



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

SEPTEMBER 26, 2025



INTRODUCTION

Since at least 2021, PEO has been an effective partner in government efforts to streamline the licensure in Ontario of both internationally trained and Canadian-certified professionals.

I am therefore pleased to highlight a new, significant milestone achieved by PEO in response to the new 90-day registration decision requirement under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA). With dedication, collaboration and a commitment to regulatory excellence, staff worked diligently to implement a technical solution for the legislated July 1 deadline. The change now permits prospective applicants to write the National Professional Practice Examination (NPPE) before submitting their licence application.

We are encouraging eligible individuals to take advantage of this new flexibility. Once academic eligibility is confirmed, applicants can book the NPPE at their convenience via PEO's online portal. This approach allows them to prepare on their own timeline, write the exam when ready and retake it if needed, ultimately supporting their success and streamlining the overall application process.

Our efforts were recently recognized by the Office of the Fairness Commissioner (OFC), which featured PEO in its August newsletter as an example of a high-volume regulator leading the way in adopting more flexible and applicant-focused licensing processes. The OFC highlighted PEO's move toward parallel processing—allowing applicants to work on meeting academic and work experience requirements concurrently—with the additional flexibility for the NPPE. These steps improve efficiency and also serve as a model for other regulators working to satisfy FARPACTA requirements.

Supporting Early Engagement

In August, I had the opportunity to speak with Grade 8 girls attending the GE HealthCare STEAM Camp about my engineering journey and the exciting, rewarding futures science, technology, engineering, arts and math (STEAM) can offer. It was a powerful reminder that encouraging a more inclusive profession begins with moments like these.

Inspiring the next generation starts long before university or licensure. It begins with how we engage young students, especially girls, in STEAM. By age six, girls already associate brilliance with boys, discouraging them from pursuing ambitious professions like engineering. However, research, such as that from the University of Wisconsin, makes it clear: Success in math is shaped by culture, not gender. Girls have the same potential as boys. The real challenge is building a world that shows them they do.

While encouraging progress has been made, this study highlights how much more remains to be done to ensure all young minds see engineering as a domain where they not only belong but excel. As Ontario's engineering regulator, PEO has a responsibility to support a profession that reflects the diversity of the public it serves. Creating pathways that welcome everyone into engineering is essential to building a profession that is innovative, resilient and trusted by society.

To further support this ongoing work, PEO is now playing an active role in Engineers Canada's CEO Inclusivity Taskforce, which focuses on defining what a welcoming and inclusive engineering profession truly means in today's context. The taskforce will help to clarify the role regulators play in making that vision a reality. This work goes beyond our shared 30 by 30 goal of increasing the number of newly licensed women in engineering. I look forward to working with this group to identify the systemic barriers to entry and retention. I trust that we will be able to align with our fellow regulators on shared goals, creating a strong foundation for collective action.

Acknowledging Our History

As we approach the National Day for Truth and Reconciliation on September 30, PEO acknowledges the legacy of residential schools and the need for continued reflection, learning and action. As a regulator, we recognize our role in advancing reconciliation by listening to Indigenous voices both from within the engineering profession and from those whose lives and communities are impacted by engineering work. We must work to ensure our policies and practices—in the context of fulfilling our mandate to regulate the practice of engineering and govern the profession in the public interest—remain fair, respectful and responsive to all communities across Ontario.



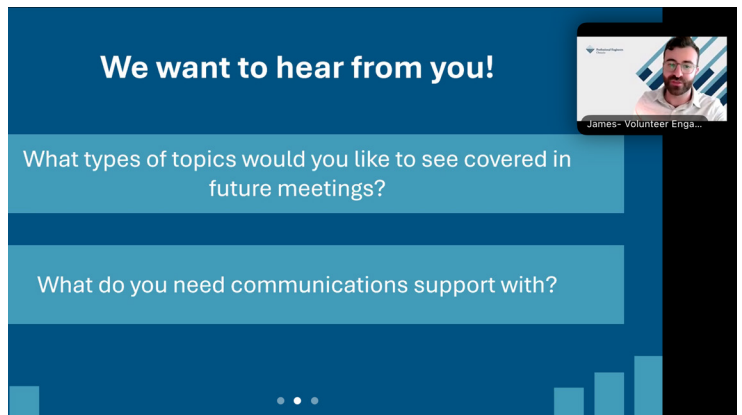
At the August all-staff meeting, PEO staff members celebrated their work to implement a solution to enable compliance with the new 90-day registration decision timeline under FARPACKA.



