AGENDA

239th ENGINEERS CANADA BOARD MEETING

May 22, 2026 | 9:00am – 5:00pm MT

Hybrid delivery: The Westin Calgary, Calgary, AB | Zoom

Reference materials: Board Policy Manual | Bylaw | Corporate Risk Profile | Strategic Plan

1.	**Opening (9:00-9:05am)**	**5 mins**
	1.1 Call to order and approval of agenda – J. Van der Put (pages 1-5) *THAT the agenda be approved and the President be authorized to modify the order of discussion.*	
	1.2 Declaration of conflict of interest (pages 6-9)	
	1.3 Review of previous Board meeting – J. Van der Put (pages 10-11) a) Action item list b) Board attendance list	
2.	**Consent agenda (9:05-9:10am)**	**5 mins**
	Board members may request that an item be removed from the consent agenda for discussion. *THAT consent agenda items 2.1 to 2.5 be approved.*	
	2.1 Approval of minutes (pages 12-20) *a) THAT the minutes of the February 27, 2026, Board meeting be approved.* *b) THAT the minutes of the April 8, 2026, Board meeting be approved.*	
	2.2 Update on the 50-30 Challenge (pages 21-24)	
	2.3 CEAB appointments (pages 25-27) *THAT the following CEAB appointments be approved for the period July 1, 2026 to June 30, 2029.* *a) Pierre Bourque, member-at-large (third term)* *b) Mrinal Mandal, member-at-large (third term)* *c) Jason Foster, member-at-large (second term)* *d) Zahra M. Kazem-Moussavi for Manitoba/Saskatchewan (first term)* *e) Derek Oliver, member-at-large (first term)* *f) Farrah Fayyez, member-at-large (first term)* g) *Réda Fayek, member-at-large (first term)*	
	2.4 CEQB appointments (pages 28-31) *THAT the following CEQB appointments be approved for the period July 1, 2026 to June 30, 2029.* *a) Farzad Rayegani, PEO Representative (second term)* *b) Reem Roufail, Member-at-large (first term)* *c) Ron Thiessen, Alberta Representative (first term)* *d) Adam Wallace, Northern Representative (second term)*	
	2.5 Regulations for Granting Transfer Credits (pages 32-36) *THAT the Board, on recommendation of the CEAB, approve the new clause 2.3.3 to be added to Appendix 1, Regulations for granting transfer credits, of the CEAB Accreditation Criteria and Procedures*	
3.	**Executive reports (9:10-10:40am)**	
	3.1 President's report – J. Van der Put (slides)	10 mins

	3.2 CEO update – P. Rizcallah a) Report on activities since last Board meeting (slides) b) Q1-2026 Interim Strategic Performance Report (pages 37-51) c) Insights & follow-up from the Employee Engagement Survey (pages 52-54)	30 mins
	3.3 Realizing accreditation and academic assessments a) Realizing Futures of Engineering Accreditation (slides, pages 55-56) b) Business case for a National Academic Assessment for non-CEAB Applicants (pages 57-58)	20 mins
	3.4 CEO Group report – P. Mann (slides)	15 mins
	3.5 Presidents Group report – D. Mullin (slides)	15 mins
	Health break (10:40-11:00am)	**20 mins**
4.	**Board business/required decisions (11:00-12:35pm)**	
	4.1 Items pulled from consent agenda, if required	10 mins
	4.2 CEAB report – R. Gosine (pages 59-63)	10 mins
	4.3 CEQB report – S. Inchasi (pages 64-69)	10 mins
	4.4 FAR Committee report – M. Sterling (pages 70-73)	5 mins
	4.5 Corporate Risk Profile / Risk registers – M. Sterling (pages 74-120)	15 mins
	4.6 Realizing an Inclusive Profession – A. Mullick / T. Joseph (slides)	15 mins
	4.7 Governance Committee report – D. Pothier (page 121-122)	5 mins
	4.8 Recommendations from the governance review – C. Bellini (verbal, pages 123-124)	20 mins
	4.9 HR Committee report – M. Rose (pages 125-128)	5 mins
	Lunch (12:35-1:20pm)	**45 mins**
5	**Annual updates from interest holders (1:20-1:50pm)**	
	5.1 Engineering Deans Canada – C. Yip (slides)	15 mins
	5.2 Canadian Federation of Engineering Students – H. Jubinville (slides)	15 mins
6	**Elections and appointments (1:50-2:45pm)**	
	6.1 Election of the President-Elect – M. Wrinch (pages 129-130)	45 mins
	6.2 Appointment of the 2026-2027 Human Resources Committee – J. Van der Put (pages 131-132) *THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2026-2027 HR Committee:* *a) Marlo Rose* *b) Anjum Mullick* *c) Christopher Chahine (in the event that any of the previous are elected as President-elect)*	10 mins
7	**Next meetings (2:45-2:50pm)**	**5 mins**
	Board meetings:	
	• June 15, 2026 (Port Rexton, NL)	
	2025-2026 committee and task force meetings:	

	• HR Committee: May 23, 2026 (Calgary, AB) • CEAB meeting: May 29-31, 2026 (Ottawa)	• 2026-2027 Governance and FAR committees: June 15, 2026 (Port Rexton, NL)	
	Health break (2:50-3:00pm)		**10 mins**
8	**In-camera sessions (3:00-4:00pm)**		
	8.1 Board Directors, Direct Reports, CEO Group Advisor, and staff *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.* • Affinity programs annual report – P. Rizcallah (supporting documents circulated separately)		30 mins
	8.2 Board Directors and CEO *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.*		15 mins
	8.3 Board Directors only *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.* • Meeting evaluation		15 mins
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 Board[1] 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
		There are no current outstanding actions			

Last updated: May 8, 2026	Andrew Lockwood	Arian Arenja	Anjum Mullick	Jean-Luc Martel	Jitendra Paliwal	Lisa Doig	Sophie Larivière-Martha	Nick Colucci	Tim Kirkby	Menelika Mekomba	Christopher Dixon	Christopher Chahine	Ann English	Denise Pothier	Sudhir Jha	Tim Joseph	Elliott Coles	Mario Rose	Darlene Spracklin-Reid	Marisa Sterling	Nicolas Turgeon	John Van der Put	Mike Wrinch
Board Meetings																							
June 16, Hybrid (Waterton, AB)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
October 9, (Ottawa, ON)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
December 8, Virtual	✓	✓	✓	×	×	✓	✓	×	×	✓	✓	×	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
February 27, (Toronto, ON)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
April 8, Virtual	✓	✓	✓	✓	✓	✓	✓	✓	×	×	✓	✓	✓	×	×	✓	✓	✓	✓	✓	×	✓	✓
CEAB																							
September 19-20, Saskatoon, SK		✓					✓						×									✓	
February 7-8, Virtual		✓											✓										
April 11, Virtual		✓						✓					✓									✓	
CEAB -- Policies and Procedures Committee																							
July 17, virtual		✓											✓										
October 30, virtual		✓											✓										
November 19, Toronto, ON		✓											✓										
March 2, virtual		✓											✓										
March 18, virtual		✓											✓										
March 31, virtual		✓											×										
April 26, MB		✓											×										
CEAB -- Accountability in Accreditation Committee																							
June 9, virtual		✓																					
July 23, virtual		✓																					
July 25, virtual		✓																					
July 30, virtual		✓																					
October 29, virtual		✓																					
March 25, virtual		✓																					
April 8, virtual		✓																					
April 29, virtual		×																					
CEAB -- Nominations Sub-Committee																							
August 25, 2025, electronically		✓				✓							✓										
March 24, 2026, virtual		×											✓										
CEQB																							
July 25, Virtual															✓		✓					✓	
September 21-22, Saskatoon, SK															×		✓					✓	
January 21, virtual															✓		✓	✓				✓	
April 11-12, Virtual								✓							×		✓					✓	
FAR Committee																							
June 16, Hybrid (Waterton, AB)			✓		✓					✓		✓						✓		✓	✓		
August 14, Virtual			✓		✓					✓		✓								✓	×	✓	
October 23, Virtual			✓		✓					✓		✓								✓	×	✓	
December 12, Virtual			✓		✓	✓				✓		✓								✓	✓	✓	
February 23, Virtual			✓		✓					✓		✓								✓	✓	✓	
March 6, Virtual			✓		✓					×		✓								✓	✓	✓	
May 8, Virtual			✓		✓					✓		✓								✓	×		
Governance Committee																							
June 16, Hybrid (Waterton, AB)	✓			✓				✓	✓		✓			✓			✓					✓	✓
September 17, Virtual	✓			✓				×	✓		✓			✓								✓	✓
November 12, Virtual	✓			✓				×	×		✓			✓				✓				✓	✓
April 20, virtual	✓			✓				✓	×		✓			✓				✓	✓			✓	✓
HR Committee																							
May 25, Hybrid (Vancouver, BC)						✓												✓	✓			✓	✓
September 4, Virtual						✓												✓	✓			✓	✓
November 20, Virtual						✓												✓	✓			✓	✓
December 11, Virtual						✓												✓	×			✓	✓
April 7, Virtual						✓												✓	✓			✓	✓
Governance Review Task Force																							
January 15, Virtual							✓												✓			✓	✓
March 14, Virtual							✓												✓			✓	✓
April 23, Virtual							✓												✓			✓	✓
June 9, Virtual							×												✓			✓	✓
September 9, Virtual							✓												✓			✓	✓
October 20, Virtual							✓												×			✓	✓
November 4, Virtual							✓												✓			✓	✓
February 11, Virtual							×												×			✓	✓
March 4, virtual							×												✓			✓	✓
March 23, virtual							✓												✓			✓	×

Attendance Required	✓
Attendance Not Required / Completed	✓
Attendance for Partial Meeting / In progress	✓
Attendance required, regrets	×
Not applicable	-

MINUTES OF THE 237th ENGINEERS CANADA BOARD MEETING

February 27, 2026, 9:00am-4:00pm (ET)

Toronto Marriott City Centre, Toronto, ON | Zoom

The following Directors were in attendance:	
J. Van der Put, Chair	T. Kirkby
D. Spracklin-Reid, President-Elect	S. Larivière-Mantha (virtual)
M. Wrinch, Past President	J. Martel
A. Arenja	A. Lockwood
E. Coles	M. Mekomba
N. Colucci	A. Mullick
C. Chahine	J. Paliwal
C. Dixon	D. Pothier
L. Doig	M. Rose
A. English	M. Sterling
S. Jha	N. Turgeon
T. Joseph (virtual)	
The following Directors sent regrets:	
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
S. Inchasi, Chair, CEQB	P. Rizcallah, CEO
R. Gosine, Chair, CEAB	L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Christian Bellini, Chair, Governance Review Task Force	Jim Landrigan, Engineers PEI, Executive Director / Registrar (virtual)
Lia Daborn, CEO, APEGNB (virtual)	Karen Ling, President, EGBC (virtual)
Ian Farthing, President, APEGS	Vince McCormick, CEO, NAPEG (virtual)
Colette Fernandes, Council Relations Manager, APEGA (virtual)	Leila Notash, President-Elect, PEO
Michael Gregoire, CEO, Engineers Geoscientists MB (virtual)	Libby Osgood, President, Engineers PEI
Paul Guy, President, NAPEG	Bernard Roy, President, APEGNB (virtual)
Dale Heffernan, VP, Engineers Yukon	Emma Sanderson, President, CFES
Gisela Hippolt-Squair, Director, APEGA (virtual)	Terri Steeves, President, APEGA
Stormy Holmes, Executive Director & Registrar, APEGS (virtual)	Adam Wallace, President, Engineers Yukon
Mike Houvardas, President, Engineers Geoscientists MB	Christopher Yip, Chair, EDC (virtual)
Nicolas Kaminski, President-Elect, APEGS	Heidi Yang, CEO, EGBC (virtual)
The following staff were in attendance:	

Joan Bard Miller, Manager, Governance, Board Services Kim Bouffard, Manager, Belonging and Engagement (virtual) Juliet Chou, Governance Coordinator Nathan Durham, Manager, Public Affairs (virtual) Carole Ann Hoffman, Specialist, Qualifications (virtual) Trina Hubley, Vice-President, Regulatory Affairs Derek Menard, CFO (virtual) Ryan Melsom, CEQB Secretary (virtual)	Melanie Ouellette, Manager, Strategic and Operational Planning (virtual) Marie-Thérèse Robinson, Advisor, Regulatory Affairs (virtual) Kyle Smith, Manager, Regulatory Research and International Mobility (virtual) Jeanette Southwood, EVP, Corporate Affairs & Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

J. Van der Put, President, Engineers Canada, confirmed that quorum was present and called the meeting to order at 9:01am ET. Participants were welcomed and the land was acknowledged.

Motion 2026-02-1D
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.

J. Van der Put shared a diversity moment, focussed on the 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

J. Van der Put referred the Board to the *Action item* and *Board attendance* lists from the last meeting, that were circulated for information.

2. Consent agenda

2.1 Approval of minutes

a) THAT the minutes of the December 8, 2025 Board meeting be approved.

2.2 Committee reports

a) Finance, Audit, and Risk Committee
b) Governance Committee
c) Human Resources Committee
d) Canadian Engineering Accreditation Board
e) Canadian Engineering Qualifications Board

2.3 Annual Strategic Performance Report

THAT the Board approve the 2025 Annual Strategic Performance Report, for circulation to the Members for information at the 2026 Annual Meeting of Members.

2.4 National Position Statements

THAT the new National Position Statement, Artificial Intelligence, Machine Learning, and Data Sciences, be approved.

Motion 2026-02-2D
Moved and seconded
THAT consent agenda items 2.1 to 2.2 be approved.
Carried

The Board agreed to consider consent agenda items 2.3 and 2.4, and discuss the CEQB report, under agenda item 4.1.

3. Executive reports

3.1 President's report

J. Van der Put updated the Board on his Engineers Canada-related activities since the previous Board meeting, as per his pre-circulated slides. A brief discussion ensued about the value of the President engaging with Regulators.

3.2 CEO update

a) Report on activities since last Board meeting

P. Rizcallah, CEO, Engineers Canada, highlighted from his pre-circulated slides:

- Work to enhance the National Membership Database, Mobility Register services, and the International Institutions and Degrees Awarded Database,
- The organization's financial health,
- Human resource planning,
- Membership trends, and
- Exploration of digital engineering stamps and signatures on behalf of the CEO Group.

All questions arising from the report were answered.

b) Advancing collaboration and harmonization

The Board noted for future consideration whether there is an ongoing need to include collaboration and harmonization as an agenda item at every Board meeting given that it is already core to discussions amongst the Regulators.

3.3 Realizing Futures of Engineering Accreditation

T. Hubley provided the Board with fulsome update on the status of the Futures of Engineering Accreditation Path Forward Report recommendations, building on the pre-circulated materials. A discussion ensued.

Hubley will provide the Board with another update at its May meeting alongside an update on the business case for a national intake and academic assessment process for internationally educated applicants for licensure. These projects form the two pillars of the strategic direction, *Realizing accreditation and academic assessments*.

3.4 CEO Group report

P. Mann, CEO Group Advisor to the Board, reported on the CEO Group's virtual meetings held on February 10, 12, and 17, 2026, with focus on:

- Continuing Professional Development,
- Competency Based Assessment 2.0,
- Interprovincial Mobility, and
- The interface between the National Admissions Officials Group and the Canadian Engineering Qualifications Board.

All questions were asked and answered. It was suggested that future updates on Collaboration and Harmonization be provided by the CEO Group Advisor to the Board, as appropriate.

3.5 Presidents Group report

T. Steeves, President, APEGA, reported on the President Group's meeting held on the day prior and highlighted:

- Plans to reformat the annual Regulator presentations delivered in conjunction with the Spring Meetings as panel discussions on predetermined topics,
- Discussions around Engineers Canada's governance review and the information required by the Members to inform their decision making, and
- Key topics that emerged during the Group's roundtable discussion.

Questions arising from the report were addressed.

4. Board business / required decisions

4.1 Items pulled from consent agenda, if required

Canadian Engineering Qualifications Board (CEQB) report (item 2.2e):

S. Inchasi, Chair, CEQB, expanded upon volunteer recruitment efforts referenced in the CEQB report.

Annual Strategic Performance report (item 2.3):

Staff responded to questions regarding progress related to the strategic directions Realizing an inclusive profession and Realizing our role in sustainability.

Motion 2026-02-3D
Moved and seconded

THAT the Board approve the 2025 Annual Strategic Performance Report, for circulation to the Members for information at the 2026 Annual Meeting of Members.
Carried

National position statement

Staff spoke to the process to develop the position statements and current efforts to address risks associated with artificial intelligence (AI) in the engineering profession, particularly at the entry level.

Motion 2026-02-4D
Moved and seconded
THAT the new National Position Statement, Artificial Intelligence, Machine Learning, and Data Sciences, be approved.
Carried

4.2 2026 CEO objectives

M. Rose, HR Committee Chair, presented the pre-circulated CEO objectives that were developed with guidance from the HR Committee. The Board provided the HR Committee with suggestions regarding when the objectives would be presented to the Board in the future and potential refinements to the Key Performance Indicators/Metrics and weighting used for evaluation. The HR Committee will consider the suggestions at its next meeting on April 1, 2026.

Motion 2026-02-5D
Moved and seconded
THAT the Board, on recommendation of the HR Committee, approve the 2026 CEO objectives.
Carried

4.3 Realizing an Inclusive Profession

T. Joseph and A. Mullick provided an update on the 2026 30 by 30 Conference and invited the Board to discuss whether it should adopt commitment statement that will guide Engineers Canada's role in advancing a welcoming and inclusive profession.

Directors responded to the pre-circulated questions and accompanying background information, noting the importance of such a statement while seeking further clarification on its intended purpose. Overall, there was broad support among Directors for moving forward with a commitment statement, with an emphasis on coherence and alignment amongst existing and related statements. The provided feedback will inform Board's next discussion on the matter in May.

4.4 Board policy updates

D. Pothier, Governance Committee Chair, presented for the Board's consideration revisions to one (1) Board policy that were pre-circulated to the Board. A brief discussion ensued.

Motion 2026-02-6D
Moved and seconded
THAT the Board, on recommendation of the Governance Committee, approve revised Board policy 7.12, Net assets.
Carried

4.5 Governance Review Task Force update

C. Bellini, Governance Review Task Force (GRTF) Chair, provided a verbal update on Governance review activities, including the virtual workshop with interest holders scheduled for March 3, 2026, plans to bring recommendations forward to the Members, and the role of the GRTF in implementation of the consultant's recommendations. Bellini then responded to questions.

5. Next meetings

The next Board meetings are scheduled as follows:

- April 8, 2026 (virtual)
- May 22, 2026 (Calgary, AB)
- June 15, 2026 (Port Rexton, NL)

6. In-camera sessions

6.1 Board Directors and Direct Reports

Motion 2026-02-7D
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 2026-02-8D
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, the Engineers Canada CEO.
Carried

6.3 Board Directors only

Motion 2026-02-9D
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 and HR Committee members.
Carried

7. Closing

With no further business to address, the meeting closed at 4:26pm ET.

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

John Van der Put, FEC, FGC (Hon.), P.Eng., President

Light Go, General Counsel and Corporate Secretary

MINUTES OF THE 238th ENGINEERS CANADA BOARD MEETING

April 8, 2026, 11:00am-2:00pm (ET)

Virtual meeting: Zoom

The following Directors were in attendance:	
J. Van der Put, Chair D. Spracklin-Reid, President-Elect M. Wrinch, Past President A. Arenja E. Coles N. Colucci C. Chahine C. Dixon L. Doig	A. English T. Joseph S. Larivière-Mantha J. Martel A. Lockwood A. Mullick J. Paliwal M. Rose M. Sterling
The following Directors sent regrets:	
S. Jha T. Kirkby M. Mekomba	D. Pothier N. Turgeon
The following CEO Group Advisor was in attendance:	
P. Mann, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
S. Inchasi, Chair, CEQB R. Gosine, Chair, CEAB	P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary
The following observers were in attendance:	
Christian Bellini, Chair, Governance Review Task Force Kathryn Cosgrove, Consultant, Cosgrove Lia Daborn, CEO, APEGNB Michael Gregoire, CEO, Engineers Geoscientists MB Stormy Holmes, Executive Director & Registrar, APEGS Mike Houvardas, President, Engineers Geoscientists MB Nicolas Kaminski, President-Elect, APEGS Jim Landrigan, Engineers PEI, Executive Director / Registrar Karen Ling, President, EGBC Roddy MacDonald, Consultant, Cosgrove	Vince McCormick, CEO, NAPEG Leila Notash, President-Elect, PEO Jennie Rand, President, Engineers Nova Scotia Bernard Roy, President, APEGNB Terri Steeves, President, APEGA Adam Wallace, President, Engineers Yukon Paul Wynnyk, CEO, APEGA Christopher Yip, Chair, EDC Heidi Yang, CEO, EGBC
The following staff were in attendance:	
Joan Bard Miller, Manager, Governance, Board Services Juliet Chou, Governance Coordinator Rosie Gauthier, Lead, Events and Strategic initiatives Trina Hubley, Vice-President, Regulatory Affairs	Derek Menard, CFO Jeanette Southwood, EVP, Corporate Affairs & Strategic Partnerships

1. Opening

1.1 Call to order and approval of agenda

J. Van der Put, President, Engineers Canada, called the meeting to order at 11:00 am ET, participants were welcomed, and the land was acknowledged.

