

AGENDA

216th ENGINEERS CANADA BOARD MEETING

September 29, 2022 | 8:30am – 4:30pm ET

Hybrid delivery: Adam Room, Chateau Laurier, Ottawa, ON | Zoom

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

1. Opening

1.1 Call to order and approval of agenda – K. Baig (pages 1-2) *THAT the agenda be approved and the President be authorized to modify the order of discussion.*

1.2 Declaration of conflict of interest (pages 3-4)

1.3 Review of previous Board meeting – K. Baig (pages 6-7)

a) Action item list

b) Board attendance list

2. Executive reports

2.1 President's report – K. Baig (pages 8)

2.2 CEO update – G. McDonald (verbal)

2.3 Legislative compliance certificate – G. McDonald (pages 9-16)

2.4 Q2 Interim Strategic Performance Report to the Board – G. McDonald (pages 17-33)

2.5 CEO Group report – P. Mann (slides)

2.6 Presidents Group report – J. Desjarlais (slides)

3. Consent agenda

Board members may request that an item be removed from the consent agenda for discussion. *THAT the consent agenda motions listed below (3.1 to 3.4) be approved in one motion.*

3.1 Approval of minutes (pages 34-45)

- a) THAT the minutes of the May 27, 2022 Board meeting be approved.
- b) THAT the minutes of the June 20, 2022 Board meeting be approved.
- **3.2 Approval of committee and task force work plans** (pages 46-59)
- a) THAT the Board approve the 2022-2023 Finance, Audit, and Risk Committee work plan.
- b) THAT the Board approve the 2022-2023 Governance Committee work plan.
- c) THAT the Board approve the 2022-2023 Human Resources Committee work plan.
- d) THAT the Board approve the 2022-2024 Strategic Planning Task Force work plan.
- e) THAT the Board approve the 2022-2023 Collaboration Task Force work plan.

3.3 Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB) volunteer recruitment and succession plans (pages 60-66)

a) THAT the Board approve the 2023-2024 CEAB volunteer recruitment and succession plan.

b) THAT the Board approve the 2023-2024 CEQB volunteer recruitment and succession plan.

3.4 CEQB Guideline on Workplace Equity for Women (pages 67-106)

THAT the Board, on recommendation of the CEQB, approve the new Guideline on Workplace Equity for Women.

4. Board business/required decisions

4.1 Draft budget (presented as information for discussion) – A. Arenja (pages 107-134)

4.2 Extending the length of the next strategic plan – N. Hill (pages 135-137)

THAT the Board, on recommendation of the Strategic Planning Task Force, extend the length of the next strategic plan, from a three (3) year plan to a five (5) year plan.

4.3 Board policy updates – A. English (pages 138-149)

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

i. 7.7, Investments

ii. 6.4, FAR Committee terms of reference

5.	Reports							
	 5.1 CEAB – P. Klink (slides and pages 150-153) Draft work plan 							
	 5.2 CEQB – M. A. Hodges (slides and pages 154-161) Draft work plan 							
	5.3 FAR Committee – A. Arenja (slides)							
	5.4 Governance Committee – A. English (slides)							
	5.5 HR Committee – M. Wrinch (slides)							
	5.6 Strategic Planning Task Force – N. Hill (slides)							
	5.7 Collaboration Task Force – C. Bellini (slides)							
	5.8 Board's 30 by 30 Champion – T. Joseph (slides)							
	5.9 Annual advocacy report – G. McDonald (pages 162-166)							
6.	Next meetings							
	Board meetings:							
	 December 12, 2022 (virtual) February 23, 2023 (Ottawa, ON) April 5, 2023 (virtual) May 26, 2023 (Halifax. NS) June 19, 2023 (TBC) 							
	2022-2023 committee and task force meetings:							
	 Collaboration Task Force: October 7, 2022 (Ottawa) FAR Committee: October 21, 2022 (virtual) Governance Committee: November 16, 2022 (virtual) HR Committee: November 24, 2022 (virtual) Strategic Planning Task Force: December 13, 2022 (virtual) FAR Committee: December 14, 2022 (virtual) HR Committee: December 15, 2022 (virtual) Strategic Planning Task Force: February 22, 2023 (Hybrid/Ottawa) 	 FAR Committee: February 27, 2023 (virtual) Governance Committee: March 8, 2023 (virtual) FAR Committee: March 10, 2023 (virtual) Collaboration Task Force: March 15 (virtual) HR Committee: March 30, 2023 (virtual) FAR Committee: May 11, 2023 (virtual) Strategic Planning Task Force: May 16 (virtual) HR Committee (2023-2024): May 27 (Halifax, NS) All 2023-2024 committees and task forces: June 19, 2023 (TBC) 						
7.	. In-camera sessions							
	7.1 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.							
	 7.2 Board Directors only THAT the meeting move in-camera and be closed to the put the in-camera session shall include Board Directors. Meeting evaluation – roundtable discussion. 	blic at the recommendation of the Board. The attendees at						

8. 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.

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Board support document

Conflicts of interest

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

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

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

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

Handling conflicts of interest

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

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

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

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

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

- □ 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?

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA



- □ 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?
- Below 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 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.

³ Section 141(1) of the CNCA

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

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
1.	May 27, 2022	CEAB to implement, as soon as possible, a consultation to capture Regulators' feedback on the role of licensure in the classroom.	Staff	July 31, 2022	The CEO Group discussed and supported a time-limited exception to criteria to enable EDC's proposal to facilitate international student exchanges at their July meeting. The CEAB will consider the CEO Group's feedback at their September meeting. The discussion was limited to international student exchanges rather than the broader question of the role of licensure in the classroom given the work underway under Strategic Priority 1: Investigate and Validate the Purpose and Scope of Accreditation.
2.	May 27, 2022	CEAB to provide, as soon as possible, a timeline on when the Board will consider a solution to facilitate international student exchanges within the current accreditation system.	Staff	July 31, 2022	The CEO Group discussed EDC's proposal to facilitate international student exchanges at their July meeting. The CEAB will consider the CEO Group's feedback at their September meeting.

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May 16, Virtual																							

Attendance Required	√
Attendance Not Required / Completed	✓
Attendance for Partial Meeting / In progress	1
Attendance required, regrets	×
Not applicable	-

President's Report – June 1, 2022 to August 15, 2022 by K. Baig

Continued weekly calls with CEO to update each other about activities.

July 6th – Meeting with Roseanne Gauthier, EA to Gerard McDonald, CEO, to discuss and organize National Council of Examiners for Engineering and Surveying (NCEES) participation in August

July 7th – Zoom meeting with Paula Klink, Chair, CEAB and Jeff Pieper, Member, CEAB to determine a strategy with the Deans regarding the 30 x 30 consultation

July 7th – Bilateral meeting with Gerard McDonald, CEO

July 8th – Meeting with Kevin Deluzio about the 30 x 30 report consultation

July 11th – Meeting with Kevin Deluzio, Suzanne Kresta and Jim Nicell about the task force recommendations on 30x30

July 25th – Final report investigation meeting

July 26th – Strategic Planning Task Force meeting

July 29th – Meeting with Paula Klink, Chair, CEAB and Jeff Pieper, Member, CEAB to discuss the 30x30 consultation

August 9th – 3P meeting to review material for the fall Board meeting



BRIEFING NOTE: For information

Legislative compliance cert	ificate 2.3
Purpose:	To report the status of Engineers Canada's legislative and corporate compliance efforts
Link to the Strategic Plan/Purposes:	Board responsibility: Hold itself and its Direct Reports accountable
Link to Corporate Risk Profile:	Corporate Compliance
Prepared by:	Liz West, Manager, Governance and Board Services
Presented by:	Gerard McDonald, Chief Executive Officer

Background

- Engineers Canada has an obligation to comply with various statutory and common law obligations and requirements.
- The legislative compliance certificate (the "compliance certificate") is intended to assist the Directors to discharge their fiduciary duties to Engineers Canada, by providing line of sight to ensure that the organization is complying with its corporate and legislative duties.

Status update

- The compliance certificate is current as of August 3, 2022. It was prepared by senior staff on behalf of the CEO.
- When it met on June 20, 2022, the Governance Committee reviewed a draft of the compliance certificate and supported the proposed presentation of the compliance certificate to the Board on an annual basis.

Next steps

- The Board should review the compliance certificate and raise any questions regarding Engineers Canada's compliance to the CEO.
- The Board will receive the compliance certificate annually, with the next certificate being provided again at the 2023 fall Board meeting.

Appendix

• Appendix 1: Legislative compliance certificate (2022)

LEGISLATIVE COMPLIANCE CERTIFICATE

TO: Engineers Canada's Board of Directors

RE: Legislative Compliance Certificate

I, Gerard McDonald, in my capacity as Chief Executive Officer of Engineers Canada, certify and confirm that to the best of my knowledge and belief after making all reasonable enquiries, Engineers Canada is in compliance with all conditions, obligations, restrictions and requirements with respect to:

1. Canada Not-for-profit Corporations Act - Canada

Federal law that supersedes the previous legislation for incorporation of not-for-profit corporations in Canada. The *Canada Not-for-profit Corporations Act* provides a comprehensive framework for not-for-profit corporations similar to that provided to for-profit corporations under the *Canada Business Corporations Act*. Engineers Canada ensures compliance with the Act by maintaining its books and records, making corporate filings, and ensuring compliance with statutory duties of directors, among other things.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary

2. Canada's Anti-Spam Legislation ("CASL") - Canada

Federal law intended to help protect consumers and businesses from misuse of digital technology, including spam and electronic threats. CASL applies to all commercial electronic messages (an electronic message that is sent to an electronic address and encourages participation in a commercial activity) that organizations may send within, from or to Canada. All Canadian organizations must comply with CASL, including non-profits, charities, and libraries.

Engineers Canada ensures compliance, in part, through adherence to its operational policy, *LEG-4 CASL Policy*, and by providing legal advice and training to staff on CASL requirements. Engineers Canada provided its latest all-staff training session in November 2021 and provides training to new staff as part of the onboarding process.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary

3. Personal Information Protection and Electronic Documents Act ("PIPEDA") - Canada

Federal privacy law that governs how organizations collect, use and disclose personal information (information about an identifiable individual) in the course of a commercial activity. Private-sector organizations in Canada who engage in activities that are commercial in nature are required to follow PIPEDA. Organizations in Alberta, British Columbia, and Quebec are generally exempt from PIPEDA as they are subject to substantially similar provincial private-sector privacy laws. Given that Engineers Canada does not engage in commercial activities, the organization is generally exempt from PIPEDA. However, similar to many other organizations who handle personal information, Engineers Canada has elected to follow the ten (10) fair information principles outlined in PIPEDA and has developed two (2) operational policies, *LEG-1 Privacy Policy and LEG-1.0 Employee Privacy Policy* which give effect to these principles. To further ensure compliance with its commitments to maintain privacy, Engineers Canada also conducts an annual privacy audit with all members of staff and provides privacy

training as part of new staff orientations. The most recent privacy audit and all-staff training was completed in the summer of 2022.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary

4. Trademarks Act - Canada

Federal law providing for the protection of trademarks and against unfair competition. The Registrar of Trademarks keeps a register of trademarks under the *Trademarks Act*, which protects the trademark from unauthorized use. Engineers Canada complies with the Act by ensuring that its trademarks are registrable and compliant.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary

5. Employment Standards Act (the "ESA") - Ontario

Provincial law that sets out minimum standards for employees working in Ontario. These standards include minimum requirements for employment, provisions to assist employees with family responsibilities, flexibility in work arrangements and mechanisms for compliance and enforcement. The ESA applies to most employees and employers in Ontario.

Engineers Canada ensures compliance with the ESA by ensuring that employment contracts are periodically reviewed and updated in accordance with legislation and common law. This includes verifying that the following meet legislative requirements:

- Leave entitlements (*HR-6 Leave Policy (draft)* and *HR-7 Short-Term Disability Policy* (interim, currently being reviewed));
- Pregnancy and parental leave (HR-15 Pregnancy and Parental Leave Policy and Procedure);
- Overtime pay (HR-12 Overtime Policy and Procedure);
- Compensation (HR-3 Compensation Policy and Procedure); and
- Termination notice periods (included in offer letters).

Verified by: Evelyn Spence, General Counsel and Corporate Secretary, and Sylvie Francoeur, Director, Human Resources

6. Human Rights Code (the "HR Code") - Ontario

Provincial code that prohibits actions which discriminate against people based on a protected ground (i.e. age, citizenship, ethnic origin, disability, gender, and sexual orientation) in a protected social area (accommodation, contracts, employment, goods, services and facilities, and membership in unions, trade or professional associations). Under the HR Code, employers must ensure that they are providing all employees with equal treatment.

Engineers Canada ensures compliance with the HR Code through its policies and practices, including, but not limited to:

- Ensuring and promoting equal treatment (*HR-4 Meeting Code of Conduct* and *HR-8 Code of Professionalism*);
- Providing appropriate workplace accommodations for employees with disabilities (*HR-17 Disability Accommodation Policy*);

- Accommodating employees who need to take sick leave or who cannot work due to a short-term disability (*HR-7 Sick Leave/Short-Term Disability Policy*);
- Ensuring that working conditions are fair, dignified, safe, organized, clear, and meet legislative requirements (*Board policy 5.2, Treatment of staff and volunteers*);
- Ensuring that alternate accommodations are contemplated and permitted for individuals who cannot be vaccinated against COVID-19 for medical reasons; and,
- Ensuring that the General Counsel and the Director, Human Resources are consulted in every instance of Human Rights matters in the workplace.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary and Sylvie Francoeur, Director, Human Resources

7. Occupational Health and Safety Act (the "OHSA") - Ontario

Provincial legislation that protects workers from health and safety hazards in the workplace. The OHSA sets out duties for employers and rights for employees in addition to establishing procedures for dealing with workplace hazards. The OHSA applies to most employers and workers in Ontario, including Engineers Canada.

Engineers Canada complies with the OHSA by having a Joint Health and Safety Committee who handles health and safety issues, notably by conducting regular workplace inspections. Operational policies (*HR-1 Health, Safety and Wellness Policy and Procedure,* and *HR-2 Workplace Violence, Discrimination and Harassment Policy and Procedure*) have also been put into place. Board policy 5.2 *Treatment of staff and volunteers* also ensures that working conditions are fair, dignified, safe, organized, clear and meet legislative requirements.

Verified by: Sylvie Francoeur, Director, Human Resources

8. Accessibility for Ontarians with Disabilities Act (the "AODA") - Ontario

Provincial law that sets out accessibility standards which seek to promote accessibility for persons with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures, and premises. Enacted under the AODA is the *Accessibility Standards for Customer Service*, *O. Reg. 429/07*, which imposes additional requirements for customer service.

The AODA applies to all private and public sector organizations in Ontario when providing goods and services to the public. Engineers Canada ensures compliance with the AODA, in part, through its adherence to its operational policy, *HR-5 Accessibility for Ontarians with Disabilities Policy and Procedure*, including providing AODA training to all staff, and by filing an accessibility every three (3) years. Engineers Canada last filed a compliance report on or about June 22, 2021.

Verified by: Sylvie Francoeur, Director, Human Resources

9. Pay Equity Act - Ontario

Provincial law intended to ensure that employers pay women and men equal pay for work of equal value. All employers in Ontario, except for private sector employers with less than ten (10) employees,

must comply with the *Pay Equity Act*. Engineers Canada reflects its commitment to pay equity through a standardized pay scale, which is visible to all employees in *HR-3 Compensation Policy and Procedure*.

Verified by: Sylvie Francoeur, Director, Human Resources

10. Employment Equity Act - Canada

Federal law intended to achieve equity in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability. Employers are required to identify and eliminate employment barriers against persons in designated groups. For the purpose of implementing employment equity, Engineers Canada and other employers are required to collect information and analyze their workforce to determine the degree of underrepresentation of persons in designated groups and prepare an employment equity plan that specifies the positive policies and practices that are instituted for the hiring, training, promotion, and retention of persons in designated groups and for the making of reasonable accommodations for those persons.

Engineers Canada complies with the *Employment Equity Act* through various policies and practices, including, but not limited to:

- Ensuring pay equity through a standardized compensation scheme (*HR-3 Compensation Policy and Procedure*) (see also the *Pay Equity Act*);
- Providing employees with appropriate workplace accommodations (*HR-5 Accessibility for Ontarians with Disabilities Policy and Procedure and HR-17 Disability Accommodation Policy*);
- Providing employees with generous pregnancy and parental leave (*HR-15 Pregnancy and Parental Leave Policy and Procedure*); and
- Through a commitment to programs that promote diversity in the engineering profession, such as by facilitating the work of the 30 by 30 Champions network.

Verified by: Sylvie Francoeur, Director, Human Resources

11. Working for Workers Act – Ontario

Provincial legislation that creates a new requirement under the ESA for employers with 25 or more employees to have a written policy about electronic monitoring and another policy setting out employees' right to disconnect from work. Engineers Canada complies with the *Working for Workers Act* by having in place *HR-18, Right to Disconnect Policy*, which establishes that employees may disconnect from engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work when they are off-duty (i.e. on a leave of absence, on vacation, or outside their normal working hours) without fear of reprisal.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary and Sylvie Francoeur, Director, Human Resources

12. Income Tax Act - Canada

Federal income tax act. All organizations, including Engineers Canada, must remit and deduct required amounts due under the Act in respect of all salaries, fees, commissions, and retiring allowances.

Verified by Derek Menard, Director, Finance

13. Canada Pension Plan - Canada

Federal law that established a contributory system of earnings-related old-age, disability, and survivor insurance benefits in Canada. Under the Act, employers and employees must make contributions to the Canada Pension Plan. Engineers Canada complies with the Act by making the required contributions.

Verified by Derek Menard, Director, Finance

14. Excise Tax Act - Canada

Federal fiscal statute that imposes excise taxes in connection with the sale or production for sale of certain goods. All organizations, including Engineers Canada, are required to report, pay, collect and remit the required net goods and services tax.

Verified by Derek Menard, Director, Finance

15. Employer Health Tax Act - Ontario

Provincial statute which created the *Employment Health Tax*, a payroll tax that was conceived to fund the Ontario Health Insurance Program. All employers in Ontario, including Engineers Canada, are required to remit the *Employment Health Tax* to the Ontario Ministry of Finance. Unlike with the Canada Pension Plan and Employment Insurance, there is no employee paid portion. Engineers Canada is in compliance with the *Employer Health Tax Act* by ensuring the appropriate tax is paid.

Verified by Derek Menard, Director, Finance

16. Pension Benefits Act - Ontario

Provincial law that regulates every pension plan that is provided for persons employed in Ontario. Engineers Canada ensures compliance with the *Pension Benefits Act* in the administration of its pension plan, notably including respecting provisions for registration, record-keeping and membership eligibility.

Verified by Derek Menard, Director, Finance

17. Employment Insurance Act - Canada

Federal statute which created the Employment Insurance program, a program which provides temporary income to unemployed individuals to support them while they look for new employment or upgrade their skills in addition to providing benefits to workers who require time off due to certain circumstances. All employers in Canada, including Engineers Canada, are required to deduct and remit employer and employee Employment Insurance contributions.

Verified by Derek Menard, Director, Finance

18. Criminal Code (the "Code") - Canada

Federal code of laws defining the type of conduct that may constitute a criminal offence. The Code also indicates which forms of punishment are suitable for each offence and the procedure that needs to be followed for prosecution. The Code extends to organizations and contains provisions for sentencing and punishing organizations who are found liable of crimes. Engineers Canada complies with the Code by refraining from engaging in any activities which are considered criminal and through adherence to the following operational policies:

- *FI-7 Fraud Policy*, which puts controls into place to prevent, detect and respond to all instances of fraud;
- *HR-2 Workplace Violence, Discrimination and Harassment Policy and Procedure*, which puts measures into place to prevent the occurrence of workplace violence, discrimination, and harassment; and
- *HR-4 Whistleblower Policy and Procedure,* which provides a means for staff to raise concerns about unethical, dangerous, or illegal behavior.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary, Sylvie Francoeur, Director, Human Resources, and Derek Menard, Director, Finance

19. Competition Act - Canada

Federal law which governs most business conduct in Canada in order to maintain and encourage competition to promote the efficiency and adaptability of the Canadian economy. The *Competition Act* contains criminal and civil provisions to prevent anti-competitive practices in the Canadian marketplace. All organizations who do business in Canada, including Engineers Canada, must comply with the *Competition Act*. Engineers Canada takes care to ensure it does not contravene section 52 of the *Competition Act*, which contemplates false and/or misleading representations, disclosure requirements, and deceptive marketing practices. In particular, Engineers Canada's legal team works with program managers to ensure the development and design of contests conform to the *Competition Act's* requirements and drafts all contest materials so that the number and value of the contest prizes and any available information that materially affects the chances of winning are appropriately disclosed.

Verified by: Evelyn Spence, General Counsel and Corporate Secretary

20. Lobbying Act - Canada

Federal law that regulates the activities of lobbyists in Canada. The *Lobbying Act* imposes certain disclosure requirements and provides the Commissioner of Lobbying with the mandate to establish and maintain a Registry of Lobbyists. The *Lobbying Act* also contains certain offence provisions and sanctions for non-compliance. Paid lobbyists, including consultant lobbyists and in-house lobbyists, who communicate with the federal government on behalf of a third-party are required to comply with the *Lobbying Act*.

Engineers Canada falls under the *Lobbying Act's* "in-house organization lobbying" requirements. The Chief Executive Officer is responsible for filing returns by the 15th of every month, which must indicate any oral and arranged communications made between paid employees or volunteers and designated public office holders ("DPOHs"). Engineers Canada has five (5) staff members listed on the Registry, with the CEO named the responsible officer. These individuals state that communicating with DPOHs

is a significant duty for them (established at 20% of more of overall duties). Staff members who are not on the Registry have been notified verbally not to discuss Engineers Canada's views with DPOHs. Additionally, when volunteers participate in in-person advocacy days, they are trained on how to engage with DPOHs.

Verified by: Joey Taylor, Manager, Public Affairs and Government Relations

Dated August 3, 2022

Per:

IN IIN

Gerard McDonald Chief Executive Officer



BRIEFING NOTE: For information

Q2 Interim strategic perfo	ormance report	2.4
Purpose:	To provide an interim report on the progress against the 2022-2024 Strategic Plan	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

- The 2022-2024 Strategic Plan and its objectives and outcomes resulted from extensive consultation with Regulators and was approved by the Members in May 2021.
- The new strategic reporting template was presented to and endorsed by the Governance Committee in March 2021.
- The performance measures were approved by the Board at its June 2021 strategic workshop.

Status update

- This interim strategic performance report covers Q2 of 2022 (April 1 June 30, 2022).
- It was prepared by the CEO and the chairs of the CEAB and the CEQB, with support from staff.
- The report focuses on the achievement of objectives set in the 2022-2024 Strategic Plan.
- The outcomes set in the 2022-2024 Strategic Plan are longer-term and cannot be measured at this point.
- All Strategic Priorities are on target to complete in 2024 with two experiencing some delays:
 - Strategic Priority 1.1, *Investigate and validate the purpose and scope of accreditation* The hired contractor has proposed new tasks in support of, which have been accepted by the CEO. These new tasks will not have an impact on the CEO's ability to deliver on this strategic priority by end of 2024. A revised table is shown in the report. The CEO will use this revised table to report on progress as Q3 of 2022.
 - Strategic Priority 1.3, *Support the regulation of emerging areas* Lack of resources in the first two quarters of 2022 have resulted in the emerging areas paper being delayed by 6 months
- The order of the content in Strategic Priority 1.2, *Strengthen collaboration and harmonization* has been changed to better reflect planned activities.

Next steps

- The Board should review the report and raise questions about achievement of the objectives to the CEO and chairs of the CEAB and CEQB.
- The Board will receive the Q3 interim strategic performance report at its upcoming December meeting. All quarterly updates for 2022 will be included in each update so that the Board has ongoing visibility of progress made.
- In addition to the quarterly updates, the Board will also receive an annual evaluation with the Q4 update provided in February 2023. This evaluation will include financial information as well as a percentage of completion considering the full duration of each strategic priority.

Appendix

• Appendix 1: 2022-Q2 Interim strategic performance report

Interim Strategic Performance Report: Q2-2022

This new strategic reporting template was reviewed and endorsed by the Governance Committee in 2021. Indicators were approved at the <u>Board Strategic Workshop</u> in June 2021. Performance is benchmarked against the <u>2022-2024 Strategic Plan</u> that came into effect on January 1st, 2022.

Legend

	Status of strategic priority
Overall activities on track to be completed by 2024	****
Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2024	
Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2024	>

Reporting Information Sources

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

Section	Source
Planned activities (as set in June 2021)	Copied from Board June 2021 strategic workshop
	presentation
2022 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2022-2024 Strategic Plan
What does success look like	Copied from Board June 2021 strategic workshop
	presentation
How will we measure success in 2024*	

*A summary of indicators, by strategic priority, is located at the end of this report

SP1	SP1.1, Investigate and validate the purpose and scope of accreditation														
				Statu	ıs: ≫										
Plan (as s	ned activities Set in June 2021)	2022 202							23 2024						
1.	Benchmark accreditation														
2.	Report on state of engineering education														
3.	Investigate academic requirement for licensure														
4.	Examine the purpose of accreditation														
5.	Set a path forward														
	2022 quarterly reporting			Q	1					Q	2				
1.	Benchmark accreditation	 Schedule is fully developed, including a plan for presentation/ dissemination Research report is completed Work on the task force summary is underway Planning for the presentation is underway 									nalized rded in <u>able or</u>	and			
2.	education	 SC in di Re W ur PI ur 	 Schedule was fully developed, including a plan for presentation/ dissemination Research report is completed Work on the task force summary is underway Planning for the presentation is Work produ- disseminate Task force w early July Report is <u>pu</u> 								oducts were finalized and lated ce was offboarded in y s <u>publicly available online</u>				
3.	Investigate an academic requirement for licensure	 Contractor was meet for this work Contractor was meet for this work Contractor was meet for the academic requirement out to 2023 We still expect to develop an academic requirement for licensure, and the overall schedule has been adjusted to 							ed, eld lified rt r is s all						

4. Examine the purpose of	 No work this quarter, as planned 	 allow for more consultation, with greater involvement with CEAB and members of the public. As a result, this activity is expected to require an additional quarter (end in Q1 of 2024 instead of Q4 2023) There is no projected impact on the completion of this strategic priority by end of 2024 Consultant was fully onboarded, 							
accreditation		 and a planning session was held in June that resulted in a modified project approach. This approach allows for more consultation and greater engagement of the CEAB, CEQB, and members of the public. This change requires the 'Purpose' work to start later than originally planned and end one quarter later than planned (end in Q1 of 2024 instead of Q4 2023) There is no projected impact on the completion of this strategic priority by end of 2024 							
5. Set a path forward	• No work this quarter, as planned	No work this quarter, as planned							
Summary of strategic priority									
What we will do	We will conduct a fundamental review of	f the accreditation process, investigate							
	the best practices in engineering education	on, and work with Regulators and							
	stakeholders to understand if there is a d	lesire to adopt a new, national academic							
	requirement for licensure as well as an u	pdated purpose of accreditation. If							
What doos succoss look like?	there is, we will reconsider the accreditat	modes of assenditation in use							
What does success look like:	A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally								
	B. All stakeholders have visibility of the	current and future realities of							
	engineering education								
	C. Regulators have an academic require	ement for licensure, applicable to all							
	D. All stakeholders understand the purp	pose of accreditation							
	implement systems aligned with the	purpose and the academic requirement							
	for licensure								

SP1	SP1.2, Strengthen collaboration and harmonization														
				Statu	us: 🚿	》									
Pla	nned activities (as set in June 2021)			202	2			20	23			20	24		
1.	Collaborate with Regulator staff to														
	identify barriers and opportunities														
2.	Develop a national statement of														
2	Identify specific areas of														
5.	harmonization for collaboration														
	2022 quarterly reporting				Q1						C	22			
1.	Collaborate with Regulator staff to	• (Cons	sultati	ons w	ith offi	cials'		•	Consu	Ited w	ith NA	OG in	-	
	identity barriers and opportunities	٤ (Apr	il-June	e 2022)	uuleu			NPOG	in Jun	e	ay, and	L	
		• 4	۰ ۲	e-con	sultati	, on surv	vey wa	S	•	Comp	leted t	he cor	nsultat	ion	
		C	leve	elopec	to be	sent t	o the			report	and s	hard it	: with t	:he	
		1	Vati	onal A	dmiss	ion Of	ficials			Collab	oratio	n Task	Force		
			5100	up (INF	(00)				•	Propo	sed re	vised o	definiti	ons	
		for "collaboration" and									and				
		"harmonization" to the													
										Officials Groups based on th					
								 Began preliminary work c 					on		
										legisla	ative authorities				
2.	Develop a national statement of	• 1	ern	ns of r	eferer	nce for	the		•	Held f	first meeting to onboard				
	collaboration with all jurisdictions	(Collaboration Task Force are						the Board's CTF and inform						
			.0111	piece					•	CTF al	t to dis	scuss			
										outlin	e for p	ositior	n pape	r on	
										regula	itory h	armon	izatior	n and	
		collat							collab	oratio	n				
3	Identify specific areas of	No work this quarter as planned No work this quarter as													
э.	harmonization for collaboration	planned													
Sur	nmary of strategic priority														
Wh	at we will do	Fostering collaboration and consistency of requirements, practices, and							1						
		proce with	esse Reg	es acro	iss juri is to u	saictio nderst:	ns is a' and ha	t the h rriers	eart c and ເເ	ot our n	nanda factor	te. We	will w ng to	ork	
		harm	oni	zation	and fa	acilitat	e the a	adoptio	on of a	a natio	nal agi	reeme	nt that	: will	
		estab	lish	the p	rincipl	es and	areas	where	e pan-	Canadi	an hai	moniz	ation	will	
		be so	ugh	nt.											

