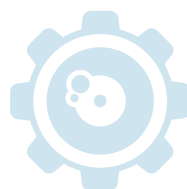




Professional Engineers
Ontario

ADVANCING REGULATORY EXCELLENCE

20
24 Annual Review



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OUR MANDATE

PEO regulates the practice of professional engineering and governs those individuals and organizations that it licenses under the authority of the *Professional Engineers Act* to serve and protect the public interest.

OUR VISION

To be the trusted leader in professional self-regulation.

OUR MISSION

Regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment.

PEO CORE VALUES

Accountability
Integrity
Professionalism
Respect
Teamwork

PEO's core values are intended to inform the behaviour of our licence holders, staff and volunteer leaders in their everyday activities and interactions.

ABOUT PEO AND GOVERNANCE

REGULATING THE ENGINEERING PROFESSION TO SERVE AND PROTECT THE PUBLIC

Established on June 14, 1922, PEO is the licensing and regulating body for professional engineering in the province. PEO operates under the authority of the *Professional Engineers Act* (PEA) to serve and protect the public interest by setting and upholding high academic, experience and professional practice standards for the engineering profession. Individuals licensed by PEO are the only people permitted by law to undertake and assume responsibility for engineering work in Ontario.

GOVERNANCE

PEO Council provides overall direction for the regulator and profession. It is accountable to the public through the Ministry of the Attorney General to uphold PEO's statutory duty to regulate the practice of engineering and govern the engineering profession in the public interest. Council is comprised of elected professional engineers and councillors appointed by the Lieutenant Governor in Council. Council provides high-level strategic direction and control to ensure PEO is fulfilling its mandate. Under the act, Council appoints a Registrar (now a CEO/Registrar) who in turn is responsible for overseeing staff to administer the organization and carry out its functions at an operational level.

Meet 2024–2025 PEO Council: www.peo.on.ca/about-peo/council/2024-2025-council





PRESIDENT'S MESSAGE

By Gregory P. Wowchuk, P.Eng., FEC
PEO President 2024–2025

As I look back on the 2024–2025 Council term, I must say what a privilege it has been serving as PEO president, working with members, volunteers and staff—who comprise a “three-legged stool” because we depend on all

three—to self-regulate and govern our profession in the public interest. I have been involved in PEO's affairs, both on and off Council, since I first served as a councillor in 1997.

In 1922, the government of Ontario established a covenant with the province's engineers: Running the profession would be the exclusive domain of its members—on the condition that the public interest would be held paramount—and the government would stay at arm's length.

After a century of self-regulation, it is an arrangement that still works superbly; and I'm proud to say that Council's efforts over the term have continued to uphold and improve upon it.

Guided by our 2023–2025 Strategic Plan and its overarching goals of improving licensing processes, organizational performance and governance and renewing PEO's vision, Council made several important decisions that bolster our regulatory effectiveness, governance and public protection—now and into the future.

We committed to reintroducing a new Engineering Intern (EIT) program. The program was suspended for new licence applicants in 2023, following the introduction of PEO's updated, FARPACTA-compliant licensing process. However, our stakeholders—members, applicants, chapters and employers—told us loud and clear they wanted it back. We listened; and directed staff to start consultations and begin building back an improved EIT program that serves our mandate while meeting the needs of stakeholders.

We approved an enterprise risk management policy to ensure there is effective oversight of PEO's governance and operations. This is critical to fulfilling our mandate by helping Council identify, assess and address risks that could affect the outcomes of our objectives. Under the policy, a risk register (a high-level summary of potential organizational risks) will be presented and discussed annually by Council.

We adopted the Director Accountability Framework and accompanying policies (including councillor code of conduct, conflict of interest and anti-workplace violence, harassment and discrimination policies, as well as election eligibility

criteria and councillor disqualification conditions). Council also directed staff to work with the Ministry of the Attorney General to prepare regulations governing the qualification of members to be elected to Council and prescribing the conditions disqualifying councillors. Adopting robust governance controls, including high standards for director conduct, is crucial for building and maintaining a strong and effective board.

Council directed the CEO/registrar to develop a formal fitness to practice (FTP) process to address incapacity issues—concerns about a licence holder's ability to practise engineering competently and safely due to physical or mental health conditions. FTP processes are standard among other regulated professions in Ontario; however, PEO until now has addressed incapacity through our discipline process. The formal FTP process will be designed to manage incapacity concerns by ensuring any regulatory actions are measured and equitable.

And we approved an updated PEO *Engineering Inspection for Tower Cranes* practice standard which prescribes responsibilities for engineers carrying out review of tower cranes as required by Ontario Regulation 213/91 under the *Occupational Health and Safety Act*. This important document details how engineers are to perform the new, expanded scope and frequency of tower crane inspections to improve public safety. This is crucial in our cities, where tower cranes are everywhere these days.

We also began work on our 2026+ strategic plan, ensuring our future direction remains focused on regulatory excellence and protecting the public. Staff consulted with a diverse group of stakeholders on the new plan, hosting focus groups, meetings and surveys. Following additional consultation and plan development, the next Council will consider a new strategic plan that will guide us in our continued work modernizing and strengthening our regulatory framework.

All told, it's been an incredibly productive year and I'm grateful to my Council colleagues and staff for making it happen. It has been an honour to work with you.

Thank you to the membership who chose me to serve PEO and the profession as president. I hope I have performed to your expectations.

I wish incoming President Fred Saghezchi, MASc, P.Eng., FEC, great success during his term as he guides Council through the development and implementation of the next strategic plan and our continued work regulating and governing our profession.



CEO/REGISTRAR'S MESSAGE

By Jennifer Quaglietta, P.Eng., MBA, ICD.D

As we look back on 2024, I can say with certainty that it was a year of remarkable progress and impact. PEO successfully achieved all the objectives outlined in our 2024 Operational Plan, which is guiding our work

towards achieving the goals in our 2023–2025 Strategic Plan. This marks significant progress in our journey toward modernizing and strengthening our regulatory framework. Through the dedicated efforts of Council and staff, we implemented key initiatives under three guiding pillars—operational effectiveness, organizational alignment and governance renewal—that strengthened our processes and reinforced our commitment to serving the public interest. These pillars have shaped our transformation since 2019 and continue to serve as the foundation of our three-year strategic plan, which I consider our North Star.

Notably in 2024, PEO exceeded compliance requirements for licensing timelines under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) while reducing our legacy licence backlog by nearly 45 per cent—a significant step in ensuring efficient and fair access to licensure. Our shift to a competency-based assessment framework was highlighted in the Office of the Fairness Commissioner's 2023–2024 annual report, which praised PEO for adopting an objective scoring system. "In pursuing this new path, PEO Council wished to demonstrate, in an open and public manner, that it is complying with the new legislative framework and is committed to overseeing an engineering profession that is more equitable, diverse and inclusive," Commissioner Irwin Glasberg, LLB, wrote.