Motion 2026-04-1D
Moved and seconded
THAT the agenda be approved and the President be authorized to modify the order of discussion.
Carried

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 2025 audited financial statements

M. Sterling, Chair, Finance, Audit, and Risk (FAR) Committee, presented the 2025 audited financial statements that were pre-circulated to the Board. All questions were addressed.

Motion 2026-04-2D
Moved and seconded
THAT the Board, on recommendation of the FAR Committee, approve the Engineers Canada financial statements for the year ending December 31, 2025, as audited by Raymond Chabot Grant Thornton, and be placed before the Members at the 2026 Annual Meeting of Members.
Carried

2.2 Recommendations from the governance review

J. Van der Put invited C. Bellini, Chair, Governance Review Task Force, and Kathryn Cosgrove and Roddy Macdonald, Cosgrove & Co., to present the final report and recommendations coming out of the governance review. Opening remarks were supported by the *Governance Review and Consultation Final report*, a briefing note with proposed Board motions, and a presentation deck (Addendum 1). The floor was open for questions.

A fulsome discussion of select recommendations and next steps ensued and all questions were answered.

Motion 2026-04-3D
Moved and seconded
THAT the Board provide oversight of a scoping and planning phase related to the Governance Review and Consultation Final Report dated April 1, 2026, to inform future governance related decisions.

THAT the Board recommend to the Members at the 2026 annual meeting that they approve in principle a reduction in the size of Engineers Canada Board, based on a 'one-Regulator, one-seat' model; and that corresponding bylaw amendments be brought to a Special Meeting of Members for approval.

THAT the Board recommend to the Members at the 2026 annual meeting that they approve in principle the inclusion of independent Directors on Engineers Canada's Board; and that corresponding bylaw amendments be brought to a Special Meeting of Members for approval.

THAT the Board convene the Members for a Special Meeting on October 8, 2026, to consider proposed governance-related bylaw amendments.

Carried

Post-script: Staff were asked at the meeting to follow up on a non-material question about the number of votes cast. Staff have confirmed that the number of votes cast were 16 with 1 opposed.

3. Next meetings

The next Board meetings are scheduled as follows:

- May 22, 2026 (Calgary, AB)
- June 15, 2026 (Port Rexton, NL)

4. In-camera sessions

4.1 Board Directors and Direct Reports

Motion 2026-04-4D
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, 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 2026-04-5D
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, and the Engineers Canada CEO.
Carried

4.3 Board Directors only

Motion 2026-04-6D
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 1:42pm ET.

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

John Van der Put, FEC, FGC (Hon.), P.Eng., President
Light Go, General Counsel and Corporate Secretary

BRIEFING NOTE: For information

Update on the 50-30 Challenge	2.2
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 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 in 2024. Registration for the Challenge is currently closed to new signatories.

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 2025, including activities undertaken as part of Engineers Canada's 2025-2029 strategic direction focused on "Realizing an inclusive profession" which has an aspirational outcome that "Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation".
- Engineers Canada will hold its annual 30 by 30 Conference on "Beyond Boundaries: Collaborating for Collective Action" on May 24 in Calgary, in partnership with the Association of Professional

Engineers and Geoscientists of Alberta (APEGA), the Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT), and the Office to Advance Women Apprentices – Alberta. The conference will bring together leaders from engineering regulators, employers, education, and other organizations 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. It will focus on culture shifts across science, engineering, trades, and technology, and structural and policy change.

- Engineers Canada signed an updated Memorandum of Understanding with EngiQueers Canada (EQ Canada) in March 2025. In January 2026, Engineers Canada attended and presented at EQ Canada's annual national conference.
- 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 (Advancing Indigenous Science and Engineering Society) in Canada National Gathering. In 2025, Engineers Canada attended the National Gathering with our Indigenous Advisory Committee, primarily composed of Indigenous engineers from across Canada. In 2026, in addition to attending, Engineers Canada made a presentation in collaboration with a past Chair of our Indigenous Advisory Committee.
- The CEQB has been undertaking an ongoing initiative since April 2024 to align its practices with the Board's adoption of the 50-30 challenge. As of April 2025, CEQB has developed an attributes matrix, which was used to inform the 2026 nominations process; CEQB has also introduced a continual improvement moment at its meetings, focused on EDI and governance related topics. In April, the committee held a workshop on inclusive leadership, and has also introduced a continual improvement initiative 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, 2025, and 2026 self-assessment surveys.

Gender

	Board Directors					Senior Leadership Team				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
% Women and gender non-conforming	39%	-*	-*	-*	-*	63%	50%	-*	-*	43%
% Women (including women with trans experience)	-*	26%	38%	41%	41%	-*	50%	50%	57%	43%
% Men (including men with trans experience)	30%	53%	50%	55%	55%	25%	50%	50%	43%	57%

	Board Directors					Senior Leadership Team				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
% Prefer not to say	4%	5%	0%	5%	5%	13%	0%	0%	0%	0%
% Gender-non-conforming/non-binary/gender fluid	-*	5%	6%	0%	0%	0%	0%	0%	0%	0%
% Another category of gender	-*	11%	6%	0%	0%	-*	-*	0%	0%	0%
Number that **did not answer** the question	6	4	7	1	1	0	0	1	0	0

** Indicates that this question was not asked in the survey*

Underrepresented groups, pl

	Board Directors					Senior Leadership Team				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
% Underrepresented groups (i.e. racialized Canadians, Indigenous people, people with disabilities, and members of 2SLGBTQ+ communities, black, person of colour)	17%	7%	31%	30%	32%	25%	25%	50%	57%	71%
% Do not identify as a member of an underrepresented group	61%	73%	69%	70%	68%	75%	75%	50%	43%	14%
I prefer not to say	-*	20%	-*	-*	-*	0%	0%	0%	0%	14%
Number that **did not answer** the question	5	4	7	1	1	0	0	1	0	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	2026	2022	2023	2024	2025	2026
Gender parity (% Women and/or non-binary people)	39%	31%	44%	41%	41%	63%	50%	50%	57%	43%

	Board Directors					Senior Leadership Team				
	2022	2023	2024	2025	2026	2022	2023	2024	2025	2026
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%	32%	25%	25%	50%	57%	71%
Number that **did not answer** the question	6* 5**	4	7	1	1	0	0	1	0	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	2.3
Purpose:	To approve one new regional appointment, three new member-at-large appointments and three re-appointments to the CEAB for terms starting July 1, 2026
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:	*THAT the following CEAB appointments be approved for the period July 1, 2026 to June 30, 2029:* • Pierre Bourque, member-at-large (third term) • Mrinal Mandal, member-at-large (third term) • Jason Foster, member-at-large (second term) • Zahra M. Kazem-Moussavi for Manitoba/Saskatchewan (first term) • Derek Oliver, member-at-large (first term) • Farrah Fayyez, member-at-large (first term) • Réda Fayek, member-at-large (first term)
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Johanne Lamarche, Accreditation Coordinator Mélanie Ouellette, CEAB Secretary Trina Hubley, Vice-President, Regulatory Affairs
Presented by:	Ann English, 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), Pierre Bourque is eligible for a third 3-year term, Mrinal Mandal is eligible for a third 3-year term and Jason Foster is eligible for a second 3-year term. OIQ has confirmed Pierre's good standing, APEGA has confirmed Mrinal's good standing, and PEO has confirmed Jason's good standing.
- Working with the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) and Engineers Geoscientists Manitoba the CEAB Nominating Subcommittee sought the appointment of a representative from Manitoba/Saskatchewan as suggested under Board policy 6.9. APEGS and Engineers Geoscientists Manitoba submitted three names to serve in this capacity.
- A national call for expressions of interest for three member-at-large was distributed through Engineering Matters, Accreditation Matters, Engineers Canada's weekly CEO Update, to members of Engineering Deans Canada (EDC), and to members of the CEAB who were encouraged to share the call

within their networks. The call was also sent to individuals who responded to previous calls for members-at-large who met at least one of the skills and/or qualifications sought.

- 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

- There are no financial implications associated with the appointments.

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 CEAB secretariat will advise the individuals of their appointments on behalf of the Chair of the CEAB Nominating Subcommittee.

Appendix

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

New nominee profile
CEAB nominations 2026

Key facts about Derek Oliver:

- Professor and Department Head of Electrical and Computer Engineering, University of Manitoba
- Has a Physics engineering background.
- Has extensive experience in accreditation visits

Key facts about Zahra Moussavi:

- Professor, Electrical & Computer Engineering Department, University of Manitoba
- Has served on two accreditation visits, most recently in 2022.
- Has an electronics engineering background

Key facts about Réda Fayek:

- Professor, School of Engineering, Conestoga College
- Has served on two accreditation visits, most recently in 2023
- Has an electrical engineering background
- Is fluent in French and English

BRIEFING NOTE: For decision

CEQB appointments	2.4
Purpose:	To approve four CEQB appointments for period July 1, 2026 to June 30, 2029
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:	*THAT the following CEQB appointments be approved for the period July 1, 2026 to June 30, 2029:* • *Farzad Rayegani, PEO Representative (second term)* • *Reem Roufail, Member-at-large (first term)* • *Ron Thiessen, Alberta Representative (first term)* • *Adam Wallace, Northern Representative (second term)*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Ryan Melsom, Manager, Qualifications and CEQB Secretary
Presented by:	Sudhir Jha, Director from Northwest Territories, 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 Sudhir Jha, will advise the individuals of their appointments.

Appendix

- **Appendix 1:** Summary of nominees

Summary of Nominees

Farzad Rayegani, PhD, P.Eng., PEO Representative (Renewal)

- PhD, Mechanical Engineering Systems, University of Miskolc, Hungary, 1999
- **Employer:** Senior Dean, Humber College, Toronto (2017–2023); Associate Dean, Mechanical and Electrical Engineering & Technology, Sheridan College (2012–2017); Professor and Applied Research & Industry Project Coordinator, Sheridan College (2004–2012)
- **Registration:** Member, Professional Engineers Ontario (PEO)
- **Association service:** Member, Experience Requirements Committee, Professional Engineers of Ontario (2002–present); Co-chair, National Council of Deans of Apprenticeship, Trades and Technology (NCDATT) (2021–present); Past Chair, Colleges Ontario – Heads of Technology (2019–2022); Principal Investigator/Project Lead, Southern Ontario Network for Advanced Manufacturing Innovation (2016–present); 25 academic publications (six as first author)

Reem Roufail, PhD, P.Eng., Member-at-large

- PhD, Mining Engineering, University of British Columbia, 2011
- MSc (Materials Concentration), The American University in Cairo, 1997
- BEng, Mechanical Engineering, The American University in Cairo, 1992
- **Employer:** Associate Professor, Teaching Stream, Systems Design & Biomedical Engineering, University of Waterloo (2017–present)
- **Professional affiliation:** Member, Professional Engineers Ontario (PEO); Member, Canadian Institute of Mining, Metallurgy, and Petroleum (CIM); Member, American Society for Metals (ASM)
- **Academic and administrative service:** Accreditation Coordinator, Systems Design Engineering & Biomedical Engineering, University of Waterloo (2017–present); Accreditation Coordinator, Mining Engineering, UBC (2016–2017); Chair, Mineral Processing Session, International Mineral Processing Congress (2016); Coordinator, SAG2015 Conference (2014–2015); UBC Representative, Coalition for Energy Efficient Comminution (2014–2015)

Ron Thiessen, PhD, P.Eng., Alberta Representative

- PhD, Civil Engineering (Environmental Engineering), University of Calgary, 2018
- MSc, Civil Engineering (Environmental Engineering), University of Calgary, 2011
- BSc Engineering (Civil Engineering), University of Saskatchewan, 1998
- **Employer:** Principal Consultant, F.T. Norman Consulting Inc. (2023–present); Adjunct Professor, Department of Civil Engineering, University of Calgary (2025–present)
- **Registrations:** P.Eng. registered with APEGA (Alberta), APEGS (Saskatchewan), EGBC (British Columbia), and NAPEG (Northwest Territories and Nunavut)
- **Association service:** Subject Matter Expert (academic credential evaluation), APEGA (2019–present)

Adam Wallace, M.Eng., P.Eng., Northern Representative (Renewal)

- MEng, Geological Engineering, University of British Columbia, 2014
- BASc, Geological Engineering, University of British Columbia, 2006
- **Employer:** Geotechnical Engineer, Arctic Region, Tetra Tech's Arctic Engineering Group (2013–present)
- **Registrations:** P.Eng. registered in British Columbia, Alberta, and Yukon

- **Association service:** Council Member, Engineers Yukon (2021–present)
- **Northern experience:** Project engineer and technical lead for geotechnical and multi-disciplinary projects in remote northern environments, with direct experience navigating the technical, logistical, and social challenges of delivering engineering projects in small, remote, Indigenous communities

BRIEFING NOTE: For decision

Regulations for Granting Transfer Credits	2.5
Purpose:	To approve CEAB's proposed changes to one of its accreditation policies.
Link to the Strategic Plan / Purposes:	Strategic direction 2: Realizing accreditation and academic assessments
Link to Corporate Risk Profile:	Decline in the value of accreditation (Board risk)
Motion(s) to consider:	*THAT the Board, on recommendation of the CEAB, approve the new clause 2.3.3 to be added to Appendix 1, Regulations for granting transfer credits, of the CEAB Accreditation Criteria and Procedures*
Vote required to pass:	Simple majority
Transparency:	Open session
Prepared by:	Roselyne Lampron, Accreditation Program Advisor Mélanie Ouellette, Interim CEAB Secretary Ray Gosine, Chair, CEAB
Presented by:	Ray Gosine, Chair, CEAB

Problem/issue definition

- Appendix 1 of the *CEAB Accreditation Criteria and Procedures* indicates how accredited engineering programs can transfer previous post-secondary studies when students enter an undergraduate engineering degree. One common pathway involves students from CÉGEP[1] programs in Québec.
- Students from 3-year technical CÉGEP programs do not currently benefit from the same streamlined recognition of complementary studies, despite completing the same mandatory courses as students from 2-year pre-university CÉGEP programs.
- This inequity prompted proposed changes to the CEAB accreditation criteria. The proposed new clause and its associated changes would allow transfer credits to be granted without requiring HEIs to conduct case-by-case validation.
- Consistent with Board policy 9.1, *Accreditation criteria and procedures report*, the proposed new clause (see 2.3.3 in Appendix 1) constitutes a change to the accreditation criteria and therefore requires Board approval.

Proposed action/recommendation

- It is proposed that a new clause (2.3.3) and associated changes be added to Appendix 1 – "Regulations for granting transfer credits", stipulating that for students admitted to accredited undergraduate engineering programs from 3-year technical CÉGEP programs, up to 112 complementary studies accreditation units (AUs) can be transferred without a validation procedure.

[1] Collège d'enseignement général et professionnel.

- This proposal is unanimously supported by the CEAB.
- This new clause strengthens the coherence of the accreditation framework by aligning transfer credit rules with the documented structure of CÉGEP programs. It also enables HEIs to grant complementary studies transfer credits without a validation procedure, reducing unnecessary administrative effort.
- Maintaining the current asymmetry perpetuates an inequity between students with comparable complementary studies preparation, undermining the fairness and internal coherence of the *CEAB Accreditation Criteria and Procedures*.

Consultation

- Prior to launching the national consultation, pre-consultation work was undertaken. The issue was discussed with CODIQ (Council of Engineering Deans of Québec) in previous years, and the proposed changes were informed by and supported through discussions with key interest holders, including two members of Engineering Deans Canada (EDC), a representative from the Ordre des ingénieurs du Québec (OIQ), and representatives from the Ministère de l'Enseignement supérieur du Québec.
- The national consultation launched on October 15, 2025, and closed on November 26, 2025. At the close of the consultation period, feedback was received from three interest holders: two engineering regulators (APEGA and PEO) and one Higher Education Institution (Université du Québec à Chicoutimi). All respondents supported the proposal and did not recommend any changes. The consultation report is available here.

Next steps (if motion approved)

- The CEAB will revise its *2026 Accreditation Criteria and Procedures* to include the new clause and its associated changes.
- The new clause and its associated changes will be communicated to HEIs through Engineers Canada's biannual presentation to EDC and through Accreditation Matters, Engineers Canada's accreditation newsletter.

Appendix

- **Appendix 1:** Proposed new clause 2.3.3 and associated changes.

Proposed new clause 2.3.3 and associated changes[1]

Appendix 1 Annexe 1

a. A validation procedure equivalent to that of Article 2.3 must be in place
b. Engineering Science and Design: 0 AU
c. Mathematics: ≤180 AU
d. Natural Sciences: ≤ 180 AU
e. Complementary Studies: ≤ 120 AU;
No credit will be given for the following subjects: engineering economics, impact of technology on society, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development.

2.3.2 For 2-year pre-university CEGEP programs for which the validation procedure in article 2.3 herein is not performed, the following restrictions apply:

a. Engineering science and engineering design: 0 AU
b. Mathematics: ≤ 112 AU
c. Natural science: ≤ 112 AU
d. Complementary studies: ≤ 112 AU;
No credit is given for the following: engineering economics, impact of technology on society, oral and written communication, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development.
e. Total (b)+(c)+(d) ≤ 225 AU

a. Une procédure de validation équivalente à celle décrite à l'article 2.3 doit être en place
b. Sciences du génie et conception en ingénierie : 0 UA
c. Mathématiques : ≤180 UA
d. Sciences naturelles : ≤ 180 UA
e. Études complémentaires : ≤ 120 UA
Aucun crédit de transfert n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable.

2.3.2 Dans le cas des programmes pré-universitaires de deux ans donnés dans les cégeps, et pour lesquels la procédure de validation décrite à l'article 2.3 susmentionné n'est pas effectuée, les restrictions suivantes s'appliquent :

a. Sciences du génie et conception en ingénierie : 0 UA
b. Mathématiques : ≤ 112 UA
c. Sciences naturelles : ≤ 112 AU
d. Études complémentaires : ≤ 112 UA
Aucun crédit n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, communication orale et écrite, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable.
e. Total de (b) + (c) + (d) : ≤ 225 AU

2.3.3 For 3-year technical CEGEP programs for which the validation procedure in article 2.3 herein is not performed, the following restrictions apply:

a. Engineering science and engineering design: 0 AU
b. Mathematics: 0 AU
c. Natural science: 0 AU
d. Complementary studies: ≤ 112 AU
No credit is given for the following: engineering economics, impact of technology on society, oral and written communication, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development.

2.3.3 Dans le cas des programmes techniques de trois ans donnés dans les cégeps, et pour lesquels la procédure de validation décrite à l'article 2.3 susmentionné n'est pas effectuée, les restrictions suivantes s'appliquent :

a. Sciences du génie et conception en ingénierie : 0 UA
b. Mathématiques : 0 UA
c. Sciences naturelles : 0 UA
d. Études complémentaires : ≤ 112 UA
Aucun crédit n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, communication orale et écrite, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable.

[1] Proposed content in blue.