What does success look like?	Α.	Engineers Canada has a clear mandate and key focus areas for
		regulatory harmonization
	В.	Regulators benefit from collaboration and resource sharing, supporting
		improved practices

SP:	SP1.3, Support the regulation of emerging areas													
			St	tatus:										
Pla	nned activities (as set in June 2021)		20)22			20)23		2024				
1.	Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public													
2.	Continue to work with the federal government to promote the role of engineers in emerging areas													
	2022 quarterly reporting			C	Q1					C	2			
1.	Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public	No work was done due to lack of resources					 New resources have been secured and work will begin in Q3 The emerging areas paper will be delayed by 6 months 							
2.	Continue to work with the federal government to promote the role of engineers in emerging areas	 Engineers Canada continued to promote the role of engineers in emerging areas through already published national position Engineers Canada continue promote the role of engine emerging areas through already published national position 					d to ers in eady							
Sur	nmary of strategic priority	-	statem	ciits										
Wh	at we will do	Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively.										and ons. ion of ate		
Wh	at does success look like?	 A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice B. The federal government is made aware of the importance of the work of engineers in emerging areas 												

SP2	SP2.1, Accelerate 30 by 30													
				Sta	tus: 🔉	>>>								
Pla	nned activities (<i>as set in June 2021)</i>		2	022			2	023	2024					
1.	National research strategy													
2.	Facilitate collaboration and information exchange for Regulators													
3.	30 by 30 annual national conference													
4.	Reporting on national and regional metrics													
5.	Engaging employers													
6.	National resources													
202	2 quarterly reporting				Q1						Q2			
1.	National research strategy	•	No w	ork th	is quar	ter, as pl	anne	d	No work this quarter, as planned					
2.	Facilitate collaboration and information exchange for Regulators	•	Mont upda Regu	hly 30: tes on lators) by 30 h key pr and Ch	newslett ojects se ampions	er an nt to netv	ıd vork	 Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network 					
3.	30 by 30 annual national conference	•	Confe the vi April	erence irtual 13, 20	e plann session), and 2	ing is und Is were h 17	derwa eld o	ay, n	Conference planning for 2023 in Halifax is underway and planning for 2024 has begun					
4.	Reporting on national and regional metrics	•	Recei planr analy	ived d iing to ze dat	ata froi o hire ao ta	m Regula dditional	tors a staff	and to	The data has been analyzed and the <u>2021 National</u> <u>Membership Report</u> is publicly available on the website					
5.	Engaging employers	The request for proposals (RFP) has been posted and a consultant was hired					• F	 Key interviews are being conducted to develop the consultation plan for the Employer Engagement Strategy 						
6.	National resources	•	The R Trans was h has b	EFP to sitions hired, egun	update was po and the	e <u>Managi</u> osted, a e discove	ng consı ry ph	ultant ase	• 	nterviews essions we parental ar Partnershij APEGA and Canada on Transitions	and two ere con nd mate o discus I Geosci revising	o (2) ducted ernal lea sions w ientists g Mana	on ave vith ging	

Summary of strategic priority	
What we will do	To support progress towards 30 by 30 and to develop Engineers Canada's capacity to address the underlying issues holding back the progress of 30 by 30.
What does success look like?	 A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed
	 engineers, and engineers C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons

SP2.2, Reinforce trust and the value of licensure												
			State	us: 渊	>							
Planned activities (as set in June 2021)		2	022			20	23			20	24	
1. Marketing campaign												
2. Value of licensure messaging												
3. Engineering grad and EIT outreach programming												
4. Foundational research												
2022 quarterly reporting				Q1					Q	2		
1. Marketing campaign	 Initial campaign objectives and audiences identified and preparations for RFP is underway 					RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3						
2. Value of licensure messaging	No work this quarter, as planned				 RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3 							
3. Engineering graduate and EIT outreach programming	No work this quarter, as planned				• RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3							
4. Foundational research	No work this quarter, as planned				• RFP process nearing completion. Bidder meetings with a shortlist of candidates completed. Reference checks are underway and contract negotiation expected in early Q3							
Summary of strategic priority												
What we will do	We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.						al h of					

What does success look like?	Α.	Targeted public audiences perceive engineers as trustworthy and
		recognize engineering as a licensed profession
	В.	Engineering graduates and EITs recognize value in licensure
	C.	Regulators have a valuable national messaging framework and
		marketing support tools

SP3.1, Uphold our commitment to excellence												
Status: 🕨												
Planned activities (as set in June 2021)	2022					2023			2024			
 Sustain an excellence culture Identify and Implement continual improvements 	Image: state											
3. Confirm measurements and sustainability												
4. Achieve Platinum level certification from Excellence Canada												
2022 quarterly reporting			c	Q1					Q	2		
1. Sustain an excellence culture	 The working groups that emerged from the 2019 employee engagement survey feedback are in the process of being stood down and recognized Excellence refresher(s) with staff have been initiated 						 Working groups continue to be stood down as deliverables are finalized 					
2. Identify and Implement continual improvements	• (;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;	Gaps to action p and deve eadersh	close a lans are eloped iip tear	nd asso e being with th n (SLT)	identifi e senic	ied or	 Requirements have been assigned to SLT members 					
3. Confirm measurements and sustainability	 A transition gap analysis is being conducted against gold standard 					 A self assessment against the current Excellence Canada Organizational Excellence Standard is planned for next quarter and will be based on the most recent external verification from the Excellence Canada verification team (Q3) 					:he xt on	
4. Achieve Platinum level certification from Excellence Canada	• 1	No work	this qu	uarter,	as planı	ned	 No work this quarter, as planned 					

Summary of strategic priority									
What we will do	The demand for change continues and we are facing pressure to deliver on								
	the diverse and changing needs of Regulators, HEIs, and the engineering								
	community. To continually adapt, we need an effective and sustainable								
	approach that ensures that we are a high performing organization. By 2024,								
	we will achieve Platinum level certification from Excellence Canada by								
	demonstrating measurable, sustained, and continually improved								
	performance over at least a three-year period, as measured against the								
	Excellence, Innovation, and Wellness Standard.								
What does success look like?	A. Regulators, HEIs, and the engineering community benefit from effective								
	delivery of products and services								
	B. Staff benefit from increased engagement and retention, working in								
	motivated teams, and improved health								
	C. Engineers Canada benefits from sustainment of a high level of								
	performance								

Summary -	How wi	ll we m	easure	success	in	2024	?
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Strategic priority	What does success look like	How will we measure success in 2024?
SP1.1, Investigate and validate the purpose and scope of accreditation	 A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally 	A1. Publication of the accreditation system benchmarking report
	 B. All stakeholders have visibility of the current and future realities of engineering education 	B1. Publication of the engineering education report
	C. Regulators have an academic requirement for licensure, applicable to all	 C1. The Engineers Canada Board passes a motion affirming the academic requirement for licensure C2. Regulators receive the academic requirement for licensure and all CEOs commit to sharing and implementing it with all necessary groups C3. CEAB receives the academic requirement for licensure and commits to incorporating it in their documents C4. CEQB receives the academic requirement for licensure and commits to incorporating it in their documents
		C5. HEIs receive the academic requirement for licensure
	D. All stakeholders understand the purpose of accreditation	 D1. The Engineers Canada Board passes a motion affirming the purpose of accreditation D2. Regulators receive the affirmed purpose of accreditation, and all CEOs commit to sharing it with all necessary groups D3. CEAB publishes the affirmed purpose of accreditation D4. CEQB members receive the affirmed purpose of accreditation D5. Higher Education Institutions (HEIs) receive the affirmed purpose of accreditation D6. Students, through the CFES, receive the affirmed purpose of accreditation
	E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure	E1. Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES
SP1.2, Strengthen collaboration and harmonization	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization	 A1. Consultation reports that document all Regulators' perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization

Strategic priority	What does success look like	How will we measure success in 2024?
	B. Regulators benefit from collaboration and resource sharing, supporting improved practices	 B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted
SP1.3, Support the regulation of emerging areas	A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice	 A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators
	B. The federal government is made aware of the importance of the work of engineers in emerging areas	 B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice
SP2.1, Accelerate 30 by 30	A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process	 A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged) A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs) A6. We held 3 to 4 annual meeting with Regulators
	B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers	 B1. Reporting on national and regional metrics: Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 B2. Annual publication of National Membership Report B3. Annual collection of Regulator scorecard metrics

Strategic priority	What does success look like	How will we measure success in 2024?
		B4. Annual scorecard summary presented to
		Board and CEO Group
		B5. 3-4 Regulators are involved in the
		development and use of target
	C. Employers have information that	C1. Completing addressing of the
	enables them to make their	recommendations in the GBA+ report*
	workplaces more equitable, diverse,	regarding engaging employers
	and inclusive	C2. Creating a national strategy to engage
		employers with buy-in from the Regulators
		and building on the existing 30 by 30
		C2 All Pogulators contribute a national 20 by 20
		employer strategy
		C4 Recognizing employer excellence in 30 by 30
	D. Lessons learned from the 30 by 30	D1 Execution of annual 30 by 30 conference
	work inform initiatives in support of	from 2022 to 2024 and inviting Regulators.
	increasing representation of under-	HEIs and employers to contribute to a
	represented groups including but not	culture change in the engineering
	restricted to Indigenous, racialized,	profession at a high profile, widely
	and LGBTQ2+ persons	accessible national event, featuring best
		practices, key research, and actionable tools
		D2. The number of Regulators contributing and
		participating to the development of the
		conference
		D3. The number of employers: contributing and
		participating in the conference
		D4. Completion of national resources that
		respond to recommendations and best
		practices outlined in previous research. For
		Pogulators to improve their licensure
		assistance and employer awareness
		programs based on the 2021 GBA+ report*
		on national Licensure Assistance Program
		and Employee Awareness Program
		D5. The number of Regulators participating and
		promoting the national resources
		*Definition: CDA Lis on analytical process
		croated by Status of Women Canada: used
		across the country by the federal government
		and also well-known across most sectors.
		considers multiple and diverse intersecting
		identity factors that impact how different
		people understand and experience initiatives.

SP2.2, Reinforce trust	A. Targeted public audiences perceive	A1. Pre- and post-campaign audience perception
and the value of	engineers as trustworthy and	research
liconsuro	recognize engineering as a licensed	A2. Number of impressions and actions
licensure	profession	A3. Value of earned media*
		A4. Number and sentiment* of online
		interactions
		*Definitions:
		 Earned media – news coverage in media
		 Earned media value – the estimated value of
		news coverage
		 Sentiment analysis – an analysis of the tone of
		comments
	B. Engineering graduates and EITs	B1. Pre- and post-campaign perception research
	recognize value in licensure	targeting engineering graduates and EITs
		B2. Number of impressions and actions
		B3. Number and sentiment of online
		interactions
	C. Regulators have a valuable national	C1. Number of Regulators engaged in the
	messaging framework and marketing	development of the framework and tools
	support tools	and the nature of their involvement
		C2. Identification by Regulators of where and
		how the messaging and support tools will
		be used and follow up to confirm use
		C3. Ongoing feedback received on the project
SP3.1, Uphold our	A. Regulators, HEIs, and the engineering	A1. Achieve platinum certification as part of
commitment to	community benefit from effective	external benchmarking
excellence	delivery of products and services	
	B. Staff benefit from increased	B1. Achieve platinum certification as part of
	engagement and retention, working	external benchmarking
	in motivated teams, and improved	
	health	
	C. Engineers Canada benefits from	C1. Achieve platinum certification as part of
	sustainment of a high level of	external benchmarking
	performance	



Draft MINUTES OF THE 214th ENGINEERS CANADA BOARD MEETING

May 27, 2022, 8:30am-4:30pm (ET)

Hybrid meeting: Sheraton Hotel, Toronto, ON | Zoom

The following Directors were in attendance:	
D. Chui, President (Chair), PEO	A. English, Engineers & Geoscientists BC
K. Baig, President-Elect, OIQ	N. Hill, PEO
J. Boudreau, Past President, APEGNB	S. Jha, NAPEG
A. Anderson, Engineers Yukon	T. Joseph, APEGA
A. Arenja, PEO	D. Nedohin-Macek, Engineers Geoscientists MB
N. Avila, APEGA	K. Reid, PEO
E. Barber, APEGS	D. Spracklin-Reid, PEGNL
A. Baril, OIQ	M. Sterling, PEO
M. Belletête, OIQ	N. Turgeon, OIQ
V. Benz, APEGA	M. Wrinch, Engineers & Geoscientists BC
G. Connolly, Engineers PEI	C. Zinck, Engineers Nova Scotia
The following Directors sent regrets:	
J. Tink, APEGA	
The following CEO Group Advisor was in attendance:	
L. Daborn, Chair, CEO Group	
The following Direct Reports to the Board were in attendance:	
F. George, Chair, CEQB	G. McDonald, CEO
P. G. Lafleur, Chair, CEAB	E. Spence, General Counsel and Corporate Secretary
The following observers were in attendance:	
C. Bellini, Director-nominee, PEO	J. Landrigan, Executive Director & Registrar, Engineers PEI
J. Bradshaw, CEO PEGNL	P. Mann, CEO, Engineers Nova Scotia
N. Colucci, President, PEO	V. McCormick, Executive Director & Registrar, NAPEG
C. Cumming, Director-nominee, Engineers Nova Scotia	D. McLean, President, Engineers Nova Scotia
K. Deluzio, Chair, EDC	C. McQuillan, President, Engineers PEI
J. Desjarlais, President, APEGS	M. Milligan, ABET
L. Doig, President, APEGA	J. Nagendran, Registrar & CEO, APEGA
S. Grant, TD Insurance	W. O'Keefe, President, PEGNL
M. A. Hodges, Vice-Chair, CEQB	M. Paul-Elias, President, Engineers & Geoscientists NB
K. Hogan, President, Engineers Yukon	M. Rose, Director-nominee, APEGNB
S. Holmes, Executive Director & Registrar, APEGS	A. Silk, President, Engineers Geoscientists MB
K. King, Executive Director, Engineers Yukon	J. Van der Put, Director-nominee, APEGA
P. Klink, Vice-Chair, CEAB	A. Waldie, Geoscientists Canada
G. Koropatnick, CEO, Engineers Geoscientists MB	H. Yang, CEO & Registrar, Engineers & Geoscientists BC
S. Kresta, Vice-Chair, EDC	J. Zuccon, CEO & Registrar, PEO
The following staff were in attendance:	
R. Gauthier, Executive Assistant	S. Price, Executive Vice President, Regulatory Affairs
B. Gibson, Manager, Communications	J. Sendrowicz, Planning, Event, and Change Practitioner
C. Mash, Governance Administrator	J. Southwood, VP, Corporate Affairs & Strategic Partnerships
R. Melsom, Manager, CEQB	J. Taylor, Manager, Public Affairs
D. Menard, Director, Finance	H. Theelen, Director, Strategic Planning & Organizational Excellence
A. Murphy-Dow, Governance Coordinator	M. Warken, Manager, CEAB
M. Ouellette, Manager, Strategic and Operational Planning	

1. Opening

1.1 Call to order and approval of agenda

President D. Chui called the meeting to order at 8:33am ET. Participants were welcomed and the land was acknowledged.

Motion 2022-05-1D 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.

D. Chui shared a safety minute with the Board, with a reminder that virtual meetings should only be attended from safe locations. Participants who are driving should reach their destination before connecting to virtual meetings.

D. Chui also shared a diversity moment. May is Asian Heritage Month in Canada, an opportunity to celebrate the accomplishments and contributions of Canadians of Asian descent whose stories are interwoven with the Canada we share today. Participants were encouraged to visit the website https://www.asiapacific.ca/education/anti-racism-resources to learn more.

1.2 Declaration of conflict of interest

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

1.3 Review of previous Board meeting

a) Action item list

The list was pre-circulated, and it was noted that there are no outstanding actions.

b) Board attendance list

The attendance list was pre-circulated. No questions were received.

2. Executive reports

2.1 President's report

A detailed report was pre-circulated. No questions were received.

2.2 CEO update

In addition to the weekly updates provided to stakeholders by email, G. McDonald reported that the Engineers Canada office is open with on average twenty-five per cent (25%) of staff choosing to work onsite daily. Engineers Canada is pleased to be hosting in-person meetings again.

In response to a question on whether accommodations are being made for Ukrainian refugees who are engineers coming to Canada, G. McDonald noted that the CEO Group discussed this topic at their meetings this week. While there are existing guidelines that will be followed when the opportunity arises, to date, no Regulators have received applications from any individuals within this group.

2.3 Q1 Interim strategic performance report

G. McDonald reported that the first quarter of the 2022-2025 Strategic Plan demonstrates that all priorities are on track for completion. The following discussion was captured:

- Regarding SP1, one Director observed that the wording of certain points within the success metrics for this priority assume that the investigation will provide value. G. McDonald confirmed that the wording could be reviewed.
- The status indicators within the report reflect whether it is expected that the priority will be achieved before the end of 2024. It was explained that if activities within a priority are not completed on time, unless the delay affects the potential of the priority (and all of its activities) being achieved by the end of the strategic plan period, the status indicator in this case would not be reduced from green. The Board was reminded that when the new reporting format was developed with the Governance Committee, it was agreed that staff would report to the Board on whether or not the objectives of the priorities would be achieved by the end of the priorities.
- Regarding reporting for SP3.1, it was noted that this is the only priority that has only one planned activity associated with it, which is why there is only one row with shading to indicate the timeline to achieve it.
- It was confirmed that the 30 by 30 conference takes all year to plan. Workload varies over the year and includes securing speakers, marketing, planning, and hosting the event.

2.4 Consultation report

K. Baig introduced the report. The following discussion was captured:

- Consultations that were planned for 2021 that have not yet been executed have mostly been shifted to take place in 2022. In most cases, the movement is due to work being delayed, but each consultation has unique circumstances. Most of the delays were known when the 2022 consultation plan was drafted so there will not be a resulting overload of consultations, and resources are in place to handle the workload.
- It can be difficult to determine whether Regulators would benefit from having more time to respond to consultations, and granular feedback required in this area is difficult to capture. It was noted that Engineers Canada has started to provide longer response time windows for strategic consultation matters that are anticipated to require Regulator council input.
- In response to past feedback, staff have grouped consultations together, where possible. There is no data available at this stage as to whether this batching approach is more productive in gathering responses.

2.5 CEO Group report

L. Daborn provided the Board with the CEO Group report that included updates from the group's meetings held earlier in the week, where representation was present from all Regulators. Regarding a question received about the status of the efforts with regards to right-to-practice for technicians and technologists, it was reported that this issue is at various stages across the country with some awaiting draft legislation.

The group's presentation slides will be shared on the meeting document webpage.
2.6 Presidents Group report

K. Hogan provided the Board with the Presidents Group's update from their meeting on May 26, where representation was present from 10 of 12 Regulators. Regarding a request from the group to have Engineers Canada's support with a national approach to equity, diversity, and inclusion (EDI) metrics and language, it was noted that significant work is already underway in this area. This work includes the new EDI course that is available to all Registrants, hosted on the Engineers & Geoscientists BC's learning module system. Engineers Canada hopes to use the new course as a model in producing similar content to assist Regulators with achieving their EDI goals.

The group's presentation slides will be shared on the meeting document webpage.

3. Consent agenda

3.1 Approval of minutes

- a) THAT the minutes of the February 25, 2022 Board meeting be approved.
- b) THAT the minutes of the April 6, 2022 Board meeting be approved.

3.2 National Position Statements

- a) THAT the following new National Position Statement be approved:
 - Role of Engineers in Building a Safe and Resilient Canada
- b) THAT the following updated National Position Statement be approved:
- Procurement

3.3 CEAB appointments

THAT the following CEAB appointments be approved for the period July 1, 2022 to June 30, 2025:

- Waguih ElMaraghy, member-at-large (second term)
- Ray Gosine, member-at-large (third term)
- John Allen Stewart, member-at-large (second term)
- Nicholas Krouglicof, representative for Atlantic region (new member)
- Diane Kennedy, member-at-large (new member)

3.4 CEQB appointments

THAT the following CEQB appointments be approved for the period July 1, 2022 to June 30, 2025:

- Nadia Lehoux, representative for Quebec (second term)
- Ian Sloman, representative for Saskatchewan and Manitoba (third term)

Motion 2022-05-2D

Moved and seconded

THAT the consent agenda motions (3.1 to 3.4) be approved in one motion. Carried

4. Board business/required decisions

4.1 Budget assumptions approval process

N. Hill presented the proposed process. The following discussion was captured:

• It was noted that, as a result of recommendations made by the Funding Task Force in 2018, staff have been using the consumer price index to ensure that spending remains controlled when

preparing the budget. If approved, the new budget assumptions approval process will impact this practice.

• This process specifically does not include approval by the Board, due to timing. Staff need to know the assumptions in early June in order to have the draft budget ready for the fall. If the process were to require Board approval before the budget work begins, the assumptions included would be out of date by six (6) months, compared to real world events, once applied.

Motion 2022-05-3D Moved and seconded THAT the Board, on recommendation of the FAR Committee, approve the budget assumptions approval process. Carried with two-thirds majority

4.2 Board policy updates

M. Wrinch presented the Governance Committee's recommendations on the updated policies. In Board policy 6.9, *CEAB*, section (F) was noted as being ambiguous with respect to the treatment of observer voting rights. It was agreed that the policy would be approved "as is" today, with the Governance Committee revisiting this section of the policy, when it completes its annual review, to ensure it clearly states that observers do not vote at CEAB meetings.

Motion 2022-05-4D

Moved and seconded

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

i.	6.9 CEAB	iii.	7.2, Board relationship with CFES
ii.	6.10 CEQB	iv.	7.3, Board relationship with EDC

Carried with two-thirds majority

4.3 Board self-assessment report

J. Boudreau presented the report, noting that much of the feedback received is already being addressed through other activities that are presently underway. Two of the three emerging opportunities are recommended to the 2022-2023 committee, for inclusion in its work plan, and the Board buddy enhancement opportunity was implemented this year for the incoming Directors. The following discussion was captured:

- It was noted that the low number of survey respondents is unfortunate. Directors are notified of this activity, and its timing, several times throughout the year, and those Directors who had not responded to the survey were sent targeted reminders from staff. Completion is mandated through policy. Directors were encouraged to provide time for this activity in 2023.
- One Director commented that ensuring that meetings have a virtual connection option is important for accessibility and inclusivity.

• EDI should be a continuous learning opportunity, and not only addressed once with the Board through an annual workshop delivery. The HR Committee should consider how continuing EDI education could be further incorporated into the Board's work.

The HR Committee will be reporting on progress with the identified opportunities over the next year.

5. Reports

Board committees provided updates, with supporting slide presentations made available in advance on the Engineers Canada website.

5.1 <u>CEAB</u>

P.G. Lafleur provided the update on behalf of the CEAB. The following discussion was captured:

- It was noted that the concept of the 'minimum path' is unique to Canada, which is defined as the set of courses which provide the least number of Accreditation Units (AUs) within each Accreditation Board curriculum content category. While 82% of Washington Accord signatories feature both inputs and outcomes measurement in their accreditation systems, Canada is unique in the granularity of curriculum input measurement. That eighteen per cent (18%) of signatories do not measure inputs does not necessarily mean that they do not have curriculum content requirements those requirements could be evaluated in other ways.
- Regarding accreditation as a barrier to international student exchange, a question was received on how quickly a solution could be considered. The CEAB's Policies and Procedure (P&P) Committee is considering this issue and trying to find a solution within the CEAB's mandate, which is limited by the minimum path requirement. The CEAB has a full work plan for 2022 and this is a very complex issue to solve that requires consultation with Regulators. If Regulators provide direction on what the role of licensure is in the classroom, then the CEAB would be better positioned to provide a proposed solution. It was agreed that it would be necessary to conduct a consultation on this matter as soon as possible so that the CEAB can provide the Board with a timeline on when a recommendation will be presented. It was noted that it would be ideal to provide flexibility that supports international student exchanges immediately within the current accreditation system, as demand has been increasing following the easing of pandemic travel measures.
- It was further clarified by K. Deluzio that the deans' position is not against input measures. They strenuously object to an input system that requires labour-intensive hour-by-hour analysis.
- It was noted that the accountability in accreditation survey analysis was designed to be very sensitive, e.g. only one person disagreeing out of four could trigger a red response in some areas. At this time, the data is limited and may be misleading, given this was only the first round of data collection.

ACTION: CEAB to implement, as soon as possible, a consultation to capture Regulators' feedback on the role of licensure in the classroom.

ACTION: CEAB to provide, as soon as possible, a timeline on when the Board will consider a solution to facilitate international student exchanges within the current accreditation system.

5.2 <u>CEQB</u>

F. George provided an update on behalf of the CEQB. No questions were received.

5.3 FAR Committee

N. Hill provided the update on behalf of the FAR Committee, noting that the 2021-2022 work plan is complete. No questions were received.

5.4 Governance Committee

M. Wrinch provided the update on behalf of the Governance Committee, noting that the 2021-2022 work plan is complete. Members of the committee were recognized and thanked, and staff were commended for their work in supporting the committee. No questions were received.

5.5 <u>HR Committee</u>

J. Boudreau provided the update on behalf of the HR Committee, noting that the 2021-2022 work plan is complete. The following suggestions were provided:

- Recognizing the contributions of committee members and support staff, when providing the committee reports, is a good practice.
- The Board could consider securing a consultant to undertake Director assessments in future years.

5.6 Board's 30 by 30 Champion

K. Reid provided the update on behalf of the 30 by 30 network. The following discussion was captured:

- The 30 by 30 reporting period ends on December 31, 2030, and reported numbers are based on the national membership report (NMR). The NMR also includes the criteria used to generate 30 by 30 reporting.
- PEGNL recently achieved the 30 by 30 target. J. Southwood noted that Engineers Canada does intend to celebrate these milestones as the NMR becomes publicly available. These celebrations will encourage further progress and facilitate Regulators learning from one another.

5.7 List of partnership agreements

G. McDonald presented the annual list of partnership organizations. No questions were received.

5.8 Update on the 50-30 Challenge

G. McDonald presented the annual update on the Board's commitment. In response to a question about the source of the categories used for gender, it was clarified that Engineers Canada uses the federal government's reporting framework.

6. Annual updates from shareholders

Representatives from EDC and CFES were invited to provide updates, with supporting slide presentations made available on the Engineers Canada website.

6.1 Engineering Deans Canada (EDC)

K. Deluzio, Chair of EDC, provided the update on behalf of EDC. Following the presentation, a printed motion was distributed to the Directors, for information.

- K. Deluzio noted, in response to a Director's comment, that EDC does believe that an outcomesbased approach to accreditation will facilitate EDI being incorporated as a measurable metric. EDC members would support that program graduates should understand EDI principles and how to navigate them in the workplace. Right now, it would be very difficult to determine how many accreditation units (AUs) need to be dedicated to meet this outcome. AUs are not the right measurement tool for this type of knowledge.
- P.G. Lafleur reminded participants that the 30 by 30 report resulted from a directive provided by the Engineers Canada Board. Process was followed, where the CEAB formed a working group that included two individuals nominated by EDC, and a specialist in EDI was engaged to host a workshop. Following this process, the working group established recommendations as included in the 30 by 30 report. It has been communicated to EDC that there is no obligation to implement the report recommendations; if they do not make sense in the higher education environment, then they do not need to be accepted.
- It was further noted by S. Kresta, Vice-Chair of the EDC, that EDC was not asked to provide members for the working group. Instead, they were asked to nominate 30 by 30 champions who would participate at working group meetings.
- K. Baig reported that Engineers Canada will respond to EDC's motion in the coming days and will welcome further discussion before a decision is made on whether consultation on the 30 by 30 report continues.
- K. Deluzio and S. Kresta further stated the importance of these issues for EDC, noting specifically the flaws in the CEAB's working group process. EDC is interested in understanding how these concerns will be addressed.

6.2 Canadian Federation of Engineering Students (CFES)

The CFES representative was not available to provide the update, but it was noted that their slides were posted to the website.

6.3 <u>ABET</u>

M. Milligan, Executive Director of ABET, provided a verbal update on behalf of the organization. ABET is also dealing with the pandemic and how to best provide services, with a current plan to return fully to in-person reviews and Board meetings as of this fall.

7. Acclamation and appointments

7.1 Acclamation of the President-Elect

J. Boudreau provided an update on the process leading to acclamation of the President-Elect, and congratulated N. Hill on her new role.

Appointment of the 2022-2023 HR Committee

J. Boudreau presented the HR Committee's recommendation. It was noted that the Directors listed in the motion will join J. Bradshaw, member representing the CEO Group, Danny Chui, Past President, Kathy Baig, President, and Nancy Hill, President-Elect, to form the committee.

Motion 2022-05-5D Moved and seconded THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2022-2023 HR Committee: a) Geoffrey Connolly b) Michael Wrinch Carried

8. Next meetings

The next Board meetings are scheduled as follows:

- June 20, 2022 (Mont-Tremblant, QC)
- September 29, 2022 (Ottawa, ON)
- December 12, 2022 (virtual)
- February 23, 2023 (Ottawa, ON)
- April 5, 2023 (virtual)
- May 26, 2023 (Halifax, NS)

The upcoming 2022-2023 committee and task force meetings are scheduled as follows:

- HR Committee (2022-2023): May 28, 2022 (Toronto, ON)
- All 2022-2023 committees and task forces meet June 20, 2022 (Mont-Tremblant, QC)

9. In-camera sessions

9.1 Board Directors, Direct Reports, CEO Group Advisor, and staff

Motion 2022-05-6D

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, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Governance Administrator, the Director, Finance, and the Manager of Member Services. Carried

ACTION: For future meetings, staff to post the Board report slides within the OnBoard software.

9.2 Board Directors and CEO

Motion 2022-05-7D 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, and the Engineers Canada CEO. Carried

9.3 Board Directors only

Motion 2022-05-8D 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 and HR Committee members. Carried

10. Closing With no further business to address, the meeting terminated at 3:47pm ET.

Minutes prepared by C. Mash for:

Danny Chui, P.Eng., FEC, President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary

Draft MINUTES OF THE 215th ENGINEERS CANADA BOARD MEETING

June 20, 2022 | 9:30am - 10:00am ET

Hybrid meeting: Fairmont Tremblant, Mont-Tremblant, QC | Zoom

A. English, Engineers & Geoscientists BC
S. Jha, NAPEG
T. Joseph, APEGA
D. Nedohin-Macek, Engineers Geoscientists MB
Marlo Rose, APEGNB
D. Spracklin-Reid, PEGNL
M. Sterling, PEO
N. Turgeon, OIQ
J. Van der Put, APEGA
M. Wrinch, Engineers & Geoscientists BC
M. Belletête, OIQ
ice
G. McDonald, CEO
E. Spence, General Counsel and Corporate Secretary
H. Theelen, Director, Strategic Planning & Organizational Excellence
E. West, Manager, Governance and Board Services

1. Opening

1.1 Call to order and approval of agenda

President K. Baig called the meeting to order at 9:33am ET. Participants were welcomed and the land was acknowledged.