PEO also achieved critical outcomes in our mandatory continuing professional development program, PEAK, which achieved 89 per cent compliance among licence holders who were required to complete the first two elements. Enforcement efforts were bolstered by the resolution of over 80 complaints and seven discipline cases, as well as two unlicensed practice prosecutions that resulted in record-breaking cost awards in PEO's favour. Further advancements included 57 digital transformation projects, improved customer service processes and the completion of key initiatives to enhance volunteer engagement and operational efficiency.

Governance efforts advanced over 30 regulatory policy initiatives. We also strengthened our stakeholder engagement efforts with the launch of the Strategic

Stakeholder Advisory Group, made up of a diverse group of volunteers from Ontario's engineering community to provide input on important regulatory policy initiatives.

Equity, diversity and inclusion (EDI) remained a key focus for PEO as we continued our efforts to build a regulatory framework and workplace that reflect the diverse communities we serve. Recognizing that a more inclusive and representative profession builds public trust and enhances our ability to regulate in the public interest, we advanced our Anti-Racism and Equity Code Action Plan. By integrating EDI principles into our policies, decision-making and workplace culture, we are creating an environment where diverse perspectives are valued and where all individuals—regardless of background—can contribute meaningfully to the profession.

As we reflect on the work we've done in the last year, I want to extend my sincere gratitude to PEO Council for their dedication and leadership in shaping the future of the engineering profession in Ontario. Through thoughtful policy decisions and strategic direction, Council has continued to uphold PEO's mandate to serve and protect the public interest. Their commitment to effective governance ensures we remain a responsive regulator that meets the evolving needs of our profession and the public we serve.

Equally vital to our success is the hard work and dedication of PEO's staff, who play a crucial role in executing our regulatory functions and advancing our organizational goals. Their commitment to excellence is reflected not only in the progress we have made but also in the highly engaged workplace culture we have fostered. With an impressive 99 per cent staff retention rate and a 90 per cent staff engagement rate, PEO continues to demonstrate its commitment to a supportive, inclusive and high-performing work environment. This culture of collaboration and professionalism ensures we remain well-positioned to meet our regulatory responsibilities effectively and efficiently.

As we look ahead, PEO remains steadfast in its goal of achieving regulatory excellence—upholding the highest standards of professionalism, accountability and public service. At the heart of effective regulation is not only diligence and integrity but also kindness. A fair, transparent and compassionate approach ensures we regulate with both strength and empathy, fostering trust and collaboration with the engineering community and the public. Together, we will continue to build a profession that is both technically excellent and deeply rooted in the values that serve society best.

2024 REGISTER AND PROTECTING THE PUBLIC

MEET PEO's LICENCE HOLDERS, ENGINEERING INTERNS (EITs) AND CERTIFICATE OF AUTHORIZATION HOLDERS

As of December 31, 2024, PEO's register included:



Total P.Eng. licences: 88,742
(men 76,113) (women 12,474)
(non-binary 17) (prefer not to
disclose/unknown 138)



Consulting engineer
designations: 806
(men 764) (women 42)



Engineering interns: 10,748
(men 8510) (women 2196)
(non-binary 12) (prefer not to
disclose/unknown 30)



Limited licences: 378
(men 324) (women 53)
(prefer not to disclose/
unknown 1)



Temporary licences:
60 (men 55) (women 5)



Building design specialist:
158 (men 146) (women 12)



Certificates of
authorization: 5493



Temporary certificates of
authorization: 12

PEO is committed to equitable practices and processes. In accordance with section 14 of the Ontario Human Rights Code, in 2022 we began collecting and reporting gender information, including non-binary identities, to understand the gender representation of our applicants and to identify potential barriers or opportunities for improvement in our licensing processes.

PROTECTING THE PUBLIC IN 2024

PEO's mandate, as described in the *Professional Engineers Act* (PEA), is to ensure the public is protected and individuals and companies providing engineering services uphold a strict code of professional ethics and conduct.

OVER 2024, PEO PROTECTED AND SERVED THE PUBLIC BY:

LICENSING: Ensuring all licensed professional engineers are qualified—and by licensing all who qualify



NEW LICENCE AND CERTIFICATE OF AUTHORIZATION HOLDERS IN 2024:

New P.Eng. licence holders:

4809

(men 3828) (women 961) (non-binary 4)
(prefer not to disclose/unknown 16)

New P.Eng. licence transfers:

961

New certificate of authorization holders:

548

DISCIPLINE: (!)

Disciplining licence holders and certificate of authorization holders found guilty of professional misconduct or incompetence

2024 DISCIPLINE COMMITTEE STATS:

Matters referred to discipline:

3

Pre-hearing conferences held:

11

Matters pending (caseload):

5

Written decisions issued:

12

UNLICENSED PRACTICE: (X)

Taking action against unlicensed individuals who illegally describe themselves as engineers. Similarly, PEO can prosecute companies or entities who illegally provide engineering services to the public

2024 UNLICENSED PRACTICE FILES:

Files carried over from previous year:

307

Files opened:

327

Files closed:

445

Files to carry over at December 31, 2024:

189

2024 UNLICENSED PRACTICE PROSECUTIONS:

Matters from previous year:

14

Charges or applications filed:

3

Matters withdrawn:

0

Matters resolved by undertaking:

6

Matters carried over at Dec 31:

3

Court prosecutions:

14

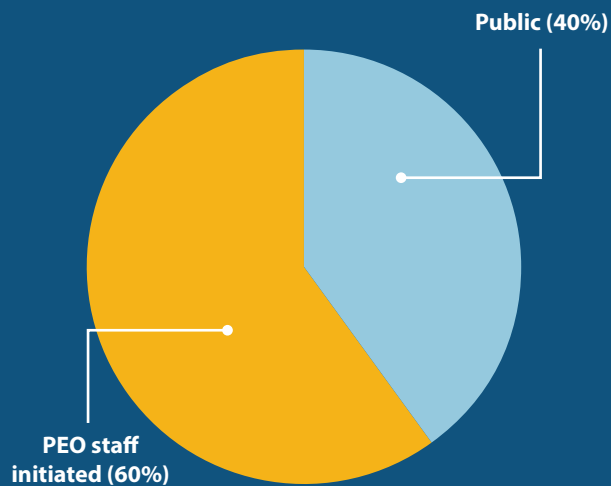
Ajax resident fined \$5,000 for use of professional engineer's seal