In August, Past President and Council Chair Gregory P. Wowchuk, P.Eng., FEC (left), and Eastern Region Councillor Susan Jingmiao Shi, P.Eng. (right), attended a dedication ceremony unveiling a replica Sons of Martha cairn in Merrickville, ON. The event, hosted by PEO's Thousand Islands Chapter, recognized the historical contributions of Harry F. McLean, who built cairns honouring workers harmed or killed on major engineering projects. The new cairn marks 100 years since the original 1925 monument and the first iron ring ceremony.



In August, Jennifer Quaglietta, MBA, P.Eng., ICD.D. shared her engineering journey with Grade 8 girls attending the GE HealthCare STEAM Camp 2025.



In August, PEO Director of Volunteer Engagement James Schembri and the Communications team hosted the first Communications Community of Practice, an initiative that aims to leverage chapters as a key communication channel for licence holders.



Jennifer Quaglietta (centre) celebrated International Women in Engineering Day at an event hosted by Siemens Canada.



Jennifer Quaglietta (third from right) at the Annual CEO Group Retreat hosted by Engineers Canada that brings together 12 CEOs to learn, share and think about the future.



From left to right: Arun Dixit, P.Eng., PEO vice president of digital transformation and corporate operations; Sandro Perruzza, CEO of the Ontario Society of Professional Engineers (OSPE); Jennifer Quaglietta; Valeria Mueller, OSPE vice president of organizational effectiveness; and Bajjul Shukla, OSPE vice president, member experience and corporate strategy, at an event celebrating OSPE's 25th anniversary.

OPERATIONAL PLAN STATUS REPORT

PEO’s 2023–2025 Strategic Plan includes four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives are

planned for the remainder of 2025. As of September, work is progressing on schedule for 10 of these initiatives, with two other initiatives already complete (see Table 1).

Goals	Sub Goals	Activities	Status				Update Provided to Council
			NYS	< half	> half	Done	
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.2 FARPACTA process (licensing and compliance)					Feb, Apr, Sep '25
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)					Sep '25
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)					Apr '25
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap					Feb '25
		2.2.2 Data governance model					Feb '25
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap					June '25
		2.3.4 Communications strategy (value, EDI)					Nov '25
		2.3.5 Modernize budget processes					Nov '25
		2.3.7 Develop Customer Service Model					Jun '25
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness					Feb, Nov '25
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)					Sep '25
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision					

Status Counts: 0% 0% 83% 17%

Table 1: Operational Plan Status Report as of September 2025

STRATEGIC SUMMARY:
a high-level overview of PEO’s strategic plan that outlines what we will do to achieve our goals over the next five years.

ANNUAL OPERATIONAL PLAN:
a year-long roadmap that defines activities that will be undertaken to achieve strategic objectives.

2026–2030 Strategic Summary

PEO’s 2026–2030 strategic summary can be found in [Appendix A](#). PEO’s 2026–2030 Strategic Plan, as approved by Council at the June 2025 meeting, will be made publicly available on the PEO website following the November 2025 Council meeting.

2026 Draft Operational Plan

Per Council’s direction at the June 2025 meeting, a draft 2026 Operational Plan can be found in [Appendix A](#). An operational plan will be developed each year between 2026 and 2030.