Motion 2022-06-1D 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 Director appointments to committees, task forces, and roles

M. Wrinch, Chair of the HR Committee, presented the appointment recommendations. The HR Committee considered individuals' preferences, knowledge continuity, and terms of reference requirements when considering the appointments. Directors either received their first or second choice of appointments. The HR Committee aimed to have a good mix of diversity in the various groups.

Motion 2022-06-2D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, appoint the following individuals to committees, task forces, and roles for terms as outlined:

- a) Director appointee CEAB
 - Ernie Barber (2022-2024)
- b) Director appointee CEQB
 - Marisa Sterling (2022-2024)
- c) 30 by 30 Champion (2022-2023)
 - Tim Joseph
- d) Finance, Audit, and Risk (FAR) Committee (2022-2023)
 - Arjan Arenja
 - Maxime Belletête
 - Victor Benz
- e) Governance Committee (2022-2023)
 - Alison Anderson
 - Anne Baril
- f) Strategic Planning Task Force (2022-2025)
 - Kathy Baig
 - Danny Chui
 - Nancy Hill
- g) Collaboration Task Force (2022-2025)
 - Natasha Avila
 - Christian Bellini
 - Crysta Cumming
- Carried
- 3. Next meetings

The next Board meetings are scheduled as follows:

- September 29, 2022 (Ottawa, ON)
- December 12, 2022 (virtual)
- February 23, 2023 (Ottawa, ON)
- 4. Closing

With no further business to address, the meeting terminated at 9:45am (ET).

Minutes prepared by A. Murphy-Dow for:

Kathy Baig, MBA, FIC, ing., DHC, President

Evelyn Spence, LL.B., CIC.C, General Counsel and Corporate Secretary

- Dawn Nedohin-MacekSteve Vieweg
- Danny Chui
- Ann English
- Marlo Rose
- Darlene Spracklin-Reid
- John Van der Put
- Ann English
- Nicolas Turgeon

April 5, 2023 (virtual)

May 26, 2023 (Halifax, NS)

June 19, 26, 2023 (TBD)

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Engineers Canada Board Meeting Minutes June 20, 2022



BRIEFING NOTE: For decision by the Board

Approval of committee ar	nd task force work plans	3.2
Purpose:	To approve the work plans of the 2022-2023 Board committees and task forces	
Link to the Strategic Plan / Purposes:	 Board responsibilities: Hold itself and its Direct Reports accountable Ensure the development and periodic review of Board policies Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies Provide orientation and continuing development of Directors and others who work closely with the Board 	nt o
Link to the Corporate Risk Profile:	Governance functions Human resources Financial compliance Long-term financial viability	
Motion(s) to consider:	 a) THAT the Board approve the 2022-2023 FAR Committee work plan. b) THAT the Board approve the 2022-2023 Governance Committee work plan. c) THAT the Board approve the 2022-2023 Human Resources Committee work p d) THAT the Board approve the 2022-2024 Strategic Planning Task Force work p e) THAT the Board approve the 2022-2023 Collaboration Task Force work plan. 	olan. olan.
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Liz West, Manager, Governance and Board Services	
Presented by:	 Arjan Arenja, Director from Ontario and Chair of the FAR Committee; Ann English, Director from British Columbia and Chair of the Governance Committee; Mike Wrinch, Director from British Columbia and Chair of the HR Committee; Nancy Hill, Director from Ontario and Chair of the Strategic Planning Task Force; Christian Bellini, Director from Ontario and Chair of the Collaboration Task Force 	

Problem/issue definition

- The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.
- The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to Board governance principles and policies.

- The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by attracting new volunteers and monitoring and assessing the performance of the Board, Committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.
- The Strategic Planning Task Force enhances the Board's effectiveness and efficiency by ensuring the Board is kept up to date on the status of the strategic planning and development processes.
- The Collaboration Task Force enhances the Board's effectiveness and efficiency by defining Engineers Canada's specific mandate in terms of increasing harmonization and collaboration of regulatory practices across Canada
- Work plans to support these purposes are drafted annually (and biannually for the Strategic Planning Task Force), to ensure committees and task forces are able to fulfill their roles.

Proposed action/recommendation

• To approve the committee and task force work plans.

Other options considered

• N/A.

Risks

- Failure to meet the responsibilities of these committees and task forces could put the organization at reputational risk.
- Operating without an approved work plan introduces risks of not considering all necessary items and does not demonstrate the Board's responsibility in being accountable to the Regulators.
- These risks are mitigated by setting and adhering to a committee or task force work plan, which is approved and monitored by the Board.

Financial implications

• Financial implications will be included in the 2023 budget.

Benefits

• Provides transparency to stakeholders (Board and committee members, staff, and Regulators) regarding how Engineers Canada is governed.

Consultation

• The committees and task forces relied on the recommendations of the 2021-2022 groups, the input of Engineers Canada staff, and the direction provided in the 2022-2024 Strategic Plan in the development of these plans.

Next steps (if motion approved)

• Committees and task forces to execute their work plans.

Appendices

- Appendix 1: FAR Committee work plan
- Appendix 2: Governance Committee work plan
- Appendix 3: HR Committee work plan
- Appendix 4: Strategic Planning Task Force work plan
- Appendix 5: Collaboration Task Force work plan

Finance, Audit, and Risk Committee DRAFT 2022-2023 work plan

Committee purpose: The Finance, Audit, and Risk (FAR) Committee exists to help the Board handle its responsibilities in three key areas: risk management, financial management, audit. It is specifically tasked to fulfill:

Board responsibility 5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the board's risk tolerance level and director Board-approved mitigation strategies

As per policy 6.4, *Finance, Audit, and Risk (FAR) Committee terms of reference,* the FAR Committee shall:

- a) Annually, review the CEO's draft budget and make recommendations to the Board.
- b) Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
- c) Review the Corporate Risk Profile annually, and review the risk register quarterly, making necessary recommendations to the Board at the April meeting, or whenever significant changes occur.
- d) Based on the risk register, make recommendations of required actions, if any, to the Board as an input to each new Strategic Plan.
- e) Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board.
- f) Review and recommend changes to the Board's investment policy.
- g) Oversee the annual audit including:
 - i. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
 - ii. Confirming the scope of the audit, which shall include a review of the key financial processes.
 - iii. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
 - iv. 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.
 - v. 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 put the audit out for tender.

- vi. 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.
- h) Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures.
- i) Conduct a review of any long-term procurement contracts that extend beyond five years.

At this time, the 2022-2023 work plan is as follows:

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1.	a) Confirm FAR committee chairb) Approve committee work planc) Approve high-level budget assumptions	Jun. 20, 2022 Mont- Tremblant	Aug 1, 2022	Sep 29, 2022
2.	 a) Q2 review of risk registers b) Review draft budget (includes recommendation for setting the per capita assessment fee) c) Review Q2 financial statements d) Review Q2 investment performance report 	Aug. 10, 2022 Virtual	Aug 16, 2022	Sep 29, 2022
3.	a) Review final budget (includes recommendation for setting the per capita assessment fee)	Oct. 21, 2022 Virtual	Oct 28, 2022	Dec 12, 2022
4.	 a) Review Q3 financial statements b) Review Q3 investment performance report c) Q3 review risk registers d) Review audit plan e) Review of SWOT and strategic risks analysis 	Dec. 14, 2022 Virtual	N/A	N/A
5.	 a) Review Q4 financial statements b) Review Q4 & annual investment performance report c) Q4 review of risk registers d) Annual review of Corporate Risk Profile e) Review responses to RFP for audit services (2023-2028) 	Feb. 27, 2023 Virtual	Mar 18, 2023	Apr 5, 2023
6.	 a) Review audited financial statements b) Review briefing note regarding appointment of auditors c) Review finance-related operational policies d) Review long-term procurement contracts e) Present final report for 2022-2023 committee contributions 	Mar. 10, 2023 Virtual	Mar 18, 2023. ⁱ	Apr 5, 2023

	a) Review Q1 financial statements			
	b) Review Q1 investment performance report			
7	c) Review Q1 risk registers	May 11, 2023	NI / A	NI/A
/.	d) Review Corporate Risk Profile presentation and	Virtual	N/A	IN/A
	select a committee member to present to the B	oard		
	at its June workshop			

ⁱ The draft audited statements are the focus of this Board meeting.



Governance Committee DRAFT 2022-2023 Work Plan

Committee purpose: The Governance Committee enhances the Board's effectiveness and efficiency on matters relating to Board governance principles and policies. It is specifically tasked to fulfill the following Board responsibility:

• Ensure the development and periodic review of Board policies.

As per Board policy 6.8, *Governance Committee Terms of Reference*, the Governance Committee shall:

- Review and maintain the currency and relevance of Board policies and governance documents.
- Review and make recommendations on the currency and relevance of the Bylaws and Articles of Continuance.
- Make recommendations for Board education related to governance and Board effectiveness.
- 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.

The Governance Committee has the authority 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.

The outgoing (2021-2022) Governance Committee-recommended work, as captured in Board report 5.4 from the May 2022 Board meeting, has been incorporated into the plan below.

Mtg. #	Work plan Item	Committee approval	Document deadline	Board meeting/ presentation
1	 a) Confirm Governance Committee chair b) Approve committee work plan c) Approve 2022-2023 policy review schedule d) Conduct round 1 policy reviews 	Jun. 20, 2022 Mont- Tremblant	July 29, 2022	Sept. 29, 2022
2	 a) Conduct round 2 policy reviews b) Approve questions evaluating the value and effectiveness of the new Board management software (for inclusion in the Board assessment survey)ⁱ c) Approve reporting format for the annual performance reportⁱⁱ d) Consider necessary Bylaw amendments 	Sep. 21, 2022 Virtual	Oct. 12, 2022	Dec. 12, 2022
3	 a) Conduct round 3 policy reviews b) Consider the issue of observers at Board meetingsⁱⁱⁱ 	Nov. 16, 2022 Virtual	Dec. 9, 2022	February 23, 2023

Mtg.	Work plan Item	Committee	Document	Board meeting/
#		approval	deadline	presentation
4	 a) Other policy improvements and additions, as identified (including policy changes to increase terms for Engineers Canada's President and CEAB/CEQB chairs) ⁱⁱⁱ. b) Approve final report for 2022-2023 committee contributions, including recommended additions for the 2023-2024 committee work plan 	Mar. 8, 2022 Virtual	Mar. 27, 2023	May 26, 2023

ⁱ Governance Committee-approved questions will be recommended to the HR Committee for inclusion in the Board assessment survey. The HR Committee will be reviewing the content for the Board assessment questionnaire at its Nov/December meeting.

ⁱⁱⁱ These items were identified at the June 2022 Board Strategic Workshop, and the Governance Committee was asked to consider these topics and bring recommendations regarding changes to the Board.

ⁱⁱ The Governance Committee has oversight to approve the formatting/presentation of the annual performance report (under the new Strategic Plan), which will include strategic priorities and operational imperatives. The report will be used for the first time in February, 2023.



Human Resources Committee DRAFT 2022-2023 Work Plan

Committee purpose: The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by attracting new volunteers and monitoring and assessing the performance of the Board, committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate. It is specifically tasked to fulfill the following Board responsibilities:

- Hold itself, its Directors, and its Direct Reports accountable; and,
- Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board.

As per Board policy 6.12, *Human Resources Committee terms of reference,* the Human Resources Committee shall:

- a) In consultation with each outgoing Committee chair, annually nominate new Committee members and recommend Committee chairs as per Board policy 6.1, *Board Committees and Task Forces*;
- b) Regularly review policies which provide for the sound management of Engineers Canada's volunteers and personnel;
- c) Establish, administer, and annually review Competency Profiles for the Board, individual Directors, and chairs;
- d) Provide oversight of the Director onboarding and development program;
- e) Annually review succession planning for the CEO, the Board, and its committees;
- f) Annually confirm succession plans for the direct reports to the CEO;
- g) Develop and recommend annual objectives for the CEO to the Board;
- h) Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation; and,
- i) Review results of the employee engagement survey.

The outgoing (2021-2022) HR Committee-recommended work, as captured in Board report 5.5 from the May Board meeting, has been incorporated into the plan below:

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
1.	 a) Confirm HR Committee chair b) Nominate Directors to committees, task forces, and other roles (and recommend chairs) c) Approve committee work plan d) HR Committee budget considerationsⁱ 	May 28, 2022 Toronto/ Virtual	May 31, 2022 / Aug. 1, 2022	Jun 20, 2022 / Sept 29, 2022
2.	 a) Review of select Engineers Canada operational (HR) policies b) Confirm Chair assessment questionnaires ⁱⁱ c) Consider Improvements to the Board and individual assessment process d) Establish timelines and determine interviewees for informal CEO assessment e) Confirm succession plans for the CEO and direct reports to the CEO f) Formalize the CEO assessment processⁱⁱⁱ 	Sept 8, 2022 Virtual	Oct 13, 2022	Dec 12, 2022

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
3.	 a) Receive results of the employee engagement survey b) Confirmation of CEO objectives for 2023 c) Confirm questionnaires for the Board self-assessment, and the Director self- and peer-assessment^{iv} <i>In-camera session (HR Committee + CEO):</i> d) CEO to present 2022 CEO objective results^v <i>In-camera session (HR Committee):</i> e) Review results of CEO informal assessment 	Nov 24, 2022 Virtual	Dec 9, 2022	Feb 23, 2023
4.	 In-camera session (HR Committee): a) Measurement of 2022 CEO objective results^{vi} b) Finalizing recommendation to Board regarding CEO performance evaluation 	Dec. 15, 2022 Virtual	Jan 11, 2023 ^{vii}	Feb 23, 2023
5.	 In-camera session (3Ps + CEO only): a) HR Committee representatives (3Ps and the committee chair) to meet with CEO to communicate the Board's decision for CEO assessment^{viii} 	Feb 23, 2023 Ottawa, ON	N/A	Feb 23, 2023
6.	 a) Nominate Directors to the 2023-2024 HR Committee b) Review results of Board self-assessment survey^{ix} c) Review Director orientation program^x d) Present final report for 2022-2023 committee contributions, including recommendations for the 2023-2024 committee's work plan 	Mar 30, 2023 Virtual	Mar 20, 2023 ^{xi}	May 26, 2023

¹ Oversight (planning and delivery) of Board development and Director training is an HR Committee responsibility. Planning is based on the recommendations for governance and other training provided in the Board self-assessment report (delivered to the Board in May). HR Committee budget discussions should consider the practice implemented by the previous committee of engaging an external consultant to administer the informal CEO assessments. The 2023 budget will require the committee's advice in establishing an upper limit of funds to be used for these activities.

ⁱⁱ Assessments are performed for Board committees and task forces, including the CEAB and CEQB, as per Board policy 6.2, *Board, Committee, and Task Force Chair Assessment*.

^{III} Recommendation from the 2021-2022 committee's year-end report. The HR Committee would discuss how to maintain a consistent process and method for ranking when evaluating CEO performance. This information could be incorporated as an enhancement to Board policy 4.7, *Monitoring of CEO*, which will be considered by the Governance Committee at its September meeting.

^{iv} The self-assessment survey will also include questions to measure the value and effectiveness of the Board management software, as provided by the Governance Committee. The 2021-2021 committee's year end report specifically suggests that rating scales remain intact for the next survey so that year-over-year comparisons can be done; it also recommended that the committee consider if competencies should continue to be measured for the Director self-assessment.

^v The CEO presents objective results for the current calendar year and responds to committee questions. Following this presentation, each member provides their scores to the chair within 7 business days. Discussion and debate will take place at the committee meeting that follows (December).

^{vi} Each member will be asked to send their scores to the chair in advance. Discussion and debate will focus on areas where there was a difference, or a point needs to be raised.

^{vii} This is the date by which the chair must have all documents that will be shared with the Board in February finalized and sent to the external translator. Staff will coordinate with the chair to provide the contact information for the translator.

^{viii} Translated informal assessment reporting circulated to Board, along with short-term incentive (STI) recommendation and objectives scoring. The CEO receives the scoring document, and the STI recommendation (approved motion) is provided to Engineers Canada's finance department post-meeting.

^{ix} The self-assessment survey results are required to produce the HR Committee nominee recommendation and the Board self-assessment report.

^x Slides are circulated to incoming Directors in advance of the sessions.

^{xi} This document deadline precedes the committee's decision, which results from the timing of the Board and Directors' assessment surveys. The surveys can only be sent out after they are approved by the Board in February. Policy 4.12 requires that the survey be live for 2 weeks, so the surveys will likely be open from February 24 to March 10. After the survey closes, staff need time to draft the report, with these materials ready for committee review a week before their March meeting.



Strategic Planning Task Force

DRAFT 2022-2024 Work Plan

Task Force purpose: The Strategic Planning Task Force (SPTF) supports the development of the 2025-2027 Strategic Plan. The rationale for the Strategic Plan is articulated in Board policy 1.4, *Strategic Plan*, as follows:

"The Strategic Plan is the basis for monitoring the performance of the CEO and the chairs of the Accreditation and Qualifications Boards. The purpose of strategic planning is to document the Board's direction and the outcomes that it wants the organization to achieve. The Strategic Plan must consider the current and future environment, the relationship that the organization wants to have with Key Stakeholders, risks and the organization's risk tolerance, and how the organization intends to address important stakeholder needs. In the end, the Strategic Plan must identify the programs through which the outcomes are to be achieved.

A Strategic Plan will create clarity and commitment, provide consistent and firm direction, and assist in prioritization decisions."

As per Board policy 6.15, 2025-2027 Strategic Planning Task Force Terms of Reference, the SPTF shall:

- a) Provide guidance and general advice to the CEO on the development of the 2025-2027 Strategic Plan;
- b) Review and approve (with revisions if necessary) the plan for the development of the 2025-2027 Strategic Plan;
- c) Facilitate the achievement of key milestones by reviewing documents and recommendations between Board meetings, in preparation for final review by the Board as a whole;
- d) Review and approve the key deliverables in each phase of the project; and,
- e) Ensure the Board is kept up-to-date on the status of the strategic planning process, at a minimum as a standing agenda item at every Board meeting.

In fulfilling these activities, the following workplan is proposed over the period from June 2022 to December 2023.

Mtg. #	w	/ork plan item	Committee approval	Document deadline	Board meeting/ presentation
	a)	Approve SPTF work plan	June 20, 2022		
1.	b)	Review and confirm the Strategic Plan development	Hybrid (Mont	Aug. 4, 2022	Sept. 29, 2022
		process	Tremblant/virtual)		
	a)	Review and make decisions on CEO's			
2		recommendations	July 26, 2022	Aug 15 2022	Sont 20 2022
2.	b)	Approve the draft Environmental Scan (for	Virtual	Aug. 13, 2022	Sept. 29, 2022
		consultation)			
2	a)	Approve the final Environmental Scan	Dec. 11, 2022	Doc 12 2022	Eab 22 2022
5.	b)	Approve the Foresight workshop design	Virtual	Dec. 12, 2022	FED. 22, 2025
			Feb 22, 2023		
4.	a) Foresight workshop debrief	Hybrid	N/A	N/A	
			(Ottawa/virtual)		
5.	a) b)	Approve longer list of priorities Approve June Board workshop design	May 16, 2023 Virtual	May 30, 2023	June 20, 2023

Mtg. #	Work plan item	Committee approval	Document deadline	Board meeting/ presentation
6	a) Finalize list of priorities	June 19, 2023	N/A	N/A
0.	b) Workshop debrief	Location TBD	19/7	11/7
7	a) Approve draft Strategic Plan (for consultation)	Aug 23, 2023	Sont 0 2022	Oct 4 2022
/.	b) Approve consultation plan	Virtual	Sept. 9, 2025	001 4, 2023
		Oct 5, 2023		
8.	a) Information session debrief	Hybrid (Ottawa /	N/A	N/A
		virtual)		
0	a) Approve revised draft Strategic Plan	Dec 5, 2023		50h 28 2024
9.		Virtual	Dec 22, 2023	reu 26, 2024



Collaboration Task Force DRAFT 2022-2023 Work Plan

Committee purpose: The Collaboration Task Force represents the Board in the work of the 2022-2024 Strategic Priority 1.2 (SP1.2), *Strength Collaboration and Harmonization*. It is specifically tasked to provide advice and feedback to staff regarding key external facing documents, messaging, and interactions with Regulators.

As per Board policy 6.14, *Collaboration Task Force Terms of Reference*, the Task Force shall provide advice and feedback to staff on:

- A position paper on collaboration and harmonization;
- Consultations with Regulators on the position paper;
- The decision of whether or not to pursue a signed collaboration statement (based on the results of the Consultation); and,
- The content of the collaboration statement.

Based on the current project schedule, the recommended work for the June 2022 – June 2023 period is as follows:

Mtg. #	Work plan Item	Committee approval	Document deadline	Board meeting/ presentation
1	 a) Confirm Collaboration Task Force chair b) Approve Task Force work plan c) Onboard to the project plan d) Review results of the official groups' consultations 	Jun. 20, 2022	Aug. 4, 2022	Sept. 29, 2022
2	Develop an outline for the position paper on regulatory harmonization and collaboration	July 7, 2022 (virtual)	N/A	N/A
3	Review first draft of the position paper	Aug 11, 2022 (virtual)	N/A	N/A
4	a) Review second draft of the position paperb) Introduce consultants	Sept. 12, 2022 (face to face)	N/A	N/A
5	a) Finalize the position paper b) Review consultation plan c) Discuss Director resources	Oct. 7, 2022 (virtual)	Oct. 13, 2022	Dec. 12, 2022
6	a) Finalize consultation plan b) Finalize Director resources	Dec. 1, 2022 (virtual)	N/A	N/A
7	Review the results of consultations to-date	March 15, 2023 (virtual)	N/A	N/A
8	Review results of consultations to-date Review work plan for 2023-2024	June 19, 2023 (face-to-face)	August 4, 2023	Oct. 5, 2023



BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board3.3(CEQB) volunteer recruitment and succession plans3.3		
Purpose:	To approve the 2023-2024 CEAB and CEQB volunteer recruitment and succession plans	
Link to the Strategic Plan/Purposes:	Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 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 Operational imperative 7: International mobility Board responsibility 1: Hold itself, its Directors and its Direct Reports accountable	
Link to the Corporate Risk Profile:	Accreditation (strategic risk) Governance functions (strategic risk)	
Motion(s) to consider:	 a) THAT the Board approve the 2023-2024 CEAB volunteer recruitment and succession plan. b) THAT the Board approve the 2023-2024 CEQB volunteer recruitment and succession plan. 	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and CEAB Secretary Ryan Melsom, Manager, Qualifications, and CEQB Secretary	
Presented by:	Paula Klink, Chair, CEAB Mary Ann Hodges, Chair, CEQB	

Problem/issue definition

- As per Board policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, the CEAB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans. The policy also requires that the Board approve these plans annually.
- As per Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB),* the CEQB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans. The policy also requires that the Board approve these plans annually.

Proposed action/recommendation

• That the CEAB and CEQB volunteer recruitment and succession plans be approved.

Other options considered:

• No other options were considered, as the volunteer recruitment and succession plans reflect the needs of the CEAB and CEQB in respect to its membership.

Risks

- Without due consideration of volunteer recruitment and succession planning, there is a risk that the CEAB and CEQB may not have the resources (i.e. volunteers) with the skills or experience needed to successfully complete its work. This would negatively affect the timeliness and quality of CEAB work, resulting in diminished value of Engineers Canada to the Regulators, among other things. This risk is mitigated, in part, by the annual development of a volunteer recruitment and succession plan, which is reviewed and approved by the Board.
- Without having reviewed and approved the volunteer recruitment and succession plan, the Engineers Canada Board fails to monitor the work of the CEAB and CEQB, two of five Direct Reports, resulting in diminished Regulator confidence.

Financial implications

• None. All considerations are included in the 2023 proposed budget.

Benefits

- The CEAB will continue to fulfill its mandate to conduct accreditation business and develop and maintain accreditation policies.
- The CEQB will continue to fulfill its mandate to provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which serve the needs of Regulators.

Consultation

• This volunteer recruitment and succession plan was developed by staff and reviewed by the CEAB's Executive Committee and CEQB's Executive Committee.

Next steps

• Continue with volunteer recruitment and management as scheduled.

Appendices

- Appendix 1: 2023-2024 CEAB volunteer recruitment and succession plan
- Appendix 2: 2023-2024 CEQB volunteer recruitment and succession plan

2023-2024 CEAB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, the CEAB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEAB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEAB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEAB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years, with the potential to be reappointed for a second three-year term. Notably, under the provisions contained within the Board's earlier CEAB policy, several members are eligible for a third three-year term.

Based on the procedures outlined in Board policy 6.9, for the 2023-2024 committee year the CEAB will seek:

- **Members-at-large:** Re-appointment for two (2) members-at-large (eligible for their final three-year terms).
- **Regional appointments:** Re-appointment for three (3) members drawn from the regions of Alberta (1), British Columbia (1), and Manitoba/Saskatchewan (1) (all eligible for their final three-year terms).
- Yukon, the Northwest Territories, or Nunavut: In 2021, Engineers Yukon and NAPEG sought the appointment of a representative from Yukon, the Northwest Territories, or Nunavut but was unable to secure a nomination. The position will remain vacant until a nominee can be identified.
- **Member-at-large / Regional appointment:** Depending on the outcome of the 2022 Vice-Chair election, the CEAB will recruit one (1) member-at-large OR one (1) regional member from the region of the Vice-Chair. A verbal update on this recruitment plan will be provided at the September Engineers Canada Board meeting.

With the early resignation of the CEAB Past-Chair, Pierre G. Lafleur, the position will remain vacant until July 1, 2023. Dr. Lafleur's assignments have been redistributed among other members of the CEAB.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.9.5 of Board policy 6.9, the Engineers Canada Board appoints two (2) Directors to the CEAB. Director appointees serve for a twoyear term and are appointed in alternate years, so that there is always one more senior Director appointee on the CEAB, to ensure continuity of knowledge. The current Senior Director appointee's term will end in May 2023, and a new Director appointment will be made by the Engineers Canada Board in June 2023. It is noted that the Director appointee timelines leaves a membership gap on the CEAB for every June meeting, which is when the bulk of accreditation decisions are made.

Succession

With a reduction in the length of terms for CEAB chairs in recent years (from two years per term down to one year), and a consequent churn in membership, it has been critical to regularly develop leadership capacity among CEAB members. The CEAB, with the support of the CEAB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Working Group on Training Documentation and Resources: AB and Visiting Team Processes

Reporting to the Policies & Procedures (P&P) Committee, this working group is tasked with reviewing and augmenting existing training and resource documents for the CEAB itself and for visiting team members. This work is divided into three scopes of work each with a specific team working on each:

- Processes that support consistent information gathering by Visiting Teams. This will include the development of an on-line introductory module for all Visiting Team members to review before the visit. This module will supplement the current visiting team training module. Role descriptions will be more clearly defined for the Visiting Team Chair, Vice Chair, Program Visitors, and Observers.
- 2. Processes that support strong accreditation decisions. This work will redefine the accreditation decision-making roles such as Lead Reviewer, Presenter, Editor including tasks, responsibilities, timelines, and expectations of each role. The role and expectations of CEAB members in accreditation decision meetings is also part of the process discussion. The group is working on providing clarity to the definitions of the Concern/Weakness/Deficiency/Resolved.
- 3. CEAB leadership

The Leadership group has focused on the roles of the Vice Chair and Chair, with particular attention paid to the Policies and Procedures Committee, the Determination of Visiting Team roles, and the Nominating subcommittee. This work will also define the Vice-Chair's role in liaising with the Deans' Liaison Committee and members' roles when observing and reporting back on other group's meetings (such as the CEQB).

Committee, task force, and working group assignments

Positions for the CEAB's task forces and standing committees are reviewed annually in June and adjusted as needed, both to ensure fair distribution of leadership opportunities and to meet any forthcoming needs associated with the following year's anticipated work plan. Committee members are selected by the CEAB Executive, who weigh a combination of stated and demonstrated interest, experience, expertise, diversity and inclusivity considerations, and demonstrated leadership qualities.

The CEAB sees several considerations with regard to this area in 2023:

- As per the Accountability in Accreditation Committee Terms of Reference, some member terms will expire, and new members will be recruited.
- Because the CEAB Vice-Chair serves as the Chair of the P&P Committee and the individual elected to the position of Vice-Chair may not be a current member of the committee, the CEAB Vice-Chair-elect will be invited to observe the P&P Committee meetings from the time they are elected in September to the time where they assume the Chair of the Committee. This allows for a reasonable transition to the role.
- The Revised P&P Terms of Reference provide additional opportunities for CEAB members to contribute to the committee's work in various roles. The revised Terms of Reference were approved at the April 2022 meeting of the CEAB for immediate implementation.

Training for members

All new CEAB members follow an established training pathway as they become familiar with the CEAB's work and prepare to serve as a Visiting Team Chair. The pathway is approximately 12 months in duration, starting with observing an accreditation visit, to serving as a Program Visitor, then Vice-Chair, and finally chairing their first visit. Members' previous visit experience is considered in their specific pathway. The training pathway is especially important considering all new CEAB appointments are for a maximum of two (2) three-year terms.

2023-2024 CEQB volunteer recruitment and succession plan

Recruitment

Volunteer members

In accordance with Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, the CEQB consists of two categories of volunteers:

- **Members-at-large:** Appointed by the Engineers Canada Board on the recommendation of the CEQB Nominating Committee, based on work plan needs.
- **Members from the regions:** Appointed by the Engineers Canada Board on the recommendation of the appropriate Regulators and the support of the CEQB Nominating Committee.

Except for the Engineers Canada Director appointees (whose terms commence after they are appointed at the June Board meeting), member terms begin on July 1.

Volunteers are selected by the CEQB Nominating Committee in consultation with the Regulators and serve for a term of three (3) years, with the potential to be reappointed for a second three-year term.

Based on the procedures outlined in Board policy 6.10, for the 2023-2024 committee year the CEQB will seek:

- **Member-at-large reappointment:** Re-appointment for one (1) member-at-large (current incumbent is eligible for a second three-year term).
- **Regional appointments:** Appointment for one (1) member drawn from Ontario.
- Yukon, the Northwest Territories, or Nunavut: In 2021, Engineers Yukon and NAPEG sought the appointment of a representative from Yukon, the Northwest Territories, or Nunavut but was unable to secure a nomination. The position will remain vacant until a nominee can be identified.
- Member-at-large / Regional appointment: Based on the outcome of the 2022 Vice-Chair election, the CEQB will recruit one (1) member-at-large OR one (1) regional member from the region of the Vice-Chair. A verbal update on this recruitment plan will be provided at the September Engineers Canada Board meeting.