St. Catharines resident fined \$5,000 for use of professional engineer's seal

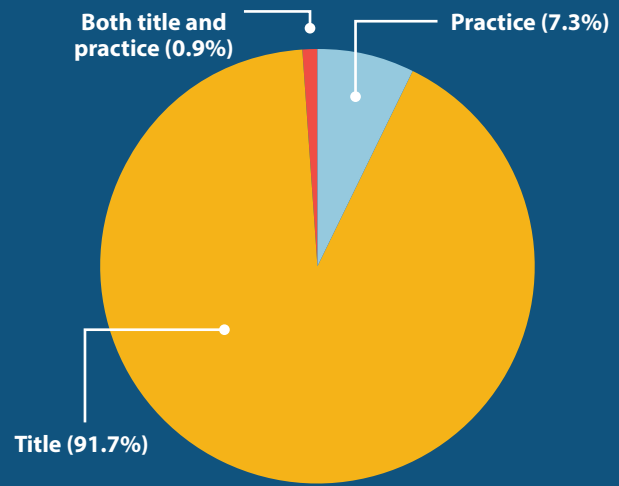
Ontario resident ordered to refrain from representing themselves as a professional engineer



UNLICENSED PRACTICE STATS CONT'D



SOURCE OF INQUIRY:



VIOLATION TYPE:

COMPLAINTS:

Investigating all complaints brought to PEO about unprofessional, inadequate or incompetent conduct of licence and certificate of authorization holders

2024 COMPLAINTS COMMITTEE STATS

Complaints filed:

106

Complaints disposed of by the Committee:

85

Referred to Discipline Committee:

5

Not referred to Discipline Committee and no other action taken:

52

Not referred to Discipline Committee and other action taken:

28





PERFORMANCE GUIDELINES/STANDARDS:
Preparing performance guidelines as benchmarks for quality of service in the engineering profession; and preparing performance standards in regulation



NEW/UPDATED/DISCONTINUED PRACTICE GUIDELINES/STANDARDS IN 2024:

Engineering Inspection Practice Standard for Tower Cranes as Required by Ontario Regulation 213/91 under the Occupational Health and Safety Act

Updated Practice Bulletin #7 Changes to Tower Crane Inspections under O. Reg. 213/91 under the Occupational Health and Safety Act

Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process practice guideline

Services of the Engineer Acting Under the Drainage Act practice guideline (discontinued)

For full regulatory statistics visit: www.peo.on.ca/sites/default/files/2025-04/2024-regulatory-stats.pdf

2024 HIGHLIGHTS

2023–2025 STRATEGIC PLAN: MODERN REGULATION FOR A SAFE AND DIVERSE ONTARIO

In 2022, PEO released our **2023–2025 Strategic Plan**. With an emphasis on licensing processes, organizational performance, governance effectiveness and renewed vision, the strategic plan supports our **change vision** to *become a professional, modern regulator that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that serve and protect the public interest*.

The foundation of this plan is rooted in PEO's commitment to a transformation that began in 2018 with the voluntary commissioning of an independent regulatory performance review. The strategy for this work rests on three pillars:



Operational Effectiveness



Organizational Alignment



Governance Renewal

Our four 2023–2025 strategic goals describe the specific work we are undertaking in pursuit of our change vision. PEO's 2023–2025 Strategic Plan goals include:



• **Improving PEO's licensing processes without compromising public safety**



• **Optimizing organizational performance**



• **Implementing a continuous governance improvement program**



• **Refreshing PEO's vision to ensure all stakeholders see relevance and value in PEO**

PEO is also ensuring all work towards these goals reflect values of equity, diversity and inclusion, in line with our **Anti-Racism and Equity Code**.

As we near the end of our 2023–2025 Strategic Plan, work has commenced on 2026+ strategic plan development. Over 2024, PEO consulted with a broad range of internal and external stakeholders on the new plan, including focus groups, meetings and surveys. We also convened the first Strategic Plan Working Group (SPWG) meeting in December which developed a list of strategic goals for further discussion. Following additional consultation and plan development, a 2026+ strategic plan will be presented to Council for approval in June 2025.

PEO is accountable to government and the public as we work to deliver our change vision. The following pages summarize our efforts and activities towards achieving our strategic goals.



IMPROVING PEO's LICENSING PROCESSES WITHOUT COMPROMISING PUBLIC SAFETY

UPDATED LICENCE APPLICATION PROCESS

Last year was the second year for PEO's updated licence application process that makes applying for an engineering licence more efficient, transparent and fair for all applicants. The updated process also helps ensure PEO's compliance with amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA).

Introduced May 2023, the updated licensing process requires applicants to demonstrate academic and experience qualifications before applying. Those applying for a P.Eng. licence must have a bachelor's degree in an engineering program accredited by the Canadian Engineering Accreditation Board (CEAB) or a bachelor's degree on PEO's Recognized Programs List supplemented by completing a confirmatory exam program. Applicants may verify if their bachelor's degree is CEAB-accredited or is on PEO's Recognized Programs List by using the ["Am I Ready to Apply?"](#) tool on PEO's website.

Additionally, all applicants must meet the [48-month experience requirement through a competency-based assessment \(CBA\)](#) at the time of application.

The updated process complies with FARPACTA requirements and timelines, including ensuring new applicants receive a registration decision within six months of submitting a completed licence application; confirming applications as complete within 10 days of receipt; meeting 30-day targets for processing transfer applications from other Canadian jurisdictions; and eliminating the Canadian experience requirement.



2024 Licensing Highlights

In 2024, PEO exceeded compliance requirements with these FARPACTA licensing timelines. And our shift to a competency-based assessment framework was highlighted in the Office of the Fairness Commissioner's 2023–2024 annual report, which praised PEO for adopting an objective scoring system. Commissioner Irwin Glasberg, LLB, noted that this move reflects PEO Council's commitment to aligning with new legislative frameworks and promoting a more inclusive profession.

To support applicants, last year we revised four CBA guides to reflect plain language principles, including guides for applicants and for validators, applicable to both the legacy and FARPACTA cohorts. Additionally, we produced two CBA informational videos and hosted a [live webinar](#) for 4203 attendees.

Become a Professional Engineer

PEO has launched an improved online application system. Learn about the new application process and requirements for prospective applicants.

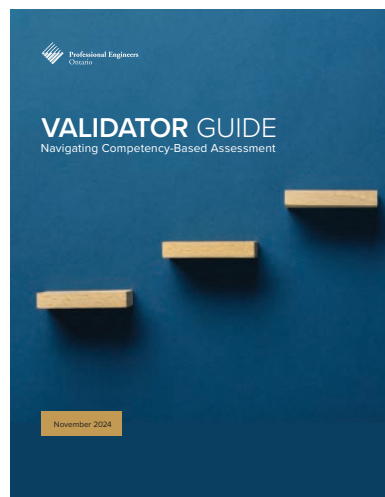
[Learn more](#)

Inventory Management Plan

PEO must continue processing licence applications of those who applied before the updated process took effect, ensuring these applicants benefit as much as possible from the revised approach.