Credits transferred based on domestic studies

ACCREDITATION ISSUE	From HEI **with** validation arrangements	From HEI **without** validation arrangement	From 2-year CEGEP programs **with** validation arrangements	From 2-year CEGEP programs **without** validation arrangements	From 3-year technical CEGEP program **without** validation arrangements	From "Feeder Institutions" *(satellite campuses, 3-year technical CEGEP programs with validation arrangements)*
Academic level	• Must meet Accreditation Board criteria • Evaluated based on documentation provided by home institution		• See the general requirements above, and in particular item 1.1 as the object here is to ensure that all students meet the requirements			• Formally documented validation procedure must be in place for all credits transferred
Engineering science and engineering design curriculum content	• Evaluated based on documentation provided by home institution	• ≥ 225 AU of engineering design and ≥ 600 AU of engineering science plus engineering design must be completed at the home institution • Evaluated based on documentation provided by home institution	• No credits in engineering sciences and engineering design may be transferred			• Formally documented validation procedures must be in place for all credits transferred. See article 2.3 herein.
Significant design experience	• Evaluated based on documentation provided by home institution. • In all cases, the significant design experience must be completed at or under the control[2] of the home institution and must be under the professional responsibility of faculty licensed to practice engineering in Canada.					
Limits to granting of credits	• At least 50% of the program must be successfully completed at the home institution (Canadian HEI)	• At least 50% of the program must be successfully completed at the home institution (Canadian HEI)	a) A validation procedure equivalent to that of Article 2.3 must be in place b) Engineering Science and Design: 0 AU c) Mathematics: ≤180 AU d) Natural Sciences: ≤ 180 AU e) Complementary Studies: ≤ 120 AU; No credit will be given for the following subjects: engineering economics, impact of technology on society, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development.	a) Engineering science and engineering design: 0 AU b) Mathematics: ≤ 112 AU c) Natural science: ≤ 112 AU d) Complementary studies: ≤ 112 AU; No credit is given for the following: engineering economics, impact of technology on society, oral and written communication, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development. e) Total (b)+(c)+(d) ≤ 225 AU	a) Engineering science and engineering design: 0 AU b) Mathematics: 0 AU c) Natural science: 0 AU d) Complementary studies: ≤ 112 AU; No credit is given for the following: engineering economics, impact of technology on society, oral and written communication, health and safety, professional ethics, equity and law, or environmental stewardship and sustainable development.	• At least 50% of the program must be successfully completed at the home institution (Canadian HEI)

QUESTION D'AGRÉMENT	EES **ayant** des dispositions de validation	EES **n'ayant pas** de dispositions de validation	Programmes de cégep de 2 ans **ayant** des dispositions de validation	Programmes de cégep de 2 ans **n'ayant pas** de dispositions de validation	Programme technique de cégep de 3 ans **n'ayant pas** de dispositions de validation	« Établissements affiliés » *(Campus satellites, programmes techniques de 3 ans donnés dans des cégeps ayant des dispositions de validation)*
Niveau d'enseignement	• Doit être conforme aux normes du Bureau d'agrément • Évalué en fonction de la documentation fournie par l'établissement d'attache (EES Canadien)		• Voir les exigences générales ci-dessus et, en particulier, l'article 1.1, car l'objet ici est de s'assurer que tous les étudiants satisfont aux mêmes exigences			• Une procédure de validation officiellement documentée doit être en place pour tous les crédits transférés.
Cours de sciences du génie et de conception en ingénierie faisant partie du programme d'études	• Évalué en fonction de la documentation fournie par l'établissement d'attache	• ≥ 225 UA en conception en ingénierie et ≥ 600 UA en sciences du génie, plus conception en ingénierie, doivent être obtenues à l'établissement d'attache • Évalué en fonction de la documentation fournie par l'établissement d'attache	• Aucun crédit en sciences du génie et en conception en ingénierie ne peut être transféré.			• Une procédure de validation officiellement documentée doit être en place pour tous les crédits transférés. Voir l'article 2.3 ci-dessus.
Vaste expérience de la conception en ingénierie	•	• Évalué en fonction de la documentation fournie par l'établissement d'attache. • Dans tous les cas, la vaste expérience en conception doit être obtenue à l'établissement d'attache ou sous le contrôle[2] de l'établissement d'attache, et sous la responsabilité d'un professeur titulaire d'un permis d'exercice du génie au Canada.				
Limites à l'octroi de crédits	• Au moins 50% du programme doit être suivi avec succès à l'établissement d'attache	• Au moins 50% du programme doit être suivi avec succès à l'établissement d'attache	a) Une procédure de validation équivalente à celle décrite à l'article 2.3 doit être en place b) Sciences du génie et conception en ingénierie : 0 UA c) Mathématiques : ≤180 UA d) Sciences naturelles : ≤ 180UA e) Études complémentaires : ≤ 120 UA Aucun crédit de transfert n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable.	a) Sciences du génie et conception en ingénierie : 0 UA b) Mathématiques : ≤ 112 UA c) Sciences naturelles : ≤ 112 UA d) Études complémentaires : ≤ 112 UA. Aucun crédit n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, communication orale et écrite, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable. e) Total de (b)+(c)+(d) ≤ 225 UA	a) Sciences du génie et conception en ingénierie : 0 UA b) Mathématiques : 0 UA c) Sciences naturelles : 0 UA d) Études complémentaires : ≤ 112 UA. Aucun crédit n'est accordé pour les matières suivantes : économie de l'ingénierie, impact de la technologie sur la société, communication orale et écrite, santé et sécurité, déontologie, équité et droit, et gérance environnementale et développement durable.	• Au moins 50% du programme doit être suivi avec succès à l'établissement d'attache

BRIEFING NOTE: For information

Q1-2026 Interim Strategic Performance Report	3.2b
Purpose:	To review 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

- Engineers Canada's 2025-2029 Strategic Plan was approved by the Members in May 2024.
- Each strategic direction mitigates one or more Board risks.
- As per Board policy 1.4, *Strategic Plan,* the Board continuously monitors the performance of the organization against the plan, receiving three interim reports and one annual report each year. The annual performance report is also provided to the Members at their meeting in May.
- The original planned activities were approved by the Engineers Canada Board at its 2024 June Board workshop are presented in Section 2 of the Performance Report.

Status update

- Over the life of a strategic plan, some adjustments to timelines, activities, and indicators are expected as work advances. The Board will be informed when other activities emerge or replace planned activities.

Timeline adjustments since the plan's approval in May 2024

- *Realizing a stronger federation*:
  - Instead of starting in 2026, the long-term funding agreement renewal will begin in 2027, well ahead of its 2030 renewal date.
- *Realizing accreditation and academic assessments*:
  - Work planned on the Full Spectrum Competency Profile (FSCP) Pilot Study will be extended into 2027.
  - While it was originally planned that all the recommendations from the Futures of Engineering Accreditation (FEA) Path Forward Report would be approved by the Board by the end of 2025, it is anticipated that progress (and associated approvals) for all recommendations will continue into 2028 and beyond given the complexity of the work that requires significant interest holders involvement.
  - All work related to the development of a new purpose and scope for accreditation, the retirement of the minimum path along with the associated policies, is ongoing, with some delays due to resource constraints.
- *Realizing our role in sustainability:* The investigation of becoming a carbon neutral organization will commence in 2027, and not 2026, as it needs input from the fall 2026 Board workshop on defining the role of Engineers Canada in sustainability.

Activity and indicator adjustments from the plan's approval in May 2024

- *Realizing an inclusive profession strategic direction*:
  - Engineers Canada, in collaboration with the CEO Inclusivity Taskforce Advisory Group, has developed a four-year roadmap and action plan to guide work on the Inclusion of Women in the Profession. The roadmap clearly delineates roles and responsibilities between Engineers Canada and the Regulators and establishes an achievable path forward. Reporting to the Engineers Canada Board on the roadmap and action plan will start in Q2, which will replace the sharing of recruitment and retention strategies recommendations activity that were originally planned.
  - Engineers Canada, with the advice of Engineers Canada's Indigenous Advisory Committee, has adopted a Truth and Reconciliation Framework and Action Plan. The implementation of the framework and action plan, with the associated indicators, starting in Q2, will be part of the reporting to the Engineers Canada Board. This will include the review of internal processes, policies, and national statements.

Next steps

- The Board will receive its second quarterly update at their October meeting. This update will have incorporated all the changes mentioned above.

Appendix

- **Appendix 1:** Q1 Interim Strategic Performance report (for 2025-2029 strategic plan)

Interim Strategic Performance Report: Q1-2026

Indicators included in the tables below 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.

As the five-year plan progresses, timelines, activities, and indicators may shift. Staff will notify the Engineers Canada Board of changes first in a briefing note and update the Performance Report with adjustments during the next reporting period.

To make the report more succinct, completed items are removed following their inclusion in two consecutive reporting cycles.

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
2026 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	

Section 1

Realizing a stronger federation		
Status: 		
Planned activities	**Q4 (2025)**	**Q1 (2026)**
Pillar: Implement Governance Review **Outcome: Engineers Canada has efficient and trustworthy governance processes**		
Present proposed options for change to the governance system to Regulators for validation ***Indicator:*** *Regulators' positions are known and shared in consultation report*	• The Board received workshop results and draft solutions and options for Round 2 consultation • Draft solutions and options were sent for consultations held with individual Regulators, the CEAB and the CEQB between December 9 and end of January.	• Regular updates were made to the Regulator councils and boards on the emerging recommendations. • A workshop with interest holders was held on March 3, 2026.
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval ***Indicator:*** *Regulators approve changes to the governance system*	• The Regulators were consulted on draft governance review recommendations.	• The governance final report was reviewed by the task force ahead of final delivery to the Board and Members.
Implement and monitor revised governance system ***Indicator:*** *No further changes to the governance system are proposed by Members for duration of Strategic Plan*	• Not started.	• Not started. Implementation is expected to in Q3.
Pillar: Long-Term Funding **Outcome: Engineers Canada has efficient and trustworthy governance processes**		
Renew long-term funding agreement ***Indicator:*** *Regulators renew long-term funding agreement*	• Deferred to 2027.	• Deferred to 2027.
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*	• Work related to formalizing a predictable and transparent process to select areas of regulatory collaboration will be informed in due course. In the meantime, several projects are being advanced. • Several collaboration and harmonization projects and initiatives are still being identified and advanced such as: Harmonized inter-jurisdiction mobility application confirmation form, environmental scan/business case on digital signature providers and potential of EC offering this function, harmonized CPD program, and advancement of RFEA/FSCP outcomes. We also reviewed improvements of the International Institutions Degrees Database (IIDD).	• We supported the harmonized inter-association mobility applicant confirmation form and registrant naming convention harmonization initiatives. • We also reviewed improvements of the National Membership Database (NMDB) and the Mobility Register.

Realizing accreditation and academic assessments		
Status:		
Planned activities	**Q4 (2025)**	**Q1 (2026)**
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 Advisory Group working group ***Indicator:*** *Appropriate project governance is established* *Interest holders are actively participating in project activities.*	• The FSCP working group recruitment was completed in Q4 as well as the groups' onboarding.	Completed.
Hire an expert ***Indicator:*** *Consultant is engaged to create the competency profile.*	• The Program Development Consultant has been selected and contract has been signed.	Completed.
Select competencies ***Indicator:*** *Interest holders are actively participating in project activities.*	• The draft report identifying recommended competencies has been completed. • The report will be shared with the Board in 2026.	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.
Undertake FSCP Pilot Study ***Indicator:*** *Interest holders are actively participating in project activities.* *(upcoming in 2026)*	• The draft report identifying recommended competencies has been completed. • The report will be shared with the Board in 2026.	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.
Share report of findings ***Indicator:*** *Interest holders are actively participating in project activities.*	• The draft report identifying recommended competencies has been completed. • The report will be shared with the Board in 2026.	• The recommended competencies have been selected. • The draft report for competencies definition has been shared with FSCP Advisory Group.
Develop business case ***Indicator:*** *Business case is developed and recommended by staff for presentation to Board.*	• Commonalities analysis has been shared with the National Admission Officials Group (NAOG)	• A legal opinion on potential legal barriers to implementing a national academic assessment process for non-CEAB applicants has been shared with the National Admissions Officials Group and the CEO Group.

Planned activities	Q4 (2025)	Q1 (2026)
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*	• Work is starting on the recommendations approved by the Engineers Canada Board in October.	• The outcome-focused accreditation work was delayed due to capacity and resource constraints. Work is beginning to progress on this activity. • The work on the specific Accreditation Units and Meaningful Exposure to licensed Professionals is progressing as planned. • The Realizing the Future of Engineering Accreditation Advisory Council discussed change management for the project.
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.*	• Not started.	• Not started. This work will start in the next quarter

Realizing our role in sustainability		
Status: 		
Planned activities	**Q4 (2025)**	**Q1 (2026)**
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*	• The Governance Committee decided to strike a working group to develop policy statements, which are expected to be submitted for Board approval in May.	• The Governance committee has established a working group to further develop the draft the policies and policy statements.
Investigate and assess requirements and impacts of becoming a carbon neutral organization ***Indicator:*** *Report prepared and presented to the Engineers Canada Board.*	• Deferred to 2027.	• Deferred to 2027. This work will be informed by the outcomes/outputs of the Fall workshop described below.
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*	• The draft environmental scan and comparative analysis have been distributed to the CEO Group.	• The environmental scan and comparative analysis have been shared with the consultant selected to run the workshop this fall. The documents have not yet been posted to the public website.
Hold workshop and consult Regulators on options for Engineers Canada's role ***Indicator:*** *Regulators attend workshop and inform options as documented in the consultation report*	• Upcoming.	• A facilitator has been selected through a public RFP to design and facilitate the Fall workshop, which will include the Engineers Canada Board, the CEOs and the Presidents. Workshop facilitator has been selected, and workshop will take place October 7, 2026.
Determine how the engineering profession can contribute to UNSDGs ***Indicator:*** *Engineers Canada has a defined role and areas of focus for the profession as approved by the Board*	• Not started. This work will be informed by the outcomes/outputs of the Fall workshop.	• Not started. This work will be informed by the outcomes/outputs of the Fall workshop.

Realizing an inclusive profession		
Status: 		
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*	• There is currently a smaller staff contingent than originally anticipated for this strategic direction was conceived, so this project was behind schedule. • This work will be carried forward into Q1 of 2026.	• The draft roadmap for driving the inclusiveness of women has been created. We are in the process of creating an associated work plan. • We secured alignment amongst Regulators on role in moving forward a welcoming inclusive profession through a public commitment statement.
Pillar: Embracing Inclusion, Diversity, Equity and Accessibility (IDA) **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 ***Indicator:*** *The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored*	• Not started.	• We sponsored and presented at the Advancing Indigenous Science Engineering Society's (AISES) national gathering.
Consult Regulators to define Engineers Canada's role in advancing IDEA ***Indicator:*** *Engineers Canada has a defined role identified by Regulators*	• Not started.	• This has been incorporated into our work to define and create a roadmap for a welcoming and inclusive profession for all.
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 ***Indicator:*** *Environmental scan is completed, and results are integrated into Engineers Canada's work*	• The environmental scan, the framework and draft action plan have been completed.	• The environmental scan and framework will be shared with the Engineers Canada Board in Q4 2026.
Provide training to staff and volunteers ***Indicator:*** *Training has been provided to staff and volunteers*	• The training has been provided for staff.	• Training will be provided to staff in Q3 of 2026.
Strike partnerships with Indigenous associations, councils and organizations ***Indicator:*** *Partnerships are documented and have clear objectives*	• Engineers Canada continues to be a voting member of the Canadian Indigenous Advisory Council (CIAC) to the American Indian Science and Engineering Society (AISES) and supports the AISES in Canada National Gathering (formerly.caISES). • We participate in the Decolonizing and Indigenizing Engineering Education Network (DIEEN) working group.	• As part of the environmental scan, Indigenous associations, councils and organizations were mapped out across Canada and evaluated based on their relevance to Engineers Canada's work to support the creation of an outreach and engagement plan.
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)	• We hired a consultant to, with the guidance of the Indigenous Advisory Committee, to develop a framework and next steps to advance truth and Reconciliation.	• The draft framework, environmental scan and action plan were developed and validated by the Engineers Canada's CEO, two Vice Presidents and Indigenous

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*		Advisory Committee. It was introduced to staff and key interest holders at the Indigenous National Gathering (AISES).

Realizing a fuller awareness of engineers		
Status: 		
Planned activities	**Q4 (2025)**	**Q1 (2026)**
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*	• Revised national marketing approaches presented to CEO Group. Agreement that Engineers Canada will proceed with a national marketing campaign in consultation with the National Communications Officials Group, who will assist in an advisory role on strategy and delivery. • Engineers Canada will fund up $500K over three years to design and deliver a campaign.	• We held an initial meeting with National Communications Officials Group to discuss the potential direction for a national marketing campaign.
Implement next steps as agreed upon during consultation ***Indicator:*** *Consultation report shared with Regulators and implemented*	• Not started.	• Feedback is being compiled into a draft strategic framework for further discussion and refinement.
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*	• Completed.	
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*	• Completed.	• We launched a successful pilot with a consultant to support 12 women going through the licensure process.
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*	• Engineers Canada retained a consultant to perform an environmental scan, literature review, and key informant interviews to deliver recommendations on representation of engineers on corporate boards and public bodies. • A final report is expected in mid-January 2026.	• Research report is complete and has been delivered. • Currently drafting initial project plan based on findings and recommendations.
Create advisory group and project charter ***Indicator:*** *Advisory Group is struck by CEO*	• Project charter was completed in Q4, with advisory group recruitment moved to Q1 2026 pending results of environmental scan.	• We will determine the nature and scope of an advisory body.
Develop and implement strategy	• Not yet started.	• Currently assessing recommendations from the research report.

Section 2

The following section highlights the original plan we had developed in June 2024:

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 ***Indicator:*** *Creation of the task force (completed in 2024)*	■				
Hire an expert ***Indicator:*** *Consultant is engaged to lead the governance review (completed in 2025)*	■				
Interview Regulators to identify issues, benchmark against other governance systems, and present options to Board ***Indicators:*** *Regulators' positions are known and shared in consultation report* *Consultant proposes updates to the governance system (completed in 2025)*	■				
Present proposed options for change to the governance system to Regulators for validation ***Indicator:*** *Regulators' positions are known and shared in consultation report (completed in 2025)*	■				
Submit governance proposal and implementation plan to Regulators for consultation and subsequent approval ***Indicator:*** *Regulators approve changes to the governance system*		■			
Implement and monitor revised governance system ***Indicator:*** *No further changes to the governance system are proposed by Members for duration of Strategic Plan*		■	■		
Pillar: Long-Term Funding **Outcome: Engineers Canada has efficient and trustworthy governance processes**					
Renew long-term funding agreement ***Indicator:*** *Regulators renew long-term funding agreement*		■	■	■	■
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*	■				
Evaluate success of the five-year National Statement of Collaboration ***Indicator:*** *Lessons have been learned and activities over five years have resulted in successes (and failures) that can be used to evolve the statement*				■	
Regulators agree to review the Statement of Collaboration ***Indicator:*** *Regulators agree to renew an evolved Statement*					■

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 ***Indicator:*** *Appropriate project governance is established* *Interest holders are actively participating in project activities.* *(completed in 2025)*	■				
Hire an expert ***Indicator:*** *Consultant is engaged to support the FSCP Pilot Study.* *(completed in 2025)*	■				
Select competencies ***Indicator:*** *Interest holders are actively participating in project activities.* *(completed g in 2025)*	■				
Undertake FSCP Pilot Study ***Indicator:*** *Interest holders are actively participating in project activities.*		■			
Share report of findings ***Indicator:*** *Interest holders are actively participating in project activities.*		■			
Decide on next steps ***Indicator:*** *Board approves changes.*		■			
Decision from Engineers Canada Board to proceed on other FEA Path Forward re ***Indicator:*** *Engineers Canada Board approves next steps* *(completed in 2025)*	■				
Approve the revised purpose & scope of accreditation statements and design parameters by Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves revised purposes, scope of accreditation statements and design parameters.*		■			
Establish new policy group to reflect new purpose and scope. ***Indicator:*** *Appropriate policy group is established.*		■			
Hire consultant to write new policies ***Indicator:*** *Consultant is engaged to write new policies.*			■		
Hire consultant to help with change management across the system. ***Indicator:*** *Consultant is engaged to manage change in the system.*		■			
Approval of the retirement of the minimum path by the Engineers Canada Board. ***Indicator:*** *Engineers Canada Board approves the retirement of the minimum path.*		■			
Report in findings around feasibility of accepting Higher Education Institutions (HEI) evaluations. ***Indicator:*** *Findings report is shared publicly.*				■	
Revise and get approval for the CEAB Accreditation criteria procedures (criteria, policies and principles). ***Indicator:*** *Engineers Canada Board approves the accreditation criteria.* *The CEAB approves the policies and the principles.*			■	■	

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. ***Indicator:*** *Business case is developed and recommended by staff for presentation to Board.*		■			
Business case is shared. ***Indicator:*** *Board decides that proposal is viable and approves it for Regulator consultation.*			■		
Consult Regulators on viable option(s). ***Indicator:*** *Engineers Canada has a clear path forward as documented in consultation report.*				■	
Transition other Engineers Canada services and programs where needed. ***Indicator:*** *A plan is approved and implemented as applicable.*					■

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 ***Indicator:*** *Policy approved by Engineers Canada Board*	■				
Investigate and assess requirements and impacts of becoming a carbon neutral organization ***Indicator:*** *Report prepared and presented to the Engineers Canada Board.*		■			
Make decision on becoming a carbon neutral organization or not ***Indicator:*** *Decision made by Engineers Canada Board*			■		
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 (completed in 2025)*	■	■			
Hold workshop and consult Regulators on options for Engineers Canada's role ***Indicator:*** *Regulators attend workshop and inform options as documented in the consultation report*		■			
Determine how the engineering profession can contribute to UNSDGs ***Indicator:*** *Engineers Canada has a defined role and areas of focus for the profession as approved by the Board*		■	■		

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 ***Indicator:*** *Recommendations are approved by the Board*	■				
Share 30 by 30 repositioning recommendations ***Indicator:*** *Recommendations are approved by the Board*			■		
Implementation of recommendations with Regulators, HEIs and employers ***Indicator:*** *Recommendations are implemented by end of Strategic Plan*			■	■	■
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 ***Indicator:*** *The scope of the current evaluation framework is updated to include accessibility and new partnerships are explored*		■	■	■	■
Consult Regulators to define Engineers Canada's role in advancing accessibility ***Indicator:*** *Engineers Canada has a defined role identified by Regulators*		■			
Become an IDEA employer of excellence ***Indicator:*** *Engineers Canada has established internal goals and metrics for success related to being an IDEA employer of excellence (Completed in 2025)*		■	■	■	■
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 ***Indicator:*** *Environmental scan is completed and results are integrated into Engineers Canada's work (Completed in 2025)*	■				
Provide training to staff and volunteers ***Indicator:*** *Training has been provided to staff and volunteers (Completed for 2025)*	■	■	■	■	■
Strike partnerships with Indigenous associations, councils and organizations ***Indicator:*** *Partnerships are documented and have clear objectives (Completed in 2025)*		■	■	■	■
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) ***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*		■	■	■	■

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 ***Indicator:*** *Report is shared with Board and Regulators* *(Completed in 2025)*					
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* *(Completed in 2025)*					
Implement next steps as agreed upon during consultation ***Indicator:*** *Consultation report shared with Regulators and implemented*					
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* *(Completed in 2025)*					
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* *(Completed in 2025)*					
Conduct mid-point evaluation and readjust approach and content if appropriate ***Indicator:*** *Evaluation is conducted and path forward is shared*					
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* *(Completed in 2025)*					
Create advisory group and project charter *(Completed in 2025)*					
Develop and implement strategy					

BRIEFING NOTE: For information

Insights & follow-up from the Employee Engagement Survey	3.2c
Purpose:	To update the Board with the Engineers Canada employee engagement survey results and work plan.
Link to the strategic plan	Board responsibility: Hold itself, its directors, and its direct reports accountable
Prepared by:	Georges Khoury, Director, Human Resources
Presented by:	Philip Rizcallah, Chief Executive Officer

Background

- Engineers Canada engages a third-party consultant to conduct an employee engagement survey on a triennial basis.
- The most recent survey, administered by TalentMap, was completed in November 2025 and provides updated insight into current employee sentiment.
- A total of 94 per cent of staff completed the survey, which is 14 per cent above the benchmark.
- Board policy 5.4, *Communication and support to the Board,* requires that the CEO provides the Board "with results of employee engagement surveys, and action plans to address any issues raised therein (having first been reviewed by the Human Resources Committee)."
- Survey results were presented to staff by a TalentMap representative on January 28, 2026, at an in-person meeting at the Engineers Canada office. Staff were given the opportunity to ask questions of the TalentMap representative, CEO and the Senior Leadership Team (SLT).