Director appointees

In addition to volunteer members, according to the process laid out in section 6.10.5 of Board policy 6.10, the Engineers Canada Board appoints two (2) Directors to the CEQB. Director appointees serve for a two-year term and are appointed in alternate years, so that there is always one more senior Director appointee on the CEQB, to ensure continuity of knowledge. The current Senior Director appointee's term will end in May 2023, and a new Director appointment will be made by the Engineers Canada Board in June 2023.

Succession

With a reduction in the length of terms for CEQB chairs in recent years (from two years per term down to one year), and a consequent churn in membership, it has been critical to regularly develop leadership capacity among CEQB members. The CEQB, with the support of the CEQB Secretariat, has undertaken several measures to ensure the development of leadership abilities among its members, as detailed more fully below.

Committee, task force, and working group assignments

Positions for the CEQB's task forces and standing committees are reviewed annually in June and adjusted as needed, both to ensure fair distribution of leadership opportunities and to meet any forthcoming needs associated with the following year's anticipated work plan. Committee members are selected by the CEQB Executive, who weigh a combination of stated and demonstrated interest, experience, expertise, diversity and inclusivity considerations, and demonstrated leadership qualities. Currently, 11 out of 13 eligible CEQB members are serving in a leadership role.

The CEQB sees one emergent consideration with regard to this area in 2023, based on potential work plan items (pending Board confirmation):

• Review of the CEQB Guideline on assuming responsibility for the work of engineers-in-training (EIT): This review will be assigned to the CEQB's standing EIT Committee, which has been dormant since 2019. As a part of this review, CEQB will seek a new committee chair to lead the work.

Training for members

In addition to opportunities made available through Engineers Canada's initiatives, each year, the CEQB Executive evaluates gaps in the CEQB membership's knowledge and seeks out appropriate learning opportunities to better develop Board capacities. In 2021, all chairs, including the CEQB Executive, underwent training in virtual facilitation. Additionally, all CEQB members were invited to participate in the *4 Seasons of Reconciliation* seminar provided through First Nations University. In September 2022, the entire CEQB will be invited to attend an in-person workshop on inclusive volunteering practices. Similar to past years, early in 2023, the CEQB Executive will assess areas for growth and initiate similar growth opportunities.



BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) Guideline on Workplace Equity for 3.4 Women		
Purpose:	To approve the new CEQB Guideline on workplace equity for women	
Link to the Strategic Plan/Purposes:	Operational imperative 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. Operational imperative 9: Promoting diversity and inclusivity in the profession that reflects Canadian society.	
Link to the Corporate Risk Profile:	Women in engineering (Board risk)	
Motion(s) to consider:	THAT the Board, on recommendation of the CEQB, approve the new CEQB Guideline on workplace equity for women.	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and Secretary, CEQB	
Presented by:	Margaret Anne Hodges, Chair, CEQB	

Problem/issue definition

- Canada's engineering workplaces continue to face a shortage of women engineers. Despite ongoing efforts on the part of many, and some positive indicators, progress for women in engineering remains slow, and representation rates remain low, currently below 15%.
- An objective of Engineers Canada's 30 by 30 initiative is to raise the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. As a part of its 2019-2021 Strategic Plan, Engineers Canada adopted a strategic priority (SP3) that builds on '30 by 30' to focus on the "recruitment, retention, and professional development of women in the engineering profession."
- Under the work of SP3, in October 2019, the Engineers Canada Board requested that the CEQB produce a guideline for engineers and engineering firms "on the topic of diversity and inclusion", with the stated rationale that "engineering design does not always reflect the needs of women, which directly impacts public safety" [Motion 5781].
- Based on this direction, the CEQB created a Task Force on Workplace Gender Equity (the "task force") to undertake the work as part of its 2020 work plan and developed the guideline according to the process laid out in Board Policy 9.2, *Qualifications Board Products*. As a part of this development process, Regulators, and experts on women in engineering were consulted on both a general direction document in October-November 2021 and a draft of the guideline in April-June 2022. The task force revised each of these documents based on Regulator and stakeholder feedback, to ensure that the document's development was as close in alignment as possible with the needs of stakeholders. All documents, feedback, and ways in which the task force addressed feedback are available on this web page [members section].

• At its September 19, 2022 meeting, the CEQB approved the guideline for recommendation to the Engineers Canada Board. At that time, it was noted that a robust communications strategy will be developed to maximize the impact of this work on its audiences.

Proposed action/recommendation

That the Board approve the new CEQB Guideline on workplace equity for women.

Other options considered

• Because this work was assigned directly to the CEQB by the Engineers Canada Board, no alternatives were considered.

Risks

• Given that the guideline has gone through national consultations, not approving the document could negatively impact relationships with individual Regulators and other stakeholders.

Financial implications

• N/A

Benefits

• The work of the CEQB and Engineers Canada will make a substantial contribution to the work that multiple Regulators are undertaking with regard to improving the representation of women in engineering. While contributing to this work, the guideline also represents a national perspective on the representation of women in engineering workplaces, which was created through fulsome national collaboration.

Consultation

- All consultations were run in accordance with the guidance laid out in Board Policy 9.2, *Qualifications Board products*. Following review and recommendation by the CEQB, Regulators (via the national officials groups and CEOs), 30 by 30 champions, and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented guideline. Additionally, members of the National Practice Officials Group provided verbal input on the guideline when they met virtually in June; and two (2) 30 by 30 champions, 4 of the 12 Regulators, and OSPE (on PEO's request), responded with comments via email. In total, the task force received and addressed 34 pieces of feedback on the guideline.
- Overall, feedback received was supportive of the guideline, and the task force endeavored to incorporate all feedback that was in-scope for the guideline. In any cases where suggestions were not incorporated, rationale was provided.
- Many stakeholders noted that significant resources have been created to encourage the participation of women in STEM fields in recent years. To share and amplify some of these, the task force added Appendix D, which contains sample resources to the guideline.

Next steps (if motion approved)

• Upon approval, the CEQB will publish the guideline on the Engineers Canada website and execute a communications strategy to share and amplify the document.

Appendix

• Appendix 1: CEQB Guideline on workplace equity for women.

Guideline for Engineers and Engineering Firms on Workplace Equity for Women

1. Background

1.1 Context and rationale

Canada's engineering workplaces continue to face a shortage of women engineers. Despite ongoing efforts on the part of many, and some positive indicators, progress for women in engineering remains slow, and representation rates remain low, currently below 15%.

- In 2020, provincial and territorial engineering regulators reported to Engineers Canada that 14.2% of total national membership were female-identifying.¹
- Just over one-fifth (20.6%) of newly licensed engineers in 2020 identified as women.

Engineers Canada is working to increase the representation of women within the engineering field. An objective of its 30 by 30 initiative is to raise the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. The organization adopted a strategic 2019-2021 priority that builds on "30 by 30" to focus on the recruitment, retention, and professional development of women in the engineering profession. Recognizing that 30 per cent is held as the tipping point for sustainable change, Engineers Canada maintains that achieving the related objectives will help drive cultural change in the engineering profession, supporting even greater involvement of women in the profession.²

Research shows that the work of the engineering profession will be enhanced by greater participation of women as organizations that are diverse, equitable and inclusive workplaces enjoy greater business success and have more positive impact. Beyond just "growing the counts" of women, improving gender equity in the workplace will have positive benefits – the needs of society will be better met, the outcomes of employers and projects will be improved, and the day-to-day workplace experience will be enriched.³

1.2 Purpose and content of the guideline

The guideline was written primarily for engineers and engineering firms, but provides information and guidance that can also be used by individuals, employers, and other stakeholders across Canada for enhancing women's participation in the engineering profession. Its intended outcome is that people within Canadian workplaces that employ engineers will have a deeper understanding of the challenges that impede women's full participation and a clear sense of how to take action to address those challenges.

This guideline provides systematic approaches to addressing the challenges of workplace equity. It has been developed to complement, support, and amplify valuable initiatives that have been undertaken

across the profession and in related organizations. It includes the following key steps in working towards achieving workplace equity for women:

- Collecting information within a workplace to take an evidence-based approach;
- Using established methods to analyze the information and develop well-reasoned conclusions;
- Creating priorities for action; and,
- Defining the inclusive practices and behaviours, the policies and programs, and the organizational culture changes that will make a difference for equity.

The appendices are composed of further background information and motivations for the focus on gender equity, a glossary, change agent tools and examples including case studies, and a curated list of resources for appropriate tools, credible engineering-relevant information sources, and guidance for further exploration. This guideline is intended to provide guidance to help individuals and employers to use the many resources and tools available for taking pragmatic action.

1.3 Using the guideline

Engineers Canada 2020 Survey results^{*}, as well as tips, recommendations, and examples for best practices are presented throughout sections 2-4. Resources included in this guideline and its appendices are meant to serve as a starting point. There are many other resources available online, and new insights and tools are being made available on a regular basis which readers are encouraged to consult.

Readers are also encouraged to consider the following as they use the guideline:

- Workplace equity concerns go beyond women. A focus on the challenges faced by women in engineering workplaces supports other important objectives related to inclusion across race, ethnicity, (dis)ability, age, sexual orientation, gender expression and other identities. Recent work emphasizing that identities are "intersectional" highlight this point – individuals have multiple and diverse identity factors (beyond gender) that intersect to shape their perspectives, ideologies, and experiences.
- Greater equity for women will result from both individual actions and employer initiatives. These are not mutually exclusive, but rather complementary and additive in impact.
- Engineers, managers, and leaders have a responsibility to not be bystanders. They should take accountability for being an ally, building their own understanding and skills, and influencing those around them to foster a positive, inclusive work environment where women can thrive.
- Employers can implement well-chosen actions for attracting, developing, and retaining women. Embedding gender considerations within core business concerns and people management practices involves re-thinking, disrupting, and re-designing the system where necessary.

^{*} In 2020, Engineers Canada conducted a survey on women in engineering workplaces and current engineering workplace practices. This survey will be referred to as Engineers Canada 2020 Survey throughout the guideline.

2. Making evidence-based decisions

2.1 Initial assessments

In order to make meaningful change toward developing workplaces that are more inclusive of women, it is important to first "assess where your organization is now in terms of gender diversity and then you can decide where you want to go and how to get there."⁴

The engineering profession is trusted to create solutions and has an obligation to protect the public. This first step supports an engineer's professional responsibility to "distinguish between facts, assumptions, and opinions". This is enshrined in multiple provincial Codes of Ethics for the engineering profession.⁵ While these references in the Codes explicitly address technical engineering work, the principle of evidence-based decision-making is relevant to "taking stock" on issues of gender inclusion. It is not intended to discount qualitative or experience-based input as individual perspectives can be valuable indicators of important issues to be explored. Basing discussions in evidence can resonate with decision-makers, engineering staff members, and others whose engagement in the process and commitment to taking action will be critical.

Make a difference: Create a norm within your organization of collecting and communicating data about the diverse experiences of women in your workplace. A mix of quantitative indicators, personal experiences, and storytelling can be a compelling blend.

Initial assessments can:

- Encourage awareness, learning, and change;
- Ground discussions and actions in a shared view of the current situation;
- Focus efforts where the impact will be greatest; and,
- Define benchmarks of the current status, for tracking progress and adjusting approaches as needed.

It is best to **start with core questions** about the organization's current situation and then examine how achieving greater equity for women could have an impact.

- Where are some "pain points"? What are people concerned about?
- What is most important to your organization's potential success? (E.g., looking for more innovation, less turnover, specialized skills that are in short supply, stronger relationships with customers or stakeholders, etc.)
- Which topics will be most likely to generate some momentum and commitment to action on equity for women?
- What is the level of understanding across the organization of the various issue(s) related to gender diversity? (E.g., concerns, myths, or misconceptions that should be addressed.)

2.2 Data gathering

Data gathering (qualitative and quantitative) should be carefully planned, structured and undertaken, to safeguard privacy and not cause harm, but it does not need to be overly complex or difficult. The next few sections will provide alternatives to enable even the smallest organizations to collect relevant information through various types of measurements, set their targets and report results based on their priorities.

Getting started can include the following:

- Look at comparable data available from published reports, industry associations, or your local employer network. <u>Appendix D</u> provides some example resources and guidelines.
- **Re-purpose or adapt people-related measurements** that are already in place in the organization. These might include applicant tracking data, workforce counts in various job categories, turnover rates, exit interviews or employee surveys.
- Generate a useful set of indicators through techniques⁶ such as using recognized benchmarks; applying systematic methodologies for assessing workplace practices; and disaggregating data by gender and also its intersections⁷ with racial identities, generation, disability, etc.

2.3 Three measurement approaches

Measurement is critically important in order to illuminate the "invisible problem", dispel myths and misconceptions, and promote change. Well chosen measurements present a factual and compelling state of the organization that leads to further progress.

This section outlines three measurement approaches, looking at:

- Inclusive practices and behaviours;
- Sense of inclusion; and,
- Workforce demographics.

2.3.1 Inclusive practices and behaviours

- ✓ To what extent do people behave inclusively?
- ✓ How equitable are the organization's people management practices (formal and informal)?
- ✓ Where are there gaps or opportunities for improvement?

Well-meaning statements of commitment are only a starting point; it is through day-to-day practices and behaviours that employers can address barriers for women and achieve sustainable equity. Assessing both the organizational policies and individuals' behaviours will help to pinpoint the changes that will shift the experience of inclusion and women's representation in the workplace.

When reviewing policies and practices, consider prioritizing revisions by answering the four core questions about the organization's current situation (see section 2.1).
Assessing practices and individual behaviours could include the following:

• **Comparing your own organization's practices** to recognized best practices for gender diversity and equity for women.

Tip: Resources listed in <u>Appendix D</u> can be used as a starting point.

- The Global Diversity, Equity and Inclusion Benchmarks (GDEIB)⁸, which is becoming a widely known tool for reviewing organizational practices that create and sustain an inclusive organization. With a comprehensive coverage that extends beyond gender, it presents 275 benchmarks in 15 categories, addressing aspects such as leadership, training, compensation practices, communication, and externally facing services and relationships.
 Tip: Gather a diverse panel of knowledgeable staff members to provide ratings.
- The GBA Plus (Gender-Based Analysis Plus) methodology⁹ developed by Women and Gender Equality (WAGE) Canada, which provides an analytical process to assess how women, men and non-binary individuals^{*} may experience policies, programs and initiatives differently. The "Plus" refers to the importance of using an intersectional lens to recognize that identity characteristics such as age, race, geography, (dis)ability, family responsibilities and many others will have an impact.

Tip: The GBA Plus approach is particularly useful for checking assumptions and biases about an issue and its possible effects on different individuals. Relying on data and experience that primarily reflect men can miss important differences and have negative impacts.¹⁰

Any review of practices must **go beyond the formal documentation**. For example, there may be a defined process for staffing decisions that appears equitable, yet unconscious bias on the part of hiring managers can easily lead to inequitable results. Similarly, work-life balance policies will have little benefit for women with family responsibilities if the best project assignments only go to engineers who are available for long work hours.

2.3.2 Sense of inclusion

- ✓ Do women feel as though they belong and that their contributions are valued?
- ✓ Are the day-to-day workplace experiences of women and men comparable?
- ✓ Do differences arise when intersecting identity factors are considered? (E.g., what is the experience of racialized women, or women with children?)

There are many well-defined methodologies for understanding the workplace experience that will provide helpful examples of interview, focus group, and survey questions. The GBA Plus framework also provides tools with analytical questions that will help guide the interpretation of results.

^{* &}quot;Non-binary" is used as an umbrella term throughout the guideline.

Collecting and integrating both quantitative and qualitative data will yield the best insights and help to paint an accurate and compelling picture of the environment.

Qualitative information about workplace experiences can be gathered from sources such as:

- Confidential interviews or focus groups.
 Tip: Semi-structured approaches in a psychologically safe atmosphere, often termed a "safe space", will yield the best results. Conduct discussions separately with participants identifying as female, male, or non-binary.
- Anonymized findings from HR practices such as exit interviews, harassment complaints, "stay" interviews, promotion discussions, etc. that can illuminate individual experiences and concerns.
 Tip: Focus on trends and patterns, using the individual examples as illustrations of the more general findings.
- Questions and discussion topics that have been raised within the organization's women's network (if any), training sessions, or women-focused events.
 Tip: Validate these inputs with a broader sample of women.
- Comments made in employee engagement surveys.
 Tip: Ensure that the comments can be analyzed separately by gender at a minimum, and ideally by other identity characteristics.

See the signs...

Parental leave demonstrates an evolution in policy, informed by GBA Plus perspectives. Today, birth and adoptive parents in Canada, regardless of their sex, gender, marital status or sexual orientation, have access to parental leave. In Quebec, 80% of new fathers now take some form of parental leave. These shifts have challenged assumptions and are changing the norms about women having sole responsibility for child care.

The pandemic-driven increase in working from home is also expected to have an impact. During the April 2020 to June 2021 period, 30% of married men with children worked from home, compared with 39% for women. The long-term impacts are yet to be seen, as many workplaces transition to a hybrid model of working.¹¹

Quantitative information about workplace experiences can be gathered from sources such as:

 Existing employee surveys that touch on topics such as engagement, satisfaction, career expectations, perceptions of fairness in HR practices, access to training and professional development, etc. In the Engineers Canada survey, women respondents were significantly less confident than men that people-related decisions are fair (see Error! Reference source not found.).

Tip: Disaggregate the results by gender, as well as by other identity characteristics such as job tenure and classification, age, race, family status, (dis)ability, etc.



Figure 1: Gender differences in perceptions of fairness (Engineers Canada survey, 2020; N=688)

 Customized surveys that explore topics such as experiences of harassment and microaggressions, sense of being valued, assessment of leaders' and managers' commitment to gender equality, comfort with raising concerns, etc. For example, in the Engineers Canada survey, 2 of every 3 men said they rarely experience inappropriate behaviour or comments (or don't know). Among women, 2 of every 3 said they sometimes or often experience them. (See Figure 1.)

Tip: Disaggregate the results by gender and other characteristics. If such surveys are new to the organization, a clear and consistent communications effort will be required to encourage candid responses from a large proportion of the workforce. Explain clearly the purpose of the initiative, how the data will be used, and how privacy will be assured. Provide contact names for any concerns that arise. Engage internal stakeholders and opinion leaders in reviewing and interpreting the results and implications.



Figure 1: Gender differences in workplace experiences (Engineers Canada survey, 2020; N=690)

HR process data, such as recruitment success rates; special assignments and promotion rates; compensation levels (pay equity); performance and potential ratings; training participation; leaves; and turnover. Exploring for potential biases by looking at available data separated for those identifying as women, men or non-binary will be helpful in galvanizing support for changing practices.

Tip: Focus on one or two indicators and pursue those findings with interviews to help interpret results, explore potential root causes, and generate potential solutions.

See the signs...

Differences in women's representation across engineering disciplines are significant. An organization that in 2021 recruits 20% women within mechanical engineering roles is doing well, exceeding the 2017 (4 years previously) student enrolment rate of 14%. However, the same outcome of 20% hiring of women as incoming chemical engineers would be a significant hiring gap compared to their 39% representation in chemical engineering postsecondary programs in 2017. The number may be the same (20%) but the evaluations and implications are very different.

2.3.3 Workforce demographics

- ✓ How well are women represented in various engineering roles and at various levels in the organization?
- ✓ How diverse is the population of women?
- ✓ What are the gender breakdowns at various career points such as recruitment, promotion, retention, and important learning opportunities?

The demographic representation of women in the engineering workplace can be seen as an outcome of the previous two measures (see sections 2.3.1 and 2.3.2).

The indicator that has received the most attention for women's equity in engineering is their numbers. The 30 by 30 initiative, educational institutions, and many workplaces have set their own metrics and goals concerning the number of women in engineering. Well-chosen metrics of women's representation can become powerful levers for change. They should align with the organization's rationale and goals for increasing the presence of women in the workplace. If increasing gender diversity to better serve external clients is a central interest, then at least some of the focus should be on women's representation within roles that can affect clients. If a particular skills shortage is a concern to the organization's leadership, then recruitment and retention of women in that talent pool should be a core, visible metric.

Make a difference: Use demographic data as a symptom – as one sign of underlying aspects of the workplace that merit further exploration. The counts are only possible indicators of barriers to be resolved or of positive practices to be celebrated and extended. Go further to make sense of the numbers.

Methodologies for examining the representation of women in an engineering workplace are helpful for decision-making – for making meaningful comparisons, understanding, and targeting the key gaps, and tracking progress.

- Use comparative statistics to put a particular number in context. Data are available in published online resources and from engineering or industry associations. Engineers Canada, provincial and territorial regulators, professional women's networks, industry associations, and consulting firms are all good sources. More refined breakdowns can be accessed through Statistics Canada's online census data and occasionally in specific analytical reports.
 Tip: Consider aspects such as geographic location, engineering discipline, and other constraints for comparability. Often there will not be a perfect match construct an approximation from multiple indicators.
- **Disaggregate the data** to explore and prioritize any identified gaps in women's representation. *Tip:* Look for any differences in the numbers of women across job levels, tenure in the

organization, racial identity, Indigenous identity, and other characteristics. For example, if the overall representation of women is high, yet there are few to none in senior roles, then retention, development and/or promotions may be the priority for action. If the numbers of newly hired racialized or newcomer women are low, then that may suggest a need for focused recruitment strategies.

• Use representation data with useful breakdowns to monitor the impact of actions taken by the organization.

Tip: Ensure that the counts being used for monitoring can realistically be expected to reflect any impact of the actions being taken. In an organization that "promotes from within", new recruitment strategies will affect representation in entry-level positions but not within senior management. Investments to minimize unconscious bias in performance evaluations or remove unintended barriers to career development may have widespread impact. Some actions can be expected to generate early results, others may take years to show a significant impact.

2.4 The power of measurement

The 2020 Engineers Canada survey of engineers and engineering workplaces has demonstrated some compelling differences between the perspectives of men and women. As shown in Figure 2, men hold a more positive view about the status of gender equity in their workplaces.¹² A lack of consensus on the current situation across the profession will be a barrier to making progress.



Figure 2: Gender differences in assessment of current levels of equity (Engineers Canada survey, 2020; N=690)

Well-defined and clearly communicated metrics reveal the gaps between "what is" and "what ought to be". They foster a sense of urgency and a commitment to action. The following chapter explores what those actions might include.

3. Actions for equity

Engineering workplaces are not the only, nor the first, to tackle the challenges of ensuring equity for women. Experiences and research across a range of industries, professions, and work environments have generated insights about successful practices.

To have the best impact, decision makers and change agents must be able to reflect the best of engineers' problem-solving and design thinking capabilities:

- See the problem to be solved;
- Adopt a principles and science perspective;
- Educate themselves about equity issues and the gaps in the current state in order to design a fitting solution; and,
- Seek out and apply appropriate tools, knowledge resources and best practices.

<u>Appendix C</u> presents three brief examples that illustrate the measurement and action principles.

Individual workplaces will have their own priorities and areas of focus, based on their organizational realities and informed by the assessments they have undertaken. The systemic barrier that is selected as a focus might be one that encompasses the entire organization, or it might be specific to one division or occupation, or to one policy or a particular aspect of workplace behaviour. There is no one solution that fits all situations.

A list of research resources and evidence-based practices has been provided in <u>Appendix D</u>. Actions can be built upon themes such as the following:

Action theme	Characteristics	Sample successful practices
Foster a respectful and welcoming workplace culture Over 90% of respondents to the Engineers Canada survey in 2020 rated 'culture change' as an important or critical topic for building inclusion capabilities within engineering workplaces.	 Diversity is seen as a strength Staff and managers know the potential benefits of a diverse workforce and work to achieve them Negative behaviours are not tolerated 	 Clear communication about diversity's benefits Learning programs and resources about inclusive interactions, allyship Explicit statements about workplace norms and inclusive behaviours. For example, the CSA has developed a National Standard and Implementation Guide for Psychological Health and Safety in the Workplace. Containing 14 assessment factors,
		it can be an effective approach for improving a work environment ¹³

Provide work-life flexibility	 ✓ Employees are trusted to meet their work responsibilities and have flexibility when needed ✓ People can share caregiving responsibilities ✓ People from a range of ethnic and faith-based backgrounds can respect their traditions ✓ People with disabilities can thrive 	 Achieving a critical mass of women, approaching 30% in targeted areas to support a shift in workplace culture Policies reflective of the range of diversity in today's society Consistent ongoing communication to the workforce and to managers about purpose, value and importance of flexibility for all employees
Ensure that the work environment reflects the signs and symbols of gender inclusion	 ✓ Titles of roles are inclusive (not gendered such as Chairman or Foreman) ✓ Facilities, ergonomic designs, safety equipment reflect needs of women and men. ✓ Messaging and examples show gender balance 	 Critical examination of hidden assumptions in titles, communications, etc. Refreshed as needed. GBA Plus review of programs, materials, etc. Investments made when needed, to upgrade facilities and purchase more inclusive supplies.
Rely on career and HR practices that are equitable and inclusive	 ✓ Practices are transparent and generally seen to be fair ✓ Decision makers are aware of the risks of unconscious bias and take action to mitigate them 	 Review job postings and hiring criteria to ensure they are intentionally inclusive of difference Training and supports for hiring managers Review of practices against external benchmarks and recognized best practices Analysis of data – pay levels, promotion rates, etc.
Take purposeful actions to improve gender balance in leadership	 ✓ Progressively more gender balance in key positions including the senior executive and the Board ✓ Support for initiatives such as the federal government's "50- 30 Challenge" (50% women and/or non-binary; 30% 	 Women's mentoring and development program Network for women engineers Monitoring women's representation in leadership and in feeder positions Using executive search firms with a commitment and success record for gender equity

members of other equity- deserving groups)	
✓ Genuine interest and solid	
practices for including capable	
women in leadership roles	

4. Moving forward with change

4.1 General principles relevant to gender within engineering

Beyond having particular areas of focus, a recognized challenge in achieving equity for women is the necessity of fostering an environment that is conducive to change. The following are seven general principles which may help guide individuals and organizations who want to work towards achieving gender equity in the workplace:

1. Equity for women requires a multidimensional approach and long-term commitment.

Equity is not easily compartmentalized. Changes in one aspect must be reinforced with changes in another. For example, hiring talented women will have no impact on innovation if their ideas and contributions are routinely discounted in meetings. Progress on equity for women will be a continuing effort. Rather than a checklist that might soon be 'done', it is often described as a 'journey', where one step leads an organization to a new state and readiness for the next step.

2. Moving forward with culture change requires 'proactive' commitment across leadership teams, going well beyond passive endorsement.¹⁴

The CEO alone cannot change the culture of the entire organization – the executive team, human resources, and leaders throughout the company must play their part.¹⁵ In some cases, leaders will not be ready to be the champions one might hope for. Some will lack interest. Some will have questions or concerns. Others might be passive in their support, unwilling to invest or persevere in the face of obstacles. Sustainable change to a more gender-inclusive workplace will be slow and difficult in this context. An intentional effort to influence them could include education about the business case, relevant success stories, one-on-one coaching, or mentoring. Involving and empowering emerging leaders who are passionate and driven to make a difference can be a helpful strategy for building leadership and change momentum.

Make a difference: In companies that succeed with fostering gender-inclusive cultures and workplaces, the senior leaders "walk, talk, run, and shout about gender diversity". They "fervently believe in the business benefits of creating an environment where talent can rise".²²

3. Effecting change in gender equity requires everyone to be part of the solution.

Discussions that lead individuals to feel 'shamed and blamed' are more likely to lead to resistance

than to a new commitment toward change. Acknowledging that systemic barriers in workplaces have arisen through longstanding practices and attitudes that originated in times when workplaces were much less diverse can be more effective. These systems, practices and attitudes often remain unquestioned, due to unconscious bias.

Make a difference: "I like having access to bias training. As a male myself, I went through my own culture change after realizing my own biases through reading articles and speaking to informed people. I think all men deserve the same." – Survey respondent

4. Repeated and consistent communication is critical.

Creating momentum requires ongoing and transparent communication about the current situation, the desired situation, and the gaps between the two. As was evidenced in the survey (see above), not everyone has the same understanding of today's workplace reality. Myths and misunderstandings will stand in the way of effective progress. Expectations about the commitment and behaviour required to close the gaps must be well understood.

5. Measurement, monitoring, and ongoing reporting of the indicators of a gender inclusive workplace helps to focus and maintain efforts.

In the Engineers Canada survey, 1 in 8 of the male respondents indicated they "don't know" whether gender makes a difference in someone's workplace experience. Raising awareness of the current situation is a critical requirement for moving forward. Reporting should include insights from individuals identifying as women, as men, and non-binary or that identify as a member of an underrepresented group.

6. Clear accountabilities must be in place at all levels of an organization.

A desire for culture change sometimes runs the risk of becoming a situation where it is everyone's responsibility, and therefore no one's responsibility. Clarity about the required change and the expectations for achieving it helps everyone to see their role.

- Leaders and managers at all levels should have equity-related objectives, defined competencies, and relevant skill-building, with follow-up.
- At an individual level, many organizations have outlined inclusive behaviours expected of all staff. Employers are taking action to encourage staff to be 'allies' who help to surface and address experiences of micro-aggression and encourage micro-affirmations and micro-interventions, instead. While sometimes these 'allyship' programs are designed for men¹⁶, attention is also required to encourage individuals identifying as women or non-binary to speak up on gender equity issues.
- People who are not directly affected by the issue being faced can be powerful allies. For example, a white woman can speak up for Indigenous women, or a senior woman can advocate for parents with young children. However, often members of equity-deserving

groups will not feel safe to raise issues that affect others, or themselves, for fear of direct retribution or more subtle negative impacts. Ensuring that people feel equipped and supported to be allies is critical. Similarly, it is important to ensure that individuals who feel they have been negatively affected by an issue have the confidence that their organization is a safe place to raise their concerns; in this way they can be part of supporting the wider change effort to which their leaders and organization have committed.