IMPROVING THE LICENSING PROCESS

1.1 Create Fair, Transparent, Accessible and Efficient Application Process

1.1.2 FARPACTA Process (Licensing and Process)

FARPACTA KPIs

As of August 1, PEO is exceeding the current 10-day application review requirement and the 90-day registration decision requirement under FARPACTA. PEO is also meeting the 100 per cent requirement for interprovincial mobility transfer registration decisions within 30 calendar days. For more details on these numbers, please refer to the Governance Scorecard on page 10 of this report.

New FARPACTA Requirements

To comply with FARPACTA timeline changes, and as previously noted, staff implemented a technical solution on July 1, allowing prospective applicants to write the NPPE before applying via PEO’s online portal. This solution guarantees PEO’s ability to

comply with the new 90-day registration decisions by encouraging and facilitating the ability of recent graduates with acceptable degrees from recognized institutions to write the NPPE right after or shortly after graduation. Complete implementation of the pre-application NPPE awaits an amendment to Regulation 941, which is now pending and we anticipate will be in place shortly.

Inventory Management Plan (IMP)

The current legacy applicant inventory is now at 14,692. This is a major reduction from the approximate 34,000 applicants in July 2023. Specifically, 10 per cent of the applications are awaiting assessment from PEO, while 90 per cent are awaiting the applicant to, for example, write an examination (see Table 2).

90 per cent of applications in the Legacy process are awaiting information from the applicants.

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	2%	259		259
Writing technical examinations	29%	4258	4258	
Writing the NPPE	27%	3907	3907	
Pending validator CBA forms	4%	632	632	
CBA assessment active	5%	791		791
Accumulating experience inactive	30%	4466	4466	
Other	3%	379		379
Total inventory	100%	14,692	13,263	1429
Percentages			90%	10%

Table 2: Stages of Legacy Applicant Inventory

Projections for FARPACTA Applications vs Approvals

PEO's Licensing team continues to closely monitor the number of FARPACTA applications vs approvals. As outlined in Figures 1 and 2, both are showing an increasing trajectory. These numbers help staff plan for the impact to operations, including resource- and budget-related planning.