Since we transitioned to the FARPACTA-compliant licensing process, our legacy process inventory has been reduced by 49 per cent, or from approximately 35,000 to 18,000.

PEO's licensing team has greatly benefited from enhanced, real-time data collection and analytics developed by the digital transformation and corporate operations team. Staff are now better able to discern and track how registration timelines improved in the past year. We are also better equipped to identify trends and make appropriate projections to assist with resource allocation and budgeting.



Engineering Intern (EIT) Program

PEO suspended the voluntary EIT program for new licence applicants with the introduction of our updated licensing process in 2023. Because the required engineering work experience under PEO's licensing process must be acquired before applying, the EIT program, which was designed to assist applicants as they acquired work experience, was no longer viable in its current form. The designation continues to be used by legacy applicants.

In November, Council approved a motion committing to reintroducing a new EIT program. Following extensive consultations with a variety of stakeholders, a policy proposal for the new program will be considered in early 2025. PEO will redevelop a new and improved EIT program that serves our regulatory mandate while meeting the needs of stakeholders: licence applicants, licence holders, PEO chapters, employers, etc.

PRACTICE EVALUATION AND KNOWLEDGE PROGRAM (PEAK)

In 2024, PEO's continuing professional development (CPD) program entered its second year as a mandatory requirement for licence holders. Pursuant to section 51.2 of Regulation 941 under the *Professional Engineers Act*, PEO licence holders—eligible professional engineers and limited licence holders—must complete the CPD program each year to maintain their licence. The mandatory CPD program is administered through the Practice Evaluation and Knowledge (PEAK) program.

PEO's annual PEAK CPD requirements include:

- A **practice evaluation** to declare practice status, evaluate a licence holder's practice and determine their target CPD hours;
- A **professional practice module**, to maintain knowledge of professional practice and ethics; and
- A **CPD report** to declare the professional development activities completed over the year. (*This requirement applies to practising licence holders who are assigned CPD hours or non-practising licence holders who opt-in to complete CPD hours.*)

Last year, about 70,000 licence holders were required to complete the PEAK program. Ninety-four per cent of licence holders started the program, with 89 per cent completing the first two PEAK requirements (practice evaluation and professional practice module). Of these, 66 per cent completed all PEAK requirements, including fulfilling and reporting their assigned CPD hours, in 2024.

To encourage compliance, over 2024 PEO sent out a series of email and robocall notices to remind licence holders of their PEAK obligations.

New PEAK Platform

Last year, PEO worked to build a new PEAK platform for licence holders to complete their annual CPD requirements. Featuring a modern look and improved functionality, the new platform is designed to make reporting and tracking CPD requirements simple and efficient. The platform was scheduled to launch in January 2025, to coincide with the start of the 2025 PEAK year. The process for completing PEAK remains the same: licence holders log in to their PEO portal account and click the PEAK tab to start the process for completing their CPD requirements.

New Professional Practice Module

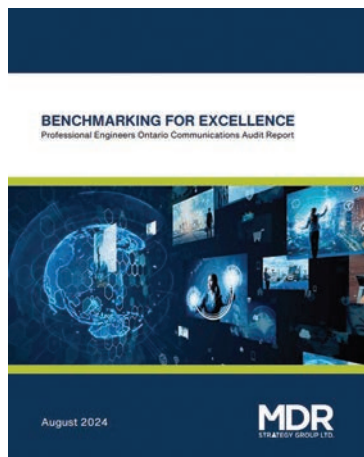
Work commenced on a new PEAK professional practice module to be introduced for the 2025 PEAK program. The new module focuses on the professional engineer's seal—what it means, physical versus electronic versions, how/when to use it and how to secure it. The new seal module is the third in a series of PEAK professional practice modules designed to refresh licence holder knowledge on professional practice and ethics. Existing modules include *governance, ethics and regulatory compliance* and *responsibility for professional engineering work*.



OPTIMIZING ORGANIZATIONAL PERFORMANCE

DIGITAL TRANSFORMATION AT PEO

Over 2024, PEO continued to evolve to meet the needs of the public and respond to an increasingly complex cybersecurity landscape. PEO's Digital Transformation Roadmap supports the delivery of the 2023–2025 Strategic Plan and operational deliverables by leveraging technology as a key enabler.



PEO's digital transformation journey included significant improvements in licence holder, applicant and staff experience with respect to data management, cybersecurity and technology use. These efforts streamlined operational processes and mitigated

approximately 10 million cyberthreats each month in 2024—ten times higher than industry benchmarks for similar-sized organizations. Staff also worked towards enhancing user experience and ensuring system stability by implementing a new PEAK platform for completing CPD requirements. Highlights of the almost 60 digital transformation initiatives completed in 2024 include:

- Advancing cybersecurity to align with best practice standards and frameworks;
- Enhancing Council onboarding processes;
- Implementing numerous technical enhancements to improve performance and decrease downtime for critical and licence holder-facing systems and applications;
- Enabling the implementation of advanced business intelligence and reporting capabilities; and
- Supporting the modernization of PEO and chapter websites.

CUSTOMER SERVICE

PEO's dedicated customer service team had a very productive 2024, handling 26,871 tickets. The first-contact resolution rates for the most frequently asked questions were 99 per cent for technical issues, 94 per cent for PEAK inquiries and 90 per cent for queries regarding the updated licensing process. Additionally, the user satisfaction rate of 7.48/10 attests to the quality of service provided to our licence holders and applicants. In 2025, PEO plans to expand on this achievement to cultivate a culture of exceptional customer service across the organization.

COMMUNICATIONS AUDIT

In 2024, PEO completed an audit of our communication practices and channels to assess our communications to stakeholders, identify areas of improvement and discover any communication gaps, barriers and issues. The audit was conducted by regulatory consultants MDR Strategy Group and included feedback from PEO staff, Council, committee members, chapter leaders, partner engineering organizations, licence applicants, EITs and nearly 5500 licence holders. The audit outlined positive feedback on our communication channels, such as LinkedIn, *Engineering Dimensions* magazine and email correspondence. It also identified areas for improvement, such as paying greater attention to chapter communications and developing and maintaining relationships with key media contacts. The audit report's recommendations included:

- Clearly define PEO and its role;
- Implement standard communication structures, protocols and practices;
- Commit to greater openness and transparency; and
- Support PEO's commitment to modernize.