7. Progressive learning approaches embed equity issues into ongoing work.

Learning supports can include traditional training approaches, but also job aids, team discussions, mentoring / coaching, task forces, webinars, and ongoing consistent communications (e.g., in newsletters, staff meetings, leadership messages, events). One approach that has shown success is to prompt awareness-building interactions between leaders and women engineers, such as dialogue sessions, mentoring, and reverse mentoring. These various approaches will build awareness, increase knowledge, and enhance behavioural competencies for individuals, team leaders, mentors, and senior managers.

4.2 Putting it into practice

Introducing and sustaining new behaviours is the core challenge for successful change. For successful implementation of a change in policy, programs and/or related behaviours, organizations must adopt an intentional, strategic and methodical change management approach.

A good change plan will guide efforts to actively engage leaders, sponsors and change agents throughout the organization. It will also provide an evidence-based orientation that can incorporate a variety of inputs – quantitative, qualitative, research-based and lived experience – from the full diversity of the workforce, for designing, testing, and improving solutions.

4.2.1 The ADKAR model

One approach that is widely used and well recognized is the **ADKAR model**¹⁷ that considers Awareness, Desire, Knowledge, Ability and Reinforcement. The framework rests on the idea that organizational change can only occur through individual change. For example, the most effective policies and programs for work-life balance will have no impact unless accompanied by a genuine acceptance of flexible work arrangements by colleagues and managers. In the context of addressing gender equity barriers, this implies a progressive, sequential completion of the building blocks:

Awareness – of the need for change
 Why the status quo is no longer acceptable. Why greater equity for women in engineering workplaces is the 'right' and the 'bright' thing to do. How the individual's behaviour has an impact.
 Desire – to participate and support the change

	Engaging managers and senior leaders to sponsor the change, demonstrate commitment, and hold others accountable. Reassuring people that equity for women is a benefit to everyone.	
Knowledge	– on how to change	
	Understanding unconscious bias, micro-aggressions, unintended systemic barriers to women's participation, etc. Education and training on what more inclusive behaviour looks like. Information on the new policies and practices; roles and responsibilities; access to resources.	
A bility – to	Ability – to implement desired skills and behaviours	
	Acquiring the ability to demonstrate the new capabilities. Time to practice. Many well-intentioned leaders hesitate to 'say the wrong thing' or unintentionally slip back into old ways. Consequently, they sometimes 'do nothing' rather than take a risk. Without a safe environment, they will hesitate to try out new approaches.	
R einforcement – to sustain the change		
	Support for sustaining the change such as measurement and transparent reporting of results; continued coaching and communication from leaders; celebration of progress; ongoing investments in improvement.	

4.2.2 Small wins

Another successful approach is a focus on 'small wins' – "a series of controllable opportunities of modest size that produce visible results". ¹⁸ These 'small wins' succeed by making progressive changes in a consistent direction, attracting allies, and minimizing resistance. Years of applied research in a range of organizations has shown that a disciplined small-wins strategy for gender inclusion "benefits not just women but also men and the organization as a whole."¹⁹

5. Next steps for individuals and for organizations

Canada's engineering profession needs to attract skilled women, recognize their value, allow them to thrive, and retain them. This guideline presents strategies and approaches for understanding the current state, generating commitment and momentum, and taking and sustaining action.

There are approaches that are suitable for individual action and others that are suitable for implementation by employers. They are not mutually exclusive, but rather complementary and additive in impact.

5.1 Individuals

Engineers, managers, and leaders wishing to improve workplace equity for women cannot be bystanders. Rather, they must take accountability for individual action. While there will be differences across roles, individuals can take several concrete steps including the following:

- Building one's own knowledge and self-awareness;
- Committing to action, such as a 'small wins' strategy, consistent allyship, and taking on accountability to be an agent for change;
- Leveraging one's influence and visibility, taking individual action to foster positive and inclusive work environments whether as colleagues, mentors, opinion leaders, managers, and organizational leaders; and,
- Showing the confidence and courage to stand up for oneself, for others, and for positions that might be challenging.

5.2 Employers

Organizations wishing to improve workplace equity for women must adopt inclusive policies and practices, implementing actions that will shape an inclusive workplace culture in the day-to-day. Employers can take a variety of actions including the following:

- Assessing not only the current state of workplace equity for women but also diagnosing the organization's current state of diversity maturity²⁰ and its readiness for change;
- Gaining knowledge and expertise to identify and implement evidence-based best practices for attracting, developing, and retaining women, with diverse identity, in engineering workplaces;
- Embedding gender inclusion within core business concerns and people management practices. Re-thinking, disrupting, and re-designing the system where necessary;
- Partnering with other organizations in the broader talent system engineering faculties, professional associations, educational institutions, and STEM agencies;
- Setting targets for gender equity and inclusion that are supported by leadership, such as <u>30 by</u> <u>30</u>, and the <u>50-30 Challenge</u>, and/or defined improvements in employee survey results or turnover rates for women; and,
- Establishing clear standards and norms for behaviour, with learning and communication supports, clear accountabilities, and relevant rewards / consequences.

The expectation is that individuals and organizations throughout the engineering profession will take meaningful action. Commitment, accountability, measurement, and continued learning are the necessary ingredients to maintain and accelerate progress.

6. Conclusion

Engineers Canada is pleased to provide this *Guideline for engineers and engineering firms on equity for women in the workplace* to our country's engineering profession. It is an important complement to the *30 by 30* initiative and is positioned to support direct action within Canada's workplaces.

From coast to coast to coast, we believe that it is time for urgent action to create the Canadian engineering workplaces that will be equitable and inclusive for women in all their diversity. We encourage you, the reader, to turn your thoughts and behaviours toward making the change that we know is needed.



Appendices: Additional context and rationale, Glossary, Tools, Resources

Appendix A: Additional context and rationale

Women remain significantly under-represented in engineering.

In 2020, 14.2 per cent of the members of the engineering profession in Canada were female-identifying (an increase from 13.9 per cent in 2019).²¹ Year-overyear progress toward more equitable participation is generally regarded as disappointingly slow.

The 30 by 30 initiative has set an objective of having women represent 30% of newly licensed engineers by the year 2030. The most recent data show that just over one-fifth (20.6%) of newly licensed engineers in 2020 identified as women. This is an encouraging increase from the 2019 level of 17.9%, which had moved only marginally from the 2014 level of 17.0%.²² Future data collection will assess whether this most recent increase is being sustained.



Figure 4: National statistics of the sex distribution among newly licensed engineers (binary only)

A focus on the postsecondary 'pipeline' is necessary but not sufficient.

There are many programs under way to encourage young women to develop and sustain interest in STEM fields.²³ Within accredited postsecondary engineering programs, Engineers Canada statistics reveal that females represented 23.4% of undergraduate enrolment in 2019. This reflects a steady increase in the last 10 years, growing from 17.7% in 2010. For the 2019-2020 academic year, Statistics Canada reports that only 21.8% of students in Canadian engineering and engineering technology programs were female-identifying.²⁴ This proportion of just over 'one in five' was the lowest among the ten fields of study reported. The proportion of female-identifying was slightly higher among international students (24%).

The representation of female-identifying students varies significantly across disciplines within engineering. Software, mining, computer, mechanical and electrical engineering consistently see the lowest levels of female representation in degrees awarded, while biosystems, geological, chemical and environmental see the highest levels (see Figure 5).



Figure 5: Engineering undergraduate degrees awarded to females, by discipline, with percentage increase (2010, 2019) ²⁵

An equitable workplace is expected – it is the 'right' thing to do.

Employers are increasingly expected to demonstrate commitment and tangible progress toward having a workplace that reflects the diversity of the communities in which they work, and which is characterized by inclusive approaches and perspectives. News items, social media, shareholder meetings, government investments, and stakeholder commentaries are public reflections of the ongoing shift in societal expectations. There is a clear growth in the expectations for improving the representation levels of women, more specifically. These expectations are set out in professions²⁶; in governance frameworks²⁷; in industry accords and commitments²⁸; in vendor criteria laid out in contracting opportunities²⁹; and elsewhere.

Make a difference: Continue to raise awareness of the importance of gender equity to your firm. Capture examples of the related expectations stated by stakeholders such as clients, communities, and others; then communicate them regularly to colleagues in work presentations, meetings, and discussions.

Within the engineering profession, the characteristics of an inclusive, equitable and welcoming workplace already align directly with the key points of the profession's ethical standards. These statements capture well the profession's expectations not only of individual engineers, but also of those work environments that they work within and influence. The Engineers Canada Code of Ethics³⁰ describes conduct that would also foster an equitable environment for women:

- Very generally, registrants are expected to "Uphold and enhance the honour and dignity of the profession".
- More specifically, registrants are expected to "Conduct themselves with integrity, equity, fairness, courtesy and good faith towards clients, colleagues and others", "Promote health and safety within the workplace", and "Treat equitably and promote the equitable and dignified treatment of people in accordance with human rights legislation".

An equitable workplace makes good sense – it is the 'bright' thing to do.

It will take concerted action from a range of stakeholders to create truly equitable and inclusive workplaces for women in engineering. Fortunately, these stakeholders also benefit directly from the changes that lead to greater equity for women.

In a competitive labour market, employers with a track record of success with gender equity will have the advantage in attracting talent. In a large-scale study of millennials, PwC reported that 82% of females and 74% of males identified an employers' set of policies on diversity, equality, and workforce inclusion as an important factor when deciding whether or not to work for an organization³¹.

Accessing skilled engineering talent has perhaps never been as critical a concern as it is now. Infrastructure investments and a range of innovation challenges are undeniably high on the national agenda. When engineering jobs cannot be filled, projects may be understaffed or short of key qualifications, thereby creating risks to project success. Hiring a wide range of talented engineers helps avoid negative trickle-down impacts on our success with climate change commitments, manufacturing, resource extraction, power generation, construction, public service, health, and others. The profession cannot afford to lose talented women to other, more inclusive professions and industries.

Make a difference: List some tangible examples of benefits that individuals, employers, and others could see from equity for women within your context. Discuss relevant implications with those in your network.

Equity for women in a workplace helps organizations achieve better business outcomes. A considerable body of research evidence confirms that increasing gender diversity is linked to improved results in important indicators such as innovation, financial results, risk mitigation, safety, and employee engagement.³²

The changes required to achieve equity for women will benefit all workers by providing more equitable career opportunities, more supportive policies, and a more satisfying and engaging workplace experience. Beyond gender, a broader focus on diversity and equity overall will lead to important benefits related to inclusion across race, ethnicity, (dis)ability, age, sexual orientation, and other identities.

Finally, there are important benefits to be achieved at a societal level. While professional practice and sound methodologies are foundational, an engineering profession that also has more diverse perspectives and 'lived experience' will better reflect society and have an advantage in understanding its needs.

See the signs...

Explicitly considering the specific characteristics of women when designing solutions and products has led to notable examples of improvements that benefit society. Driving safety has been enhanced through redesigns of seatbelts, airbags, and crash test dummies. Public safety and government finances were improved when Stockholwellm applied a gender lens to its snow clearing practices, prioritizing the needs and safety of transit users, cyclists and pedestrians who were primarily women.

Appendix B: Glossary

30 by 30: The '30 by 30' initiative, first conceived by the Association of Professional Engineers and Geoscientists of Alberta (APEGA) in 2010, was adopted by Engineers Canada as the national goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030.

50-30 Challenge: The Government of Canada's '50-30 Challenge', led by Innovation Science and Economic Development (ISED), aims to promote voluntary action toward diversity on boards and/or in senior management. It asks large employers, small-medium enterprises and other organizations (post-secondary, non-profits, etc.) to aspire to two goals: gender parity ("50%" women and/or non-binary people) and significant representation ("30%" other equity-deserving groups) on Canadian boards and/or in senior management.

Ally: An ally takes supportive action to address barriers, harassment, micro-aggressions, or other workplace dynamics that are likely to disadvantage members of equity-deserving groups (other than their own). Allyship goes beyond "see something, say something"; in its best form, it includes taking self-aware, informed, strategic actions for systemic change.

Diversity: Captures the psychological, physical, and social differences that occur among any and all individuals. People differ by attributes such as age, race, education, mental or physical ability, learning styles, gender, sex, sexual orientation, immigration status, religion, socioeconomic status, family status, and others. A diverse group, community, or organization is one in which a variety of social and cultural characteristics exist.

Female, female-identifying, women: The guideline uses the gender identity term 'women'. Where it is more appropriate to refer to the gender diversity of lived experience, to categorize sex, or when sharing results of a binary sex survey, 'female-identifying', or similarly 'identifying as female' is used.

Gender: Socially constructed ideas and characteristics of women, men and non-binary individuals – such as norms, roles, behaviours, and relationships of and between groups. Terms such as genderqueer, gender-nonconforming and others are used to reflect some of the diversity of gender identities in the population.

Gender equality: Equal chances or opportunities for groups of women, men and non-binary individuals to access and control social, economic and political resources, including protection under the law (such as health services, education and voting rights). It is also known as equality of opportunity – or formal equality.

Gender equity: More than formal equality of opportunity, gender equity refers to the different needs, preferences and situations of women, men and non-binary individuals. This may mean that different treatment is needed to ensure equality of opportunity. This is often referred to as substantive equality (or equality of results) and requires considering the realities of the lives of women, men and non-binary individuals³³.

Inclusion: Environment in which all people are respected equitably and have access to the same opportunities. Requires the identification and removal of barriers (e.g., physical, procedural, visible, invisible, intentional, unintentional) that inhibit participation and contribution.

Intersectionality: Adopting an intersectional perspective recognizes that people have multiple and diverse identity factors (beyond gender) that intersect to shape their perspectives, ideologies and experiences. This perspective can provide a more comprehensive view of systemic impacts that are interconnected and cannot be examined separately from one another (e.g., racism, sexism, homophobia, etc.).

Micro-aggression: Workplace microaggressions are subtle behaviors that affect members of marginalized groups such as women but can add up and create even greater impacts over time. Examples include ignoring or discounting the person's input in a meeting, making assumptions about the person's place of origin, and making a comment (even a positive one) that reflects stereotypes.

Non-binary: Non-binary individuals do not identify exclusively as a man or woman. They may identify as being both a man and a woman, somewhere in between, or as falling completely outside these categories. The term non-binary can be specific or an umbrella term. Examples of non-binary identities can include (but are not limited to) genderqueer, genderfluid, two-spirit, and agender.

Sex: Classification of individuals based on biological and physiological differences of males, females and intersexed individuals. Sex is distinct from gender, which is based on social constructions such as roles, norms, and patterns of behaviour.

Unconscious bias: Everyone has unconscious assumptions, beliefs, attitudes and stereotypes that their brains have developed about different groups. They can be positive, negative, or neutral. These learned mental short-cuts affect how we perceive and respond to people, preventing us from clearly seeing fairly and accurately the information or the person in front of us. Unconscious biases can be triggered within a fraction of a second, affecting decision-making in ways of which we are generally unaware.

Appendix C: Change Agent Tools and Examples

Tool: Choosing a policy, process or procedure as the focus or starting point

Organizations or change agents can sometimes be overwhelmed by the number of opportunities for change. A straightforward comparison of effort vs. potential benefit can help to get started.

Review any assessment findings that depicted the "as-is" workplace – where are the recognized 'pain points' or the barriers to women's participation?

Make a list of possible policies, processes or procedures that might be worth reviewing. For each one, estimate how much impact a change might have. Then, estimate how difficult it might be to change that policy, process or procedure.

Based on the ratings, place the policies, processes and procedures in the appropriate box of a simple matrix.

Look at the results to prioritize them and to choose a starting point. The diagram below shows a few hypothetical examples to demonstrate this matrix might be used.



Often, some important and unintentional systemic barriers are found in policies, processes or procedures such as:

- Recruitment and hiring processes and procedures
- Promotion and transfer processes
- Job titles and job evaluation processes
- Policies about working hours and flexibility or personal time off
- Procedures that are seniority-based, such as requesting vacation or work shifts

Tool: Gender Analysis Key Questions

Are there any unintended gender barriers that can be removed by updating the policy, process or procedure?

- 1. What is the written policy, process or procedure?
 - Obtain a copy.
 - ✓ Find out who has the responsibility or ownership for it.
- 2. What is its purpose and where does it apply?
 - Summarize the intended benefit of the policy, process or procedure. Any proposed changes should be aligned to this purpose.
 - ✓ Make a list of the people or groups who are affected by the policy, process or procedure.
- 3. How might it affect women and men differently?
 - Ask the group that 'owns' the policy, process or procedure about any gender implications that they are aware of or have considered.

 Interview a few women and men about their experiences with this policy, process or procedure. Questions to ask might include:

- What impact has this policy, process or procedure had on you?
- In your experience, how is this policy, process or procedure applied, compared to the way it is written?
- What changes to this policy, process or procedure might make it better for you?

 Find any other information that might help to understand the impact of this policy, process or procedure on women and on men. Some ways that women and men and people with nonbinary gender identities might be affected differently include:

- Financial impacts
- Health and wellness
- Safety and personal risk
- Ability to manage work/life balance
- Job satisfaction
- Career opportunities
- Access to training

Common sources of information would be: Accounting or Human Resources staff, administration at a field site or in the local office, Health & Safety departments, and local managers. Ask them to provide information separately for men and women, if possible.

- 4. What conclusions can be drawn about whether there are any gender barriers in this written policy, process or procedure?
 - ✓ Analyze the information collected, to identify any gender-related systemic barriers.
 - ✓ Validate the conclusions with a group of knowledgeable people in the company.
- 5. What changes would be helpful?
 - Get good ideas by reading some resource material, talking to some women and men, or talking to the group that 'owns' the policy, process or procedure.
 - List one or more changes to the policy, process or procedure that would eliminate the systemic barrier(s).
 - Evaluate the proposed changes and make a decision or recommendation.

Putting it into practice: Case studies* for making systemic change

Concern or 'Pain Point'	Assessment	Taking Action
Our organization seems to attract few women applicants	 We introduced a self- identification question so we will be able to accurately count – and focus on facts, not opinions. We confirmed that our candidate pool has fewer women than do engineering programs at local universities. We interviewed some graduating female students and learned that our firm was largely unknown. Our small sponsorships within hackathons have not reached them. 	 We created a small task team. We decided to sharpen our focus on outreach to local universities. We will be making presentations, participating in job fairs, and updating our recruitment materials for gender inclusion. We will conduct a few focus groups with senior level students to understand what they look for in an employer, such as our reputation for work-life flexibility, workplace culture, etc. We will partner with program instructors to support students with their final year projects that are relevant to our business.
Mid-career women engineers have complained about lower earnings	 Our HR group compiled women's and men's earnings among mid- career engineers (there were not enough gender-diverse individuals to compare). We disaggregated the data by racialized, Canadian vs. international education, and parental leave. Only parental leave had an impact. We met with our women's network to explain the findings and validate our interpretation. 	 We chose as the first course of action a series of sessions with senior managers to address the possibility of unconscious bias in rating performance, awarding salary increases, and offering promotions or developmental opportunities to new parents. We will strike a task force to explore best practices for options such as remaining in contact (if desired) during leaves, and modifying our processes for performance / potential rating and staffing decisions.

^{*} Hypothetical, but representative, examples

	3.	Upon further review we learned that individuals (women or men) who had taken leaves of longer than 4 months had fallen behind in salaries and were less likely to have been promoted.	3.	We will explore opportunities to address the policies that effectively restrict parents from working part-time and maintaining their client relationships and project links. ³⁴
We have few women ready to advance into leadership positions	1.	Our first step was to look at the percentages of women and men at mid-management. We broke down the data by years with the company, Indigenous identity, racialized, and self-identified disability status. We questioned the assumptions about 'readiness' by having a panel of managers do a blind comparison of work histories and performance / potential ratings. We interviewed a sample of women and men at these levels about their career interests and perceptions of opportunities.	1.	We discovered two key barriers: (1) Women, in particular, had doubts about the welcome and support they would get at the leadership table. (2) There appears to be an unconscious bias that has an impact of lowering the assessments of women's readiness. Our organization will work with our women's network and an outside consultant to develop and pilot a leadership development program with a focus on women engineers (men and gender- diverse engineers will also be eligible). We will facilitate a candid discussion with our executive team about their behaviours to be fully inclusive and supportive of women at the executive level.

Appendix D: Sample Resources

This curated list is intended to provide sources for appropriate tools, credible engineering-relevant information sources, and guidance for further exploration as a starting point.

Specifically, the resources provide one or more of the following:

- Background and context;
- Research summaries specific to women in engineering and STEM fields;
- External trends and current initiatives; and,
- Relevant strategies and best practices for increasing the percentages of women in engineering occupations

1. Engineers Canada: 30 by 30 and beyond: Environmental Scan Report https://engineerscanada.ca/sites/default/files/diversity/30-by-30-and-beyond.pdf

This 50-page report from Engineers Canada provides:

- An overview of the 30 by 30 work done to date
- Recent statistics on women's participation in engineering, at various points in the continuum (early education, post-secondary education, engineering profession)
- Barriers to women in engineering (in recruitment, retention, professional development)
- Examples of external trends and comparators
- The role of Engineers Canada
- Analysis and recommendations

For a quick read:

- See the leaky pipeline figure (p. 24). It demonstrates that engineering loses women at the entry to postsecondary, and at the transition from postsecondary to licensed engineers.
- Read Sections 3 to 6 (pp. 32 to 50), starting with Barriers and ending with Recommendations
- 2. Research reports and employer guides: Engineering associations and regulators across the country have conducted comprehensive research programs and developed pragmatic guides for employers. Three examples are listed here.

OSPE Report: Calling all STEM Employers: Why workplace cultures must shift to change the gender landscape

https://ospe.on.ca/wpcontent/uploads/2019/11/breaking barriers white paper report single.compressed.pdf This 18-page report from the Ontario Society of Professional Engineers provides:

- Results from interviews, focus groups and surveys (Ontario and nation-wide)
- Comparisons of career barriers reported by men and women working in STEM fields
- Recommended actions for employers and for educational institutions

This report is a quick read. For particularly compelling summaries,

- See the graph on p. 7 that ranks the workplace challenges to advancement, separately for men and women. It shows that 'Feeling disrespected and undervalued' and 'Lack of mentorship opportunities and/or role models' are reported as barriers by more than 40% of the 1700+ women who responded to the survey.
- See the Key Findings summarized on p. 13.
- Review the recommendations for employers on p. 16

APEGA: Women in the Workplace: A Shift in Industry Work Culture

https://www.apega.ca/docs/default-source/pdfs/wage-2021-abridged-report.pdf

This report from the Association of Professional Engineers and Geoscientists of Alberta (APEGA) provides the results of a three-year project to examine the barriers faced by women in engineering and geoscience workplaces. The initiative included an online survey, consultations, a pay equity analysis of five years of provincial survey data, labour market data within the profession, and a pilot project with five employer partners.

For a quick read, there are several infographics and short action tips. Two summary pages (pp. 34-35) provide 7 to 10 suggested actions for individuals, for leaders, and for organizations.

The project also produced a guidelines document. The project overview can be found at: https://www.apega.ca/members/equity-diversity-inclusion/wage-grant-project

OIQ: Femmes en génie: Guide de l'employeur pour un milieu de travail plus diversifié, inclusif et équitable

https://www.oiq.qc.ca/wp-

content/uploads/documents/Communications/femmes_en_genie_guide_employeur.pdf

This employer guide from the Ordre des ingénieurs du Québec (OIQ) complements the Order's previous efforts to attract and support girls and young women in choosing a career in engineering. It begins with a few infographics addressing the representation rates for women in the profession. Short, reader-friendly sections present key points of the business case for greater diversity and some of the critical barriers and challenges for women in engineering.

The second half of the report focuses on action recommendations for employers, including:

- Doing a workplace assessment;
- Setting targets; and,
- Creating an action plan for recruitment, performance management and retention, and professional development.

Short "did you know" call-outs provide an evidence base for the recommendations.

Four brief case studies of small and large engineering work environments give examples of successful approaches.

3. Series of four infographics from "Engendering Success in STEM" and related research networks: selected findings from research projects involving a network of Canadian universities. https://successinstem.ca/resources/

These resources include a series of infographics that are each 1-3 pages long, plus short reference lists. They have been selected to address the following issues:

- Understanding workplace diversity for managers. See this for a foundational view of the business case and key issues in diversity issues related to gender.
- *Bias busting strategies for institutions*. This one-page infographic lists six evidencebased strategies and actions for STEM workplaces to counteract implicit bias.
- *Gender inclusive policies and practices in engineering.* This describes how inclusive policies create positive social climates, thereby reducing the 'social identity threat' that affects women's decisions to stay in STEM fields.
- Intersectionality in STEM These research findings highlight that women's various identities will affect their experience.

4. DiscoverE report: Despite the Odds: Young women who persist in engineering (Executive Summary)

https://discovere.org/resources/despite-the-odds-young-women-who-persist-in-engineering/

This 16-page summary of a literature review identifies the personal factors that are linked to whether young women choose engineering and/or whether they persist in engineering studies. The report is an easy read, well-structured to highlight the relevance of 7 factors such as young women's interest and attitudes toward engineering; their own sense of self-efficacy; and their sense of belonging. In reviewing the findings, consider the possible implications for engineers and engineering firms.

5. Symposium report from May 2019: *Women and the workplace – How employers can advance equality and diversity*

https://www.canada.ca/en/employment-social-development/corporate/reports/womensymposium.html

This 52-page report summarizes presentations and discussions from a two-day event with 240 Canadian leaders and champions from a wide range of sectors and organizations. It captures many recent research findings and gender equality initiatives and trends in a user-friendly format. The last section (pp. 35 to 52) provides an annotated listing of organizations and resources for promoting workplace gender equality.

For a quick read:

- The Executive Summary highlights three components for focus:
 - Increasing awareness and challenging widespread myths;
 - Changing structures instead of people; and,
 - Adopting an intersectional approach.
- The Executive Summary also lists several best practice strategies for hiring, employee retention and career advancement.
- Throughout the document, brief descriptions of particular issues and solutions are good snapshots.

6. *"Assembling the Pieces - An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace",* Standards Council of Canada, 2014 https://www.csagroup.org/documents/codes-and-standards/publications/SPE-Z1003-Guidebook.pdf

This guide to support an organization's implementation of the CSA National Standard for Psychological Health and Safety in the Workplace is lengthy (160+ pages) but user-friendly. It offers practical steps and guidance for taking action to build a workplace environment that is welcoming, inclusive and psychologically healthy. While not specifically focused on issues of equity for women in engineering, it nonetheless offers a comprehensive set of relevant checklists, tools and techniques.

7. "Women in Consulting Engineering in New Brunswick: Career Satisfaction & Workplace Experiences", Association of Consulting Engineering Companies – New Brunswick, 2020. https://www.acec-nb.ca/uploads/1/3/6/3/136372220/acec_nb_final_march_27.2.pdf

This research report explores attractors to women in consulting engineering, including meaningful types of benefits, drivers of career satisfaction, perceptions of career advancement opportunities, and work culture. Quantitative and qualitative data from a survey, focus groups and telephone interviews are presented under key themes. Recommendations for employers as well as for an industry association translate the findings into pragmatic courses of action. The topics, consultation questions and the recommended practices are relevant to small, medium

and large organizations that want to undertake efforts toward greater equity for women in their workplaces.

8. DiversifySTEM online materials developed by the Ontario Society of Professional Engineers (OSPE) https://diversifystem.ca/all-lessons/

This suite of easy-to-use quick learning supports walks the user through a process of identifying key aspects of gender diversity, assessing their organization, and deciding on courses of action. It is easily customized to the user's particular interests and knowledge level. It can be started, set aside, and completed at another time. The resources are visually appealing and concise.

9. Society for Women Engineers materials for learning methods and discussion sessions https://swe.org

This U.S.-based organization offers a range of learning supports focused on increasing workplace inclusion for women in engineering. The materials range from learning cards applicable in global workplaces, to facilitator guides for group sessions, to webcasts exploring lived experience. These materials have a strong intersectional lens and can be useful new approaches for engaging leaders and employees in the topics of equity.

10. Research perspectives on women, work and the COVID pandemic

These resources capture recent information available on the impact of the COVID-19 pandemic on working women. They document the related opportunities and potential risks to women's advancement into fields such as STEM, in the context of the pandemic.

- Statistics Canada report: Working from home during the COVID-19 pandemic, April 2020 to June 2021 Available at <u>https://www150.statcan.gc.ca/n1/daily-</u> <u>quotidien/210804/dq210804b-eng.htm</u>
- Engineers Canada: November 2020 Submission to the House of Commons Standing Committee on the Status of Women on the Impacts of the COVID-19 Pandemic on Women. Available at: <u>https://engineerscanada.ca/sites/default/files/public-policy/public-policy-document/fewo-impact-of-covid-19-pandemic-on-women.pdf</u>
- The impact of COVID-19 pandemic on gender-related work from home in STEM fields— Report of the WiMPBME Task Group. This survey suggests that the burden of childcare and household duties will have a negative impact on the careers of women if the burden is not more similar for both sexes. The authors emphasize that a change in policies of

organizations may be required to minimize the negative impact on the professional status and career of men and women who work in STEM fields. Available at: https://onlinelibrary.wiley.com/doi/10.1111/gwao.12690

 The Association of Consulting Engineering Companies in BC (ACEC-BC) has produced resources to support organizations in their efforts to consider and make progress on Equity, Diversity and Inclusion within the context of the COVID-19 pandemic. Practical advice for remote teams and culture change toward EDI in the 'new normal' is available on their website: <u>https://acec-bc.ca/resources/</u>

Endnotes

¹ Sex and gender definition: Sex identifiers have historically been limited to 'male' and 'female' in the survey of national membership. For the purposes of this survey, data on sex was recorded with three options: "Male", "Female", or "Gender Unknown". We use "female-identifying" to describe participants who selected female, and "male-identifying" to describe participants who selected female, and either the sex identities. "Gender Unknown" indicates that the members did not provide a sex identifier. ² "Engineers Canada Strategic Plan 2019-2021," Engineers Canada, November 8, 2019.

³ Research references are provided in the document and in the curated list of resources.

⁴ <u>DiversifySTEM website</u>, Ontario Society of Professional Engineers. Accessed November 2021.

⁵ See, for example, "<u>The EGBC Code of Ethics</u>", Engineers & Geoscientists of BC, March 12 2021.

⁶ For example:

- Labour force statistical data can be explored at a level of analysis that will reflect an organization's context and identify specific gaps in women's representation.
- The Global Diversity, Equity & Inclusion Benchmarks (GDEIB) can be used to assess an organization's practices.
- The federal government's GBA Plus (Gender-Based Analysis Plus) lens provides a thorough analytical approach.

⁷ See the Glossary.