Status update

Results

- Engagement results in 2025 are lower than in 2022 and below the current benchmark. This reflects a broader post pandemic normalization, as engagement scores across many organisations have moderated following a period of elevated results during the pandemic. This trend is also evident in the external benchmark decline from 85 per cent in 2022 to 80 per cent in 2025.
- Team level engagement remains a significant strength, with 93 per cent of employees reporting positive engagement within their teams.
- At the same time, the survey identified concerns primarily at the organisational level, including information and communication, organisational engagement, and aspects of organisational culture. These areas represent the greatest opportunities for improvement and directly inform the priority actions outlined below.

Action plan

- In response to the concerns raised in the survey, SLT has been discussing improvements in three key areas:

    - Information & Communication
    - Organisational Engagement
    - Organisational Culture
- SLT is looking at ways to ensure that these areas underpin Engineers Canada's HR processes and policies, including improvements to performance reviews, telework, and overtime policies.
- To bolster leadership capability, communication effectiveness, and accountability within the organisation, plans are underway to deliver the course, *Leading with Awareness & Accountability,* presented by Sue Faubert from Faubert Innovation Training solutions to all staff.
- Return to office planning will be addressed following the completion of renovations, with employees expected to be onsite for a minimum of eight days per month. This transition has the potential to support collaboration, connection, and organisational culture, while also requiring careful change management to address operational, equity, and employee experience considerations.
- To address the priority areas identified, further initiatives will be advanced over the coming months. Work plans, including defined actions, timelines, and responsibilities, will be developed to guide implementation and monitor progress.

Actions taken since the survey

- Since the survey results were shared, several actions have been initiated to address themes raised by employees, particularly in the areas of information and communication, engagement, and professional development. These actions include:
    - **Enhanced internal communications on governance:**
      More frequent and more detailed summaries of Engineers Canada Board meetings and decisions are now being shared with staff to improve transparency and understanding of the organisation's direction.
    - **Deeper briefings on CEO Group activities:**
      Staff are receiving more in-depth updates on the work of the CEO Group where it intersects with, or informs, Engineers Canada's operational priorities and staff work.
    - **Expanded opportunities for growth and mobility:**
      Efforts are underway to create more opportunities within the organisation for staff to take on new challenges, stretch assignments, and career progression opportunities, where feasible.
    - **Training and development initiatives:**
      Training sessions and workshops are being introduced or expanded to support leadership capability, skills development, and overall organisational effectiveness.
    - **Performance management reassessment:**
      The performance review process is being reviewed with the aim of streamlining it and better aligning it with organisational needs and employee feedback.
    - **Return to office feedback mechanisms:**
      A feedback task group (Staff Advisory Group) and designated "faces and spaces" have been established to receive staff input and concerns related to returntooffice planning following office renovations.

HR Committee review

- At its April 7 meeting, the HR Committee held a robust in-camera discussion of the results with the CEO, on behalf of the Board. In its discussion, the HR Committee discussed the following:
    - Acknowledging the high level of concerns identified in the survey and the importance of discussing these themes with staff.
    - Articulating clear actions and mitigations to address the concerns raised, including filling the Director, Human Resources position, enhancing communication with staff, and providing more regular and in-depth organisational updates.

Next steps

- Engineers Canada has hired a Director, Human Resources, who began his role on March 23, 2026, and will work with SLT to improve the employee experience.
- Progress will be monitored and evaluated on an ongoing basis and successes and improvements will be acknowledged and celebrated amongst staff.
- The CEO will provide regular updates to the HR Committee and Board on progress and actions taken in response to the survey results at their respective meetings.
- A follow up employee engagement survey will be conducted in approximately 18 months to assess whether the actions and mitigations implemented are having the intended impact.

Appendices

- **None**

Item 3.3a, Appendix 1: FEA Path Forward Report Recommendations - Status

FEA Path Forward Report Recommendation	Status
1. Identify and strategically integrate the system's current strengths into the future framework.	Approach in development.
2. Endorse the revised purpose and scope of accreditation statements.	Approach in development.
3. Adopt the outlined design parameters as a fundamental framework for the future accreditation system.	Approach in development.
4. Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change.	Approach in development.
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.	Approach in development.
6. Retire the concept of the "minimum path".	Approach in development.
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.	Work being undertaken by CEAB.
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.	Work being undertaken by CEAB.
9. Formalize the CEAB's Temporary Exemption for Students Going on International Exchange by permanently integrating its core principles into accreditation policy.	Work being undertaken by CEAB.
10. Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord.	Approach in development.
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.	Foundations workstream in progress.
12. Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference.	Work being undertaken by FSCP Pilot Study Advisory Group.
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.	Awaiting FSCP Pilot Study results.
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.	Foundations workstream in progress.
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.	Referred to the Governance Review Task Force.

FEA Path Forward Report Recommendation	Status
16. Establish a new dedicated oversight body for the FSCP.	Awaiting FSCP Pilot Study results.
17. Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights.	Foundations workstream in progress.
18. Adopt the outlined core values to guide implementation of these recommendations.	Foundations workstream in progress.

BRIEFING NOTE: For discussion

Business Case for a National Academic Assessment for non-CEAB Applicants	3.3b
Purpose:	To provide an overview and status update to the Engineers Canada Board on work accomplished so far
Link to the Strategic Plan/Purposes:	Realizing accreditation and academic assessments
Link to Corporate Risk Profile:	Decline in the value of accreditation
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning
Presented by:	Trina Hubley, Vice-President, Regulatory Affairs

Background

- As part of the 2025-2029 Strategic Plan, Engineers Canada has committed to renewing the engineering accreditation system.
- Included in the strategic direction *Realizing accreditation and academic assessments (RAAA)* are two pillars:
  - Accreditation of undergraduate engineering programs (Realizing Futures of Engineering Accreditation (FEA) or RFEA), and
  - Assessment of foreign-trained and Canadian applicants without a CEAB-accredited degree (non-CEAB applicants).
- The latter pillar includes development of a Business Case to examine whether it would be desirable and feasible to have a national academic assessment process for non-CEAB applicants.
- A national process would provide a one-stop portal for applicants to be partly or fully administratively assessed at the federal level, before proceeding to the Regulators for decision.
- Through the Business Case, Engineers Canada is examining:
  - What other national regulatory organizations are doing to assess the academic qualifications of applicants.
  - Whether or not there are acts, bylaws, or regulations preventing Regulators from pursuing a national academic assessment process for non-CEAB applicants.
  - Whether there are enough commonalities amongst Regulators to contract part, or all, of the national process to a national body.
  - The financially viability for Engineers Canada to consider undertaking the academic assessment of non-CEAB applicants on behalf of Regulators.
- This Business Case is also informed by inconsistent/duplicative provincial practices, expertise gaps among examiners, new fairness requirements from provincial Fairness Commissioners, and mobility pressures from governments and the public.
- It is anticipated that the implementation of a national academic assessment process would provide a more equitable and fair applicant experience across jurisdictions. It could also enable Engineers Canada to provide additional services to Regulators and potentially offer a new revenue stream, depending on the agreed upon financial model. Finally, it could create economies of scale and expand access to experts for Regulators, standardize and speed processing of applicants, and demonstrate collaboration to governments and the public.

Status update

- Prior to developing the business case this fall, staff have collected data to inform its content:
  1. A commonalities analysis was developed with the National Admission Officials Group (NAOG) to identify which tools and processes Regulators have in common. This work was shared with the CEQB and the CEO Group.
  2. A legal opinion was sought from an external third party to determine what administrative role Engineers Canada could undertake to support the statutory (decision-making) role of Regulators. This legal opinion was shared with NAOG, CEQB and the CEO Group.
  3. An environmental scan was conducted among other Canadian professional associations and other international engineering organizations to inform how we could set up a Pan-Canadian process for the engineering profession. This scan has been shared with the CEO Group and will be shared with NAOG and the CEQB in the fall.

Next steps

- A third-party contractor will be hired to develop the business case in the fall and in the winter 2027. The draft business case will be shared with Regulators for consultation in 2027.
- The Board will receive the business case in the fall of 2027 for its approval.

BRIEFING NOTE: For information

Canadian Engineering Accreditation Board (CEAB) report	4.2
Purpose:	To review the CEAB contributions since the February 27 Board meeting.
Link to the Strategic Plan/Purposes:	Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally
Link to Corporate Risk Profile:	Decreasing value of accreditation (Board risk)
Prepared by:	Mélanie Ouellette, CEAB Interim Secretary Roselyne Lampron, Accreditation Program Advisor
Presented by:	Ray Gosine, CEAB Chair

Background

- The Canadian Engineering Accreditation Board (CEAB) performs assessments of undergraduate engineering programs delivered by Canadian Higher Education Institutions to decide if they meet accreditation criteria approved by the Engineers Canada Board (Board). It grants accreditation to those programs that meet the criteria. The CEAB also produces strategic advice and information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries.
- On December 8, 2025, the Board approved the CEAB's 2026 work plan based on the responsibilities outlined in Board policy 6.9, Canadian Engineering Accreditation Board (CEAB).
- At each Board meeting, the CEAB provides an update on its work since the last Board meeting.

Status update

- **CEAB Secretariat Staffing**: There have been significant staff changes within the CEAB Secretariat, and the CEAB is concerned about the risks associated with these changes on the effective and efficient completion of CEAB business, particularly if the vacant positions are not filled on a full-time basis by highly qualified individuals. This understaffing will negatively impact the level and quality of support to the CEAB and the activities of the CEAB. The current staff situation has highlighted the need for attention to the sustainability of accreditation support, both from a staff continuity perspective and an information/records perspective.
- **Recommendations 7, 8, and 9 of the Futures of Engineering Accreditation (FEA) Path Forward Report**:
    - Under the Realizing Futures of Engineering Accreditation (RFEA) project, the Engineers Canada Board mandated the CEAB to recommend changes to the criteria related to faculty members' licensure requirements.
    - The goal of this initiative is to determine, through an outcome-focused approach, what constitutes substantial and meaningful involvement of engineering students with licensed professional engineers, and to replace prescribed contact time between students and licensed instructors (also referred to as Specific Accreditation Units / Specific AUs).
    - Tracking Specified AUs is at best an indirect measurement of substantial and meaningful involvement of licensed professionals, and licensure alone does not assure effective involvement. Requiring specific faculty licensure is directive and restrictive to HEIs and

potentially precludes other ways of involving registered professionals in the teaching of engineering.
    - Relying on Specific AUs as evidence of substantial and meaningful involvement with licensed Professional Engineers has proven problematic because:
        - contact-hour measures don't reflect student outcomes,
        - licensure requirements can exclude valuable experts' contributions to engineering education,
        - differences in provincial/territorial legislation regarding whether teaching engineering constitutes the practice of engineering complicate national consistency, and
        - prescriptive AU requirements can restrict curriculum innovation and doesn't reflect current teaching practice.
    - To address these issues, several workshops (in-person and virtual) were held between the CEAB Policy and Procedures Committee (P&P) and the Engineering Deans Canada Deans' Liaison Committee (DLC) as part of a co-creation initiative.
        - On March 2, 2026 a draft purpose statement and proposed revisions to selected accreditation criteria were developed collaboratively.
        - On March 31 and April 1, 2026 consensus continued to be built among these two groups, and the refined purpose was stress-tested to identify gaps and areas needing clarification.
    - The final proposed changes to the criteria will be shared with Regulators for consultation in Spring/Summer 2026.
- **Risk-based decision model:**
    - To improve transparency, consistency, and effectiveness in the accreditation decision-making process, the CEAB is developing a new risk-based decision framework to address limitations of the previous accreditation-decision framework by assessing two components of each criterion; (1) the current strength of compliance, and (2) the future risk of non-compliance.
    - Work is progressing, and this new decision framework will run in parallel with the existing decision framework at the CEAB's Spring 2026 "decision meeting" with full implementation and use planned for the Spring 2027 decision meeting
- **CEAB Accreditation visits**: Between December 2025 and June 2026, the CEAB will have conducted eight visits.
- **CEAB meetings:** In April 2026, the CEAB:
    - Approved the *Report on the 2025 consultation on the proposed revisions to CEAB "Regulations for granting transfer credits", Appendix 1 of the CEAB Accreditation Criteria and Procedures*, which is submitted for Engineers Canada Board approval as part of 4.3.a.
    - Received presentations on the governance review and on the Realizing Accreditation and Academic Assessments (RAAA) strategic direction.
    - Approved the *Report on accreditation decision results: Fall 2024 & Winter 2025 visits*. This report provides the distribution of assigned accreditation durations, the categories of issues identified, their distribution across programs, and the overall compliance of the programs with the CEAB criteria. It will be posted on the Engineers Canada public website.
- The next CEAB meeting will be held in person from May 29 to 31, 2026 inclusively.

Appendix

- **Appendix 1:** CEAB 2026 work plan

CEAB work plan 2026

Item		
Accreditation decisions	**Visit date**	**Decision date (2026)**
Conestoga College Institute of Technology and Advanced Learning (2 programs)	February 22-24, 2026	June
Humber College Institute of Technology and Advanced Learning (3 new programs)	February 22-24, 2026	June
Royal Military College (5 programs)	October 26-28, 2025	June
Sheridan College (1 new program)	November 16-18, 2025	June
Simon Fraser University (1 program)	February 1-3, 2026	June
Université du Québec à Rimouski (1 program)	November 24-26, 2025	June
Université du Québec en Abitibi-Témiscamingue (3 programs)	TBD; Winter 2026	June
Université Laval (14 programs)	November 16-18, 2025	June
University of Alberta (9 programs)	October 19-21, 2025	June
University of British Columbia – Okanagan (4 programs)	November 2-4, 2025	June
University of Calgary (2 programs + 1 new program)	February 1-3, 2026	June
University of Manitoba (5 programs)	November 2-4, 2025	June
University of New Brunswick (7 programs)	November 22-25, 2025	June
University of Regina (2 programs + 1 new program)	January 25-27, 2026	June
University of Toronto (9 programs)	October 19-21, 2025	June
University of Victoria (1 program)	February 22-24, 2026	June
University of Western Ontario (3 programs)	November 16-18, 2025	June
International monitoring	**Participant(s)**	**Date**
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 8-13 Capetown, South Africa
Ongoing operational work	**Responsible**	**Due date**
Implement Tandem for accreditation (Engineers Canada's new web-based data management system).	P&P Committee CEAB members	Ongoing
Accountability in Accreditation (AinA) • Study and prioritize the findings from the 2025 report • Collect data for the 2026 report	AinA Committee P&P Committee CEAB	Ongoing
Procedural work	**Responsible**	**Due date**
Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA recommendation #4: Mandate a shift to outcomes-focused accreditation). *(Work approved in 2025 workplan; Not started)*	P&P Committee CEAB	December
Develop more robust procedures related to 'focused visits.' *(Work approved in 2025 workplan; Started)*	P&P Committee CEAB	April
Develop communication protocols for when institutions sunset accredited programs. *(Work approved in 2025 workplan; Not started)*	P&P Committee CEAB	April
Develop procedures for visits to programs with satellite campuses and/or feeder institutions. *(Work approved in 2025 workplan; Started)*	P&P Committee CEAB	April

Policy and criteria work	Responsible	Due date
Consider adding a new clause to "Appendix 1" of the CEAB Accreditation Criteria and Procedures book, "Regulations for granting transfer credits," to stipulate that up to 112 Accreditation Units (AUs) can be allocated without a validation procedure for complementary studies at 3-year technical CEGEP programs. *(Work approved in 2025 workplan; Started)*	P&P Committee CEAB	April
Develop alternative ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals (complements FEA Path Forward Report recommendation #8; Engineering Deans Canada members have identified this as a priority). *(Work approved in 2025 workplan; Started)**	P&P Committee CEAB Engineers Canada Board	October
Formalize the risk-based trajectory decision process and update associated policies, procedures, and templates. *(Work approved in 2024 workplan; Started)*	P&P Committee CEAB	April
2025-2029 Strategic plan	**Responsible**	**Due date**
Monitor and contribute to the *Realizing accreditation and academic assessments* strategic direction when/how requested.	CEAB members	Ongoing

*The high-level steps to complete this work might include:

- The CEAB and EDC endorse a joint statement defining the purpose and outcomes for substantial and meaningful student involvement with licensed engineers.
- The CEAB, in collaboration with EDC, to review the existing accreditation criteria in light of the purpose statement.
- The CEAB, in collaboration with EDC, revise accreditation criteria and develop an interpretive statement, providing HEIs and visiting teams with adequate latitude and flexibility to meet the accreditation criteria.
- Per Board Policy 9, Accreditation criteria and procedures report, the CEAB to consult with interest holders on revised criteria and the associated interpretive statement.
- The CEAB to recommend appropriate criteria changes to the Engineers Canada Board, informed by interest holder feedback, by October 2026.
- The CEAB to examine the *Temporary exemption for students going on international exchange* to determine an appropriate way forward in light of recommended criteria changes.

BRIEFING NOTE: For information

CEQB Report	4.3
Purpose:	To update the Board on key strategic developments pertaining to the CEQB's work and mandate.
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. Strategic Priority 1: Realizing the Future of Engineering Accreditation
Link to Corporate Risk Profile:	Board Risk 2: Decreased confidence in the governance functions Board Risk 3: Diminished national collaboration Board Risk 4: Diminished scope and value of engineering regulation Board Risk 7: Tarnished reputation Operational Risk 8: Insufficient client satisfaction
Prepared by:	Ryan Melsom, CEQB Secretary and Manager of Qualifications
Presented by:	Sam Inchasi, CEQB Chair

Background

- The Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that support the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate practitioner mobility within Canada.
- The CEQB is bringing this briefing note to the Board's attention to highlight several converging factors around program relevance, interest holder confidence, and internal coherence.

Status update

- The following risks factors have been identified through interest holder engagement with Regulators, program operations, and CEQB input:
  - **Mandate scope and interest holder clarity:** The CEQB's mandate currently spans 14 distinct work areas—a breadth that has accumulated over the committee's 39-year history but that does not map clearly onto a coherent strategic purpose. In some cases, this breadth is not being experienced by Regulators as depth. A focused mandate, oriented around a clearer value proposition, may help improve interest holder confidence.
  - **Regulator awareness and uptake:** Despite ongoing efforts to improve communication, some Regulators continue to report low awareness of CEQB products, their mandate, and their potential value (see "Increase national consistency" indicator in Appendix 1). Improvement efforts to date in this area have included targeted outreach, webinars, newsletter updates, and presentations at officials group meetings; a lack of sustained uptake as a result of these efforts indicates that the issue is not one of communication tactics; it likely reflects a more fundamental question about whether products are reaching Regulators in forms they can act on.
  - **Syllabus reviews and accreditation transition:** The CEQB Syllabus Committee Chair has approved a strategic pause on two planned syllabus reviews currently in the work plan (Engineering Physics and Basic Studies), to accommodate potential changes relating to the Tandem accreditation software and the RFEA transition from inputs-based to outcomes-based

accreditation. Together, these may fundamentally alter what the Examinations Syllabi need to accomplish and how they go about it.

- **Performance measurement:** The CEQB has historically lacked formal key performance indicators. At the request of Board members, a draft KPI framework, attached as Appendix 1, has been developed covering five areas: publication timelines, Regulator consultation depth, Regulator adoption, public accessibility, and volunteer engagement. 2025 baselines are established for four of the five indicators. These KPIs provide an initial evidence base for program accountability.
- **Strategic analysis:** In response to the factors described above, the CEQB is thinking strategically about the future: the CEQB's mandate, its product and document types, its relationship with officials groups and Regulators, and its governing policies. This analysis includes the terms of reference set out in section 6.10 of the Board Policy Manual, which may require revision to enable a more strategic approach.

- **2026 Work Plan: Status and Highlights:** The 2026 work plan progress report is attached as Appendix 2. Key highlights are as follows.
  - Items carried forward from prior years:
    - **The Engineers Canada paper on the ethical use and development of groundbreaking technologies** (including artificial intelligence) is on track for completion in October 2026. This item was requested by the National Practice Officials Group (NPOG) and has been in development since 2024. It is worth noting that this type of broad practice guidance paper—while responsive to a request—represents a category of work being considered in the CEQB's program analysis, as its relationship to qualifications assessment is indirect.
    - **The Regulators guideline on managing frivolous and vexatious complaints** (requested by NPOG and NDEOG) is targeted for Board approval in October 2026.
  - New 2026 priorities:
    - A new **Regulators guideline on the off-duty conduct of engineers** (requested by NPOG and NDEOG) is planned for Board approval in October 2027. This work was intentionally delayed to reallocate resources for completion of the Groundbreaking technologies paper.
    - A review of the **Regulators guideline on the assessment of work experience using Competency-Based Assessment** is planned for May 2027, as requested by the National Admissions Officials Group (NAOG). This item is of particular strategic significance: CBA sits squarely within the qualifications assessment lifecycle and is one of the CEQB's most directly relevant work areas. This review will be conducted with strong regulator input, and with awareness of other work being done in this area.