▲ PEO staff participate in a 2024 International Women's Day event.

EMPLOYEE ENGAGEMENT

Developing and maintaining an engaged, high-performance workforce is a key element of our *Optimizing organizational performance* strategic goal. To this end, our HR high performance team roadmap has focused on building a culture of learning and inclusion.

Last year, PEO launched our first comprehensive employee engagement survey, covering topics across the entire employee lifecycle. Eighty-seven per cent of employees participated, with 90 per cent of participating staff reporting being engaged or almost engaged. These results indicate that our employees enjoy working at PEO and are more likely to go above and beyond in their work.

We will continue our employee engagement efforts through an action plan, with a goal to sustain our engagement score.



▲ PEO staff attended the Black Engineers of Canada annual general meeting and fireside chat in Oakville, ON, in August.

strategic stakeholder relations projects and initiatives; the pre-licensing outreach unit engages stakeholders with an interest in PEO's role as a licensing body and the licence application process; and the practice advisory services unit provides interpretation, education and guidance to stakeholders on standards of professional and ethical practice as set out in the PEA as well as guidance published by PEO.

In response to the audit, PEO's communications team has developed an action plan to address the report recommendations. The plan will be implemented over the next three years, although some actions have begun, including reintroducing the option to receive print copies of *Engineering Dimensions*.

STAKEHOLDER RELATIONS

PEO has committed to serving both operational requirements and Council's policymaking needs through meaningful engagement with stakeholders.

Introduced in 2022, our external relations department takes a strategic approach to stakeholder relations where regular, coordinated and meaningful engagement is maintained with government, coregulatory bodies, licence holders and others. The department engages PEO stakeholders via three routes: the stakeholder relations unit supports the design, implementation and tracking of major

Over 2024, external relations staff attended 138 events, including:

- Our pre-licensing outreach team gave 52 presentations to over 2600 prospective licence applicants hosted by chapters, settlement agencies and engineering employers; delivered 19 presentations to over 2000 engineering students; and connected with 750+ students at engineering fairs and the PEO-Student Conference organized with the Engineering Student Societies' Council of Ontario; and
- Our external relations department engaged with 157 people at 74 organizations, notably including our largest engineering stakeholder organization, the Ontario Society of Professional Engineers (OSPE) and our overseeing ministry, the Ministry of the Attorney General. Staff also conducted 18 surveys and consultations; and attended four stakeholder events, including events hosted by Black Engineers of Canada and the Association of Consulting Engineering Companies–Ontario.



▲ PEO staff attending the Ontario Society of Professional Engineers' Conference in Windsor, ON, in October.

Strategic Stakeholder Advisory Group (SSAG)

Last year, the external relations department introduced the Strategic Stakeholder Advisory Group (SSAG). The SSAG provides a new and intentional way for PEO to engage with stakeholders to support our regulatory policy development process.

Comprised of 14 volunteer licence holders drawn from diverse areas of Ontario's engineering community, the SSAG's role is to help staff assess the validity and thoroughness of various PEO policy approaches under consideration. The SSAG also provides feedback, identifies potential gaps or areas for concern and helps ensure that a diversity of stakeholder perspectives is captured. The group assists staff in asking the right questions and ensure we are speaking to the most informed and informative groups of stakeholders, both inside and external to the engineering community. The 14 volunteers will serve a two-year term and are engaged as needed to discuss and review information related to key regulatory policy initiatives.

In their first year, the SSAG provided preliminary feedback and suggestions (including identifying other sources of input) on three key issues: fitness to practise, time-based experience and annual reporting. Ultimately, the SSAG's input and advice will be reflected in briefing notes presented to Council in the context of significant policy decisions.

PEO ADVANCES PLAN TO UPDATE PRACTICE GUIDELINES

The review of PEO's standards and professional guidelines was identified as a strategic priority in the PEO 2023–2025 Strategic Plan. Since 2023, PEO staff have begun revising guidelines identified as requiring updates.

The guidelines include:

Services of the Engineer Acting Under the Drainage Act guideline—discontinued in 2024

Tower Cranes as Required by the Occupational Health and Safety Act practice standard—approved in 2024

Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process guideline—approved in 2024

Human Rights in Professional Practice guideline—under review

The Professional Engineer as an Expert Witness guideline—under review

Forensic Engineering Investigations guideline—under review

Conducting a Practice Review guideline—under review

Appropriate stakeholder input informs the revision process for each of these guidelines.

IMPLEMENTING A CONTINUOUS GOVERNANCE IMPROVEMENT PROGRAM

COUNCIL GOVERNANCE SCORECARD

In alignment with the strategic objective of implementing a governance improvement program, in 2024 PEO introduced a Governance Scorecard. The new scorecard, adopted by Council in November 2023, reports on 12 quantitative indicators. The indicators are connected to PEO's core functions of regulatory operations, policy, finance and strategy and organizational culture.

The scorecard helped staff and Council track operational activities and priorities throughout 2024. Governance scorecards are an important part of management and oversight processes to ensure alignment of operational activities with strategic plans.

Following its first year of use, the Governance and Nominating Committee (GNC) and Council will review the Council indicators in 2025 to ensure alignment to PEO's strategic plan.

ENTERPRISE RISK MANAGEMENT POLICY

At its February 2024 meeting, Council approved an enterprise risk management policy. The policy was recommended by the Governance and Nominating Committee (GNC) to support effective risk-management oversight of PEO's governance and operations.

A risk management framework helps identify, assess and treat uncertainty that could affect the outcomes of an organization's objectives. Addressing and reporting on risks in a systematic manner improves overall performance. Under the policy, the risk register (a report providing a high-level summary of the strategic risks to the organization) will be presented and discussed annually at an Audit and Finance Committee meeting, with a subsequent review by Council.

DIRECTOR ACCOUNTABILITY FRAMEWORK

At its September 2024 meeting, Council reviewed and adopted the Director Accountability Framework and accompanying policies, including:

- The Councillor Code of Conduct;

- Conflict of Interest policy and procedure for PEO Council;
- The Anti-Workplace Violence, Harassment and Discrimination Policy;
- Election eligibility criteria; and
- Councillor disqualification conditions.

Council also directed staff to work with the Ministry of the Attorney General to prepare regulations respecting and governing the qualification of members to be elected to Council and prescribing the conditions disqualifying members of Council.

The Director Accountability Framework components constitute a good governance control practice common to other professional regulators. Prior to Council approval, it was subject to extensive review and development work, including consultation with Council and discussion at Governance and Nominating and Human Resources and Compensation committee meetings, with the assistance of external legal counsel. It is expected that the Code of Conduct and Conflict of Interest Policy will be reviewed again in two years; and per statutory requirement, the Anti-Workplace Violence, Harassment and Discrimination Policy will be subject to an annual review.