⁸ See <u>Global Diversity</u>, <u>Equity & Inclusion Benchmarks</u>: <u>Standards for Organizations Around the World</u> (2021) for the full set of benchmarks and other supporting tools.

⁹ https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html

¹⁰ See Perez, C. C. (2021). *Invisible Women: Data bias in a world designed for men*. Abrams Press.

¹¹ Morissette, René. "<u>Working from home during the COVID-19 pandemic, April 2020 to June 2021</u>", Statistics Canada - Social Analysis and Modelling Division, August 4, 2021

¹² It is useful to note that these responses are from men who chose to participate in a survey about gender equity. We cannot be certain how representative they are of the wider population of men – it is possible that the perspectives of men who did not participate might be different, perhaps showing even less awareness of the challenges faced by women. Regardless, the available data are sufficiently clear to warrant reflection.
¹³ See:

- "Psychological health and safety in the workplace Prevention, promotion, and guidance to staged implementation", CAN/CSA-Z1003-13/BNQ 9700-803/2013; Standards Council of Canada, January 2013 and Reaffirmed in 2018.
- Collins, J. "Assembling the Pieces An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace", Standards Council of Canada, 2014.

¹⁴ Orser, B. (2001). *Chief Executive Commitment: The Key to Enhancing Women's Advancement.* Conference Board of Canada.

¹⁵ Barsh, J., Nudelman, S., & Yee, L. (2013, April). "Lessons from the Leading Edge of Gender Diversity". *McKinsey Quarterly*.

¹⁶ See, for example, N.L. Wilson, T. Dance, W. Pei, R.S. Sanders, A. Ulrich (2021). "Learning, experiences, and actions towards advancing gender equity in engineering as aspiring men's allyship group". *Canadian Journal of Chemical Engineering*, *99:2124-2137*

¹⁷ The Prosci ADKAR Model, Prosci, 2021

¹⁸ Weick, K. E. (1984). "Small wins: Redefining the scale of social problems". *American Psychologist, Vol 39(1),* 40-49.

¹⁹ Meyerson, D., & Fletcher, J. K. (2000). "A modest manifesto for shattering the glass ceiling." *Harvard Business Review*, 78(1), 126-36.

²⁰ 'Diversity maturity' is a term that generally reflects an organization's progress to date on a number of dimensions related to diversity, equity and inclusion.

²¹ <u>2021 National Membership Information</u>" Engineers Canada, November 2020 -- Due to low numbers, the counts for those identifying as neither female nor male have been excluded here

²² "<u>2021 National Membership Information</u>" Engineers Canada, November 2020 -- Due to low numbers, the counts for those identifying as neither female nor male have been excluded here.

²³ Programs available in various locations across the country can be readily found through online and other published sources.

²⁴ Statistics Canada. Table 37-10-0163-02 Proportion of male and female postsecondary enrolments, by International Standard Classification of Education, institution type, Classification of Instructional Programs, STEM and BHASE groupings, status of student in Canada and age group. The 21.8% figure includes both Canadian and international students.

²⁵ Figures for the chart have been extracted from:

- "<u>Trends in Engineering Enrolment and Degrees Awarded 2015-2019</u>", Engineers Canada, 2020
- "Enrollment up in accredited engineering programs: 2010-2014 Enrolment and Degrees Awarded Report", Engineers Canada, November 18, 2015
- ²⁶ Including examples such as law, accounting, and medicine.

²⁷ Such as ISO 26000; UN Sustainable Development Goals; Canadian corporation reporting standards on diversity; Employment Equity and human rights frameworks.

²⁸ Including examples such as the electricity sector's "<u>Leadership Accord for Gender Diversity</u>", Electricity Human Resources Canada (EHRC), 2017; or the "50-30 Challenge" from Innovation, Science and Economic Development Canada.

²⁹ Including examples such as Requests for Proposals and Supplier Codes of Conduct.

³⁰ "Public Guideline on the code of ethics", Engineers Canada, March, 2016

³¹ Flood, Aoife. "<u>Next Generation Diversity: Developing tomorrow's female leaders</u>", PWC, 2016.

³² See for example:

- <u>Business case</u>: WWEST has published an infographic and research scan summarizing some of the business benefits of gender diversity. Westcoast Women in Engineering, Science and Technology (WWEST), (2014), *The Business Case for Gender Diversity*. https://wwest.sites.olt.ubc.ca/files/2014/05/Business-Case-for-Gender-Diversity.pdf
- <u>Financial</u>: McKinsey research shows that companies in the top quartile for gender diversity are 15% more likely to have financial returns above the median of their respective national industry medians. McKinsey and Company, January 2015, *Why Diversity Matters*. <u>https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/why-diversity-matters</u>
- <u>Employee engagement</u>: McKinsey Canada reports research showing that 90 percent of employees are more likely to go out of their way to help a colleague if they work in an inclusive organization and are 47 percent more likely to stay with an organization if they consider it to be inclusive. McKinsey and Company, November 2021, *Gender Diversity at Work in Canada*. https://www.mckinsey.com/ca/~/media/mckinsey/locations/north%20america/canada/gender%20diversity%20at%20work/gender_diversity_at_work_in_canada.pdf
- <u>Innovation</u>. S.A. Hewlett, M. Marshall, L. Sherbin. (December 2013). "How diversity can drive innovation". *Harvard Business Review*. https://hbr.org/2013/12/how-diversity-can-drive-innovation

³³ Video from Status of Women Canada that explains the difference between equality and equity: <u>https://cfc-swc.gc.ca/med/multimedia/videos/gba-acs-ee-en.html</u>

³⁴ Taylor, J. "<u>Engineers Canada's submission to the House of Commons Standing Committee on the Status of</u> <u>Women on the Impacts of the COVID-19 Pandemic on Women</u>", Engineers Canada, November 2020.



BRIEFING NOTE: For information

2023 draft budget	4.1
Purpose:	To provide the 2023 draft budget to the Board for information and discussion in advance of approval in December 2022
Link to the Strategic Plan/Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Long-term financial viability (strategic risk)
Prepared by:	Derek Menard, Director, Finance
Presented by:	Arjan Arenja, Director from Ontario, and Chair of the FAR Committee

Background

• The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the strategic and operational plans.

Status update

• The Finance, Audit, and Risk (FAR) Committee reviewed the draft budget and provided feedback at their August meeting.

Next steps

• The Board is asked to provide feedback on the draft 2023 budget prior to presentation for approval at the December Board meeting.

Appendices

- Appendix 1: 2023 draft budget memo
- Appendix 2: Revenue and portfolio detail analysis sheets

Engineers Canada budget 2023

This draft budget is presented for information to the Engineers Canada Board of Directors on September 29, 2022.

Highlights

- a) The 2023 budget includes \$11.2 million in revenue and \$16.6 million in expenses.
- b) Capital expenditures for 2023 are estimated to be \$68,000.
- c) The significant projects to be funded from reserves are in three (3) categories:

Strategic priorities:

Investigate and validate the purpose and scope of accreditation Strengthen collaboration and harmonization Support regulation of emerging areas Accelerate 30 by 30 Foster trust and the value of licensure

2019-2021 strategic priorities (carried-forward):

Accreditation improvement program

Other projects:

Mobility register improvement project

This results in total project-related spending of \$4,292,124 in 2023.

d) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2025 Per Capita Assessment fee be maintained at \$8.00 per registrant.

2023 Budget summary

The proposed 2023 budget has a deficit of \$5,328,240. Note that \$4,292,124 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a \$1,036,116 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2023 operating expenses are \$12.3 million, an increase of 6.6% from 2022 where operating expenses were \$11.5 million. The FAR committee approved the 2023 budget envelope assumptions which had a targeted increase of 6.9% based on the 12-month Statistics Canada CPI rate increase as of April 2022. Additional details for the operating expenses are included in the portfolio detail analysis sheets.

Revenues are to see an increase of \$193,999, or 2%, compared to the 2022 budget. A detailed breakdown is included in the portfolio detail analysis sheets.
Process and estimates

Engineers Canada's annual budget preparation begins with the determination of the specific initiatives that will be carried out in the upcoming year. These initiatives are developed by the senior leadership team to ensure alignment with strategic and operational priorities. Subsequently the Budget assumption envelope is prepared and presented for approval at the Finance, Audit, and Risk (FAR) Committee's first meeting in June. Once approved, revenue and cost estimates are prepared and reviewed by the senior leadership team, and a draft budget is then presented for review to the FAR Committee.

The following estimates and assumptions have been used in the development of the budget:

- Annual dues are calculated based on membership projections provided by Regulators.
- TD Insurance home and auto insurance program revenues are calculated using estimates provided directly by TD Insurance.
- As per our contract with TD Insurance, affinity revenue received from TD Insurance that would have gone to APEGA had they continued to be an eligible Regulator will be used by TD Insurance to market the home and auto insurance program in Alberta.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
 - 49 full time equivalents (FTEs).
 - salary adjustments based on a salary band review for some employees, with others receiving a 6.9% cost of living increase, based on Statistics Canada CPI rate for the 12-month period ending April 2022.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2023 Budget

The 2023 budget has been structured to show the planned allocation of resources to each of Engineers Canada's core purposes (also referred to as "operational imperatives") and strategic priorities, as defined in the Engineers Canada 2022-2024 Strategic Plan. Additional detail on planned spending per portfolio is provided in the appendices.

Table 1 – 2023 Budget

Category	2023 Budget	2022 Budget	2023 Budget vs 2022 Budget \$	2023 Budget vs 2022 Budget %	Notes
Revenues:					
Revenue - Annual dues and Investments	3,899,919	3,633,153	266,766	7%	1
Revenue - National programs (Affinity)	7,310,378	7,383,145	(72,767)	-1%	2
Revenue – Outreach	17,600	17,600	-	0%	
Total revenues:	11,227,897	11,033,898	193,999	2%	
Operating Expenses:					
Accreditation	452,418	390,094	(62,324)	-16%	3
Fostering working relationships	169,863	154,892	(14,971)	-10%	4
Services and tools	204,620	154,120	(50,500)	-33%	5
National programs	874,396	853,989	(20,407)	-2%	
Advocating to the federal government	89,922	92,859	2,937	3%	
Research and regulatory changes	18,950	29,450	10,500	36%	6
International mobility	103,520	99,580	(3,940)	-4%	
Promotion and outreach	401,950	403,800	1,850	0%	
Diversity and inclusion	195,940	195,940	-	0%	
Protect official marks	131,767	135,808	4,042	3%	
Secretariat services	1,369,458	1,189,304	(180,153)	-15%	7
Corporate services	8,251,210	7,800,371	(450,838)	-6%	8
Total Operating Expenses	12,264,013	11,500,208	(763,805)	-6.6%	
Operating Surplus/(Deficit)	(1,036,116)	(466,310)	(569,806)		
Projects Spending:					
2022-2024 Strategic Plan					
Investigate and validate the purpose and scope of					
accreditation	817,841	759,791	(58,050)	-8%	9
Strengthen collaboration and harmonization	144,730	127,840	(16,890)	-13%	9
Accelerate 30 by 30	328,133	218,496	(109,637)	-50%	9

Reinforce trust and the value of licensure	2,848,013	513,860	(2,334,152)	-454%	9
	4,138,717	1,619,987	(2,518,730)	-155.5%	
2019-2021 Strategic Plan					
SP1: Accreditation Improvement Program	82,108	374,971	292,864	78%	10
	82,108	374,971	292,864	78%	
Other Projects					
Regulatory Research -Foresight exercise	-	121,750	121,750	100%	
National Membership Database Improvements	-	155,400	155,400	100%	
Mobility Register Improvement Project	71,300	150,000	78,700	52%	11
	71,300	427,150	355,850	83%	
Total Project Spending	4,292,124	2,422,108	(1,870,016)	-77%	
Surplus/(Deficit)	(5,328,240)	(2,888,418)	(2,439,822)	84%	

Notes on 2023 budget vs 2022 budget

- 1. The \$266,766 increase is mainly due to an increase to the targeted rate of return of 3.5% in our investment portfolio (up 0.5% from 2022), coupled with increase in annual dues of \$134,348 as the membership projections has increased to 316,432 members.
- 2. The \$72,767 decrease is mainly due to a slight decrease in anticipated total written premiums in the TD home and auto affinity program.
- 3. The main driver of the increase in accreditation costs is the increase in travel costs for accreditation visits due to a higher number of visits. In addition, there is additional spending for a sponsorship of the Canadian Engineering Educations Association, and for the Engineering Degrees Awarded Survey and Report where we will use a consultant in 2023 in order to be able to focus on the roll out of Tandem, the new data management system for accreditation.
- 4. Costs have increased in 2023 due to increased costs for travel and for hybrid AV setup at the officials' groups and Presidents' meetings.
- 5. Costs have increased due to new operational costs for the National Membership Database (NMDB) now that the system has been fully implemented.
- 6. The 2023 budget has decreased from 2022 because the costs for the development of the regulatory research paper are now accrued over two years due to delays in starting the work in 2022 caused by a lack of resources.
- 7. Costs have increased due to increased travel and hybrid meetings costs for all Board, CEAB and CEQB meetings (and their sub-committee meetings). In addition, higher costs are budgeted for Board training/education, including a \$11,500 budget envelope for general Director development, as well as costs for an external consultant to conduct the formal CEO evaluation and comprehensive compensation review. An increase of \$40,000 is associated with meetings to develop and approve the new 2025-2027 strategic plan.

- 8. The increase is mainly due to salary adjustments based on a salary band review or cost of living, an increase in insurance premiums for cyber and D&O and E&O coverage, increased travel costs, and an increase to our costs for IT licensing.
- 9. These items are the strategic priorities under the 2022-2024 Strategic Plan. The costs are in-line with the budget envelope assumptions presented to the FAR committee, and the budget for these items comes from reserves. See the portfolio detail analysis sheets for more information.
- 10. The Accreditation Improvement Project was not completed in 2021 due to delays on the developer's side for the new Tandem tool (in 2019-2020), disruptions caused by COVID-19 and the introduction of virtual visits (in 2020-2022), and the loss of key staff (in 2022). As a result, work and budget are carried forward to 2023. Overall project spending remains within budget.
- 11. These costs are for the final stages of the development and the subsequent implementation of the mobility register. The start of the project was delayed in 2022, and total project budget is now estimated at \$97,300 versus the \$150,000 estimated last year

2023 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2023 spending by core purpose including projects and staff costs (HR component), as represented in the corporate services budget.

Category	Expenses	HR component	Total	Allocation	Weight ¹	Notes
CP 1 - Accreditation	1,352,366	1,028,793	2,381,159	15%	4	2
CP 2 - Fostering working relationships	314,593	134,477	449,070	3%	3	
CP 3 - Services & Tools	204,620	365,229	569,849	4%	3	
CP 4 - National Programs	185,780	402,044	587,824	4%	1	3
CP 5 - Advocating to the Fed. Gov't.	89,922	228,028	317,950	2%	2	
CP 6 - Research	18,950	148,132	167,082	1%	2	
CP 7 - Int'l Mobility	174,820	332,363	507,183	3%	1	
CP 8 - Promoting the profession	3,232,363	388,746	3,621,109	23%	2	4
CP 9 - Diversity & Inclusion	524,073	393,044	917,117	6%	4	5
CP 10 - Protect official marks	131,767	28,406	160,173	1%	1	
Secretariat services	1,369,458	441,755	1,811,213	11%		
Corp Services	1,797,350	2,562,843	4,360,193	28%		
Total:	9.396.062	6.453.860	15.849.921	100%		

Table 2 – 2023 Budget with staff allocations

Notes

- **1** Weight reflects the importance of the portfolio assigned by the Board in 2018. 4 is highest (most important), 1 is lowest.
- 2 Includes accreditation business and Strategic Priority 1.1 (Investigate and Validate the Purpose and Scope of Accreditation).
- 3 Net expense with adjustment for related revenues of \$681,310.
- 4 Includes Strategic Priority 2.2 (Foster Trust and the Value of Licensure).
- 5 Net expense with adjustment for related revenues of \$17,600.

2023 Capital budget

Table 3 – Capital budget

Asset Type	2023 Budget	2022 Budget
Office furniture and equipment	\$10,000	\$101,595
Computer hardware	\$38,000	\$41,000
Leasehold Improvements	\$20,000	\$104,513
Total:	\$68,000	\$247,108

In 2023, \$38,000 of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, office furniture and equipment costs of \$10,000 will be used to general furniture replacement, and leasehold improvement costs of \$20,000 will be invested in the repairs for the kitchen cabinet and general facilities.

Status of reserves

Board policy 7.12, *Net Assets* requires that the total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the Regulators reason to question whether member assessments are excessive. The Board's net asset structure further defines the categories of reserves and target levels.

Table 4 – Reserves

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2022	2022 Opening balance	1,500,000	2,000,000	2,500,000	470,366	14,114,637	20,585,003	1
	Additions to capital assets				247,108	(247,108)		
	Amortization of capital assets				(182,313)	182,313		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2022 surplus/(deficit)					(886,100)		
	Projected 2022 closing balance	1,500,000	2,000,000	2,500,000	577,845	13,121,058	19,698,903	
2023	Additions to capital assets				68,000	(68,000)		
	Amortization of capital assets				(212,151)	232,151		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2023 surplus/(deficit)					(5,328,240)		
	Projected Sub-total at end of 2023	1,500,000	2,000,000	2,500,000	476,378	7,894,285	14,370,663	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,583,897		2
	Projected 2023 closing balance (Incl. potential increase from TD affinity program)	1,500,000	2,000,000	2,500,000	476,378	10,478,182	16,954,560	4
2024	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(216,794)	236,794		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(5,692,742)		
	Projected Sub-total at end of 2024	1,500,000	2,000,000	2,500,000	402,668	2,275,253	8,677,921	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,630,499		5
	Projected 2024 closing balance (Incl. potential increase from TD affinity program)	1,500,000	2,000,000	2,500,000	402,668	7,489,649	13,892,316	4

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2025	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(220,722)	220,722		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(5,038,704)		
	Projected Sub-total at end of 2025	1,500,000	2,000,000	2,500,000	324,630	(2,685,413)	3,639,217	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,686,388		5
	Projected 2025 closing balance (Incl. potential increase from TD affinity program)	1,500,000	2,000,000	2,500,000	324,630	5,215,371	11,540,001	4

Note 1 - Agreed to 2021 audited financial statements

Note 2 - See paragraph below for additional information

Note 3 - Amount excludes potential increase to unrestricted reserves: PEO TD affinity program (2023, 2024 and 2025)

Note 4 - Amount includes potential increase to unrestricted reserves: PEO TD affinity program (2023, 2024 and 2025)

Note 5 - Estimate based on forecast provided by TD

At the end of 2022, it is expected that total net assets will amount to \$19.7 million, with the unrestricted reserves at \$13.1 million. By the end of 2023, total net assets will decrease to \$17 million and unrestricted reserves will be at \$10.5 million dollars. These numbers assume that PEO continues to **not** participate in the TD Insurance affinity program in 2023.

Three-year projection: 2023 -2025

The following table shows projections on future revenues and expenditures for the years 2023-2025.

Table 5 – Three-	vear pro	iection (in 00)0's)
	,			,,

Category		2024	2025	Notes
Revenues:				
Revenue - Annual dues and Investments	3,900	3,252	3,311	1
Revenue - National programs	7,310	7,325	7,365	2
Revenue – Outreach	18	18	18	
Total revenues:	11,228	10,594	10.695	
Operating Expenses:				
Accreditation	452	356	381	3
Fostering working relationships	170	175	178	
Services and tools	205	211	215	
National programs	874	901	919	
Advocating to the federal government	90	93	94	
Research and regulatory changes	19	20	20	
International mobility	104	107	109	
Promotion and outreach	402	414	422	
Diversity and inclusion	196	202	206	
Protect official marks	132	136	138	
Secretariat services	1,369	1,411	1,382	4
Corporate services	8,251	8,499	8,669	
Total Operating Expenses	12,264	12,522	12,733	
Operating Surplus/(Deficit)	(1,036)	(1,927)	(2,039)	
Projects Spending:				
2022-2024 Strategic Plan				
SP 1.1 Investigate and validate the purpose and scope of accreditation	818	750	-	5
SP 1.2 Strengthen collaboration and harmonization	145	148	-	5
SP 2.1 Accelerate 30 by 30	328	253	-	5
SP 2.2 Foster trust and the value of licensure	2,848	2,614	-	5
	4,139	3,765	3,000	5
2019-2021 Strategic Plan				
Accreditation Improvement Program	82	-	-	
	82	-	-	

Category	2023	2024	2025	Notes
Other Projects				
Mobility Register improvement project	71	-	-	
	71	-	-	
Total Project Spending	4,292	3,765	3,000	
Surplus/(Deficit)	(5,328)	(5,693)	(5,039)	

Notes on projections

- 1. Annual dues decrease in 2024 and 2025 due to the PCAF reducing to \$8 (from \$10.21) per member. The total number of members is predicted to increase by 1.5% and 1.8% respectively in 2024 and 2025.
- 2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 1% and 1.5% increase in 2024 and 2025, respectively, for Engineers Canada's portion. Revenue projections do not include any funds that would come to Engineers Canada as a result of PEO not joining the TD affinity program.
- 3. Costs are foreseen to decrease in 2023 and 2024 due to lower volume of accreditation visits.
- 4. Costs are expected to reduce given the next strategic plan (2025 2027) will be delivered in 2024.
- 5. These budgets are based on the current planning for the strategic priorities (2022-2024) and will be adjusted as the projects progress. The \$3,000,000 included for 2025 is placeholder for financial modelling purposes and will be revised once the next strategic plan is approved.

Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2023 through 2024.

In preparing the projection for operating expenses, a 3% inflation rate was assumed in 2024 and 2% in 2025.

2023-2024 projections are based on the 2022-2024 strategic priorities and currently available information, the \$3,000,000 included for 2025 is placeholder for financial modelling purposes and will be revised once the new strategic plan (2025-2027) is approved. Engineers Canada commits to developing operating budgets that that will increase no more than the actual CPI rate of inflation for each upcoming year and will provide the FAR committee with high level budget assumptions for approval prior to the development of the operating budget.

Proposed 2024 Per Capita Assessment Fee

As per section 7 of the Engineers Canada <u>Bylaw</u>, the Board must provide a proposal for the 2025 Per Capita Assessment Fee (PCAF). Projections for the 2026 and 2027 PCAF are also provided, as per Regulators' request. The proposed PCAF has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

- 1. The revenue received from the PCAF is based on the estimates from Regulators up until 2025 and is increased 2% year-over-year for 2026-2027.
- 2. The revenue received from affinity programs is based on projections from the program providers.
- 3. It is assumed that PEO will **not** avail itself of the approximately \$2.6M in affinity revenue that is available to them in 2023. In future years, it is assumed that PEO **will** avail itself of the affinity revenue.
- 4. Operating expenses will increase at a rate of 3% in 2024 and 2% thereafter.
- 5. Spending in 2025, 2026 and 2027 on the new strategic priorities is \$3.0M per year.

Table 6 – Projected Unrestricted Reserve Balances

The following table shows projected unrestricted reserve balances by year based on the above assumptions. Scenario 1 assumes a \$8.00 PCAF from 2024-2027, and scenario 2 <u>assumes \$7.00 PCAF from 2025-2027</u>.

Scenario 1		
Per capita =	\$	8.00
PEO revenue	to EC only in 2023	

Scenario 2 Per capita = \$ 7.00 PEO in 2023 to EC only in 2023

Unrestricted Reserve Balances:

Year	Amount
2023	10,478,182
2024	4,859,150
2025	(101,516)
2026	(5,159,006)
2027	(10,292,970)

Unrestricted Reserve Balances:

Year	Amount
2023	10,478,182
2024	4,859,150
2025	(428,421)
2026	(5,819,353)
2027	(11,293,429)

Scenario 1B and 2B, below, are for illustration purposes, and display the projected reserve balances if PEO does **not** avail itself of any TD affinity revenue from 2023-2027, and all monies accrue to Engineers Canada.

Scenario 1B			Sc	ena	rio 2B
Per capita =	\$	8.00	Per capita =	\$	7.00
PEO revenue		to EC all years	PEO revenue		to EC all years

Unrestricted Reserve Balances:

Year	Amount		Year	Amount
2023	10,478,182		2023	10,478,182
2024	7,489,649		2024	7,489,649
2025	5,215,371		2025	4,888,466
2026	2,909,379		2026	2,249,031
2027	601,195		2027	(399,264)

Based on the above, it is recommended that the PCAF remain at \$8.00 for 2025. This will result in a reduction of revenues of \$722K in 2025 in comparison to the 2023 PCAF rate of \$10.21. This revenue will be offset by drawing down the equivalent amount from the unrestricted reserves in 2025, and subsequent years where the PCAF remains at this level. The result is a balance for the unrestricted reserves of \$5.2 million at the end of 2025, above the Board-mandated minimum of \$1.0 million.

For 2026 and 2027, it is expected that the PCAF will remain at the same level, unless the affinity situation with PEO changes.

Revenue

Detail analysis

Description: Engineers Canada revenues are made up of two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 86% of the 2023 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorship of the awards gala and spring meetings, Future City funding, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 8% of total revenues. The final 6% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2023 Budget	% of Total	2022 Budget	Change
1	Affinity and Insurance Programs Revenue	6,434,262	57.3%	6,514,334	(80,072)
2	Provincial Annual Dues Revenue	3,230,774	28.8%	3,096,426	134,348
3	SPLIP Revenue	688,616	6.1%	681,310	7,306
4	Changes in the Fair Value of Investments	311,644	2.8%	260,000	51,644
4	Investment Income	300,000	2.7%	220,000	80,000
5	Awards Sponsorship Revenue	175,000	1.6%	175,000	-
6	EDC Revenue	41,361	0.4%	38,588	2,773
7	Future City Revenue	17,600	0.2%	17,600	-
8	Rent Revenue	11,340	0.1%	11,340	-
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
	Other Revenue		0.0%	2,000	(2,000)
	Total:	11,227,897	100%	11,033,898	193,999
11	Potential additional Affinity Program revenues	2,583,897		2,593,294	(9,397)
	Total Revenue (incl. pontential additional Affinity revenues	13,811,794		13,627,192	184,602

Rationale for 2023 budget:

- 1. The affinity program revenues for 2023 are determined by the agreements signed, the largest of which is the TD Insurance home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the home and auto insurance program. The 2023 TD Insurance revenues are calculated based upon the total written premium value for 2022. This figure will not be known with certainty until early in 2023. The 2023 estimate is based upon total written premium projections (\$359M) provided by TD Insurance.
- 2. The annual dues from Regulators are calculated based on the annual membership level estimates received from each Regulator. Based on the 2023 membership projections received (316,432 members vs the 2022 budget of 303,274), Engineers Canada is predicting an increase of \$134K in annual dues in 2023.
- **3.** SPLIP program revenues are based on estimates for 2023 participation levels. These estimates show a slight increase from 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
- **4.** The investment income has increased by \$131K due to the increased value of our investment portfolio, coupled with an increase to the targeted rate of return of 3.5%, up 0.5% from 2022.

- 5. Awards sponsorships are the same as in 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
- 6. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
- **7.** These are funds to support the Future City project; the multi-year funding agreement ends in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
- 8. These revenues are from renting out space at the Engineers Canada office.
- **9.** No change in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
- **10.** These revenues represent excess short-term cash from operations that are kept in an interestbearing savings account.
- **11.** This amount represents the potential additional revenue for Engineers Canada in 2023 should PEO decide not to join the TD affinity program by the end 2022.

Accreditation 2023 Portfolio detail analysis

Portfolio: Accreditation business and improvements to the accreditation processes and systems.

Description: This portfolio contains all the work in operational imperative 1 (the regular business of the CEAB) and Strategic Priority 1.1, *Investigate and Validate the Purpose and Scope of Accreditation* (SP1.1). In addition, some work related to the previous Strategic Plan's *Accreditation Improvement Program* is carried over.

Budget details:

	Cost element	2023
1.	Accreditation business	\$452,418
2.	Investigate and validate the purpose and scope of	\$817,841
	accreditation (SP1.1)	
3.	Accreditation improvement program	\$82,108
	Totals	\$1,352,367

Rationale for 2023 budget:

- This includes the costs for program visits, the costs for training of CEAB members, visitors and staff from the higher education institutions (HEIs), and the cost of the work to develop, maintain, and improve accreditation criteria and procedures with Key Stakeholder groups. Travel costs account for 73% of this cost element.
- 2. This project will investigate, with Regulators, a new national academic requirement for licensure and will determine the scope of accreditation in consultation with Engineering Deans Canada (EDC) and the educators working in accredited engineering programs. In 2023, the project team will work with Key Stakeholders, including Regulators, to develop the purpose of accreditation and the academic requirement for licensure. Most costs are related to either travel and face-to-face events (24%) for the various working and advisory groups, or fees for the project consultant.
- 3. One element of the Accreditation Improvement Program, the development of the data management tool Tandem, was not completed on time due to three (3) factors: delays on the developer's side (in 2019 and 2020), disruptions caused by COVID-19 and the introduction of virtual visits which forced staff to focus on those issues and de-prioritize work on Tandem from 2020 to 2022, and the loss of key staff members in 2022. As a result, work carried forward to 2023 includes training and roll-out of the completed tool. All costs are carried forward and are within the original project budget.

Considerations for the Board:

The CEAB's total 2023 budget is \$758,158 versus \$612,472 in 2022. This is the total of costs
presented here plus the costs to host CEAB meetings included in the secretariat services portfolio
detail analysis.

Fostering relationships among the Regulators 2023 Portfolio detail analysis

Portfolio: Fostering relationships between the Regulators' staff and volunteers.

Description: This portfolio contains all the work under Core Purpose 2, including supporting the officials' groups, the CEO Group and the Presidents Group, as well as Strategic Priority 1.2, *Strengthen collaboration and harmonization* (SP1.2).

Budget details:

	Cost element	2023
1.	Officials' groups	\$133,974
2.	Presidents Group	\$8,256
3.	CEO Group	\$27,633
4.	Strengthen collaboration and harmonization (SP1.2)	\$144,730
	Totals	\$314,593

Rationale for 2023 budget:

- This includes the costs to host one (1) face-to-face meeting with the National Practice Officials Group and the National Discipline & Enforcement Officials Group, as well as two (2) face-to-face meetings for the National Admissions Officials Group. This also includes travel costs to support delivery of the items identified in their work plans.
- 2. This includes the costs to host three (3) half-day meetings of the Presidents Group, in conjunction with the winter, spring, and fall meetings.
- 3. This includes the costs for hosting four (4) face-to-face CEO Group meetings, as well as support for airfare costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the February meeting, the airfare and accommodation costs for the same Regulators to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
- 4. Strategic Priority 1.2, *Strengthen collaboration and harmonization,* will bring Regulators together to define Engineers Canada's mandate in this area and select specific areas for regulatory harmonization. This year's costs are for consultants to develop and support the consultations with Regulators, as well as travel costs for the consultations.