Next steps

- The CEQB will continue the strategic review and bring outputs to the Board through appropriate channels.
- 2027 work plan development will proceed with the strategic review in view; the CEQB will, as always, consult officials groups and regulators as part of that process.
- KPI baselines will be tracked through 2026 and reported to the Board annually.
- The CEQB welcomes any questions or direction from the Board on the considerations raised in this note.

Appendices

- Appendix 1: CEQB Draft Key Performance Indicators (KPI Framework), with 2025 baselines
- Appendix 2: CEQB 2026 Work Plan Progress Update

Appendix 1: CEQB Draft Key Performance Indicators (KPI Framework), with 2025 baselines

Goal	KPI	What it measures	Target	2025 Outcome (baseline)
Deliver high-quality, evidence-based guidance	% of documents published within 3 months of planned date	Project delivery	≥ 90%	75%
Ensure relevance to regulators and practitioners	% of documents developed with direct input from ≥ 8 regulators	Consultation engagement	100%	70%
Increase national consistency	% of regulators referencing or adopting at least one guideline within 12 months	Regulator adoption	≥ 75%	10%
Promote accessibility and engagement	Number of document downloads or visits per year	Public use	+10% YoY	N/A
Encourage volunteer engagement	% of volunteer inputs received by agreed deadlines	Commitment level	≥ 90%	70%

Appendix 2: CEQB 2026 Work Plan Progress Update

As mandated by the purposes of Engineers Canada, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2024 priorities that will be carried forward in 2025 and propose 2025 priorities based on received feedback from officials' groups.

A. Priorities carried forward from previous years

Item	Requested by	Work plan	Anticipated completion
New Engineers Canada paper on the ethical use and development of groundbreaking technologies	NPOG	2024	October 2026
New Regulators guideline on managing frivolous and vexatious complaints	NPOG, NDEOG	2025	October 2026

B. Additional 2026 priorities

Item	Requested by	Date of request	Anticipated completion
New Regulators guideline on the off-duty conduct of engineers	NPOG	2025	~~May 2027~~ October 2027
Review of regulators guideline on the assessment of work experience using Competency-Based Assessment	NAOG	2025	May 2027

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2018 Environmental engineering syllabus	June 2026
2018 Geological engineering syllabus	June 2026
2018 Geomatics engineering syllabus	June 2026

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Civil engineering syllabus	January 2027
2017 Engineering physics syllabus	~~January 2027~~ PAUSED
2020 Basic studies syllabus	~~January 2027~~ PAUSED

BRIEFING NOTE: For information

FAR Committee report	4.4
Purpose:	To review the FAR Committee contributions for 2025-2026
Link to the Strategic Plan/Purposes:	Board responsibility: Provides financial oversight. Board responsibility: Provides risk identification and oversight.
Link to Corporate Risk Profile:	Reduced long term financial viability (Board risk)
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Marisa Sterling, 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 9, 2025.

Status update

- This year's FAR Committee completed all work identified in its work plan including oversight of:
    - the budget preparations,
    - the 2028 per capita assessment fee (PCAF) recommendation,
    - the annual audit,
    - quarterly financial performance,
    - financial control policies, and
    - risk identification and management.
- Additionally, as part of the budgeting process, the FAR Committee considered feedback from the Board about ways to simplify the process to set the Per Capita Assessment (PCA), including the option of setting the annual PCA increases to match inflation.
- On December 12, 2025, the FAR Committee suggested that the 2027 budget process include a scenario that aligns the PCA with inflation.

Next steps

- The FAR Committee has one additional meeting planned for after the distribution of this report. Any matters arising from the meeting that require the Board's attention will be shared verbally by the FAR Committee Chair on May 22.
- At its first meeting on June 15, the 2026-2027 FAR Committee will recommend its work plan for Board approval in October.

Appendix

- **Appendix 1:** Updated Finance, Audit, and Risk Committee work plan

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	**Board / committee / task force**	**Occurrence**	**16-Jun-25**	**14-Aug-25**	**23-Oct-25**	**12-Dec-25**	**23-Feb-26**	**6-Mar-26**	**8-May-26**
(2) Provides ongoing strategic direction for Engineers Canada									
Conduct in-depth analysis of the Board's strategic risks and make recommendations of acceptable mitigation strategies, residual risks, and required actions to the Board as an input to each new Strategic Plan	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Work with staff to develop a Strategic Plan that considers merging trends and Board risks	Board	Every 5 years							
(5) Provides financial oversight									
Annually, review and approve the CEO's budget envelope assumptions.	FAR Committee	Annually	✓						
Annually, review the CEO's draft budget and make recommendations to the Board.	FAR Committee	Annually		✓	✓				
Ensures that the annual budget is developed to align with priorities established by the Board	Board	Annually			✓				
Approves the annual budget	Board	Annually				✓			
Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.	FAR Committee	Quarterly		✓		✓	✓		✓
Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board, as necessary.	FAR Committee	Annually					✓		
Monitor financial performance	Board	Ongoing							
Confirming the scope of the audit, which shall include a review of the key financial processes.	FAR Committee	Annually				✓			
Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.	FAR Committee	Annually						✓	
Approve the audited financial statements	Board								
Providing an annual report to the Members with: A) The Board's approval of the audited financial statements, B) A summary of the auditor's observations together with Engineers Canada staff response, and C) The Board's recommendation for the appointment of the following year's auditor.	FAR Committee	Annually						✓	

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	**Board / committee / task force**	**Occurrence**	**16-Jun-25**	**14-Aug-25**	**23-Oct-25**	**12-Dec-25**	**23-Feb-26**	**6-Mar-26**	**8-May-26**
Conducting a comprehensive review of the auditor at least every five years. The outcome of this review is a recommendation to either retain the audit firm or select an alternative audit firm.	FAR Committee	Every 5 years	--	--	--	--	--	--	--
Providing information to the Board, as provided by the auditor, on significant new developments in accounting principles or relevant rulings of regulatory bodies with implications for the Board's financial policies.	FAR Committee	As required							
Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures, as necessary	FAR Committee	Annually							✓
Conduct an annual review of any new long-term procurement contracts that extend beyond five years with a value that exceeds $100,000 per annum.	FAR Committee	Annually						Deferred to May	✓
Review and recommend changes to the Board's investment policy.	FAR Committee	Biennially							✓
Approve policies to ensure that proper financial controls are in place	Board	As required							
Review policies related to the FAR Committee's work and make recommendations to the Governance Committee (not prescribed in BP 6.4).	FAR Committee	As required		✓					
Complete an annual review of the Corporate Risk Profile before it is shared with the Board, generally in May, or whenever significant changes occur.	FAR Committee	Annually						✓	
Ensure risk management systems are in place that reflect the Board's risk tolerance and direct Board-approved mitigation strategies	Board	Annually							✓
Review on a quarterly basis any changes to the Board and operational risk registers, as applicable, and report anything of significance to the Board.	FAR Committee	Quarterly		✓ Overview & discussion	✓ Check-in	--		✓ Deep dive	
Monitor known risks and identifying potential risks to the organization	Board	Ongoing							
Additional work / authorities									
The FAR Committee has the authority to meet independently with the external auditor.	FAR Committee	As required							
The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's Director, Finance.	FAR Committee	As required							

Board responsibilities (Board policy 4.1) / FAR Committee responsibilities (Board policies 6.4)	**Board / committee / task force**	**Occurrence**	**16-Jun-25**	**14-Aug-25**	**23-Oct-25**	**12-Dec-25**	**23-Feb-26**	**6-Mar-26**	**8-May-26**
Consider recommending to the Board/Members special assessment fees to fund special projects.	FAR Committee	As required			Not required				

Included in annual work plan		Partially completed as per annual work plan	✓
Completed as per annual work plan	✓	Not completed	✖
Completed in addition to the annual work plan	✓	Not applicable	--

BRIEFING NOTE: For discussion

Corporate Risk Profile / Risk registers	4.5
Purpose:	To review changes to the Board's risks and be informed of changes to operational risks.
Link to the Strategic Plan/Purposes:	Board responsibility: Provides risk identification and oversight by: a) Ensuring risk management systems are in place that reflect the Board's risk tolerance level and direct Board-approved mitigation strategies; and b) Monitoring known risks and identifying potential risks to the organization.
Link to Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning, Heidi Theelen, Director Strategic Planning and Organizational Excellence, Philip Rizcallah, Chief Executive Officer
Presented by:	Marisa Sterling, Chair, Finance, Audit, and Risk (FAR) Committee

Background

- The Board has delegated close monitoring of the Corporate Risk Profile and risk registers to the Finance Audit and Risk (FAR) committee.
- On an annual basis, staff and the FAR Committee conduct an in-depth review of the Corporate Risk Profile for presentation to the Board at the May meeting.
- The purpose of the discussion is to confirm that Board risks align with the Board's tolerance, and that risk management systems are in place to their satisfaction.

Status update

- On March 6, the FAR Committee reviewed the Corporate Risk Profile and risk registers. The summary below highlights takeaways from the discussion and how they have been addressed:
  - While the CEO had initially suggested a decrease in the score of the "Engineering is unwelcoming and exclusionary to under-represented people in engineering" risk, the FAR Committee indicated that the score should remain the same. The score has been adjusted accordingly.
  - Artificial intelligence (AI) content has been added to the risk, "Diminished scope and value of engineering regulation".
  - The "Mismanagement of human resource" risk was renamed "Resource utilization".
  - Opportunities for each risk now have their own rows rather than being grouped with threats under Potential event(s).
- Please note that the table below highlights key changes made to the registers and that more details can be found in Appendix 2.

Risk	Score Change	Rationale	Additional Controls or Increased Risks	Risk Score & Status
1. Decline in the value of accreditation	↑	Increased to reflect pressure from HEIs to stop accreditation visits of lower risk programs, and Tandem issues	Careful information gathering is being conducted right now to assess the feasibility of the request. A contractor is being hired to address Tandem issues.	**20**
3. Diminished national collaboration	↓	Reduced due to increase in number of collaboration initiatives among Regulators, which demonstrates an increased appetite to collaborate and harmonize.	N/A	**8**
Risk	**Score Change**	**Rationale**	**Additional Controls for Increased Risks**	**Risk Score & Status**
6. Reduced long term financial viability	↓	Our cost reduction program was successful (we reduced operating expenses, are reducing our office space, etc.; we also were able to increase per capita assessment fees and continued to increase our affinity revenues.	N/A	**12**
7. Tarnished reputation	↓	Reduced due to decrease in negative feedback received, and strong controls who are working (communications are enhancing our image, government policy work is influencing the federal government etc.).	N/A	**6**

Operational risks that have changed:

Risk	Score Change	Rationale	Additional Controls (If Risk Increased)	Risk Status
8. Insufficient client satisfaction	↓	Reduced as several major improvements initiatives are underway that will improve accreditation (Tandem) and databases (National Mobility Register, International Institutions Degrees Database and National Membership Database).	N/A	**12**
11. Resource utilization	↑	Increased due Talent Map Survey results and the fact that staff are asked to go back to the office in September, in a reduced and rearranged work design.	Increase communications with staff.	**9**

Next steps

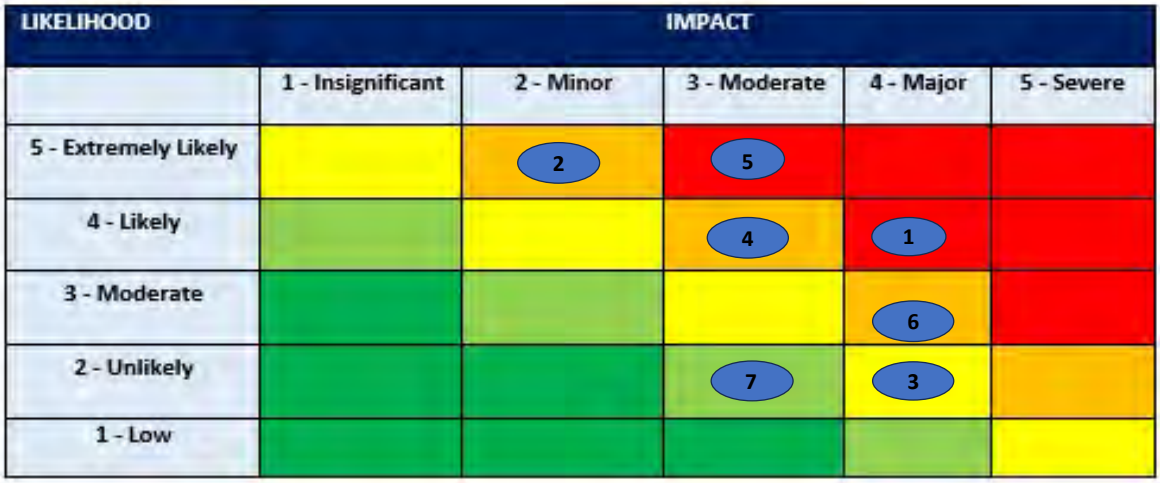
- The Engineers Canada Board will receive the Corporate Risk Register for discussion at its May 2027 meeting or whenever significant changes occur.
- The Board may also identify changes to the Corporate Risk Profile, including the risk registers, at any time as needed in keeping with its responsibilities outlined in Board policy 4.1.

Appendices

- **Appendix 1:** Risk registers at a glance
- **Appendix 2:** Corporate risk profile

Appendix 1

Board risk matrix



1 - Decline in the value of accreditation

2 - Decreased confidence in the governance functions

3 - Diminished national collaboration

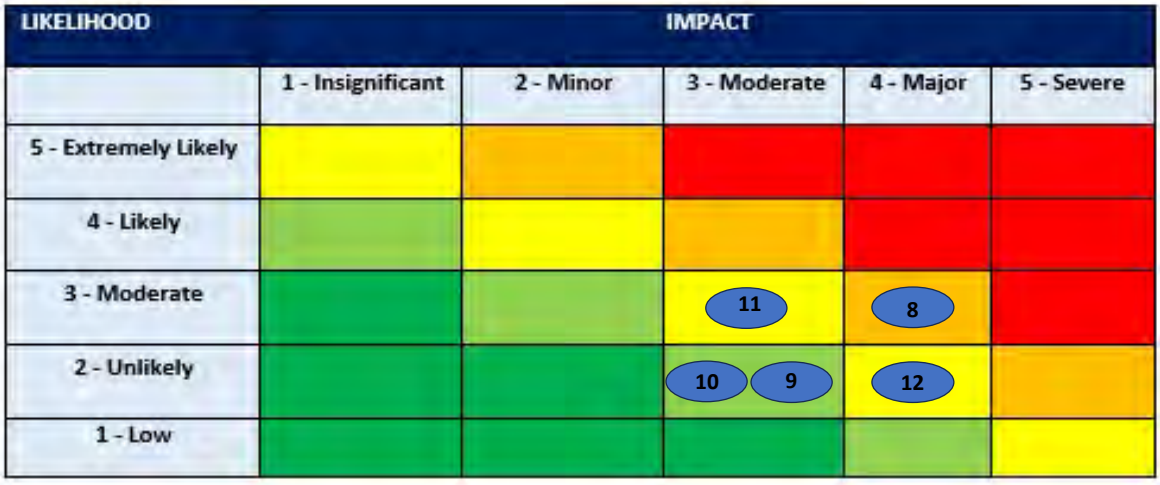
4 - Diminished scope and value of engineering regulation

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

6 - Reduced long term financial viability

7 – Tarnished reputation

Operational risk matrix



8 – Insufficient client satisfaction

9 – Breach in corporate compliance

10 – Mismanagement of finances

11 – Resource utilization

12 – Compromised infrastructure, information technology and cybersecurity integrity

Corporate Risk Profile

This corporate risk profile establishes Engineers Canada's risk management approach for Board and operational risks.

1. BACKGROUND

Engineers Canada serves the Regulators and upholds the honour, integrity, and interests of Canadian engineering by supporting consistent high standards in regulation, encouraging the growth of the profession in Canada, and inspiring public confidence. Our work is focussed on ten core purposes, as established by Engineers Canada's Members, the Engineering Regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the Regulators.
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.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

We are not a regulatory body, but we support Regulators in fulfilling their mandates. Risk management is how we proactively and transparently demonstrate that we are anticipating opportunities and threats and are addressing or have plans to address their benefits and consequences.

2. INTEGRATED RISK MANAGEMENT PROCESS

The corporate risk profile comprises two sections:

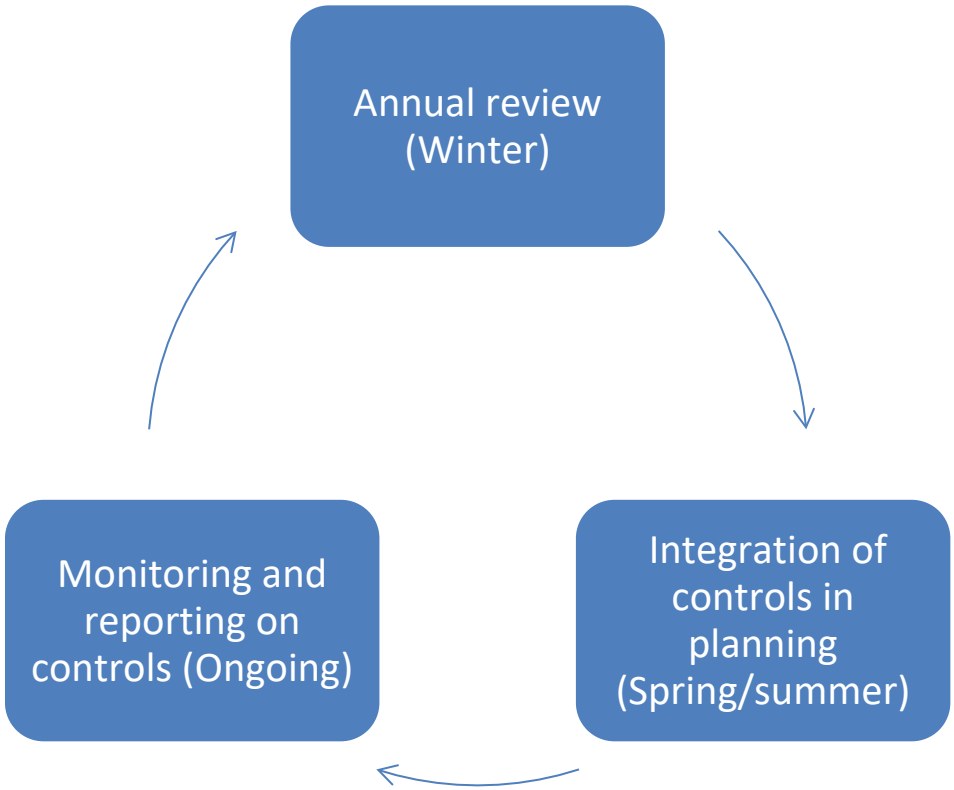
I. **Roles and responsibilities:** states expected roles and responsibilities for involved parties.
II. **Risk registers:** includes the templates describing all risks, their evaluation, and controls, and a heat map for the Board and for the operational risks separately.

There are two risk levels at Engineers Canada:

- *Board risks* that are managed by the Engineers Canada Board; and,
- *Operational risks* that are managed by the CEO, with oversight from the Engineers Canada Board.

While there is a distinction between Board and operational risks, we are all collectively responsible for proactively identifying, integrating, and mitigating risks. This figure summarizes our risk management process:

Figure 1.: Integrated Risk Management Process



3. APPETITE RISK STATEMENT

Engineers Canada, in alignment with our vision and mission, accepts a total level of risk that allows the achievement of our strategic and operational objectives while providing a high level of confidence that we:

- Honour our obligations to our Members;
- Preserve Engineers Canada's brand; and,
- Meet commitments to other interest holders.

4. ROLES AND RESPONSIBILITIES

The following individuals have specific responsibilities related to the maintenance of the corporate risk profile and risk registers:

- **Engineers Canada Board** receives the corporate risk profile annually and adopts additional controls through the strategic plan. The Board also considers the impact of their decisions on existing risk(s) through the briefing notes that accompany all decisions presented to the Board. The Board may also

identify changes to the Corporate Risk Profile, including the risk registers, at any time as needed in keeping with its responsibilities outlined in Board policy 4.1.

- **Finance, Audit, and Risk Committee (FAR)** reviews changes to the risk registers on a quarterly basis, as needed, and otherwise reviews the registers at least biannually. The Committee may recommend the addition of new risks at any time as they arise. In addition, the FAR Committee evaluates the corporate risk profile annually before it is shared with the Board, generally in May, or whenever significant changes occur (Board policy 6.4).
- **Staff and the Chief Executive Officer** review operational risks at least biannually and incorporates Board direction regarding additional controls into operational planning and budgeting. Briefing notes demonstrate to the Board how their recommendation(s) impact existing risk(s), when appropriate.

4. SCHEDULE

The following table highlights the schedule of the annual risk management process:

Month	Action
January-February	Staff perform an annual in-depth review of the corporate risk profile.
March	FAR Committee performs an annual in-depth review of the corporate risk profile and risk registers.
May	Board receives the corporate risk profile.
August	FAR Committee conducts a quarterly review of the risk registers, as needed
September-October	Staff and FAR Committee perform a biannual check-in of the risk registers.
December	FAR Committee conducts a quarterly review of the risk registers, as needed

5. PROCESS TO ADD RISKS TO THE REGISTER

The following section highlights the process to add a new risk or element to an existing risk:

- **Board risks:** Potential risks or new events related to an existing risk can be presented to FAR for its consideration by any Board Director or staff. Prior to submitting it to FAR, a briefing note should be drafted to present a rationale as to why it should be added. If the nature of the new risk or event is urgent, the FAR Chair can choose to hold a special meeting to address the issue.
- **Operational risks:** At the discretion of the CEO, any new operational risk or new events related to an existing risk can be added at any time. The CEO must inform FAR of the change at their next regularly scheduled review.