COUNCIL ONBOARDING

Last year, PEO developed a new standard operating procedure to onboard PEO councillors and effectively orient them to their roles on Council. The goal is to provide onboarding training to new councillors to facilitate understanding of PEO's mandate and expectations around their role and responsibilities, including on Council and on the governance committee they are appointed to. Besides training, the new onboarding procedure includes providing introductory packages, such as the Governance Manual; and posting councillors' biographies on PEO's website.

Orientation for the 2024–2025 term was held in May, and all councillors, both new and current, were encouraged to attend.

KEY GOVERNANCE MILESTONES

February

Council approves Director Conduct workplan

Council approves proposed risk management policy to support effective risk-management oversight of PEO's governance and operations

April

Council approves the revised charters of the Audit and Finance, Governance and Nominating, Human Resources and Compensation and Regulatory Policy and Legislation committees

PEO hosts hybrid 2024 AGM

2024–2025 Council term begins

June

Council receives recommendations outlined in the report *Recommendations for addressing the TRC Calls to Action and Increasing Indigenous Representation in Engineering in Ontario*

Ontario Fairness Commissioner Irwin Glasberg, LLB, presents to Council on the commission's core mandate and fair registration practices under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA)

September

Council adopts the Director Accountability Framework and accompanying policies (Councillor Code of Conduct; Conflict of Interest policy/procedure; Anti-Workplace Violence, Harassment and Discrimination Policy; Election eligibility criteria; Councillor disqualification conditions)

Council approves three-year plan for PEO's 2025, 2026 and 2027 AGMs, including dates, locations and format: April 26, 2025/Toronto, April 25, 2026/Ottawa and May 1, 2027, GTA

Council approves the "Engineering Inspection Practice Standard for Tower Cranes as required by Ontario Regulation 213/91 under the *Occupational Health and Safety Act*"

Council directs staff to review whether PEO's regulatory and non-regulatory measures adequately address human rights issues within its jurisdiction and to propose measures for improvement where appropriate

Council directs the CEO/Registrar to develop a formal fitness to practice process to address issues of incapacity, for consideration by the Regulatory Policy and Legislation Committee (RPLC) and Council

November

Council commits to reintroducing a new engineering intern (EIT) program

Council approves a revised Safe Disclosure (Whistleblower) Policy

Council approves discontinuing PEO's 1998 *Services of the Engineer Acting Under the Drainage Act* practice guideline

REFRESHING PEO'S VISION TO ENSURE ALL STAKEHOLDERS SEE RELEVANCE AND VALUE IN PEO

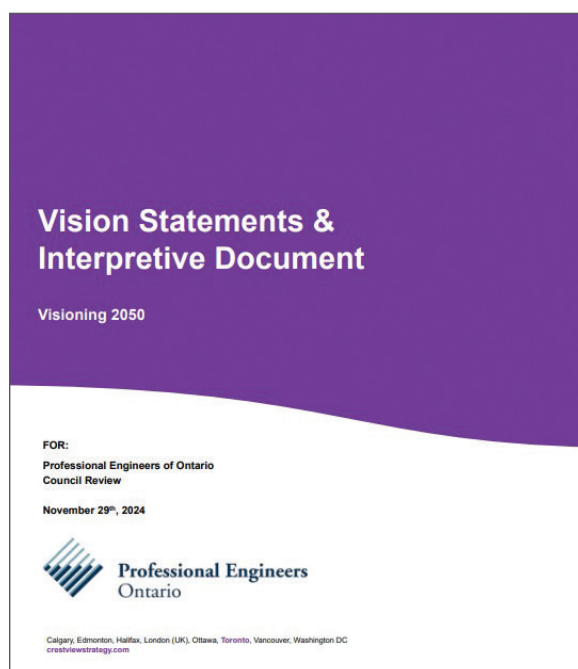
2050 VISION STATEMENT

Over 2024, work continued on a new PEO vision statement reflecting the long-term aspirations of how PEO will protect and serve the public through its governance of the profession and aligning stakeholders around a common purpose and direction.

Led by Past President Roydon Fraser, PhD, P.Eng., FEC, with support from public relations firm Crestview Strategy, the project produced four shortlisted vision statements and an accompanying interpretive document that were the result of thorough grassroots engagement with licence holders, students and stakeholders. Over 14 months, PEO consulted with 109 volunteers, held 102 meetings and received 2745 survey responses towards the development of the statements. Thanks to everyone who participated in this important work. This work will be preserved and will continue to be referenced as Council embarks on developing a new multi-year strategic plan.

To keep licence holders and vision statement consultation participants apprised of the extensive process that produced ideas and inputs to inform PEO's vision, Council directs people to this Winter 2025 *Engineering Dimensions* article (PEO vision statement update):

<https://issuu.com/engineeringdimensions/docs/winter2025/44>



STRENGTHENING EQUITY, DIVERSITY AND INCLUSION

30 BY 30

Engineers Canada's 30 by 30 initiative seeks to raise the percentage of newly licensed engineers in Canada who are women to 30 per cent by 2030. PEO's 30 by 30 Task Force was formed in 2018 and established metrics in several key areas. The task force was stood down in 2021, with 30 by 30 work transferred to PEO staff and operationalized through the external relations department.



At its annual 30 by 30 check-in in October, PEO announced that in 2023, women engineers represented 18.4 per cent of newly licensed engineers in Ontario and only 13.6 per cent of all PEO-licensed engineers. (In 2022, women represented 20.5 per cent of newly licensed engineers in the province.) There has been modest progress since 2018, when 17.8 per cent of newly licensed engineers were women.

As 30 by 30 enters its final five years, Engineers Canada has indicated that they are exploring opportunities to accelerate outreach and reinvigorate stakeholders. A recent environmental scan and evaluation of the first decade of 30 by 30 show some of the barriers women continue

to experience in the profession. These include career interruptions, insufficient mentorship and an unwelcoming work culture in some organizations. The research also suggests that meeting the 30 by 30 goal is unlikely, despite modest progress, and that there may be value in repositioning the initiative to better leverage interest holders.

Gender Audit

As part of PEO's 30 by 30 Action Plan, the regulator is continuing work on a gender audit of its licensing process and operations to identify potential gender biases or unintentional barriers that may impede women from getting licensed. Joyce He, PhD, and Sonia Kang, PhD, from the University of California, Los Angeles, and the University of Toronto, respectively, have completed online surveys and interviews with participants who recently received their licence or were currently going through the licensing process. He shared that key interim findings largely replicate findings from compiled archival data. The audit found no perceived differences between women and men in meeting licensure academic requirements or in successfully writing the National Professional Practice Examination. However, current findings show that younger women are more likely than men to report challenges with the experience requirement for licensure and consider giving up on engineering licensure. The researchers found that mentorship and employer support are particularly important, with higher mentorship and support predicting lower intentions to quit and an overall better licensing experience.



