **The CEAB must require Higher Education Institutions (HEIs) to demonstrate that graduates have developed the expected level of understanding of, and commitment to, professionalism.**
- d) **The CEAB remove the Specific AUs criteria and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty.**

CEAB Opinion: The CEAB supports this recommendation. Elements of the recommendation are the focus of an initiated co-design effort between the CEAB's Policies and Procedures (P&P) Committee and Engineering Deans Canada's (EDC) Deans' Liaison Committee (DLC).

Recommendation 8: Explore the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals.

CEAB Opinion: The CEAB supports this recommendation. Elements of the recommendation are the focus of an initiated co-design effort between the CEAB's P&P Committee and EDC's DLC.

Recommendation 9: Formalize the CEAB's Temporary Exemption for Students Going on International Exchange by permanently integrating its core principles into

accreditation policy.

CEAB Opinion: The CEAB supports the recommendation. The CEAB also supports moving ahead with co-designing a solution with the DLC. It is noted that when recommendations 7 and 8 are implemented, then the course of action on 9 will become clearer.

Recommendation 10: Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord.

CEAB Opinion: The CEAB opposes this recommendation because provincial quality assurance evaluations do not consider the same type of assessment, nor do they have the same purpose as engineering accreditation assessments. However, in some provinces, engineering accreditation is accepted as part of a provincial assessment.

Recommendation 11: Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance.

CEAB Opinion: The CEAB fully supports this recommendation. The CEAB is actively pursuing opportunities for co-design and collective stewardship and is strongly in favour of representative governance.

Recommendation 12: Initiate a pilot study to evaluate the feasibility of the Full Spectrum Competency Profile (FSCP) according to the proposed Terms of Reference.

CEAB Opinion: The CEAB supports the concept of considering a pilot study but is concerned about whether this work will be appropriately formulated; that is, the pilot purpose, scope, performance indicators and range of potential outcomes be clarified.

Recommendation 13: Ensure that the FSCP, including the National Academic Requirement for Licensure (NARL), is substantially equivalent to the International Engineering Alliance (IEA) Graduate Attributes and Professional Competencies benchmark.

CEAB Opinion: The CEAB supports the notion that any proposed set of competencies must allow a justifiable mapping to the IEA set of Graduate Attributes and Professional Competencies. The CEAB notes that Engineering Design Capabilities as a specific competency that does not appear in the NARL which put future substantial equivalence to the Washington Accord at risk. Further, while the FSCP does include Protection of the Public, there is no explicit item to address safety.

Recommendation 14: Establish a dedicated task force to develop a change management plan for the strategic implementation of outcomes-focused

accreditation. This plan should encompass the sequence of tactical steps to move from the current state to the desired state and address the potential emotional and psychological experience of change.

CEAB Opinion: The CEAB is concerned about the financial, emotional and political cost of change management of this entire project. However, the CEAB supports the establishment of an oversight body with appropriate representative governance which should cover all aspects of FEA project design and implementation.

Recommendation 15: The Engineers Canada Board should establish two distinct bodies in accreditation: a policy body responsible for setting strategic direction, and an operational body focused on execution of policies.

CEAB Opinion: The CEAB is concerned about separating policy from operations. Policy and practice should be coupled in a cycle of continuous improvement to ensure that policy does not become untethered to the operational practicalities of accreditation visits and decisions. Any such separation must ensure protocols and processes are such that the policy group is fully apprised of challenges and practicalities of accreditation operations and the operational group is given full visibility of the intent of the policies such as might be found in a co-design process. Current policy decisions are informed by senior CEAB members deeply familiar with the accreditation process, protocols and criteria. A policy body without this experience may negatively impact the efficacy and efficiency of the operational team.

Recommendation 16: Establish a new dedicated oversight body for the FSCP.

CEAB Opinion: The CEAB supports the concept. This will require clear terms of reference and statements of appropriate representative governance to ensure the FSCP:

- aligns with regulatory requirements;
- can be taught and developed by HEIs; and
- can be assessed by the accreditation process.

Recommendation 17: Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights.

CEAB Opinion: The CEAB supports this recommendation.

Recommendation 18: Adopt the outlined core values to guide implementation of these recommendations.

CEAB Opinion: The CEAB supports this recommendation.

The CEAB appreciates the opportunity to participate in this process and trust that our

feedback and thoughts will be beneficial to the Engineers Canada Board in its decision-making. Together we can have a positive impact on the future of accreditation in Canada.

Respectfully yours,

A handwritten signature in blue ink, appearing to read 'JP', with a small horizontal line extending to the right.