RISK REGISTERS

Board risks

The following heat map provides an overview of the risks managed by the Board. The matrix identifies risks that are part of the ongoing responsibilities of the Board as well as risks that were identified as part of the development of the 2025-2029 Strategic Plan.

LIKELIHOOD	IMPACT				
	1 **Insignificant** If occurs, will have little or no impact on delivering strategic direction(s) or purpose(s)	**2** **Minor** If occurs, will have an impact on delivering 1 strategic direction or 1 purpose; Engineers Canada would recover with existing controls	**3** **Moderate** If occurs, will have an impact on delivering 2 + strategic directions or 2+ purposes; Engineers Canada would recover with existing controls	**4** **Major** If occurs, will have an impact on delivering on 2+ strategic directions or 2+ purposes; Engineers Canada could only recover with additional controls	**5** **Severe** If occurs, will require a restructuring of the purposes, governance, finances or operations of Engineers Canada to recover
5 **Extremely Likely** - Almost certain to occur		**2 - Decreased confidence in the governance functions (BR)**	**5 - Engineering is unwelcoming and exclusionary to under-represented people in engineering (BR)**		
4 **Likely** - More likely to occur than not			**4 - Diminished scope and value of engineering regulation (BR)**	**1 - Decline in the value of accreditation (BR)**	
3 **Moderate** - Fairly likely to occur				**6 - Reduced long term financial viability (BR)**	
2 **Unlikely -** Unlikely but not unforeseeable			**7 - Tarnished reputation**	**3 - Diminished national collaboration (BR)**	
1 **Low** -Unlikely to occur					

Board risks historical context

Risk	Why risk increased/decreased	Risk mitigation strategy	Year
Decline in the value of accreditation	Tandem continues to raise operational concerns with users as it is not deemed to be user friendly.	We are in the process of hiring a contractor to provide improvements recommendations on Tandem.	2026
Decreased confidence in the governance functions	Increased in response to motions introduced at the 2022 and the 2023 Annual Members' Meetings with respect to Board structure and voting	As part of the 2025-29 strategic plan, a governance review was initiated and is being executed.	2023
	Increased due to the governance review, which added more pressure and scrutiny on our governance structure.	Continue executing the governance review, with careful and open consultations.	2025
Diminished national collaboration	Reduced due to increase in number of collaboration initiatives among Regulators.	Enabling several major projects with officials groups	2026
Engineering is unwelcoming and exclusionary to under-represented people in engineering	Increased because of global trends are that EDI programs are being terminated due to political decision-makers.	Continue work on EDI, further work with partners to strengthen support.	2025
Reduced long term financial viability	Increased in response to PEO joining the TDI affinity program and availing themselves of $2M/year.	We reduced costs from the operational budget, we increased per capita assessment fees, and we increased overall revenues from affinity programs.	2023
	Reduced as mechanisms to protect our financial viability are working.	Our cost reduction program was successful; we also were able to increase per capita assessment fees and continued to increase our affinity revenues.	2026
Tarnished reputation	Increased to reflect feedback received on the accreditation and client satisfaction risks.	Continue improvements to accreditation system.	2025
	Reduced due to decrease in negative feedback received.	Continuing our strong advocacy and public communications. Also, there are several initiatives underway to improve clients' satisfaction with database services.	2026

1. DECLINE IN THE VALUE OF ACCREDITATION (BOARD RISK)

Likelihood (1-5)	4 – Moderate (More likely to occur than not)	**Total**
Impact (1-5)	4 – Severe (if occurs, will require a restructuring of the purposes, governance, finances or operations of Engineers Canada in order to recover)	**16**
Target	Reduce the likelihood to 2 (unlikely) by the end of the Strategic Plan in 2029.	**10**

Trend *(When was the risk first identified, what is the trend)*	This risk was first put on the register in 2017. It has consistently remained in the high-risk category since it has been on the register. In 2025, the risk was increased to 15 to reflect feedback received from HEIs, and issues with Tandem. In 2026, the risk was increased to 16 to reflect Tandem issues as well as general interest holders' feedback.
Current situation *(How did the risk emerge)*	• Engineers Canada, through the Canadian Engineering Accreditation Board (CEAB), accredits Canadian undergraduate engineering programs on behalf of Regulators. Graduates of accredited programs do not have to pass an entry-to-practice exam to meet the academic requirement for licensure. The system includes graduate attribute and continual improvement (GA/CI) criteria, a requirement to remain part of the Washington Accord, as well as accreditation units (AUs), a content requirement also called the minimum path. • As part of the 2022-2024 Strategic Plan, Engineers Canada released *the Futures of Engineering Accreditation Path Forward Report*. This report made 18 recommendations on improving the accreditation system in response to research and engagement with the ecosystem, including adopting an outcome-based accreditation system, which would not include AUs. This work is carried forward in the 2025-2029 strategic plan under the strategic direction *Realizing accreditation and academic assessments*. • HEIs are under additional financial pressure due to recent immigration policy changes. In their view, accreditation remains is a costly and onerous process, that could be simplified by moving to an outcome-based model. Some HEIs have asked Engineers Canada to pause accreditation visits while a new model is being developed and implemented. • HEIs and accreditation volunteers are also experiencing challenges with Tandem, the new tool used to collect data submitted by programs and by visiting teams. Since its implementation during the 2024/2025 visit cycle, feedback highlights that the users' experience could be improved, clearer communications to on-board users could be made available, and additional suggestions for improvements have been made.

	• There are also discrepancies between the academic assessment process used for CEAB programs and individuals that do not possess a CEAB degree.
Potential event(s) *(What threats could trigger or benefit this risk)*	• One or more currently accredited undergraduate engineering programs choose not to pursue (re-)accreditation. • Creation of a parallel engineering accreditation process by HEIs. • Federal immigration policies create financial pressure on HEIs. • Non-CEAB applicants successfully challenges the current differences between accreditation of programs vs individualized assessments.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not available
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Regulators would have to use alternative methods to assess whether graduates of Canadian undergraduate engineering programs are academically qualified to begin the licensure process. • One or more currently accredited undergraduate engineering programs choose not to pursue (re-)accreditation. • Quality of engineering education could vary across jurisdictions. • Value of Engineers Canada for Regulators could diminish. • Canada's status as a Washington Accord signatory and signatory to other international mobility agreements could be at risk. • Changes are imposed on the accreditation system and individualized assessments. • Engineers Canada lacks volunteers to chair accreditation visits.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• As part of the 2025-2029 Strategic Plan strategic direction *Realizing accreditation and academic assessments*, a business case that is engaging Regulators on whether it is desirable and feasible to have a national in-take process for non-CEAB applicants is underway. • Engineers Canada will be hiring a contractor to provide improvement recommendations on Tandem. • The Governance Review Task Force will study the separation of the CEAB's policy-making functions from operational activities. • Ten out of eighteen recommendations of the FEA Path Forward Report have been actioned, including the creation of a Full Spectrum Competency Profile (FSCP) Pilot Study.
Evidence *(How success of the major and continuous improvements is measured)*	• Annual Accountability in Accreditation evaluation results and follow up actions. • Trends in requests for accreditation submitted by new and currently accredited programs.

	• 100% of currently accredited programs seek re-accreditation. • Feedback from Regulators, and CFES to consultations.
Residual risk *(Remaining risks after existing control measures)*	• HEIs perceive the workload to be high and the system as inflexible. • Accreditation changes take considerable time to implement due to the length of the accreditation cycle, the heavy reliance on volunteers and the capacity of HEIs to undertake significant changes. • A certain level of dissatisfaction is to be expected between any accrediting body and the organizations seeking accreditation. • During major changes it is expected that there would be concern and uncertainty for the engineering ecosystem undergoing the transformation. • Provincial and territorial engineering acts continue to change, and regulators' licensure processes continue to evolve, putting pressure on accreditation processes to remain aligned. • CEAB members might depart Engineers Canada following the governance review's results.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The risk is above the tolerance level of the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Engineers Canada is currently evaluating the accreditation system considering concerns expressed by HEIs and socializing results with the Engineers Canada Board.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Implementation of the Tandem data management system for accreditation visits and decisions. • Temporary exemption to specific accreditation criteria to remove accreditation barriers to students going on international exchange. • Application of the consultation program to the CEAB's continuous improvement processes, involving both Regulators and HEIs. • Increased collaboration of the CEAB's Policies and Procedures Committee (P&P) with the Deans' Liaison Committee (DLC), a subcommittee of Engineering Deans Canada. • The annual Accountability in Accreditation evaluation measures the transparency and effectiveness of the accreditation process from the point of view of Regulators, HEIs, and other interested parties in the system. • Continual focus on strategies to manage the heavy workload assigned to volunteers. Revised required materials for CEAB visits based on the minimum path and weakest link principles and audit good practices. This establishes clear and consistent expectations for HEIs while

	minimizing the information they need to provide and ensures visiting teams have the information they need to conduct a rigorous evaluation.

2. DECREASED CONFIDENCE IN THE GOVERNANCE FUNCTIONS (BOARD RISK)

Likelihood (1-5)	5 - Extremely Likely (Almost certain to occur)	**Total**
Impact (1-5)	2 – Insignificant (If occurs, will have little or no impact on delivering strategic direction(s) or purpose(s)	**10**
Target	Reduce the likelihood to 4 (likely) by the end of the governance review in 2026.	**8**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk (4) was the same between 2021 and the second quarter of 2023. The score increased to 5 during the third quarter of 2023 and again to 10 during the first quarter of 2025 as a result of the undertaking of the governance review.
Current situation *(How did the risk emerge)*	• As fiduciaries, the Board governs in the best interests of Engineers Canada, which serves the engineering Regulators. • Over the last few years, three recent motions by Members on changing the composition of the Board led to the adoption of a governance review as part of the 2025-2029 strategic plan.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Governance review recommendations agreed upon by the Engineers Canada Board and Members are not or only partly implemented. • Some members are not satisfied with governance review results or process. • Some CEAB and CEQB members are not in agreement with governance review results. • Governance review implementation takes several years. • The Board does not effectively oversee financial resources. • Reliance on volunteers and governance system does not allow quick response to events. • Regulators do not understand how the governance system functions and serves the organization. • Lack of Director diversity and/or skills necessary to govern. • One or more Directors do not comply with Board policies. • Reliance on volunteers to deliver core products and services. • Lack of common understanding of what Regulators' want from Engineers Canada.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Governance efficiencies are created.
Potential consequences *(What positive or negative result could happen*	• Improved decision-making, and more efficient decision-making process.

if the potential event(s) take(s) place	• There isn't adequate consensus around the governance review recommendations to address some Regulators' dissatisfaction with the system. • Loss of CEAB and CEQB volunteers. • Some change fatigue, potentially resulting in not full implementation of the changes within the system. • Diminished or lost Regulator confidence in Engineers Canada
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• As part of the 2025-2029 Strategic Plan strategic direction *Realizing a stronger federation,* an investigation of the governance system is underway.
Evidence *(How success of the existing controls is measured)*	• Level of consensus around improvements to the governance system. • Results of annual Board and Director self-evaluation. • Results of annual evaluation of the CEO and committee chairs. • Audit reports. • Governance effectiveness survey. • A simplified structure leads to enhanced decision making.
Residual risk *(Remaining risks after existing control measures)*	• Governance system cannot respond quickly to events or ad hoc Regulators' requests. • No control over Director nominees, including their diversity or skills. • No control over CEAB and CEQB volunteers resigning.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The risk is above the tolerance level of the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• A change management plan has been developed and is being executed. • Additional presentations to Councils are planned to confirm that Members will be in support of proposed changes.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Regular governance reviews. • Ongoing policy reviews. • Annual approval of the Board committee and task force work plans. • Strategic performance monitoring and reporting. • Annual Board self-evaluation. • Annual evaluation of CEO and committee chairs (including CEAB and CEQB). • Annual third-party, financial audit. • Succession plan for CEO. • Director orientation and regular education.

	• Annual approval of the CEAB and CEQB recruitment and succession plans. • Use of OnBoard management tool. • Board composition profile

3. DIMINISHED NATIONAL COLLABORATION (BOARD RISK)

Likelihood (1-5)	2 – Unlikely (unlikely but not unforeseeable)	**Total**
Impact (1-5)	4 – Major (If occurs, will have an impact on delivering on 2+ strategic directions or 2+ purposes; Engineers Canada could only recover with additional controls)	**8**
Target	The target has been achieved.	**10**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk remained unchanged between 2021and 2025. In 2026, the risk score was lowered to 8 to reflet an increased willingness of Regulators to work on national projects together, represented by the number of Pan-Canadian initiatives underway.
Current situation *(How did the risk emerge)*	• In May 2023, all 12 Regulators signed a National Statement of Collaboration, signifying their willingness to further work together to collaborate and harmonize in regulatory areas. • Momentum has been built, and Regulators are eager to further work in areas such as continuing professional development, accreditation, assessment of non-CEAB applicants, competency-based assessments, and code of ethics. • Engineers Canada's success rests on its ability to understand and meet Regulators' expectations, incorporate their perspective in its activities, and foster national collaboration and consistency across jurisdictions. • Engineers Canada has limited human and financial resources. Meeting new expectations requires realignment of some resources and/or prioritizing activities. • While collaborating and harmonization helps reduce duplication of work and reduce inefficiencies, increasing engagement of Regulators means that additional resources may also be required from them.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Engineers Canada has limited resources and does not meet/partly meets Regulators' expectations. • Regulators have limited resources and cannot support additional projects. • Perception that collaboration is not possible due to legislative variations. • Regulators have varying ideas of what constitutes success. • One or more Regulators ask that Engineers Canada take a collective stance on strategic issue and sufficient collaboration is not reached. • Federal, provincial, and/or territorial governments impose new legislation that makes the jurisdiction(s) significantly differ from the rest of Canada. • Regulators decline to participate in consultations on products, activities, and work done by Engineers Canada.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Increase in Regulators' willingness to collaboration and harmonize.

Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Lack of resources by Engineers Canada results in having to prioritize and drop some pieces of work that could be valuable to the federation. • Loss of value and/or confidence for Regulators. • Fatigue from Regulators on amount of work and/or consultations required to tackle new areas. • Decrease or loss of Regulators' confidence. • Inability for Regulators to reach consensus on issues.

Major improvements
(Projects with a beginning and an end underway to prevent or mitigate the risk)
	• As part of the 2025-2029 Strategic Plan strategic direction *Realizing a stronger federation*, a process to identify and prioritize work on collaboration project(s) will be implemented in collaboration with the CEO Group
	• There are several ongoing regulatory collaboration and harmonization related initiatives underway at Engineers Canada and/or the regulators. For example:
	  • Business review and optimization efforts on International Institutions and Degrees Database (IIDD), National Membership Database (NMDB) and Mobility Register
	  • Development of a harmonized form for interprovincial mobility applicant confirmation requests
	  • Advancement of a potential National Framework for harmonized Continuing Professional Development (CPD) Program requirements (PEO-led project)
	  • Studying the feasibility of Engineers Canada potentially providing digital signature authentication services to reduce the fraudulent use of engineer's seals

Evidence *(How success of the existing controls is measured)*	• Signed statement of collaboration from all regulators. • Attendance at national Officials Groups meetings. • Level of regulator participation/use/adoption of finished collaboration or harmonization initiatives and outcomes. • Consultation feedback. • Number of Pan-Canadian projects of national significance underway.
Residual risk *(Remaining risks after existing control measures)*	• Lack of control over Regulators' actions (participation in consultation; adoption of consistent practices; use of programs, products and services, etc.). • Lack of time or interest from Regulators to develop consensus on programs, products, and services. • Lack of direction from Regulators in terms of degree of consistency and areas for collaboration. • Lack of control over provincial and territorial laws, policies, and procedures. • Lack of control over provincial and territorial government-imposed legislative changes. • Lack of control over CEOG's priorities and individual Regulator's allocation of resources to projects.

Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current risk level is acceptable to the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• No additional controls are planned at this time.

Continuous improvements
(Operational activities without a beginning or an end underway to prevent or mitigate the risk)
	• Several processes are in place to foster ongoing collaboration:
	  • Strategic Plan development process and consultation programs.
	  • Facilitate knowledge sharing and collaboration among Regulator staff during meetings (CEO Group; Official Groups - Admission, Practice, Discipline & Enforcement, Communications, Finance, and IT Officials; and Outreach community of practice).
	  • Use of Microsoft Teams for Regulator's Officials Groups to continuously collaborate.
	• Regulatory programs, products, and services that serve multiple Regulators and are developed and improved with them (e.g. accreditation, 30 by 30, competency-based assessment, national membership database, and the international institutions and degrees database [IIDD]).
	• Continue to work on relationships with regulators and staff such that they maintain trust in the Engineers Canada process, regardless of their individual stance on individual aspects of products, activities, and work.

4. DIMINISHED SCOPE AND VALUE OF ENGINEERING REGULATION (BOARD RISK)

Likelihood (1-5)	4 – Likely (more likely to occur than not)	**Total**
Impact (1-5)	3 – Moderate (if occurs, will have an impact on delivering 2+ strategic directions or 2+ purposes but Engineers Canada would likely recover with existing controls)	**12**
Target	The target has been achieved.	**12**

Trend *(When was the risk first identified, what is the trend)*	This risk was first put on the register in May 2020 following the discussion of the environmental scan for the 2022-2024 Strategic Plan. The score of this risk has been the same since 2021.
Current situation *(How did the risk emerge)*	• Engineers Canada supports Regulators in demonstrating the value of engineering licensure and regulation to the public, governments, engineers, and employers. The scope of this risk focusses on Engineers Canada's mandate in helping Regulators undertake their work with engineering regulation and does not pertain to risks outside Engineers Canada. • Since 2014, the annual number of newly licensed engineers has remained relatively stable. Within the same timeframe, the proportion of CEAB graduates being licensed has been decreasing while the number of non-CEAB licensees has increased. • There is a perception in the federal government that engineering licensure is not necessary to perform engineering. • There is also a perception by some employers and some engineering graduates that engineering licensure is not necessary and/or that only one licensed individual per organization is required to seal engineering work, as opposed to all practising engineers requiring licensure. • While Artificial Intelligence (AI) can help engineers perform their work, it cannot replace engineering judgement. The market is selling AI products that seek to replace engineering decision-making. Engineers must make the final decision and take responsibility for the final design when designing engineering products and services. • Engineering self-regulation is based on the premise that a license is required to practise engineering to protect the public. When individuals stop seeking licensure to practise engineering, it decreases Regulators' ability to enforce in those areas. • Over recent years, government legislative reviews have resulted in increased pressure for Regulators to demonstrate how engineering regulation protects the public. • In a recent court case, APEGA lost control of the title "software engineer". While the court of appeal provided clarity that it did not set legal precedent on the use of the engineering title at large, it still means that individuals can

	call themselves software engineers and do not need to be licensed, and that APEGA cannot enforce on this title. At around the same time, the province of Alberta passed Bill 7, which allowed the use of the title software engineer by those who are not a professional engineer, licensee, or permit holder. • In Alberta, the Regulated Professions Neutrality Act limits the extent that Regulators can discipline members for expressing their political views, reducing the scope of enforcement of Regulators.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Engineering students do not become licensed. • Engineering entities do not require their engineering employees to be licensed, and/or do not recognize the value of licensure (e.g., through financial or other incentives such as paying for the licence and/or higher salaries available to those in an engineering stream in the workplace). • Unregistered individuals increasingly practise engineering, decreasing Regulators' ability to protect the public in that area of practice. • Additional provincial or territorial governments introduce new legislation allowing unregistered individuals to call themselves engineers and/or practise engineering. • Provincial or territorial courts rule in favour of allowing unregistered individuals to call themselves engineers and/or practise engineering. • Regulators are unprepared to respond to new legislation or court cases. • Engineers Canada does not provide adequate or timely support to Regulators in all the cases above as requested. • The federal government introduces a new national entry-to-practice system.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Employers are working with Engineers Canada to promote the value of engineering licensure.
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Additional engineering graduates become licensed. • Regulators cannot demonstrate to their governments, public, individuals, or employers the value and need for engineering licensure and/or regulation. • Decreasing number of individuals and entities becoming licensed. • Loss of authority, reputation, and influence for engineering Regulators. • Media and/or public and/or government questioning the value of engineering regulation. • Provincial/territorial governments impose new governance models on engineering Regulators. • The national entry-to-practice test does not reflect the necessary requirements to practise engineering. • Diminished influence of provincial and/or territorial regulators with their governments.