It is important to note that while the audit was being conducted, PEO implemented our FARPACTA-compliant licensing process. Although the researchers' insights and analyses primarily focused on the pre-2023 licensing process, they also considered the new process to inform their recommendations.

The researchers are now entering Phase 3 of their plan and are preparing a final report to share with PEO and Council.

ANTI-RACISM AND EQUITY CODE

In 2022, Council approved a policy code to help prevent issues of systemic racism and discrimination in all aspects of PEO's work as a regulator, employer and organization with an active volunteer cohort. The Anti-Racism and Equity (ARE) Code promotes policy development approaches that initially prioritized the most marginalized communities, including Black, Indigenous and other racialized populations, and focused on developing strategies to counter any systemic discrimination impacting persons based on gender identity. The ARE Code stems from the work of PEO's Anti-Racism and Anti-Discrimination Exploratory Working Group.

Over 2024, we continued to progress on an action plan that advances the code's eight principles. This action plan includes activities such as creating an EDI handbook and page on the PEO website; providing unconscious bias training; and reviewing PEO programs, policies, processes and communications. We also added the ability for licence holders to share gender information with the regulator. From a regulatory standpoint, PEO remains dedicated to ensuring its licensure process reflects its EDI commitments.

Indigenous Engagement

In June, PEO Council received recommendations outlined in the report *Recommendations for addressing the TRC Calls to Action and Increasing Indigenous Representation in Engineering in Ontario*. This work was conducted by Indigenous consultants Indigenous and Community Engagement (ICE) to evaluate PEO's role in the Truth and Reconciliation Commission's Calls to Action and accountabilities to answer the Calls to Action through engagement with Indigenous Peoples, licence holders and other communities in Ontario.

ICE is working with PEO to conduct a series of Indigenous consultations and help develop strategies in line with the ARE Code.

In support of this, last year PEO engaged with multiple Indigenous organizations, including ICE, the Ontario First Nations Technical Services Corporation, Canadian Council for Indigenous Business, SOAR Professional Services and Cambium Indigenous Professional Services. We continue to develop strategies to increase Indigenous representation in engineering.

ARE in the Workplace

PEO strives to create a workplace that reflects and supports the diversity of the communities we serve, and that fully aligns with the ARE Code and action plan. Current and future ARE-related workplace projects include creating an EDI Corner in PEO's monthly staff newsletter, covering equity and diversity education pieces and providing EDI training and education for all staff and leaders.



ABBREVIATED FINANCIALS

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS, YEAR ENDED DECEMBER 31, 2024

	2024 \$	2023 \$
Revenue		
P.Eng. revenue	20,555,107	20,419,085
Application, registration, examination and other fees	9,132,582	10,799,527
Investment income	2,562,263	2,450,361
Building operations (Note 4)	2,497,490	2,522,215
Affinity program (Note 6)	2,079,977	1,140,377
Chapter revenues	193,025	183,548
Advertising income	43,194	56,266
	37,063,638	37,571,379
Expenses		
Staff salaries and benefits/retiree and future benefits (Note 10)	17,581,409	14,755,423
Purchased services	3,140,370	2,031,333
Building operations (Note 4)	2,043,736	2,181,367
Computers and telephones	1,765,863	1,502,568
Legal (corporate, prosecution and tribunal)	1,292,836	1,889,585
Chapters expenses (Note 13)	1,124,034	987,561
Occupancy costs (Note 4)	932,920	868,604
Engineers Canada	809,208	1,033,732
Contract staff	799,457	1,155,291
Transaction fees	767,264	795,656
Consultants	657,234	510,595
Amortization	469,312	471,094
Volunteer expenses	376,449	297,730
Professional development	261,982	221,746
Insurance	128,238	144,885
Recognition, grants and awards	99,277	138,143
Postage and courier	98,262	177,842
Staff expenses	84,873	66,710
Office supplies	84,175	72,264
Printing	56,439	57,000
Advertising	42,572	30,583
	32,615,910	29,389,712
Excess of revenue over expenses before the undernoted	4,447,728	8,181,667
Council discretionary and strategic plan projects (Note 9)	3,155,407	3,879,859
Excess of revenue over expenses	1,292,321	4,301,808
Remeasurement and other items (Note 7)	3,630,335	1,198,300
Net assets, beginning of year	39,705,754	34,205,646
Net assets, end of year	44,628,410	39,705,754

The accompanying notes are an integral part of the financial statements.

The above information is an abbreviated version of PEO's 2024 financial statements. The full report appears in the Spring 2025 issue of *Engineering Dimensions* and on PEO's website.

ABBREVIATED FINANCIALS

STATEMENT OF FINANCIAL POSITION, AS AT DECEMBER 31, 2024

	2024	2023
	\$	\$
Assets		
Current assets		
Cash	5,476,019	8,986,393
Accounts receivable	644,398	914,468
Prepaid expenses and deposits	716,168	471,016
Other assets	11,873	36,496
	<u>6,848,458</u>	<u>10,408,373</u>
Marketable securities	35,151,617	29,112,173
Capital assets (Note 3)	<u>25,961,883</u>	<u>27,213,403</u>
	<u>67,961,958</u>	<u>66,733,949</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities (Note 15)	2,840,552	2,233,693
Fees in advance and deposits	12,064,496	12,370,498
Current portion of long-term debt (Note 5)	—	362,904
	<u>14,905,048</u>	<u>14,967,095</u>
Long-term liabilities		
Employee future benefits (Note 7)	8,428,500	12,061,100
	<u>23,333,548</u>	<u>27,028,195</u>
Commitments and contingencies (Notes 12 and 16)		
Net assets (Note 8)	<u>44,628,410</u>	<u>39,705,754</u>
	<u>67,961,958</u>	<u>66,733,949</u>

STATEMENT OF CASH FLOWS, YEAR ENDED DECEMBER 31, 2024

	2024	2023
	\$	\$
Operating activities		
Excess of revenue over expenses	1,292,321	4,301,808
Add (deduct) items not affecting cash		
Amortization	1,303,406	1,318,134
Amortization—other assets	24,623	64,671
Employee future benefits expensed	1,235,035	1,375,100
Change in unrealized losses (gains) on marketable securities	(757,121)	(1,514,609)
Losses (gains) on disposal of marketable securities	(455,372)	225,128
	<u>2,642,892</u>	<u>5,770,232</u>
Change in non-cash working capital items (Note 11)	325,775	(1,091,551)
	<u>2,968,667</u>	<u>4,678,681</u>
Financing activities		
Repayment of mortgage (Note 5)	(362,904)	(1,088,796)
Contributions to employee future benefit plans	(1,237,300)	(1,375,800)
	<u>(1,600,204)</u>	<u>(2,464,596)</u>
Investing activities		
Net change in marketable securities	(4,826,951)	(705,102)
Additions to capital assets	(51,886)	(107,936)
	<u>(4,878,837)</u>	<u>(813,038)</u>
Increase (decrease) in cash	(3,510,374)	1,401,047
Cash, beginning of year	8,986,393	7,585,346
Cash, end of year	<u>5,476,019</u>	<u>8,986,393</u>

The accompanying notes are an integral part of the financial statements.
Approved by Council.