Jeff Pieper, P. Eng., FEC, PhD
Chair, Canadian Engineering Accreditation Board

cc: Pemberton Cyrus, Past Chair, CEAB

Lisa Doig, Director Appointee to the CEAB

Ann English, Director Appointee to the CEAB

Ray Gosine, Vice Chair, CEAB

Light Go, General Counsel and Corporate Secretary, Engineers Canada

Trina Hubley, Vice President, Regulatory Affairs, Engineers Canada

Julius Pataky, Vice Chair-Elect, CEAB

Philip Rizcallah, CEO, Engineers Canada

Mya Warken, Manager, Accreditation and CEAB Secretary, Engineers Canada

BRIEFING NOTE: For decision

Election of the President-Elect		6.1
Purpose:	To elect the 2025-2026 Engineers Canada President-Elect	
Link to the Strategic Plan / Purposes:	Board responsibility: Ensures that policies and processes are established to monitor and enhance Board effectiveness.	
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)	
Motion(s) to consider (preliminary/procedural motion):	<i>THAT the Board appoint Engineers Canada CEO, and hosting Regulator, Engineers and Geoscientists BC, as scrutineers for the 2025 President-Elect election; and after the election, the ballots be destroyed by the scrutineers.</i>	
Vote required to pass:	Simple majority	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Past President	

Background

- The President-Elect of Engineers Canada is elected annually at the May Board meeting and serves from the close of that meeting until the end of the following May Board meeting. Upon completion of this term, the President-Elect assumes the role of President of Engineers Canada Board.
- In accordance with Board policy 6.13, the Past-President has:
 - issued a call for nominations to each Director for the position of President-Elect;
 - received expressions of interest and curriculum vitae from all nominees;
 - confirmed that the nominees have been elected or are nominated to serve the required term; and,
 - provided the Board with the slate of candidates and their curricula vitae.
- Information regarding the candidates has been provided under separate cover to Directors only.
- Board policies 4.9, *Role of the Presidents* and Board policy 6.2, *Board, committee, and task force chair assessment*, outline the expectations of Engineers Canada's three presidential roles.
- Board policy 6.13, *President-Elect nomination and election process*, outline a fair and transparent process for the Board to follow.
- Two scrutineers have been identified in accordance with Board policy 6.13.
- Instructions for casting ballots will be circulated to Directors ahead of the election.

Proposed action/recommendation

- That following appointment of the scrutineers the Board conduct its election for the role of President-Elect in accordance with Board policy 6.13.

In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.

- Proxy votes not be permitted, and only those Directors **in attendance** at the meeting, either in-person or virtually, are permitted to vote.

Next steps

- Human Resources Committee membership to be finalized (agenda item 6.2).
- Administrative updates to be made by staff (such as website information, etc.).

Appendix

- Candidate CVs under separate cover, circulated to Directors only.

BRIEFING NOTE: For decision

Appointment of the 2025-2026 HR Committee		6.2
Purpose:	To appoint Directors to the 2025-2026 Human Resources (HR) Committee	
Link to the Strategic Plan / Purposes:	Board responsibility: Hires, supports, and evaluates the CEO so that they are better able to further Engineers Canada's purposes and achieve its vision. If necessary, the Board has the authority to dismiss the CEO.	
Link to Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2025-2026 HR Committee:</i></p> <ul style="list-style-type: none"> <i>a. Lisa Doig</i> <i>b. Marlo Rose</i> <i>c. Marisa Sterling, (alternate in the event that any of the previous are elected as President-Elect)</i> 	
Vote required to pass:	Simple majority	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Engineers Canada President	

Problem/issue definition

- Board policy 6.12, *HR Committee Terms of Reference*, states:
 - The HR Committee is comprised of the President, President-Elect, and Past President, a CEO Group member to serve as "Advisor", and a minimum of two other Directors.
 - The Past President normally serves as chair of the Committee, unless the HR Committee decides otherwise.
 - The outgoing HR Committee shall, annually, nominate at least two Directors and one alternate Director to the next year's HR Committee. As per Board policy 6.12 (section 6.12.3(1)a), the alternate Director shall only serve if one of the other Directors is elected by the Board as President-Elect under agenda item 6.1.
- The President, Past President, President-Elect and CEO Group member positions have been filled.
- The HR Committee has provided a recommendation for two (2) Directors and an alternate to complete the composition of the 2025-2026 HR Committee.

Proposed action/recommendation

- That the Board appoint the following Directors to the 2025-2026 HR Committee:
 - Lisa Doig
 - Marlo Rose
 - Marisa Sterling (in the event that any of the previous are elected as President-elect)

Other options considered

- All Directors who selected the HR Committee as their first or second choice in 2025-2026 were considered.

Risks

- N/A

Financial implications

- N/A

Benefits

- Once approved by the Board at the May meeting, the HR Committee can immediately begin nominating Directors for all other Board committees and appointments for approval at the June Board meeting.

Consultation

- As part of the 2025 Director self-assessment survey, each Director was asked to identify the committees and other roles with which they would like to serve. The HR Committee's recommendations were based on the survey responses, together with committee composition requirements and a desire to attain some level of knowledge continuity within the Committee.

Next steps (if motion approved)

- The 2025-2026 HR Committee to meet and nominate Directors for all other Board committees and appointments.

Appendix

- None