	• Public safety is in jeopardy due to erosion of the right to title and on the regulated practise of engineering.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• As part of the 2025-2029 Strategic Plan *Realizing a Fuller Awareness of Engineers* strategic direction, Engineers Canada will continue to raise the awareness of engineers' contribution to society. Engineers Canada is also continuing with programming to support engineering graduates in becoming engineers. • Engineers Canada is meeting with elected and government officials about the licensing of engineers within the federal public service.
Evidence *(How success of the existing controls is measured)*	• New or revised Engineers Canada papers provided to Regulators. • National Position Statements, national issues statements, government submissions, and government relations meetings and events related to licensure and regulation in emerging areas. • Data from the annual Enrolment and Degrees Awarded Report. • Data from the National Membership Report. • Engineers Canada's public government submissions and communications.
Residual risk *(Remaining risks after existing control measures)*	• Lack of control over government and court decisions. • Inconsistent participation in and use of programs, products, or services by Regulators. • Lack of control over the licensing of individuals and entities. • Lack of control over inconsistency in Regulators' stances in this area. • Lack of control on which officials get elected and their platforms at the provincial, territorial, and federal levels.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current risk level is acceptable to the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Engineers Canada will continue to stay abreast of challenges facing Regulators through our work with the Officials Groups and will continue to support when requested. • Through our employer engagement strategy, we are working on increasing the perception of the value of engineering licensure.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	Engineers Canada shares with Regulators the CEAB's list of engineering educational programs in development to help anticipate emerging areas of practice. Several core purposes provide programs, products, and services that mitigate this risk:

	• 2: Facilitating and fostering working relationships between and among the Regulators. • 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. • 5: Advocating to the federal government. • 6: Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession. • 8: Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.

5. ENGINEERING IS UNWELCOMING AND EXCLUSIONARY TO UNDER-REPRESENTED PEOPLE IN ENGINEERING (BOARD RISK)

		Total
Likelihood (1-5)	5 – Extremely Likely - Almost certain to occur	
Impact (1-5)	3 – Moderate (if occurs, will have an impact on delivering 2+ strategic directions or 2+ purposes but Engineers Canada would likely recover with existing controls)	**15**
Target	Reduce the score to a likelihood of 4.	**12**

Trend *(When was the risk first identified, what is the trend)*	First defined as pertaining to under-representation of women in engineering, this risk was first put on the register in May 2020 following the discussion of the environmental scan for the 2022-2024 Strategic Plan. The score of this risk was unchanged between 2021 and 2024. In 2024, the scope of the risk was expanded to include other under-represented groups as part of the 2025-2029 strategic plan. In 2025, the score of the risk was increased to 15 to reflect the expanded scope and the new global political context.
Current situation *(How did the risk emerge)*	• The engineering profession's challenges in successfully recruiting and retaining individuals from groups that are under-represented in the profession puts its sustainability at risk in the long term. • Between 2023 and 2033, Ordre des ingénieurs du Québec projects that the market will need 40% more engineers in Québec, and that it will likely not be able to meet this demand by 1.6%. • In 2022, according to the Ontario Society of Professional Engineers, nearly one out of three Ontario engineers were aged 50 and above. In 2023, Ontario was the home of almost 1 out of 3 engineers in Canada (31.3 %). • Women engineers accounted for 18.7% of all newly licensed engineers in 2023. Thirty per cent is the current representation goal we have set out for newly licensed women engineers. It is expected that the profession will not reach this goal. • Women are leaving the profession at two times the rate of men (2024, Gotara), and they are three times more likely to experience harassment than the general population. (2022, Adams, Tracey L; Flores, Jayzer) • According to the findings of the Engendering Success in STEM research consortium, when women leave engineering, they often cite an unwelcoming workplace culture as a factor in their decision. • The representation of women in engineering is growing in proportion to the overall graduating population.

	• The Engendering Success in STEM research consortium has identified that a key obstacle for women in university is social exclusion in professional networks. • An additional 9,678 new Indigenous engineers would be required in the profession to be representative of Indigenous peoples in the overall Canadian population. • According to Abacus Data, Indigenous Truth and Reconciliation is one of the top ten issues of most concern for Canadians in 2026. • According to the 2021 census, one out of four Canadians are immigrants (23%)and "Immigration will drive 100 per cent of population growth by 2032.While Canadian society continues to age 40.8 per cent of women in engineering professions are from visible minority groups. • Visible minority women engineers face higher unemployment and out-of-labor-force rates yet are more likely to obtain professional and technical engineering occupations compared to visible minority men. Visible minority women also have lower odds of being in more advanced managerial positions (Source: Government of Ontario). • There is currently no national data available on the numbers of other under-represented groups in engineering, nor data on intersectionality. • Alberta's Bill 13 — the *Regulated Professions Neutrality Act* limits regulators from requiring EDI measures beyond what is strictly tied to professional competence or public safety. This restrains efforts to create a welcoming and inclusive profession, making systemic barriers harder to address and increasing risks to public trust, cultural safety, and alignment across jurisdictions. • Under Ontario's *Working for Workers Four Act, 2024* (Bill 149), employers must include expected salary ranges in all publicly advertised job postings.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Global trends resulting in a decrease of political, business and individuals' support for equity, diversity and inclusion (EDI) initiatives. • Increase in engineering graduates from under-represented groups does not result in increase in licensure attainment. • Decrease in Regulators' and/or key players' support in increasing equity, diversity, and inclusion in the engineering profession. • Withdrawal of support from key players including champions, volunteers, Higher Education Institutions (HEIs), employers and students. • Reduced percentage of women undergraduate enrolment and graduation. • The engineering profession is not welcoming to members of groups that are under-presented in the engineering profession.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Other provinces and/or requiring that employers post their salary ranges.

Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• The gender wage gap for women and marginalized groups in engineering becomes narrower in Ontario and in other provinces/territories. • Profession remains unwelcoming to under-represented groups and talent is lost. • Reputation loss for Engineers Canada with Regulators, government, external interest holders, and partners. • Reputation loss for Regulators. • Decline in desirability of engineering licensure for new graduates. • Increased transparency in salary ranges could result in greater pay equity.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• As part of the 2025-2029 Strategic Plan strategic direction *Realizing an inclusive profession*, we: o Continue working in support of women's inclusion in the engineering profession, including the development and implementation of national strategies for recruitment and retention, and work with the CEO Group and external partners to implement a Control, Influence and Concern Framework, which seeks to focus on what is under the control and is achievable by interest holders. o Organize an annual conference that highlights a topic of interest and raises the profile of women and marginalized groups in engineering. o Work with Regulators to define our role in accessibility. o Implement the strategy and action plan from the Indigenous Advisory Committee. o Liaise between engineering-focused organizations and create strategic alliances. o Hired a consultant to improve the metrics we collect from Regulators and how we communicate progress and success. • Engineers Canada has also set a target through the 50-30 challenge: 50% women on its board and in senior leadership, and 30 % of under-represented groups on its board and in senior leadership. The 50 by 30 challenge currently includes the Board and Engineers Canada's leadership team. In 2025, the Board did not reach its women representation target but did meet its under-represented group goal. During the same year, the Senior Leadership Team exceeded both targets.
Evidence *(How success of the existing controls is measured)*	• Data published in the annual Membership Report. • Data published in the annual Enrolment and Degrees Awarded Report.
Residual risk *(Remaining risks after existing control measures)*	• Lack of control over political, business and individuals' perception of the need for EDI and/or EDI programs.

	• Engineers Canada's role is limited to providing information and convening players, as Regulators manage the relationship with applicants for licensure, engineers, employers and local K-12 representatives. • Lack of control regarding the recruitment or retention of K-12 students from groups that are under-represented in the profession taking science and math in school. • Lack of control regarding the impact of physics on the representation of under-represented groups in engineering. • Lack of control on how HEIs recruit or retain students, and limited influence in how HEIs promote licensure. • Lack of control on how employers recruit and retain individuals from groups that are under-represented in engineering. • Lack of control on if or how employers promote licensure to individuals from groups that are under-represented in engineering. • Lack of control over employers providing safe spaces needed for employees who come from groups that are under-represented in engineering.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current risk level is acceptable to the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Creation of a national research strategy to increase understanding of how to be most effective in increasing the representation of women in the engineering profession.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Training on Equity, Diversity and Inclusion in the workplace continues to be offered to engineers and geoscientists. • Published the Guideline for Engineers and Engineering Firms on Workplace Equity for Women. • Commissioned research reports on Women in Leadership and Pathways to Engineering in 2024. The reports are scheduled to be published in 2026. • Network of 30 by 30 champions across Canada that represent regulators, HEIs, and engineering employers. • Approved K-12 to early career strategy and the development of the Forward Engineering Collective to support new direction and increase our impact. • Participation in the Engendering Success in STEM research consortium. • Advocate to the federal government in support of gender equity, pay equity, policies that support women in engineering, and Indigenous people's access to post-secondary engineering education. • Represented on the boards of the Canadian Coalition of Women in Engineering Science Trades and Technology (CCWESTT) and AISES

	(Advancing Indigenous Science and Engineering Society) Canadian Indigenous Advisory Council (CIAC). • Hired a consultant to create a Truth and Reconciliation framework, decision tool and action plan for Engineers Canada. • Published the 2023 Engineers Canada guideline on Indigenous consultation and engagement. • In partnership with Black Engineers of Canada, supported creation of research report on the lived experience of Black engineers in Canada in 2023. The report was published in 2025. • MOUs with Black Engineers of Canada and EngiQueers Canada.

6. REDUCED LONG TERM FINANCIAL VIABILITY (BOARD RISK)

Likelihood (1-5)	3 – Moderate (fairly likely to occur)	**Total**
Impact (1-5)	4 – Major (if occurs, will have an impact on delivering on 2+ strategic priorities or 2+ purposes and Engineers Canada could only recover with additional controls)	**12**
Target	The target has been achieved.	**12**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk (12) was the same in between 2021 and the second quarter of 2023. The score increased to 16 during the third quarter of 2023 due to the fact that PEO joined the TDI affinity program, availing themselves of $2M/year. In 2026, the score was reduced to 12 because our financial levers are working (reduction of operational costs in 2024 and 2025, increase in per capita assessment fees and an increase in TDI revenues).

Current situation *(How did the risk emerge)*	• Engineers Canada has been funding strategic directions through reserve funds since 2019. The major source of reserve funds came from PEO not availing itself of the $2M sponsorship fee by not joining the TD affinity program.
	• In April 2023, PEO decided to join the affinity program. The impact of this decision on Engineers Canada includes:
	  • A return to a balanced operational budget: In the past, the Board approved operational budget deficits due the size of the of the reserve funds available.
	  • Reduction of investment revenues: As the reserve funds are invested, a reduction of reserve funds also decreases investment revenues.
	  • Scoping of 2025-2029 strategic directions: Engineers Canada will have to work with Regulators over the next few years to scope and fund the work to be conducted as part of the 2025-2029 strategic directions.
	• Engineers Canada is now presenting operational balanced budgets and is formulating a plan to fund strategic directions with operational funds by 2029.

Potential event(s) *(What threats could trigger or benefit this risk)*	• Marked decrease in any one revenue source. • Members are unwilling or unable to increase the Per Capita Assessment Fee (PCAF) following a Board recommendation to do so. • Low rate of return of investments. • A Regulator leaves the TD affinity program, resulting in a decrease of revenue over time. • Fluctuation in the number of registrants nationally. • Board or the CEO decisions go against managing financial resources responsibly.
Potential event(s)	• Not available

(What opportunities could trigger or benefit this risk)	
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Loss of revenues. • Loss of reputation with providers of financial and insurance products. • Regulators dissatisfaction or loss of confidence. • Additional Regulator(s) leave the affinity program. • Operational budget declines significantly in the long term, resulting in inability to deliver on the core purposes of Engineers Canada and/or a need to terminate staff. • Significant increase in the Per Capita Assessment Fees (PCAF).
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• Reduced operating expenses and increased the PCAF. • Increasing regulator engagement in the affinity programs. • Reducing office footprint to decrease rental costs. • Looking into adding travel insurance product as part of our offered services.
Evidence *(How success of the existing controls is measured)*	• Revenue as predicted in the budget and reported in the audit. • Engineers Canda has balanced operational budget. • Affinity program performance reporting. • Forecast of national membership.
Residual risk *(Remaining risks after existing control measures)*	• There is currently a risk regarding the TD affinity revenues in the long-term as the percentage of revenue going to the Regulator has increased from 51% to 90% for new policy holders. It is anticipated that the impact will be a 1% decrease in TD revenue each year. • Members vote against an increase to the PCAF.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current risk level is acceptable for the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	No additional controls are planned at this time.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Relationship management with affinity program providers and Regulators. • Discussion and projection of expected membership numbers (i.e. future dues revenues) with Regulators. • Investment policy. • Use of long-term contracts with affinity providers. • Use of actuarial expertise to assess and continually improve affinity programs. • Net asset structure and policy, and active management of reserves.

	• The TD agreement is a twelve-year contract, up for renewal in 2030.

7. TARNISHED REPUTATION (BOARD RISK)

Likelihood (1-5)	2 - Unlikely (unlikely but not unforeseeable)	**Total**
Impact (1-5)	3– Moderate (if occurs, will have an impact on delivering 2 + strategic directions or 2+ purposes; Engineers Canada would recover with existing controls)	**6**
Target	The target has been achieved.	**6**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk was the same between 2021 and 2024. This risk was previously operational, until was moved to a Board risk during the first quarter of 2024 to more adequately reflect the role of the Board in preserving the reputation of Engineers Canada. In 2025, the risk was increased to a score of 8 to align with the increase of the accreditation and the client satisfaction risks. In 2026, the risk was lowered to a score of 6 to reflect that interest holders are more satisfied with Engineers Canada and that there are several initiatives underway to improve their satisfaction.
Current situation *(How did the risk emerge)*	• Engineers Canada's reputation depends on clients' satisfaction, quality of services and products, treatment of employees, effectiveness of governance, financial management, environmental performance, and equity, diversity and inclusion.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Negative media coverage about Engineers Canada or negative social media content by influential figures, volunteers, or staff. • Conflicting stances communicated to Regulators or interest holders. • Inability to present as a forward-looking, welcoming organization. • Federal government consults or publicly acknowledges other organizations on national engineering regulatory issues and the engineering profession. • Higher education institutions stop requesting accreditation. • Realization of other risks captured in the risk register, that affect Engineers Canada's reputation.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not applicable
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Loss of credibility with Regulators, engineers, federal government, higher education institutions, interest holders, or the public. • Engineers Canada is not perceived as the appropriate organization to represent Regulators. • Regulators' decreased willingness to work with, collaborate with, or fund Engineers Canada.

Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• As part of the 2025-2029 Strategic Plan strategic direction *Realizing our role in sustainability*, we will define our role in environmental stewardship that complements Regulators' efforts. • Undertaking a new, smaller national marketing campaign that will raise the visibility of Engineers Canada and contribute to positioning us as the strong national voice of engineers in society.
Evidence *(How success of the existing controls is measured)*	• Lack of incidents in the media. • Number of federal government requests for input. • Regular check-ins with clients and interest holders. • National Capital Region Top Employer. • The Members' vote on per capita assessment fee (PCAF) recommendation.
Residual risk *(Remaining risks after existing control measures)*	• Cannot prevent 100% of all public negative comments. • Cannot influence media stories after publication. • Cannot prevent other organizations from trying to brand themselves as the national engineering advocacy body.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current risk level is acceptable for the Board.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Advocacy and communications now are more explicit about being the only national voice of the engineering profession.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Regular government advocacy activities and interventions (e.g., House of Commons and Senate committees, meetings with elected officials or senior federal officials, submissions to the federal government). • Communications policies: social media, brand management, media relations, official languages, process to respond to public and media enquiries. • Regular media monitoring.

Operational risks

The following heat map provides an overview of operational risks (risks managed by the CEO with oversight by Engineers Canada Board).

LIKELIHOOD	IMPACT				
	1 **Insignificant** If occurs, will have little or no impact on delivering strategic direction(s) or purpose(s)	**2** **Minor** If occurs, will have an impact on delivering 1 strategic direction or 1 purpose; Engineers Canada would recover with existing controls	**3** **Moderate** If occurs, will have an impact on delivering 2 + strategic direction(s) or 2+ purposes; Engineers Canada would recover with existing controls	**4** **Major** If occurs, will have an impact on delivering on 2+ strategic direction(s) or 2+ purposes; Engineers Canada could only recover with additional controls	**5** **Severe** If occurs, will require a restructuring of the purposes, governance, finances or operations of Engineers Canada in order to recover
5 Extremely Likely - Almost certain to occur					
4 Likely - More likely to occur than not					
3 Moderate - Fairly likely to occur			**11- Resource utilization (OR)**	**8 - Insufficient client satisfaction (OR)**	
2 Unlikely - Unlikely but not unforeseeable			**9 - Breach in corporate compliance (OR)** **10 - Mismanagement of finances (OR)**	**12 - Compromised infrastructure, information technology and cybersecurity integrity (OR)**	
1 Low -Unlikely to occur					

Operational risks historical context

Risk	Why risk increased/decreased	Risk mitigation strategy	Year
Insufficient client satisfaction	Increased due to major improvements being made to major service points	Gathered feedback from clients to define pain points for regulators and Higher Education Institutions.	2024
	Increased due to some major initiatives were starting to be implemented, and to reflect that clients have shared some feedback.	Contractors will be hired to complete an evaluation of the International Institutions Degrees Database (IIDD), the National Membership Database (NMDB), and Engineers Canada Mobility Register (Mobility Register).	2025
	Reduced as several major improvements initiatives are underway that will improve accreditation and databases.	Realizing accreditation strategic direction seeks to respond to HEIs' feedback. Contractors were hired to provide recommendations on improvements to databases.	2026
Resource utilization	Increased due Talent Map Survey results.	Increasing communications with staff to address received feedback.	2026

8. INSUFFICIENT CLIENT SATISFACTION (OPERATIONAL RISK)

Likelihood (1-5)	3- Moderate (fairly likely to occur)	**Total**
Impact (1-5)	4 – Major (if occurs, will have an impact on delivering on 2+ strategic direction(s) or 2+ purposes; Engineers Canada could only recover with additional controls)	**12**
Target	Reduce the impact to 2 (minor) by 2027.	**8**

Trend *(When was the risk first identified, what is the trend)*	Starting in 2021, the score of this risk was 9 until the first quarter of 2024, when it was lowered to 6. In the first quarter of 2025, this risk was increased as some major initiatives are starting to be implemented. This also reflects the fact that clients have shared feedback on the level of change management required for the implementation of the strategic direction Realizing accreditation and academic assessments, the implementation of Tandem, and the implementation of the Collaboration and Harmonization Statement. In 2026, the risk score was lowered as several initiatives are underway to satisfy clients with our accreditation system and our databases services.

Current situation *(How did the risk emerge)*	• Engineers Canada's ability to deliver high quality and effective programs, products, and services rests on its ability to identify and meet clients' and interest holders' expectations, innovate and continually improve our programs, products and services. Feedback has been expressed about the delivery of three of Engineers Canada's major areas of work:
	  ◦ *Realizing Accreditation and Academic Assessments:* The Futures of Engineering Accreditation's Path Forward Report was received by the Board. To satisfy clients, a co-design approach is being used, as well as the creation of an Advisory Council that includes interest holders.
	  ◦ *Review of Tandem:* Some Higher Education Institutions (HEIs) report issues with the system. A Request for Proposal has been posted to hire a consultant to provide recommendations on improvements.
	  ◦ *Review of the International Mobility Register:* Some users have reported issues with the system, and an expert has been hired to provide recommendations on how functionalities can be improved.
	  ◦ *Review of the International Institutions Degrees Database*: To be more efficient, a contractor was hired and provided recommendations on improvements.

Potential event(s) *(What threats could trigger or benefit this risk)*	• Lack of financial and human resources to meet expectations. • Inability for Engineers Canada to adapt to clients' and interest holders' needs as they arise. • Lack of formal process at the organizational level to identify, select, and allocate resources to operational priorities by clients and interest holders.

	• Lack of consensus among clients and interest holders of what they want from Engineers Canada. • Lack of financial and/or human resources commitment from clients and interest holders to support an initiative from beginning to end.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not applicable
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Regulators and HEIs dissatisfied with services from Engineers Canada. • Inability to demonstrate the value of Engineers Canada for clients and interest holders. • Major projects are discontinued after several years of systematic implementation. • Staff disengagement or low morale. • Regulators and HEIs choose not to evolve along with proposed changes to the accreditation system. • HEIs choose not to request accreditation.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• *Realizing Accreditation and Academic Assessments* is seeking ways to improve the accreditation system to address HEIs issues with the system. • Reviews of Tandem, International Mobility Register,NMDB and IIDD to better respond to clients' expectations.
Evidence *(How success of the existing controls is measured)*	• Clients' feedback and priorities are documented in the annual Accountability in Accreditation reports, the minutes of the CEOG, the CEAB and CEQB work plan consultations, as well as the Public Affairs Advisory Committee (PAAC) work plan consultations. • Financial and human resources are allocated to each initiative through comprehensive budget and human resources management processes. • Positive retention and engagement rates of clients and interest holders (e.g. Regulators, accredited programs, affinity groups, strategic partners, etc.). • Use of programs, products, and services (currently tracked for some programs, products, and services; will evaluate key performance indicators (KPIs) for others).
Residual risk *(Remaining risks after existing control measures)*	• Inconsistent and sometimes conflicting direction from and within groups of clients. • Lack of financial and/or human resources commitment from clients and interest holders to support an initiative from beginning to end. • No organization-wide systematic approach to client management (e.g. organization-wide proactively identifying client needs, sharing client knowledge, responding to client feedback).

	• Dependency on volunteers for some functions can result in not meeting expectations and/or significant delays to deliver some products and services. • Long national consultations sometimes make development of timely of some products and services challenging.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	This risk is above the risk tolerance of the CEO.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Collaboration & Harmonization work as part of *Realizing a Stronger Federation*. • Implementation of outcomes of evaluation of processes. • Evolution of databases and associated workflows.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• The CEAB's Accountability in Accreditation committee is continuously studying and prioritizing client feedback captured in Accountability in Accreditation reports. Informal information gathering among staff and between staff, clients, and interest holders.