▲ Jennifer Quaglietta poses with PEO volunteers at PEO's 2024 Volunteer Symposium, where long-time volunteers were inducted into the inaugural Hall of Fame.

VOLUNTEERS

In 2024, more than 900 professional engineers, engineering interns and others volunteered their time to work on behalf of PEO. This includes those who served on Council, committees and their subcommittees, task forces, the Government Liaison Program, and as PEO chapter leaders and volunteers. It also includes those who represented PEO on external boards and advisory groups and volunteered for chapter-sponsored programs.

PEO recognizes and thanks all those who have served the profession in a wide variety of activities and events throughout the year. Meet PEO's 2024 volunteers:

www.peo.on.ca/sites/default/files/2024-04/NVW2024.pdf



◀ PEO staff (from left to right) Aaron Fleishman, office assistant, volunteer engagement; Polina Litvina, chapter coordinator; Rob Dmochewicz, lead, events management and volunteer recognition; Julie Hamiton, manager, chapters; and James Schembri, director, volunteer engagement.

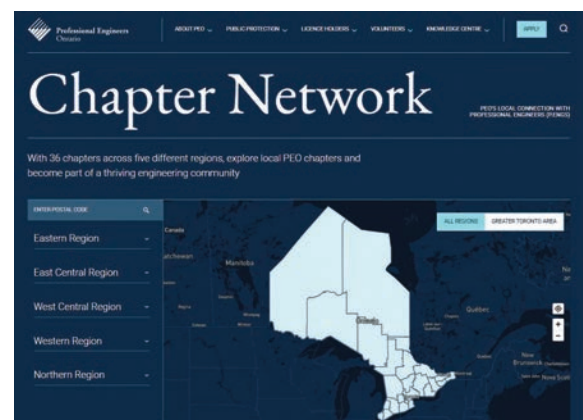
VOLUNTEER SYMPOSIUM

PEO held its inaugural Volunteer Symposium at Toronto's Chelsea Hotel on November 30, 2024. We welcomed roughly 200 people for a full day of volunteer recognition and breakout sessions focusing on the role of volunteers, PEO's public-

interest mandate and EDI. Featuring keynote speakers and several sessions on governance, communications, licensing, risk-based regulation, EDI and leadership development, the event reinforced the role volunteers play in PEO's public-interest mandate. The event was held in coordination with the 2024 PEO Order of Honour induction ceremony.

CHAPTERS

PEO's 36 chapters connect members-at-large with PEO Council and provide a local presence for engineering. Over 2024, chapter volunteers promoted STEM education and careers at local schools, organized licence presentation ceremonies, hosted technical seminars and social events, provided forums for members to exchange knowledge and ideas and offered professional development and networking activities.



New Chapter Websites

Over 2024, PEO worked with our chapters to create new chapter websites. PEO staff and chapter volunteers worked together on a redesign of chapter websites and to increase equitable access to information, in alignment with Ontario's *Accessibility for Ontarians with Disabilities Act* (AODA) standards. Through this multi-faceted project, PEO is proud to share that:

- All PEO chapter websites are now AODA compliant, enhancing accessibility for those accessing chapter websites on desktops and mobile devices;
- All chapter websites have been re-designed with a consistent, modern format; and
- A new PEO chapter landing page was introduced, featuring an interactive map to aid current and prospective licence holders in connecting with their local chapters and to view all upcoming chapter events.



Event Engagement Model

In 2024, PEO launched our new Chapters Event Engagement Model (EEM), which sees senior PEO staff regularly attending chapter events across Ontario. Under the EEM, PEO staff have committed to attending events at all 36 chapters, with each region receiving two visits per year and each chapter receiving a visit at least once every three years, to facilitate information sharing, collaboration and two-way dialogue.

Last year, PEO staff attended 13 chapter events across the province, including the Lakehead Chapter Engineering & Technology Conference,

the Ottawa Chapter AGM, the Lake Ontario Chapter licence presentation ceremony and the North Bay Chapter Engineering Symposium/AGM.

GOVERNMENT LIAISON PROGRAM

The Government Liaison Program (GLP) engages volunteers to help ensure elected members of all parties are aware of how PEO fulfills its regulatory mandate. The goal is to have the government view PEO as a partner in delivering on key policy priorities.

In 2024, PEO began transitioning its government relations support, including work related to the GLP program, from Brown & Cohen Communication & Public Affairs to Wellington Advocacy. We greatly appreciate the lasting contributions Brown & Cohen have made to PEO over the past 20 years. As we move forward, our aim is to integrate the work of the GLP with our broader plan to build a more comprehensive stakeholder engagement strategy in which our government relations messaging and support is fully aligned and consistent throughout the organization, including at the chapter level.

HONOURS

ORDER OF HONOUR

The Order of Honour recognizes PEO volunteers, including both professional engineers and others, who have made valuable contributions to the engineering profession. In 2024, six engineer volunteers were inducted into the Order in the Member and Officer categories during a dinner and ceremony on November 29, 2024.

2024 Order of Honour Inductees:

Officer: David W. Brown, P.Eng., FEC, BDS, C.E.T., IntPE
Michael (Kwok-Wai) Chan, P.Eng., FEC

Member: Haris Ahmadzai, P.Eng., CEM, CEA, FEC
Keith Loucks, P.Eng., FEC
Harneet S. Panesar, P. Eng., FEC, MBA
Serge Robert, P.Eng., FEC

G. GORDON M. STERLING ENGINEERING INTERN AWARD

In April, Council discontinued the G. Gordon M. Sterling Engineering Intern Award following a review after the launch of PEO's updated licensing process in 2023. The award celebrated professional leadership achievements of engineering interns. As noted elsewhere in this report, due to the changes to our licensing process, PEO suspended its practice of offering the EIT program to new applicants, meaning the Sterling Award would only be available to a diminishing pool of existing EITs.





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