Considerations for the Board:

• These meetings are a valuable service in the eyes of the Regulators and a key opportunity for Engineers Canada staff to collaborate with Regulator staff.

Providing services and tools for regulation and professional practice 2023 Portfolio detail analysis

Portfolio: Providing services and tools that enable assessment, facilitate national mobility, and foster excellence in engineering practice and regulation. These services are provided by both the CEQB (through examination syllabi, guidelines, and papers) and by Engineers Canada staff.

Description: This portfolio contains all the work in Core Purpose 3, including the work plan of the CEQB, and the National Membership Database (NMDB).

Budget details:

	Cost element	2023
1.	CEQB work plan items (as currently proposed)	\$136,620
2.	National Membership Database- maintenance	\$68,000
	Totals	\$204,620

Rationale for the 2023 budget:

1. This includes budget for the delivery of the proposed CEQB 2023 work plan, as follows:

Guideline on duty to report	Carried forward	\$50,000
Guideline on fitness to practice	Carried forward	\$50,000
Engineers Canada paper on emerging disciplines	New	\$25,000
Feasibility study to identify alternative methods for academic assessments of	Carried forward	\$10,000
non-CEAB graduates		
Liaison with the Regulators (Officials groups and individual Regulators) and	n/a	\$1,620
translation costs		
TOTAL		136,620

2. This is the annual hosting and maintenance cost for the national membership database (NMDB).

Considerations for the Board:

- The CEQB's total 2023 budget is \$273,836, versus \$317,120 in 2022. This is the cost to deliver on their work plan, as presented here, plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis.
- The CEQB uses consultants to support the delivery of their work plan items. This allows for a high quality of documents, while managing workload for staff.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2024.
- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven (11) Regulators access the NMDB to check the licensure status of such applicants, and five (5) Regulators upload data about their own applicants (with three (3) others working to join this group).

Offering national programs 2023 Portfolio detail analysis

Portfolio: Offering national programs

Description: This portfolio contains the items from Core Purpose 4, which relate to the costs for the affinity programs.

Budget details:

	Cost element	2023
1.	Affinity programs	\$167,680
2.	Secondary Professional Liability Insurance Program (SPLIP)	\$693,616
	Totals	\$874,396

Rationale for 2023 budget:

- 1. This includes consultant fees, marketing and promotional materials, and travel and meeting costs.
- 2. This is a flow-through cost (i.e., this expense is balanced by an equal amount of revenue). The Secondary Professional Liability Insurance Program (SPLIP) protects members who are in good standing. Ten (10) of the twelve (12) Regulators participate in the program; PEO and OIQ do not participate. The SPLIP ensures that the member, the public, and the reputation of the engineering profession stay protected in numerous cases involving professional services. Engineers Canada manages the SPLIP on behalf of the participating Regulators.

Considerations for the Board:

• No additional considerations.

Advocating to the federal government 2023 Portfolio detail analysis

Portfolio: Advocating to the federal government

Description: This portfolio contains all the items under Core Purpose 5, including ongoing work of the advocacy sub-strategy.

Budget details:

	Cost element	2023
1.	Legislative monitoring	\$42,292
2.	Hill Day 2023	\$29,000
3.	Public Affairs Advisory Committee	\$13,000
4.	Public policy initiatives	\$4,380
5.	Federal government panels	\$1,250
	Totals	\$89,922

Rationale for 2023 budget:

This includes budget for all advocacy activities including ongoing activities and activities recommended in the OP5 sub-strategy:

- 1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
- 2. Hill Day: the cost of hosting Hill Day, which is anticipated to be held in the Fall of 2023, in-line with the Engineers Canada Fall Meetings to reduce cost
- 3. Public Affairs Advisory Committee: the cost of one (1) in-person meeting, which will be held at the same time as the in-person Spring Board meetings to reduce cost.
- 4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services.
- 5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

Considerations for the Board:

 The federal government has shifted its focus from COVID-19 pandemic management to recovery by investing in people, a green economy and productivity and innovation, resulting in the public affairs and government relations team adjusting its work to address these unique circumstances. Nevertheless, regular program work, advocating to, and maintaining positive relations with the federal government will be extremely important in 2023 to ensure that we remain a trusted advisor on issues related to engineering regulation and on key issues affecting the engineering profession.

Monitoring, researching, and advising on engineering and regulation 2023 Portfolio detail analysis

Portfolio: Research into the engineering profession and professional regulation in general

Description: This portfolio contains all the work in Core Purpose 6, monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession as well as Strategic Priority 1.3, *Support regulation of emerging areas* (SP1.3).

Budget details:

	Cost element	2023
1.	Emerging areas (SP1.3)	\$12,500
2.	Research paper	\$3,500
3.	Educational events and conferences	\$2,950
	Totals	\$18,950

Rationale for 2023 budget:

- 1. This includes costs for a consultant to support the emerging areas paper on Energy Engineering.
- 2. This includes costs for translation of a regulatory research paper on multi-disciplinary engineering practice.
- 3. This represents an allowance for participation at three (3) educational events/conferences.

Considerations for the Board:

• The Regulators are consulted in the selection of the topics for the emerging areas paper and the research paper and participate on advisory groups for the development of those papers.

International mobility of engineering work and practitioners 2023 Portfolio detail analysis

Portfolio: International mobility of engineering work and practitioners

Description: This portfolio contains the items under Core Purpose 7, including: memberships in, and attendance at, international organizations and their conferences; maintenance and development of mobility agreements at both the academic and full professional level; and maintenance and improvements to our foreign credential recognition tools (EngineerHere.ca website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

Budget details:

	Cost element	2023
1.	US-based organizations (ABET, NSPE, NCEES)	\$16,080
2.	International organizations (IEA)	\$45,000
3.	Foreign credential recognition tools	\$32,440
4.	Mobility register improvement project	\$81,300
	Totals	\$174,820

Rationale for 2023 budget:

- This includes the costs for two (2) people (one (1) staff, and one (1) volunteer) to attend the annual meeting of each of these organizations: ABET (the engineering accreditation body in the US), the National Society of Professional Engineers (NSPE), and the National Council of Examiners in Engineering and Surveying (NCEES).
- 2. This includes the costs for four (4) people to attend the annual meeting of the International Engineering Alliance (IEA) in Taiwan, as well as the annual membership fees.
- This includes the cost to host and maintain the International Institutions and Degrees Database (IIDD), as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulatorrequested updates.
- 4. This represents the annual operating costs for the new mobility register as well as consultant fees, training and documentation, and a one-time software licensing for the final stages of implementation of the mobility register in early 2023. Maintaining a register is a condition of membership in the IEA's International Professional Engineers' and APEC Engineers' agreements.

Considerations for the Board:

• The IIDD is a tool used by Regulators to evaluate the academic formation of international engineering graduates. The tool includes information from 250 countries with detailed information on more than 4,000 institutions, and over 15,000 engineering programs.

Promoting recognition of the value of engineering and sparking interest in the next generation 2023 Portfolio detail analysis

Portfolio: Promotion and outreach

Description: This portfolio contains all the work under Strategic Priority 2.2, *Reinforce trust and the value of licensure* (SP2.2) and Core Purpose 8, to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach), including: implementation of a new substrategy for the portfolio; ongoing work; and operation of the awards, scholarships, and fellowships programs.

Budget details:

	Cost element	2023
1.	Promotion and outreach	\$114,400
2.	Awards, scholarships, and fellowships	\$269,950
3.	Reinforce trust and the value of licensure (SP2.2)	\$2,848,013
	Totals	\$3,232,363

Rationale for 2022 budget:

- This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students (CFES), EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Online Social Media Working Group, OneHub Community of Practice), and Joint Thought Leadership (Sustainability in Practice MOOC, Digital Engagement Working Group, Explore Engineering website, Benchmark Research).
- 2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
- 3. Strategic Priority 2.2, *Reinforce Trust and Value of Licensure,* will finalize production of creative and begin fielding the first of a two year national marketing campaign. In addition, EIT and engineering graduate programming will be developed and executed, and supplementary value of licensure messaging tools for regulator communicators will be created.

Considerations for the Board:

• No additional considerations.

Promoting diversity and inclusion in the profession 2023 Portfolio detail analysis

Portfolio: Diversity and inclusion

Description: This portfolio contains all the work under Strategic Priority 2.1, *Accelerate 30 by 30* (SP2.1) and Core Purpose 9, to promote diversity and inclusivity in the profession, including ongoing work and the implementation of the SP2.1 sub-strategy.

Budget details:

	2023	
1.	1. SP2.1: work arising from sub-strategy	
2.	2. CP9: ongoing equity, diversity and inclusion (EDI) work	
	Totals	\$524,073

Rationale for 2023 budget:

- 1. This budget includes work for SP2.1, including:
 - o a term-limited new hire (EDI Associate);
 - \circ $\ \ \,$ the 30 by 30 conference; and
 - research and updating of the 'Managing Transitions' national resource.

This budget also includes ongoing work to support 30 by 30, including:

- communication and promotion of 30 by 30 (e.g., 30 by 30 webpage, monthly newsletter, etc.);
- o developing an employer engagement strategy in consultation with the Regulators;
- participation in and promotion of International Women in Engineering Day (INWED) and the DiscoverE Persist Series in Canada;
- sponsorships for EngiQueers Canada, Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT), Women in Engineering Summit (WES), Black Engineers of Canada, and the Ontario Society of Professional Engineers (OSPE) EDI Forum;
- sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting; translation for 30 by 30 communications materials; and
- travel to women in engineering conferences, events, and meetings with Regulators on 30 by 30.
- 2. This budget includes ongoing work for CP9 to support Indigenous inclusion and EDI, including:
 - engaging and supporting the Indigenous Advisory Committee with an in-person meeting in Ottawa in 2023;
 - sponsorship for the American Indian Science and Engineering Society (AISES) Gathering in Canada ;
 - sponsorship for the Indspire Engineers Canada Bursary;
 - training budget for 4 Seasons of Reconciliation and facilitating training sessions for staff and volunteers;
 - support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions;

- research on the experience of and barriers for Indigenous engineers; translation for Indigenous inclusion and EDI communications materials;
- $\circ \quad$ data collection and production of the National Membership Report, and
- $\circ \quad$ travel to Indigenous STEM and EDI events.

This budget also includes cost for participation in the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) Program.

Considerations for the Board:

• No additional considerations.

Protecting official marks 2023 Portfolio detail analysis

Portfolio: Oversee management, registration, and enforcement of Engineers Canada's trademarks and official marks and administer the federal incorporation process.

Description: This portfolio contains all the work in Core Purpose 10, including the management and enforcement of Engineers Canada's official marks and trademarks and the administration of the federal incorporation process.

Budget details:

	Cost element	2023
1.	Trademark enforcement	\$120,000
2.	Texts and subscriptions	\$11,767
	Totals	\$131,767

Rationale for the 2023 budget:

- 1. This budget is based on an estimate for external legal fees in respect of trademark oppositions. At this point in time, we do not know what oppositions will come forth in 2023, as this depends on what trademarks will be uncovered by future advertisement searches. Evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare. Accordingly, of the \$120,000 legal fee estimate, the anticipated arguments, evidence, and possible hearing in the six (6) pending matters that are currently known, would comprise roughly \$60,000. Concluding settlements and withdrawal of three (3) pending cases will cost approximately \$10,000. \$40,000 is set aside for new oppositions and \$10,000 is added in consideration that we are likely to continue efforts to research and identify marks for expungement, as this has been a successful strategy in the past.
- 2. This includes the costs to maintain subscriptions to online legal research databases for two (2) users.

Considerations for the Board:

• No additional considerations.

Secretariat services 2023 Portfolio detail analysis

Portfolio: Secretariat services

Description: This portfolio contains all the Board Responsibilities and the expenses related to supporting the Board, its committees, and Engineering Deans Canada (EDC).

Budget details:

	Cost element	2023
1.	Board and committee meetings	\$755,532
2.	Strategic planning and consultation program	\$44,430
3.	CEAB meetings	\$305,740
4.	CEQB meetings	\$137,216
5.	President's travel	\$79,883
6.	EDC	\$46,657
	Totals	\$1,369,458

Rationale for 2023 budget:

- 1. This includes costs for: the Board's February, May, September, and December meetings, the May Annual Meeting of Members (AMM), and the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
- 2. This includes costs for: the translation of strategic plan and related materials, and travel and meeting related expenses for consultation on strategic priorities.
- 3. This includes the costs for three (3) face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB's Policies & Procedures Committee.
- 4. This includes the costs for three (3) face-to-face CEQB meetings, as well as costs for face-to-face meetings of the CEQB's Executive Committee.
- 5. This includes the costs for the Engineers Canada Presidents (and their guests, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items' budget.
- 6. This includes costs for the CEO (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays Engineers Canada for this service, therefore, \$41,361 of this cost is a flow-through.

Considerations for the Board:

- The CEAB's UtotalU 2023 budget is \$1,658,106 versus \$1,747,234 in 2022. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB's UtotalU 2023 budget is \$341,836 versus \$472,520 in 2022. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.
- The costs for the individual Board meetings are:

Ş 106,946	February (winter) meeting
\$ 4,951	April (early spring) meeting (virtual meeting)
\$ 266,546	May (spring) meeting and AMM
\$ 134,346	June Board workshop
\$ 133,396	September (fall) meeting
\$ 8,797	December (late fall) meeting (virtual meeting)

Corporate services: other 2023 Portfolio detail analysis

Portfolio: Corporate services

Description: This portfolio contains work included under Engineers Canada's Internal Enablers, including miscellaneous corporate services such as salaries, information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

Budget details:

	2023	
1.	Administration and finance	\$468,570
2.	Executive expenses including corporate memberships and CEO travel	\$142,643
3.	Communications	\$101,524
4.	Facilities and office expenses	\$722,781
5.	Human resources	\$6,614,710
6.	Information technology	\$166,356
7.	Organizational excellence	\$34,626
	Totals	\$8,251,210

Rationale for the 2023 budget:

- 1. This includes expenses such as corporate insurances, audit fees, investment fees, bank service fees, the accounting software subscription, and amortization of \$212,151.
- 2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Conference Board of Canada, Canadian Network of Agencies for Regulation, etc.).
- 3. This includes corporate communications strategy, corporate communication services, development, maintenance, and hosting of public websites and periodicals such as Engineering Matters and the Daily Media Report.
- 4. This includes rent (\$622,281), spending on office supplies, telephone costs, and facilities repairs and maintenance.
- 5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and memberships.
- 6. This includes licence subscription fees for Office 365 and Amazon WEB Services (cloud-based data storage), ISP costs, and non-capital expenses for monitors, keyboards, etc.
- 7. This includes expenses related to collaboration software, planning software (Envisio), establishing our volunteer management program and upholding Engineers Canada's ongoing commitment to excellence.

Considerations for the Board:

• No additional considerations.



BRIEFING NOTE: For decision

Extending the length of the next strategic plan		
Purpose:	To approve the Strategic Planning Task Force's recommendation to change the length of Engineers Canada's next Strategic Plan from three (3) to five (5) years	
Link to the Strategic Plan / Purposes:	Board responsibility: Provide ongoing and appropriate strategic direction	
Link to Corporate Risk Profile:	Governance functions	
Motion(s) to consider:	That the Board, on recommendation of the Strategic Planning Task Force, extended the length of the next strategic plan, from a three (3) year plan to a five (5) year plan.	d
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Nancy Hill, President-Elect, Director from Ontario and Chair of the Strategic Planning Task Force	

Problem/issue definition

- While <u>Board policy 1.4</u>, *Strategic Plan*, does not specify the duration of Engineers Canada's strategic plans, the last two strategic plans covered periods of three (3) years each.
- Due to the need to hold several consultations during different phases and to allow for sufficient time for Directors and Regulators to consult within their jurisdictions, the current strategic planning process takes more than two (2) years to develop a three (3)-year plan. Keeping the same consultation process is desirable as it has received support from Regulators and led to the unanimous approval of the current Strategic Plan.
- Starting the development of a new strategic plan while one is just being implemented prevents the selection of priorities to be informed with lessons learned and knowing whether the work was successful or not.
- In 2019, a three (3)-year timeframe was set to ensure that Regulators could regularly influence and confirm the work performed by Engineers Canada. Over the last few years, trust has been built and the organization has matured. The new reporting, consultation and risk management processes allow for the Board to regularly confirm that the organization continues to meet the Regulators' needs.
- Five (5) out of the nine (9) Regulators with strategic plans have plans that take place over longer than a three (3) year period. The appendix shows the duration of each of those Regulators' strategic plans.

Proposed action/recommendation

• That the Board adopts the Strategic Planning Task Force (SPTF)'s recommendation and develop its next strategic plan covering a five (5)-year period (2025-2030).

Other options considered:

• Maintain the status quo, with the next strategic plan covering a three (3)-year period (2025-2027).

Risks

- Continuing with the two (2)-year strategic planning development timeframe for a three (3)-year strategic plan could lead to Regulator consultation fatigue.
- Staff could become overextended as they are required to plan and implement strategic priorities at the same time, in addition to performing their operational work.

Financial implications

• There is no financial cost associated with the proposed timeframe.

Benefits

- Engineering Regulators will have a longer period to be consulted and involve individuals in their jurisdictions.
- The Engineers Canada Board will be able to draw from successes and lessons learned from the previous strategic plan to inform the development of the next one.
- Staff will have a more even workload and have more time to deliver results for the Engineers Canada Board.

Consultation

• The recommendation to move to a five-(5) year strategic plan was introduced by the CEO when he provided the report on the final status of the 2019-2021 Strategic Plan to the Board in February 2022. At its meeting in June 2022, SPTF members discussed the CEO's recommendation and agreed to review it again at its meeting on July 26. At that meeting, the SPTF members unanimously supported recommending to the Board that it adopt a five-(5) year strategic plan.

Next steps (if motion approved)

• Consultation timelines will stay the same, and the SPTF's work plan will remain as drafted, but the length of the next strategic plan will be extended to cover the period from 2025-2030.

Appendix

Appendix 1: Table of Regulator strategic plan timelines

This table presents the duration of Regulators' strategic plans (as of July 2022)

Regulator	Year
APEGA	No time length
APEGNB	2022
APEGS	2021 (TBC)
Engineers & Geoscientists BC	2022-2027
Engineers & Geoscientists Manitoba	2023-2027
Engineers Nova Scotia	2022-2027
Engineers Yukon	2022-2024
OIQ	2020-2025
PEO	2020-2022



BRIEFING NOTE: For decision

Board policy updates	4.	3	
Purpose:	To approve updates to existing Board policies		
Link to the Strategic Plan/ Purposes:	Board responsibility: Ensure the development and periodic review of Board policies		
Link to the Corporate Risk Profile:	Governance functions		
Motion(s) to consider:	THAT the Board, on recommendation of the Governance Committee, approve thefollowing revised policies:i.7.7, Investmentsii.6.4, FAR Committee Terms of Reference		
Vote required to pass:	Two-thirds majority		
Transparency:	Open session		
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary		
Presented by:	Ann English, Director from BC, Chair of the Governance Committee		

Problem/issue definition

- Two (2) policies are presented today for approval.
- Additionally, Board policy 7.13, Vaccination for In-Person Meetings, was reviewed by the Governance Committee on June 20 and received minor (editorial) revisions. No Board approval is required for these minor updates as per the Governance Committee's terms of reference, which grant it the authority to "make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure consistent use of terminology and plain language and to update references." The policy, with its minor updates, is included in the Board package for information only. The Governance Committee has elected to review the policy at each of its meetings, to ensure its continued suitability.
- Explanations for the proposed revisions to the two policies subject to Board approval are included in Appendix 1.

Proposed action/recommendation

• That the Board approve the proposed revisions to the existing policies.

Other options considered

• None.

Risks

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

Financial implications

• None.

Benefits

• The Board and its Key Stakeholders have access to clear policies about the requirements and procedures for operations and governance at Engineers Canada.

Consultation

- The Director, Finance was consulted with respect to both policies, and the FAR Committee was provided with an opportunity to review and provide feedback on the proposed revisions to the FAR Committee's terms of references at their August 10 meeting.
- The Manager, Strategic and Operational Planning and the Director, Strategic Planning and Organizational Excellence were also consulted and suggested process improvements for the FAR Committee's terms of reference.

Next steps

• Upon Board approval, the policy manual will be updated to include the revised policies.

Appendices

- Appendix 1: Explanation of policy revisions.
- Appendix 2: Policies for approval Marked up (track-change) versions.
- **Appendix 3**: For-information policy with editorial revisions Marked-up version (Board approval not required).

Explanation of policy revisions

	Proposed revision(s) and their rationale	
Board policy 7.7, Investments : This policy is relatively new (it was first adopted in February 2021) and it has undergone two reviews since that time.	The committee recommends that the review period be changed from 'annual' to 'biennial.'	
Board policy 6.4, FAR Committee Terms of Reference: This policy was last reviewed by the Board in February 2022, when the Board approved a number of revisions. Several additional process changes and clarifying points were identified, which prompted a review of the policy before its scheduled next review (Feb. 2024).	Section 6.4.1(1)(a) was added as a result of the Board's approval, in May 2022, of a new budget assumptions approval process.	
	 Section 6.4.1(1)(d) was revised to modify the timing when the Corporate Risk Profile is presented to the Board (from the April virtual meeting to the June Board workshop). The background and rationale for the change follows: In April 2021, the Board adopted a Corporate Risk Profile, which set up a new process to manage Board and operational risks at Engineers Canada. Under this new process: When appropriate, Board briefing notes refer to pre-established risks; The Board's quarterly reviews of the risk register were replaced with an annual review; FAR is the only Board committee to review strategic risks on an ongoing basis (similar to their review of the quarterly financial statements); and, New risks that arise are first brought to FAR prior to the Board. Specifically, the change in timing of the annual risk review (from April to June) is proposed for the following reasons: Currently, the Board's in-depth, annual review is performed at the April virtual meeting, which is a short (2-hour) meeting. The annual review takes place after the review of the audited financial statements, which in some cases may not provide the Board with enough time to discuss Board risks. While the timing of the review allows the FAR committee to build in-depth knowledge before the Board's annual review, it results in new Directors having been on the Board for a full year before being formally introduced to the risk registers. The June Board workshop is typically set up to discuss and develop the next Strategic Plan, and making time for the risk 	

register reviews at the same time would assist Directors in their
consideration and selection of strategic priorities.
Further edits to section 6.4.1(1)(d) were made to clarify committee's
role in reviewing Board risks.
Section 6.4.1(1)(e) was revised to clarify the FAR Committee's role in
conducting an in-depth analysis of the Board's strategic risks, every
three years, as an input to the development of each new Strategic Plan.
The strategic risk analysis takes place at the same time as the SWOT
(Strengths, Weaknesses, Opportunities and Threats) exercise, to see if
new risks should be added to the Risk Register (and/or whether existing
risks should be removed.
Section 6.4.1(1)(h)(iv)(A) was revised to clarify the process, set out in the
Canada Not-for-profit Corporations Act, where the Board approves the
audited financial statements, and the Members receive them at the
AMM.
Section 6.4.1(1)(h)(v) was revised to clarify that the outcome of a
comprehensive review of the auditor is a recommendation to the
Members to either retain the audit firm or to select an alternative audit
firm.
Section 6.4.3(2) was revised to bring the quorum requirement for FAR
Committee meetings in-line with what is stated for other committees
and task force.

Agenda item 4.3, Appendix 2

7 Board policies

7.7 Investments

Date of adoption: February 24, 2021 (Motion 2021-02-7D) Date of latest amendment: October 1, 2021 (Motion 2021-10-4D) Review period: <mark>AnnualBiennial</mark> Date last reviewed: October 1, 2021 **Commented [ES1]:** This policy has been reviewed by the GC and Board twice since it was adopted (Feb 2021 and Oct 2021), and is not subject to substantial revisions, so a longer review period may be recommended.

7.7.1 Investment objectives

- (1) Engineers Canada has a goal of establishing a well-diversified investment portfolio, which will be managed to ensure preservation of capital while seeking moderate growth. Any funds which are not required to carry out the short-term operations of Engineers Canada, for the purposes outlined in its Bylaws, articles, mission statement and Strategic Plan, shall be invested in accordance with this policy. Funds required for short-term operations will be held separately in highly liquid investments.
- (2) Further, without limiting the scope of the above statement, the following considerations shall be taken into account:
 - a) The time horizon this portfolio will remain invested is long, at least ten (10) years;
 - b) The investment portfolio will provide medium-term capital preservation to meet cash flow requirements over the next 3 years. Engineers Canada will provide the investment advisor a report with medium-term cashflow requirements at a minimum, on a quarterly basis;
 - c) Most investments in this portfolio will remain liquid and quickly convertible to cash. However, a small portion of the portfolio will be invested in illiquid investments;
 - d) While Engineers Canada is concerned with preserving the value of the portfolio, it is understood that some short-term volatility could be encountered in order to achieve long-term performance objectives. As a result, a decrease in portfolio value of fifteen percent (15%) to twenty percent (20%) can be tolerated provided that these decreases are reflective of general market conditions;
 - Engineers Canada is committed to investing in environmental, social and governance (ESG)focused funds, when and to the extent it makes sense to do so;
 - f) Engineers Canada is tax-exempt as defined under the Income Tax Act; and,
 - g) There are no legal constraints or preferences unique to Engineers Canada that will impact the investment management of this portfolio.

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7.7.2 Asset mix guidelines

The following asset mix guidelines shall be followed in order to achieve moderate, consistent returns. Should market conditions and/or cash withdrawals cause the portfolio to be outside the following ranges, the investment manager will undertake steps to realign the portfolio within a reasonable period of time.

Asset Class	Minimum Allocation (%)	Neutral Allocation (%)	Maximum Allocation (%)
Cash	10	20	25
Fixed Income	25	35	45
Equity	30	40	60
Canadian Equity	5	10	15
U.S. Equity	5	10	15
International Equity	5	10	15
Global Equity	5	10	15
Alternative	0	5	10

7.7.3 Monitoring performance and reporting

The following Benchmarks shall be used in assessing the overall performance of the portfolio:

Asset Class	Asset Weight (%)	Benchmark
Cash 20		FTSE Canada 30 Day T-Bill
Canadian Fixed Income	35	FTSE Canada Universe Bond Index
Canadian Equity	10	S&P/TSX Capped Composite TR
U.S. Equity	10	S&P 500 Index TR
International Equity	10	MSCI EAFE
Global Equity	10	MSCI World (Net)
Alternative	5	Alternative Equity

7.7.4 Servicing and reporting

The investment manager will meet with the CEO, the Director, Finance, and the chair of the FAR Committee at least annually (or more frequently, if requested) to discuss the portfolio returns and to reconfirm investment objectives. The investment manager will also provide consolidated reporting reflecting the combined assets of the portfolio on a quarterly basis.

Engineers Canada Board Policy Manual Section 7: Board policies

6 Engineers Canada Board committees and task forces

6.4 Finance, Audit, and Risk (FAR) Committee terms of reference

Date of adoption: May 24, 2019 (Motion 5756)Review period: BiennialDate of latest amendment: February 25, 2022 (Motion 2022-02-4D)Date last reviewed: February 25, 2022

The Finance, Audit, and Risk (FAR) Committee enhances the Board's effectiveness and efficiency on matters related to financial, audit, and risk management policies and monitoring.

6.4.1 Responsibilities

(1) The FAR Committee is tasked to fulfill Board responsibility #5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the board's risk tolerance level and directs Board-approved mitigation strategies. In addition, the FAR Committee shall:

a) Annually, review and approve the CEO's budget envelope assumptions.

a)b)Annually, review the CEO's draft budget and make recommendations to the Board.

- b)c)Review the CEO's quarterly financial reports and make recommendations to the Board, as necessary.
- d) Quarterly review Board risks, making necessary recommendations to the Board, and complete an annual review of the Corporate Risk Profile before it is shared with the Board in Review the Corporate Risk Profile annually, and review the risk register quarterly, making necessary recommendations to the Board Juneat the April meeting, or whenever significant changes occur.
- c)e)Conduct a triennial in-depth review analysis of the Board's strategic risks and make recommendations of acceptable mitigation strategies, residual risks, and required actions Based on the risk register, make recommendations of required actions, if any, to the Board as an input to each new Strategic Plan.
- d)f) Review the investment reports (prepared by a third-party advisor) at least annually and make recommendations to the Board.

e)g) Review and recommend changes to the Board's investment policy.

f)h) Oversee the annual audit including:

i. Annually assessing the auditor considering independence, communication and interaction, and quality of the engagement team.
- ii. Confirming the scope of the audit, which shall include a review of the key financial processes.
- iii. Providing an annual report to the Board regarding the audited financial statements and any significant information rising from discussions with the auditor.
- iv. Providing an annual report to the Members with:
 - A) The Board's recommendation concerningapproval 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.
- v. 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 put the audit out for tender.select an alternative audit firm.
- vi. 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.
- g)i) Review and update the Board on finance-related matters, such as internal financial controls and finance-related policies and procedures.
- h)j)_Conduct a review of any long-term procurement contracts that extend beyond five years.

6.4.2 Authority

- (1) The FAR Committee has the authority to meet independently with the external auditor.
- (2) The Chair of the FAR Committee has the authority to meet independently with Engineers Canada's Director, Finance.

6.4.3 Composition

- (1) The FAR Committee is comprised of a minimum of five Directors, including one Director from each of the three larger Regulators: PEO, OIQ, and APEGA. In addition, a Certified Professional Accountant shall be a member of the FAR Committee.
- (2) The committee chair plus another three members of the committee who are Directors constitute a quorum (50 per cent of the members +1) Quorum for any FAR Committee meeting is 50 per cent of the committee members plus one.
- (3) Committee members shall be financially literate and possess the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to those that could be reasonably expected to be encountered at Engineers Canada.
- (4) The Engineers Canada Director, Finance shall provide support to the FAR Committee.