9. BREACH IN CORPORATE COMPLIANCE (OPERATIONAL RISK)

Likelihood (1-5)	2 - Unlikely (unlikely but not unforeseeable)	**Total**
Impact (1-5)	3 – Moderate (if occurs, will have an impact on delivering 2+ strategic directions or 2+ purposes but Engineers Canada would likely recover with existing controls)	**6**
Target	The target has been achieved.	**6**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk has been unchanged since 2021.
Current situation *(How did the risk emerge)*	• Engineers Canada has an obligation to comply with various statutory and common law obligations and requirements.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Legal or regulatory action brought against or sustained by Engineers Canada. • Failure to monitor and/or ensure compliance with corporate policies. • Failure to meet or comply with legal obligations.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not available
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Application of damages, fines, and/or penalties, resulting in financial hardship. • Reputation loss. • Loss of trust with the Board or Regulators.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• Implementing a volunteer management compliance project ensure compliance in volunteer practices and to train volunteers on accessibility as well as harassment in the workplace.
Evidence *(How success of the existing controls is measured)*	• Training and audit results. • No current (or recent past) legal actions filed.
Residual risk *(Remaining risks after existing controls)*	• Corporate bodies are always susceptible to some legal challenge, whether real or threatened.
Risk tolerance	The current level is acceptable to the CEO.

(Remaining risk is accepted or is above tolerance level)	
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• No additional controls are planned at this time.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Annual legislative compliance certificate to the board of directors as part of due diligence practice. • Internal legal department oversees compliance and works with staff to ensure legally sound practices. • Internal policies and procedures, with processes defined for regular reviews and training. • Legal reviews of all contractual agreements, including employment contracts, requests for proposals and memorandum of understanding. • Privacy audit completed annually, and training provided to all staff.

MISMANAGEMENT OF FINANCES (OPERATIONAL RISK)Likelihood (1-5)	2 - Unlikely (unlikely but not unforeseeable)	**Total**
Impact (1-5)	3 – Moderate (if occurs, will have an impact on delivering 2 + strategic directions or 2+ purposes but Engineers Canada would likely recover with existing controls)	**6**
Target	The target has been achieved.	**6**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk has been unchanged since 2021.
Current situation *(How did the risk emerge)*	• Engineers Canada must ensure that financial resources are effectively managed and reported accurately.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Misreporting to the Board, auditors or other compliance bodies. • Employee(s) commit fraud. • Substantive errors in the budget. • Significant technology failure.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not available
Potential consequences	• Inaccurate reporting to the Board.

(What positive or negative result could happen if the potential event(s) take(s) place	• Financial loss. • Litigation. • Loss of trust or dissatisfaction of the Board or Regulators. • Improper filings (e.g. payroll taxes). • Data loss.
Major improvements *(Projects with a beginning and an end underway to prevent or mitigate the risk)*	• No major improvements are currently planned.
Evidence *(How success of the existing controls is measured)*	• Annual audit report. • Quarterly financial reports. • Month-end financial statements. • Annual budget with three-year projections.
Residual risk *(Remaining risks after existing controls)*	• Limited ability to segregate duties due to size of finance team.
Risk tolerance *(Remaining risk accepted or not)*	The current level is acceptable to the CEO.
Additional Controls *(Future actions to mitigate risk, if not tolerated)*	• No additional controls are planned at this time.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Annual external audit process. • Month-end close procedures. • Expense and cash disbursement approval processes. • Policies for staff on travel and expense reimbursement, financial commitments and expenditures, corporate credit card, procurement, financial signing authority and delegation, and fraud. • Finance database and environment settings are automatically backed up by Microsoft and kept for 28 days.

10. RESOURCE UTILIZATION (OPERATIONAL RISK)

Likelihood (1-5)	3 – Moderate - Fairly likely to occur	**Total**
Impact (1-5)	3 – Moderate (if occurs, will have an impact on delivering 2 + strategic directions or 2+ purposes but Engineers Canada would likely recover with existing controls)	**9**
Target	Reduce the likelihood to 2.	**6**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk remained unchanged between 2021 and 2025. In 2026, the risk was increased from 6 to 9 to reflect the fact Talent Map survey results.
Current situation *(How did the risk emerge)*	• Engineers Canada's ability to deliver high quality and effective programs, products and services rests on its ability to recruit and retain quality staff. • Staff performance and knowledge retention is critical to deliver products and services to Regulators and interest holders. • In 2026, Talent Map Survey results showed a decrease in engagement and trust. • At the same time, renovations are being undertaken in the office, and employees are asked to return to the office in September.
Potential event(s) *(What threats could trigger or benefit this risk)*	• CEO or executive leadership team member leaves abruptly. • Critical mass of staff leaves within a short period of time / high staff turn-over. • Inability to recruit or retain competent staff in core positions. • New legislative obligations. • • Due to federal cuts, there are a surplus of individuals looking for employment in the National Capital Region.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not available
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Lack of organizational staff in key leadership positions. • Skills shortage or lack of skills in critical areas. • Delay(s) and/or decreased quality of programs, products or services. • Regulators and interest holders dissatisfaction with projects, products or services. • Loss of core knowledge. • Staff disengagement or low morale.
Major improvements	• Improvements to the performance management system. • Implementation of equitable hiring training for managers.

(Projects with a beginning and an end underway to prevent or mitigate the risk)	• Creation of a Leadership Group that will provide recommendations on a training plan designed for managers.
Evidence *(How success of the existing controls is measured)*	• Health and Harmony check-in results. • CEO and annual staff succession plan. • Feedback captured in the performance management system. • Triennial review of compensation and annual review of benefits program and benchmark results against other similar organization. • Staff turnover rates. • Triennial employee engagement survey results. • Annual review of staff's individual learning plans on professional development forms. • Survey results of new hires on onboarding process survey. • Exit interviews results. • Completion of individualized learning plans • Percentage of employees promoted from within. • Participation in Wall of Fame, and annual awards and recognition ceremony.
Residual risk *(Remaining risks after existing control measures)*	• Improvements to the information repository on SharePoint are not completed. • Inability to retain some employees due to lack of advancement in a small, flat organization. • Lack of knowledge retention.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current level is acceptable to the CEO.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• Not applicable at this time.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Implementing a new hiring policy to align with fair and equitable practices while ensuring inclusivity and transparency. • Implementing an annual succession plan approach for staff. • Review the multi-year training program to foster continuous learning and skill development. • Formalizing EDI implementation across Engineers Canada's work areas.

	• Annual update to HR Plan to streamline talent acquisition, enhance employee development initiatives, and optimize overall organizational effectiveness. • Triennial CEO 360º assessment and annual CEO performance evaluation by the HR Committee. • Succession and development planning for the CEO. • Triennial review of compensation and annual review of benefits program to ensure competitiveness. • Comprehensive onboarding program to integrate and remain in the workplace. • Ongoing improvements to the performance management program and processes. • Ongoing Wellness Program. • Implemented Wisdom Wednesdays to encourage knowledge sharing. • Selected as 2025 National Capital Top Employer.

11. COMPROMISED INFRASTRUCTURE, INFORMATION TECHNOLOGY, AND CYBERSECURITY INTEGRITY (OPERATIONAL RISK)

Likelihood (1-5)	2 - Unlikely (unlikely but not unforeseeable)	**Total**
Impact (1-5)	4 - Major (if occurs, will have an impact on delivering on 2+ strategic directions or 2+ purposes and Engineers Canada could only recover with additional controls)	**8**
Target	The target has been achieved.	**8**

Trend *(When was the risk first identified, what is the trend)*	The score of this risk has been unchanged since 2021.
Current situation *(How did the risk emerge)*	• Engineers Canada is vulnerable to technological, infrastructure and cyber security threats and breaches. • All systems and data storage were migrated to the cloud. • The organization is protected organization against cyber security and information breaches.
Potential event(s) *(What threats could trigger or benefit this risk)*	• Staff do not understand or comply with information management requirements. • Staff do not understand or comply with IT policies and procedures. • Cyber security attack. • Destruction or theft of information or equipment. • Corruption or modification of information. • Removal or loss of information or equipment. • Disclosure of information. • Interruption or denial of services.
Potential event(s) *(What opportunities could trigger or benefit this risk)*	• Not available
Potential consequences *(What positive or negative result could happen if the potential event(s) take(s) place*	• Loss of core information. • Inability to communicate with staff. • Privacy breaches. • Reputation loss. • Unreliable services to staff, Regulators and interest holders. • Inability to deliver on programs, products or services.
Major improvements *(Projects with a beginning and an end underway to*	• Not applicable at this time.

prevent or mitigate the risk)	
Evidence *(How success of the existing controls is measured)*	• Frequent breach attempts continue to occur on Engineers Canada's digital properties, but none have been successful. Cyber security protocols were followed to handle breach events and attack vectors were mitigated. • Despite inevitable hardware failures, no data has been lost or corrupted. All backup systems and other fail-safe mechanisms have allowed data integrity to be maintained.
Residual risk *(Remaining risks after existing control measures)*	• Unknown security or information breach with staff working remotely. • Cloud environment could unexpectedly stop working, unreliable service or staff, Regulators and interest holder dissatisfaction. • New emerging (zero day) threats to data/digital infrastructure. • Limited time for IT to devote to security hardening, prevention and monitoring.
Risk tolerance *(Remaining risk is accepted or is above tolerance level)*	The current level is acceptable to the CEO.
Additional Controls *(Future actions to mitigate risk, if risk not tolerated, with expected timeframe)*	• No additional controls are planned at this time.
Continuous improvements *(Operational activities without a beginning or an end underway to prevent or mitigate the risk)*	• Implemented a phishing attacks campaign and employee re-education in support of cyber-security. • IT policies on Information technology security incidents, (including protocols for any breaches to our digital properties), Acceptable Use of IT, and Password requirements. • Business continuity plan and process for annual reviews. • Vendor management process and contracts. • Staff awareness of phishing and other social engineering threats. • Nagios monitoring system to forewarn of failures. • Cloud backup systems put in place for possible "internal" bad actors. • Automatic virus software update system. • Laptop automatic file backup in case of laptop failure/loss. • Maintenance of firewall software and firewall AV/malware protection. • IT team's continued expansion of knowledge in areas of cloud service management and security, through courses, webinars and online learning. • Acquisition of specialists to instruct and guide IT team for sensitive deployments or security sensitive implementations.

	• Upgrades to O365 licensing allows us to leverage new security features and endpoint controls. • Launched a Security Operation Center (SOC), providing 24/7 monitor/detect/respond services.

BRIEFING NOTE: For information

Governance Committee report	4.7
Purpose:	To review the Governance Committee contributions for 2025-2026
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. 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:	Denise Pothier, Chair, Governance 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 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 9, 2025.

Status update

- This year's Governance Committee completed its 2025-2026 work plan, which included:
  - Reviewing Board policies and the Bylaw, and
  - Making recommendations for the 2026-2027 Board development budget.
- Ten policies received thorough examination. Another six were assessed, but their detailed review was postponed until additional governance review results are available to guide necessary changes.
- Likewise, following multiple discussions, the Committee has paused development of ESG policy statements until after the workshop to clarify Engineers Canada's national role in sustainability taking place this fall.
- When reflecting on its work over the past year, the Governance Committee was asked to consider whether some of the responsibilities currently under the HR Committee that intersected with the Governance Committee's work may be reassigned. The Committee agreed the current division of responsibilities remains appropriate and decided not to propose changes to the Board at this time, noting potential Board structure changes may influence future committee adjustments.

Next steps

- At its first meeting on June 15, the 2026-2027 Governance Committee will recommend its work plan for Board approval in October. The work plan will be informed by the scoping and planning process to address the recommendations coming out of the governance review process.

Appendix

- **Appendix 1:** Updated Governance Committee work plan

Board responsibilities (Board policy 4.1) / Governance Committee responsiblities (Board policy 6.8)	**Board / committee / task force**	**Occurrence**	**16/Jun/25**	**17/Sep/25**	**12/Nov/25**	**20/Apr/26**
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.						
Review and maintain the currency and relevance of Board policies and governance documents	Governance Committee	4 times per year	✓	✓	✓	✓
Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance	Governance Committee	Annually		✓		✓
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.						
Make recommendations for Board education related to governance and Board effectiveness	Governance Committee	Annually				✓
Undertake such research or reviews as may be assigned by the Board	Governance Committee	As required				
Conduct a periodic survey of Regulators and Directors to evaluate the effectiveness of Board governance and operations and develop action plans to address any required improvements	Governance Committee	As required				
To make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure the consistent use of terminology and plain language, and to update references	Governance Committee	As required				

Included in annual work plan	
Completed as per annual work plan	✓
Completed in addition to the annual work plan	✓
Partially completed as per annual work plan	✓
Not completed	✖
Not applicable	--

BRIEFING NOTE: For information

Recommendations from the governance review	4.8
Purpose:	To review the consultant's final governance review report and consider the next steps in addressing the report's recommendations.
Link to the Strategic Plan / Purposes:	Strategic direction: Realizing a stronger foundation
Link to Corporate Risk Profile:	Decreased confidence in governance functions (Board risk)
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Christian Bellini, Chair, Governance Review Task Force

Problem/issue definition

- On April 8, 2026, the Engineers Canada Board discussed the *Governance Review and Consultation Final Report,* prepared by Cosgrove & Co. The report included:
    - Recommendations for 14 major changes,
    - Over 50 recommendations to implement the major changes,
    - A high-level, three-year road map for change,
    - A proposed initial scoping and planning phase to integrate all recommendations into a coherent 'governance reform' program, and
    - An option to proceed with certain structural changes by seeking Members' approval in principle in May 2026.
- To advance the next steps of the governance review, the Board agreed to:
    - Provide oversight of a scoping and planning phase to inform the sequencing of governance-related decisions.
    - Recommend to the Members at their meeting (AMM) on May 23, 2026 that they approve, in principle,
        - A reduction in the size of the Engineers Canada Board, based on a 'one-Regulator, one-seat' (OROS) model, and
        - The inclusion of independent Directors on Engineers Canada's Board.
    - Propose Bylaw changes related to the Board's composition at a Special Meeting of Members on October 8, 2026.

Status update

- Since the April 8 meeting, the recommendations to approve changes to the Board's composition, in principle, have been shared with the Members for consideration at the AMM on May 23. The briefing materials are publicly available here and include an overview of the OROS model and the inclusion of Independent Directors.
- During the Board meeting, the Governance Review Task Force (GRTF) Chair will provide a verbal update on feedback on the recommendations from the Regulator councils and boards.
- In anticipation of an affirmative vote at the AMM, the process of revising bylaws to modify the Board's composition has begun and will be subject to legal review. When presented for review and

approval to the Governance Committee, Board, and Members, the Bylaw revisions will be accompanied by:
    - a plan to reduce the size of the Board that aligns with the natural expiry of existing Directors' terms,
    - an outline of the role of independent Directors and the process for their recruitment, and
    - plans for the Board to update its competency profile to support Board recruitment efforts.
- Scoping and planning work is underway, with the goal of having a draft master plan for governance reform, overseen by the GRTF, ready for discussion at the Board's workshop in June.

Next steps

- A briefing note and supporting documentation will be circulated in early summer to inform the Members' decisions at their special meeting (SMM), to be held on October 8, 2026. It is anticipated that the Presidents will seek instructions for voting from their councils and boards over the course of the summer.
- The Governance Review Task Force (GRTF) will continue its work until the completion of its mandate as specified in Board policy 6.16, which is expected this fall. At that time, the Governance Committee will oversee the plan to implement the Member-approved changes to Engineers Canada's governance system (section 6.16.2E(3)).
- GRTF member terms are set to expire in December 2026 but may be renewed on an annual basis if needed.

Appendices

- None

BRIEFING NOTE: For information

Human Resources Committee report	4.9
Purpose:	To review the HR Committee contributions for 2025-2026
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. 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) Tarnished reputation (Board risk)
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Marlo Rose, 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 9, 2025.

Status update

- This year's HR Committee completed all work identified in its work plan, which included:
    - Appointing members to Board committees,
    - Overseeing Director development,
    - Overseeing the annual Director assessments,
    - Overseeing the CEO succession planning and objectives development,
    - Completing the annual CEO assessment, and
    - Reviewing the results of the triennial employee engagement survey prior to their presentation to the Board.
- When reflecting on its work over the past year, the HR Committee was asked to consider whether some of its responsibilities relating to governance may be transferred to the Governance Committee. There were no objections.
- The HR Committee also made the following recommendations for next year:
    - The Committee's current size be retained;
    - A draft version of the CEO's objectives be presented to the Board in December;
    - The HR Committee confirm the final CEO objective recommendations via a meeting held in January; and
    - The final version of the CEO objectives be once again presented to the Board in February for approval.
- The HR Committee also discussed whether there remains a need for a Board Director to serve as a 30 by 30 Champion, noting that implementation of the 30 by 30 initiative has now been operationalized. It was suggested that this role be sunsetted.

Next steps

- At its first meeting on May 23, the 2026-2027 HR Committee will recommend its work plan for Board approval in October.

Appendix

- **Appendix 1:** Human Resources Committee work plan

2025-2026 HR Committee work plan

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	**Board / committee / task force**	**Occurrence**	**24-May-25**	**16-Jun-25**	**4-Sep-25**	**20-Nov-25**	**3-Dec-25**	**11-Dec-25**	**27-Feb-26**	**1-Apr-26**
(3) Formulates and periodically reviews Board policies that align with the organization's values and guide decision making.										
Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel	HR Committee	Annually			✓					
(4) 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.										
Recommend to the Board for approval membership of a CEO Search Committee, when required. The CEO Search Committee's membership may align with that of the HR Committee.	HR Committee	As required	--	--	--	--		--	--	--
Annually review succession plans for the CEO Annually confirm that the CEO has prepared succession plans for their direct reports	HR Committee	Annually			✓					
Review and recommend annual objectives for the CEO to the Board	HR Committee	Annually			✓ Review draft objectives	✓ Recommend to Board				
Consider for approval the annual CEO objectives	Board	Annually							✓	
Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation	HR Committee	Annually			✓ Select consultant	✓ Perfor-mance reporting	✓ Assessment	✓ Assessment		
Review results of the employee engagement survey	HR Committee	Every 3 years								✓
Consider for approval the annual short-term incentive	Board	Annually							✓	

2025-2026 HR Committee work plan

Board responsibilities (Board policy 4.1) / HR Committee responsibilities (Board policy 6.12)	**Board / committee / task force**	**Occurrence**	**24-May-25**	**16-Jun-25**	**4-Sep-25**	**20-Nov-25**	**3-Dec-25**	**11-Dec-25**	**27-Feb-26**	**1-Apr-26**
(9) Ensures that policies and processes are established to monitor and enhance Board effectiveness.										
Approve the structure and content of the annual Board, Director and Chair performance surveys, as per Board policies 4.12, Board assessments, and 4.13, Individual Director assessment, and 6.2, Board, committee, and task force chair assessment.	HR Committee	Annually for each assessment			✓ Chair	✓ Board / Director				
Review the results of the annual Board assessments and report anything of significance to the Board.	HR Committee	Annually								✓
Establish, administer, and annually review competency profiles for the Board, individual Directors, and chairs and consider Board and committee succession planning	HR Committee	Annually			✓					
Provide oversight of the Director onboarding and development program	HR Committee	Annually								✓
The Board may seek support from committees and task forces to deliver these responsibilities.										
Nominate new committee members and recommend committee chairs annually, as per Board policy 6.1, Board Committees and Task Forces	HR Committee	As required	✓							✓
Consider nominations for approval	Board	As required	✓	✓						
Additional work / authorities										
Approve budget for and recruitment of external resources to assist with HR Committee responsibilities	HR Committee	Annually	✓							
Check in on progress against CEO objectives for the year	HR Committee	Quarterly			✓	✓				✓

Included in annual work plan		Not completed	×
Completed as per annual work plan	✓	Not applicable	--
Completed in addition to the annual work plan	✓		
Partially completed as per annual work plan	✓		

BRIEFING NOTE: For decision

Election of the President-Elect	6.1
Purpose:	To elect the 2026-2027 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):	*THAT the Board appoint Engineers Canada CEO, and hosting Regulator, The Association of Professional Engineers and Geoscientists of Alberta, as scrutineers for the 2026 President-Elect election;* and after the election, the ballots be destroyed by the scrutineers.
Vote required to pass:	Simple majority
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Michael Wrinch, Past President

Background

- The President-Elect of Engineers Canada is elected annually at the May Board meeting.
- 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.
- 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 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.

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

- The President-Elect will begin their new term as of close of the meeting and serves 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.

Appendix

- Candidate CVs are available to Board members through the OnBoard platform.

BRIEFING NOTE: For decision

Appointment of the 2026-2027 HR Committee	6.2
Purpose:	To appoint Directors to the 2026-2027 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.
Link to Corporate Risk Profile:	Decreased confidence in the governance functions (Board risk)
Motion(s) to consider:	*THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2026-2027 HR Committee:* *a. Marlo Rose* *b. Anjum Mullick* *c. Christopher Chahine, (alternate in the event that any of the previous are elected as President-Elect)*
Vote required to pass:	Simple majority
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	J. Van der Put, 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:
  - Marlo Rose
  - Anjum Mullick
  - Christopher Chahine (in the event that any of the previous are elected as President-elect)
- 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 2026 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.
- All Directors who selected the HR Committee as their first or second choice in 2026-2027 were considered.

Next steps (if motion approved)

- The 2026-2027 HR Committee to meet and nominate Directors for all other Board committees and appointments.

Appendix

- None