6.4.4 Competencies of the FAR Committee Chair

- (1) The FAR Committee chair shall have an understanding of:
 - a) Not-for-profit financial reporting standards,
 - b) Engineers Canada fiscal operations, and
 - c) Engineers Canada budgeting process.

7 Board policies

7.13 Vaccination for In-Person Meetings

Date of adoption: December 13, 2021 (Motion 2021-12-11D)Review period: AnnualDate of latest amendment: December 13, 2021 (Motion 2021-12-11D)Date last reviewed: December 13, 2021 (Motion 2021-12-11D)

7.13.1 Purpose and scope

- (1) COVID-19 vaccines have been approved by Health Canada and are available to all working-age Canadians. According to public health information, COVID-19 vaccines are a safe method of giving individuals added protection against the effects of the COVID-19 virus and its variants and are an additional measure for limiting the risk of contracting and spreading the virus.
- (2) COVID-19 remains a serious health risk in our communities. The ongoing spread of variants of concern means that individuals and organizations must make every reasonable effort to protect against the virus. As-When the Engineers Canada Board and Board committees return to working and meetingmeet in-person, it is important to consider all available infection control measures to protect Engineers Canada's volunteers, staff, meeting observers, and the broader community.
- (3) In accordance with public health guidelines, Engineers Canada is mandating that all Board members, Board committee members, Engineers Canada staff, and any invited guests who attend Engineers Canada's in-person meetings and events (hereinafter, "meeting attendees") have received the full series of a COVID-19 vaccine, with the rare exception of those individuals who cannot be vaccinated due to a permitted exemption. This vaccination policy for in-person meetings (the "Policy") describes requirements for disclosure of vaccination status and outlines the acceptable alternatives to infection control measures for those who are unvaccinated due to a medical reason.
- (4) This Policy applies to all meeting attendees in respect of their participation at in-person meetings and events hosted by Engineers Canada, including, without limitation, meetings of the Board, the Members, the CEAB, the CEQB, the CEO Group, the Presidents Group, Officials Groups and any other related or ancillary meetings and events (hereinafter, "Engineers Canada meetings and events").
- (5) All external agencies, third-party service providers and independent contractors who attend Engineers Canada meetings and events shall be informed of this Policy and of Engineers Canada's expectation that they respect this policy.
- (6) From time to time, this Policy may be updated, as necessary, based on new public health guidance, new legal requirements, or other changing circumstances related to the COVID-19 pandemic. Engineers Canada will be guided by public health information, legislative requirements, and its existing legal obligations under, among other things, the Occupational Health and Safety Act (Ontario) and the Human Rights Code (Ontario).

7.13.2 Attestation and disclosure requirements

- (1) Commencing January 1, 2022, prior to attending any of Engineers Canada meetings and events, meeting attendees shall be required to provide Engineers Canada with one of the following:
 - a) Proof of vaccination:
 - i. proof of all required doses of a COVID-19 vaccine approved by Health Canada, which must have been received by the meeting attendee at least 14 calendar days before the Engineers Canada meeting and event;

or

- b) Written confirmation from a physician or a nurse practitioner that demonstrates that:
 - i. there is a medical reason the meeting attendee cannot be vaccinated against COVID-19; and,
 - ii. The effective time for which the medical reason is expected to persist.

If the medical reason which precludes vaccination is temporary, the meeting attendee shall provide confirmation of COVID-19 vaccination as soon as reasonably possible after that temporary period has concluded.

- (2) At least two (2) weeks prior to the Engineers Canada meeting and event with which the meeting attendee wishes to attend, they will be asked to attest to their vaccination status.
- (3) Meeting attendees will be required to provide proof of their vaccination status or a written confirmation of a medical exemption at or at some point prior to the Engineers Canada meeting and event which they wish to attend.

7.13.3 Alternative infection control measures

- (1) Any meeting attendee who is unvaccinated due to a medical reason may be required to adhere to alternative health and safety measures, which may include submitting to regular rapid antigen testing for COVID-19, and disclosing verification of negative results, while they are attending any Engineers Canada meetings and events.
- (2) As part of its duty to accommodate, Engineers Canada will cover the costs of any such testing.

7.13.4 Existing infection control measures

- (1) The disclosure requirements and alternative infection control measures are in addition to the existing infection control measures Engineers Canada implements for its meetings. All meeting attendees are required to comply with such additional infection control requirements, as may be altered and updated from time to time in accordance with prevailing public safety advice and guidelines, including, for example:
 - c) Daily screening for COVID-19 symptoms;
 - d) Following proper hygiene protocols;
 - e) Physical distancing; and,
 - f) Masking when indoors and in close proximity to others.

7.13.5 Non-compliance

- (1) Compliance with this Policy is critical to Engineers Canada's efforts to control the risks of COVID-19 when holding its meetings and events in-person.
- (2) A meeting attendee who fails to comply with this Policy, within the timelines set out in the Policy, may not be permitted to attend Engineers Canada meetings and events.

7.13.6 Privacy

- (1) Engineers Canada is committed to protecting the privacy and security of meeting attendees' personal information. All information reported under this Policy will be treated as confidential and will be used or disclosed only by those Engineers Canada staff tasked with implementing this Policy for the purposes of administering infection control procedures in respect of Engineers Canada meetings and events.
- (2) All meeting attendees' personal information will be collected, used, and disclosed in accordance with Engineers Canada's privacy policy. Moreover, the information collected under this Policy will only be kept as long as required to meet the stated purpose, and all vaccination status records will be retained, accessed, and disposed of in a secure manner.
- (3) Other than those Engineers Canada staff tasked with implementing this Policy, no one should ask or require another meeting attendee to disclose their vaccination status or their reasons for not being fully vaccinated, nor should they engage in any reprisal against one another.

7.13.7 Statistical information

- (1) Notwithstanding its obligations to safeguard the confidentiality of all information received under this Policy, Engineers Canada may collect, maintain and, upon request, disclose the following statistical information:
 - g) The number of meeting attendees who attested to being fully vaccinated against COVID-19;
 - h) The number of meeting attendees who provided proof of being fully vaccinated against COVID-19; and
 - i) The number of meeting attendees who provided a documented medical reason for not being fully vaccinated against COVID-19.

7.13.8 Administration

- (1) Engineers Canada will maintain and revise this Policy as required in response to public health guidance and the evolving conditions of the COVID-19 pandemic.
- (2) On behalf of the Engineers Canada Board, staff shall be responsible for the administration of this Policy, including the collection, use, disclosure, retention, and disposal of the vaccination status of meeting attendees.



BRIEFING NOTE: For information

Canadian Engineer	ring Accreditation Board (CEAB) draft work plan	5.1
Purpose:	To inform the Board of the planning activities of the CEAB in 2023, for final approval in December 2022	
Link to the Strategic Plan/Purposes:	Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 7: International mobility	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Paula R. Klink, Chair, CEAB	

Background

- As mandated by Engineers Canada's purposes, the Canadian Engineering Accreditation Board (CEAB) accredits undergraduate engineering programs (Purpose 1) and is accountable for parts of the work under Purpose 7: Managing risks and opportunities associated with mobility of work and practitioners internationally.
- For visibility purposes, a work plan for 2023 has been drafted for review by the Engineers Canada Board.

Status update

- The annual workplan is informed by:
 - Ongoing operational work (accreditation visits)
 - Feedback from EDC, CFES, and other stakeholders
 - o Results from the annual Accountability in Accreditation report
 - \circ $\;$ Changes to the engineering educational and/or accreditation environment $\;$
 - o Direction from the Engineers Canada Board and the Strategic Plan
- After reviewing the draft 2023 CEAB workplan and in consultation with Engineers Canada staff and CEAB Director Appointees and the CEAB's Policies and Procedures Committee, the CEAB Executive Committee has proposed that CEAB policy work be deferred while the strategic priority to "Investigate and Validate the Scope and Purpose of Accreditation" is underway.
- Deferring accreditation policy work eliminates the risk that the policy work may no longer be necessary due to the outcomes of the Strategic Priority.

Impact

- CEAB Working Group on 30 by 30: The work should continue until the consultation report is completed but no changes to accreditation criteria or procedures would move forward. This means that the task force would receive all feedback and respond to it with revised recommendations.
- Exploration of alternate curriculum content measurement: While the identified issues with the current curriculum content measurement (the AU) remain unresolved, a wrap-up report should be created so that the work could be picked up in future, pending the results of the strategic priority.
- Work focussing on improving documentation and quality within CEAB operations will continue, with a focus on training in 2023.

Next steps

- The CEAB will discuss the proposal at their September 17, 2022 meeting. The CEAB Chair will provide the Board with a verbal update on the outcomes of this discussion.
- The final 2023 CEAB work plan will be presented to the Board, for approval, at their December meeting.

Appendix

• Appendix 1: Draft 2023 CEAB work plan

DRAFT CEAB work plan 2023

Item		
Accreditation decisions*	Visit date	Decision date (2023)
Laurentian University	September 20-22, 2022	February
Simon Fraser University	September 25-27, 2022	February
Carleton University	October 15-18, 2022	June
Dalhousie University	October 27-November 2, 2022	June
Lakehead University	October 30-November 1, 2022	June
University of New Brunswick	October 30-November 1, 2022	June
Université du Québec à Chicoutimi	November 6 – 8, 2022	June
University Waterloo	November 6 – 8, 2022	June
British Columbia Institute of Technology	November 6 – 8, 2022	June
Western University	November 6 – 8, 2022	June
Université du Québec en Abitibi-Témiscamingue	November 13-15, 2022	June
University of Regina	November 13-15, 2022	June
University of British Columbia/University of Northern British Columbia	November 13-15, 2022	June
Université Laval	November 20-22, 2022	June
University of Calgary	November 20-22, 2022	June
University of Alberta	November 20-22, 2022	June
University of Victoria	February 12-14, 2023	June
York University	February 12-14, 2023	June
University of British Columbia	February 12-14, 2023	June
Sheridan College	February 12-14, 2023	June
University of Northern British Columbia	February 27-March 2, 2023	June
University of Ontario Institute of Technology	March 12- 14, 2023	June
Université du Québec à Rimouski	March 19- 21, 2023	June
Conestoga College	June 21-23, 2023	September
Algonquin College	July 4-7, 2023	September
International monitoring	Participant(s)	Date
ABET Symposium	TBD	April 20-21
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 11-16 Taiwan
Criteria and procedures	Responsible	Due date
 Implement any changes to criteria, policies, or procedures resulting from recent CEAB working groups and task forces (but not limited to): New definition of engineering design Proposed amendment to Appendix 3 Interpretive statement on licensure expectations and requirements, clauses 8 and 9 Required visit materials Revised Policies and Procedures Terms of Deforence 	CEAB members	December

DRAFT CEAB work plan 2023

Criteria and procedures	Responsible	Due date
Issue a final consultation report on the 30 by 30 Working Group with revised recommendations based on stakeholder feedback (including Engineering Deans Canada's feedback).	Working Group on 30 by 30 Policies and Procedures Committee CEAB	September
Identify gaps in the Interpretive statement on curriculum content for options and dual discipline programs; determine to apply to modern engineering program naming	Policies and Procedures Committee	December
Issue a wrap-up report on alternative curriculum content measurement	Policies and Procedures Committee	September
Respond to EDC's proposed interim solution to resolving the criteria-related barriers to internal student exchange	Policies and Procedures Committee	September
 Approve outputs from the Working Group on Training Documentation and Resources: CEAB and Visiting Team processes: Revised role descriptions (CEAB Chair/Vice 	Working Group on Training Documentation and Resources Policies and Procedures Committee CEAB	February June
 Chair/Past-Chair; Visiting Team Chair/Vice Chair/Program Visitors/Observers; Lead Reviewer/Presenter/Editor) Revised matrix for decision making, including definitions for Concern/Weakness/Deficiency/Resolved (or equivalent) Training module for visitors 		
 Accountability in Accreditation Study and prioritize the findings from the 2022 report Collect data for the 2023 report 	AinA Committee Policies and Procedures Committee CEAB	Ongoing
Develop a roadmap for adoption of revised International Engineering Alliance Graduate Attributes	Policies and Procedures Committee CEAB	December
Study trends in Graduate Attribute/Continual Improvement compliance and findings to identify where the CEAB can/should intervene on training and development of the	СЕАВ	December
Revise and consult on proposed changes to the General Visitor report template	Policies and Procedures Committee	September
Monitor and support where required the implementation of Tandem for accreditation (Engineers Canada's new web- based data management system)	Policies and Procedures Committee CEAB members	Ongoing
2022-2024 Strategic plan	Responsible	Due date
Monitor and contribute when requested	CEAB members	Ongoing



BRIEFING NOTE: For information

Canadian Engineering	Qualifications Board (CEQB) draft work plan5.2
Purpose:	To inform the Board of the planning activities of the CEQB in 2023, for final approval in December 2022
Link to the Strategic Plan/Purposes:	Operational imperative 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:	Governance functions
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB
Presented by:	Margaret Anne Hodges, Chair, CEQB

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examinations 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 briefing note is to inform the Engineers Canada Board of the results of the consultation process and proposed 2023 CEQB work plan.

Proposed action/recommendation

• That the work plan be approved at the December meeting.

Other options considered:

 No other options were considered, as the work plan reflects feedback received directly from the Regulators.

Risks

• Without having reviewed the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, resulting in diminished Regulator confidence.

Financial implications

• All work plan items have been considered in the 2023 proposed budget.

Benefits

- The CEQB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which are timely and serve the needs of the Regulators.
- Engineers Canada's strategic and operational priorities relating to diversity of the profession specifically for women and Indigenous peoples will be advanced through the development of these guidelines.

Consultation

- All received feedback and responses are available in Appendix 1.
 - On May 5, 2022, an email was sent to the Engineers Canada Board, the CEQB, the CEO Group, and the Admission, Practice and Discipline & Enforcement Officials Groups to consult on proposed work plan priorities. The officials' groups discussed the package and provided their feedback during virtual meetings in June.
 - Officials' groups' feedback was considered and the CEQB Executive Committee responded to each comment. These responses were then circulated to the CEO Group for consultation on July 12, 2022. The CEO Group reviewed the proposed work plan and provided their feedback. The CEQB Executive Committee responded to the CEO Group's feedback and circulated a revised version of the work plan to the CEQB members.
 - The CEQB held a meeting on July 18, 2022 and agreed to recommend the revised 2023 work plan priorities for Board approval (Appendix 2).

Next steps

- Feedback from the Board is welcome and will be considered by the CEQB Executive at an upcoming meeting.
- The final work plan will be presented to the Board for approval at their December meeting.

Appendices

- Appendix 1: Draft 2023 CEQB work plan
- Appendix 2: Feedback received and responses from CEQB on its 2023 priorities

Draft CEQB work plan 2023

As mandated by the purposes of Engineers Canada, the 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 2022 priorities that will be carried forward in 2023 and propose 2023 priorities based on received feedback from officials groups, including CEOG.

A. Carried forward from 2022 priorities

Item	Requested by	Date of	Anticipated
		request	completion
Reviewing the 2016 Engineers Canada paper	NDEOG	2020	February 2023
on software engineering			
Creating a new public guideline for engineers	Engineers Canada	2019	February 2023
and engineering firms on the topic of	Board		
Indigenous consultation and engagement			
Creating a feasibility study on Alternative	Engineers Canada	2020	February 2023
Methods of Academic Assessment for Non-	Board (expanded		
CEAB Applicants	by NAOG)		
Creating a new public guideline on duty to	NDEOG	2021	May 2024
report/wrongdoing			
Creating a new public guideline on fitness to	NPOG &NDEOG	2021	October 2024
practice			
Review of the 2013 public Guideline on good	NAOG & NPOG	2021	February 2023
character			
Review of the 2016 public Guideline on the	NPOG	2021	October 2023
code of ethics			
Review of the 2014 public Guideline on	NPOG	2021	October 2023
conflict of interest			

B. Additional 2023 priorities based on consultation results

Item	Requested by	Date of request	Anticipated completion
Creating a new Engineers Canada paper on the regulation of emerging disciplines	NDEOG & NPOG	2022	October 2025
Review of the 2014 Regulators guideline on principles for character investigations	NDEOG	2022	May 2024

Review 2016 Public guideline on	NPOG	2022	May 2024
of engineers-in-training			

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Chemical Engineering	January 2023
2011 Complementary Studies	January 2023
2016 Electrical Engineering	January 2023
2016 Mechatronics Engineering	January 2023

D. New review of examinations syllabi and associated textbooks

Item	Anticipated completion
2007 Building engineering	January 2024
2017 Industrial engineering	January 2024
2017 Petroleum engineering	January 2024

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
New Public Guideline on Assessment and	NAOG doesn't feel the topic of this	No comment was provided.	NDEOG can see a potential linkage	Will not be added to the 2023	No comment was	Will not be added to the
Performance of Engineering Teams	guideline falls within their scope and		of the assessment and	work plan.	provided.	2023 work plan.
	therefore, defers feedback on this		performance of engineering teams			
	item to other Officials groups.		with the overall safeguarding of			
			the public, but generally doesn't			
			feel the topic of this guideline falls			
			within their scope. Therefore,			
			feedback on this item is deferred			
			to other Officials groups.			
New Engineers Canada Paper on the	NAOG believes that this paper should	NPOG saw benefit in the QB	NDEOG members had slightly	CEQB will prioritize this for the	Proceed as recommended.	Added to draft 2023
regulation of emerging disciplines	be made a priority by the	advancing with a paper on	differing views regarding the	work plan, based on Board		CEQB work plan.
	Qualifications Board. Admissions	general guiding principles on how	usefulness of this paper but in	approval and resource availability.		
	officials are responsible for the	to best regulate new and	general, saw benefit in the QB			
	certification and qualification of	emerging fields.	advancing with a paper on general			
	those in emerging engineering fields		guiding principles on how to best			
	and for engineering regulation to	NPOG mentioned that they'd	regulate new and emerging fields			
	stay relevant, this is a topic where	appreciate if the paper also	given the increasing frequency of			
	further guidance and research is	provided guidance for not just	individuals in new or emerging			
	needed.	emerging disciplines but	fields practicing engineering			
		emerging areas of practice from	without a license. NDEOG			
	If this paper is advanced, NAOG	existing P.Eng's who are	cautioned they believe this would			
	cautioned that it needs to reference	practicing outside of the	be a work product that would			
	fields that have technically already	traditional areas that they were	benefit by having regulator input			
	emerged, but regulators do not have	trained on.	at all stages of development to			
	a firm grasp or control of (i.e.,		ensure it's the most helpful and			
	software engineering). They also		productive in scope.			
	noted that a general paper with		Some NDEOG members noted that			
	guiding principles on how to best		individual white papers specifically			
	regulate new and emerging fields on		targeting new engineering fields			
	an ongoing basis would be more		(i.e., nanotech, coastal) and			
	helpful than focusing on any specific		defining the boundary of what's			
	disciplines.		engineering and what's not in			
			those fields would be more helpful			
			but understands that this type of			
			work may lend itself better to the			
			regulatory research portfolio at			
			Engineers Canada.			

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan	No comment was provided.	NPOG feels as though this guideline is no longer required as there's not enough consistency across the country on PD programs to be of use.	No comment was provided.	Archive this guideline.	No comment was provided.	Archive this guideline.
2012 Public guideline on the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2013 Public guideline on the professional practice examination	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2014 Regulators guideline: Principles for character investigations	NAOG would request that this guideline be prioritized. It was noted that it's likely a good time to review this guideline in light of the ongoing review of the 2013 Guideline on Good Character to see if there's a relation or if it's worth linking or integrating these guidelines together.	No comment was provided.	NDEOG would request that this guideline be prioritized. It was noted that it's likely a good time to review this guideline in light of the ongoing review of the 2013 Guideline on Good Character. NDEOG also believe this guideline could prove to be beneficial as it would lead to better proactive efforts to help reduce disciplinary issues with registrants down the line.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	Proceed as recommended.	Added to draft 2023 CEQB work plan.
2016 Public guideline on assuming responsibility for the work of engineers- in-training	NAOG would request that this guideline be prioritized. It was noted this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines. A common complication with emerging disciplines/entrepreneurial work is not having a P.Eng able to assume responsibility of an EIT or entrepreneur working in an emerging field.	It was noted this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines. A common complication with emerging disciplines/ entrepreneurial work is not having P.Eng's available to assume responsibility of an EIT or entrepreneur working in an emerging field.	NDEOG would request this guideline be prioritized. It was noted this guideline may have some synergy for the previously noted Engineers Canada paper on the regulation of emerging disciplines. A common complication with emerging disciplines/entrepreneurial work is not having P.Eng's available to assume responsibility of an EIT or entrepreneur working in an emerging field.	CEQB will prioritize this for the work plan, based on Board approval and resource availability.	Proceed as recommended.	Added to draft 2023 CEQB work plan.
2016 Public guideline on sustainable development and environmental stewardship for professional engineers	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan
2017 Public guideline on admission to the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not be added to the 2023 work plan	No comment was provided.	Will not be added to the 2023 work plan

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2007 Building engineering syllabus	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will prioritize this for the	CEOs had some questions	Added to draft 2023
	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	work plan, based on Board	concerning why certain	CEQB work plan.
	the group's standard timeline. In	National Admissions Officials	Admissions Officials Group.	approval and resource availability.	syllabi were selected for	
	particular, NAOG believes this	Group.			review but were	
	syllabus should be prioritized first as				supportive of the review	
	non-CEAB applicants from these				approach. Proceed as	
	fields are among the most common.				recommended.	
2016 Naval Architectural engineering	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will defer this item to a	No comment was	Will not be added to the
syllabus	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	future cycle based on lower	provided.	2023 work plan
	the group's standard timeline.	National Admissions Officials	Admissions Officials Group.	interest level and resource		
		Group.		availability.		
2017 Computer engineering syllabus	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will defer this item to a	No comment was	Will not be added to the
	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	future cycle based on lower	provided.	2023 work plan
	the group's standard timeline.	National Admissions Officials	Admissions Officials Group.	interest level and resource		
		Group.		availability.		
2017 Industrial engineering syllabus	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will prioritize this for the	CEOs had some questions	Added to draft 2023
	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	work plan, based on Board	concerning why certain	CEQB work plan.
	the group's standard timeline. In	National Admissions Officials	Admissions Officials Group.	approval and resource availability.	syllabi were selected for	
	particular, NAOG believes this	Group.			review but were	
	syllabus should be prioritized first as				supportive of the review	
	non-CEAB applicants from these				approach. Proceed as	
	fields are among the most common.				recommended.	
2017 Engineering physics syllabus	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will defer this item to a	No comment was	Will not be added to the
	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	future cycle based on lower	provided.	2023 work plan
	the group's standard timeline.	National Admissions Officials	Admissions Officials Group.	interest level and resource		
		Group.		availability.		
2017 Petroleum engineering syllabus	NAOG is in support of the QB	NPOG defers feedback on the	NDEOG defers feedback on the	CEQB will prioritize this for the	CEOs had some questions	Added to draft 2023
	reviewing all the listed syllabi as per	syllabi review over to the	syllabi review over to the National	work plan, based on Board	concerning why certain	CEQB work plan.
	the group's standard timeline. In	National Admissions Officials	Admissions Officials Group.	approval and resource availability.	syllabi were selected for	
	particular, NAOG believes this	Group.			review but were	
	syllabus should be prioritized first as				supportive of the review	
	non-CEAB applicants from these				approach. Proceed as	
	fields are among the most common.				recommended.	

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
General suggestion(s) / comment(s)	The National Admissions Officials Grou	p (NAOG), National Practice Officials G	Group (NPOG), and the National	The CEQB looks forward to	CEOs had several	
	Discipline and Enforcement Officials Gr	roup (NDEOG) would like to thank the (Canadian Engineering Qualifications	continued collaboration with the	questions about the	
	Board (CEQB) for the opportunity to pr	rovide feedback on the proposed 2023	work plan priorities. We are happy	officials on its work.	resourcing of the CEQBs	
	to contribute to the work of the QB as	it supports and compliments our own	work on admissions, practice, and		substantial workload, but	
	discipline and enforcement issues.				after discussion were	
					satisfied that the work	
					plan is achievable and	
					were supportive of the	
					CEQB's efforts.	
·						



BRIEFING NOTE: For information

Annual advocacy report		5.9
Purpose:	To provide a summary of Engineers Canada's annual federal advocacy efforts fro the period June 2021 – June 2022	m
Link to the Strategic Plan/Purposes:	Operational imperative 5: Advocating to the federal government	
Link to the Corporate Risk Profile:	National collaboration Reputation	
Prepared by:	Joey Taylor, Manager, Public Affairs and Government Relations Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnership	S
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

• Engineers Canada's approved sub-strategy relating to federal government advocacy asked for the development of a comprehensive and detailed reporting mechanism. This reporting mechanism informs the Regulators of Engineers Canada's federal government advocacy activities and progress. As a result, an advocacy report containing a summary of advocacy activities from June 2021 - June 2022 was developed.

Status update

• The report is included for information.

Next steps

• Advocacy efforts will continue, as planned.

Appendix

• Appendix 1: Advocacy report: June 2021 - June 2022

Operational Imperative 5: Advocating to the federal government

Advocacy Report: June 2021 – June 2022

Engineers Canada's Public Affairs and Government Relations team brings the voice of the engineering profession to the federal government. Our advocacy work is centered around issues affecting regulation and impacts on the engineering profession. For the 2021-2022 parliamentary session, due to COVID-19, our team focused its efforts on maintaining virtual relationships with key stakeholders, including the four engineers elected to the House of Commons as well as federal departments linked to our key policy priorities. With substantial external factors and unique shifts facing the maintenance and development of external relationship building, the Public Affairs and Government Relations team proceeded apace. Here are some highlights.

Federal election

With the election of a Liberal minority government in September, Engineers Canada focused its efforts on establishing and maintaining relationships with key players across all parties who were elected. We also saw the following four engineers re-elected to Parliament:



Omar Alghabra Mississauga Centre LPC



Sukh Dhaliwal Surrey-Newton LPC



Marc Garneau Notre-Dame-de-Grâce-Westmount LPC



Marilyn Gladu Sarnia-Lambton CPC

We were also happy to see one engineer re-appointed to Cabinet—the Honourable Omar Alghabra was re-appointed as Minister of Transport.

Federal written public consultations

The Public Affairs and Government Relations team submitted 11 written submissions to federal public consultations on issues or concerns for the engineering Regulators and the engineering profession. These included:

1. <u>Engineers Canada's comments to Natural Resources Canada regarding</u> <u>the People-Centred Just Transition Discussion Paper</u>



- 2. <u>Engineers Canada's submission to the House of Commons Standing Committee on Finance in</u> <u>Advance of the 2022 Budget</u>
- 3. <u>Engineers Canada comments to the Standing Committee on Finance regarding Pre-Budget</u> <u>Consultations in Advance of the 2022 Budget</u>
- 4. <u>Engineers Canada's comments to Fisheries and Oceans Canada and Transport Canada regarding</u> <u>federal regulations of small fishing vessel design</u>
- 5. <u>Engineers Canada comments to Ministers Blair and Guilbeault regarding the Council of Canadian</u> <u>Academies' "Building a Resilient Canada" report</u>
- 6. <u>Engineers Canada's comments to the American Society for Testing Materials International</u> regarding the proposed change to the definition of "engineer" in ASTM F2783.
- 7. Federal Budget 2022 Highlights and Analysis
- 8. <u>Engineers Canada's Testimony to the Standing Senate Committee on Transport and</u> <u>Communications</u>
- 9. Engineers Canada comments to the Treasury Board Secretariat of Canada regarding the Breaking down inter-jurisdictional regulatory barriers initiative
- 10. <u>Engineers Canada's comment on the proposed amendments to the CER Onshore Pipeline</u> <u>Regulations</u>
- 11. <u>Engineers Canada's comments to Environment and Climate Change Canada on the Climate</u> <u>Science 2050 National Climate Change Science Plan</u>

Notably, this work led to Engineers Canada being invited to provide testimony to the Standing Senate Committee on Transport and Communications. It has also led to several of Engineers Canada's recommendations being included in the Government of Canada's <u>Budget 2022: A Plan to Grow Our</u> <u>Economy and Make Life More Affordable.</u>



Engineers Canada CEO Gerard McDonald testifies in front of the Standing Senate Committee on Transport and Communications.

National Position Statements

The following National Position Statements were reviewed and approved by the Regulators and the Board as per the Public Affairs Advisory Committee's 2021-2022 workplan:

New National Position Statements:

- 1. Unleashing Canada's Potential: How Engineers are Essential to Increasing Canada's Productivity
- 2. Role of Engineers in Building a Safe and Resilient Canada



Updated National Position Statements:

- 3. Qualified Person vs Licensed Engineer
- Science, Technology, Engineering, and Math (STEM)
- 5. Qualifications-based Selection
- 6. Procurement of Goods and Services



Engineers Canada's Public Affairs Advisory Committee is charged with developing National Position Statements on new and existing issues facing the engineering profession.

Issue Statements

Issue statements are a means to quickly respond to emerging public policy issues affecting engineering Regulators and the engineering profession. In 2021-2022, the Public Affairs and Government Relations team drafted two new issue statements that included:

- 1. <u>Air quality and building management: Reducing the airborne transmission of the COVID-19 virus</u>
- 2. Federal Regulations of Fishing Vessel Design

As a result of these statements, Engineers Canada's advocacy work related to federal regulations of fishing vessel design was mentioned on several occasions in the <u>media</u>.

Engaging and educating parliamentarians and senior federal officials

The Public Affairs and Government Relations team participated in five virtual meetings with parliamentarians and senior federal officials to promote and discuss issues affecting engineering regulation and issues that impact the profession:

- The Honourable Andrew Scheer, Shadow Minister for Infrastructure and Communities
 - Topic: Update on current Engineers Canada strategic priorities, and opportunities for collaboration.
- Karen Jensen, Federal Pay Equity Commissioner
 - Topic: Update on current Engineers Canada strategic priorities, equity, diversity and inclusion initiatives and opportunities for collaboration.
- John Cuddihy, Director of Infrastructure and Environment, Infrastructure Canada
 - Topic: Update on current Engineers Canada strategic priorities and opportunities for collaboration.



- Jade Mallette, Director of Labour Relations, Treasury Board of Canada Secretariat
 - Topic: Licensing of federal public service engineers and opportunities for collaboration.
- Sean Smith, Manager, GHG Emissions, Infrastructure Canada
 - Topic: Update on current Engineers Canada strategic priorities and opportunities for collaboration.