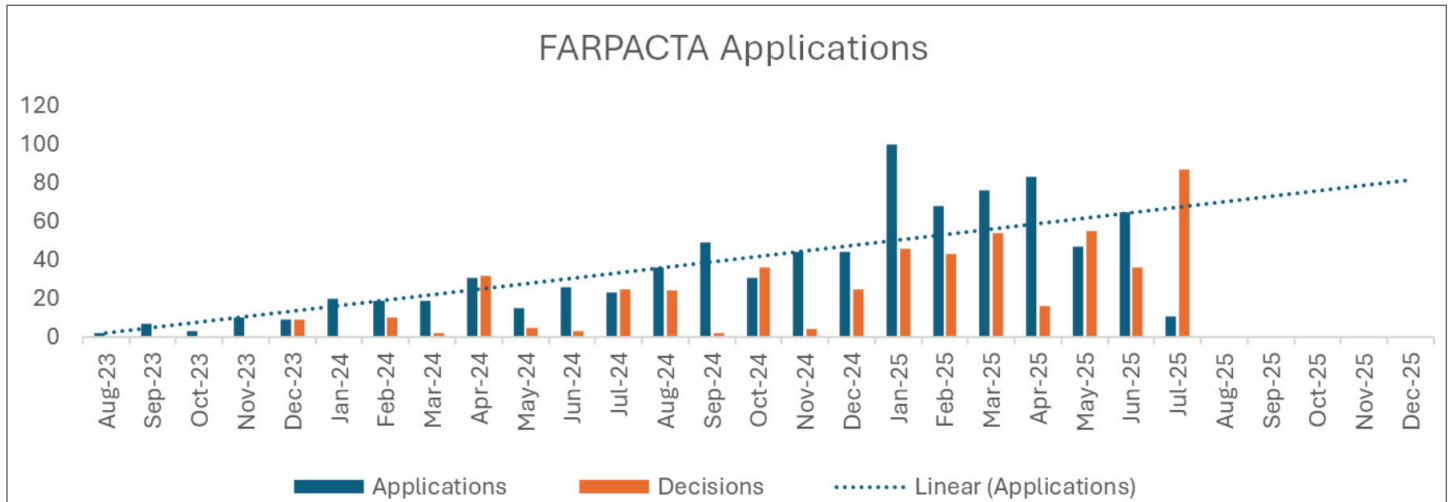


Figure 1: Number of FARPACTA Applications

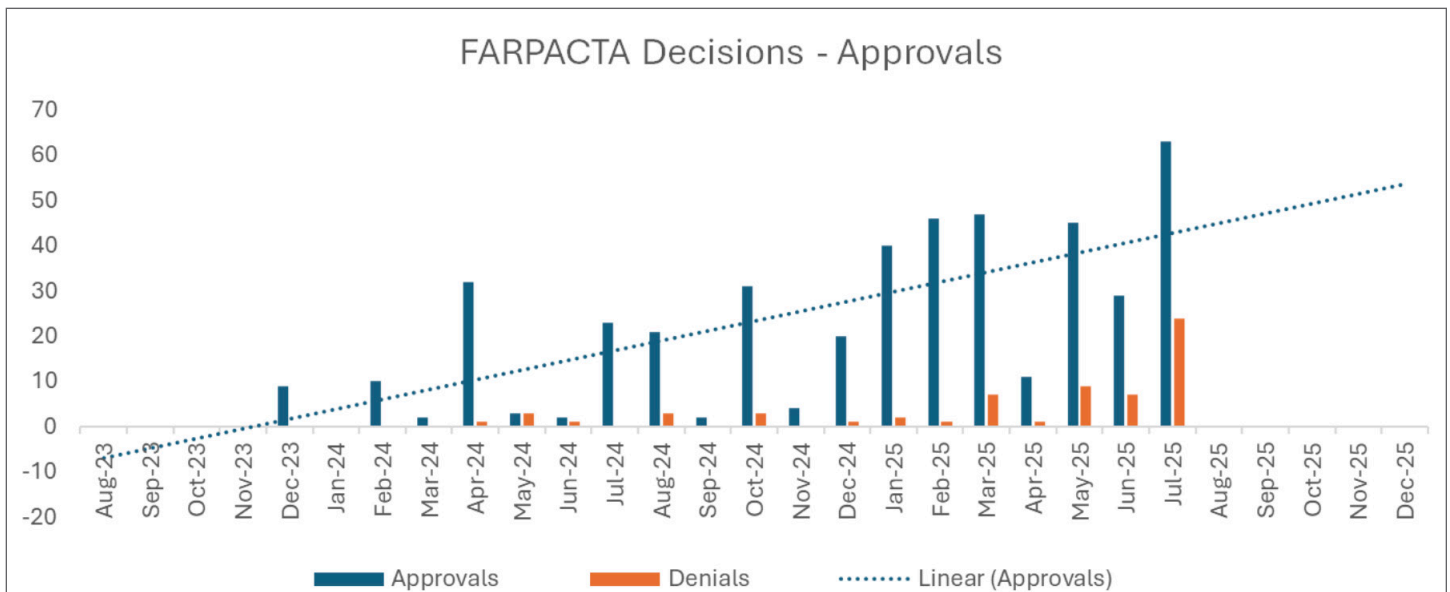


Figure 2: Number of FARPACTA Decisions and Approvals

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS

The Licensing team is monitoring these figures to forecast future application volumes.

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	22,712
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	15,892
SUBTOTAL CEAB GRADUATES	20% (3532/15,892)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	66% (11,564/15,892)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	14% (2565/15,892)

22,712

Prospective applicants who have started a P.Eng. application

15,892

Prospective applicants who have started the academics section

3532

Total CEAB graduates

11,564

Total non-CEAB graduates with a Recognized Programs List (RPL) degree

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (2399/3532)
ACADEMICS COMPLETED	33% (1330/3532)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.5% (54/3532)
CBA IN PROGRESS	77% (2718/3532)
GOOD CHARACTER COMPLETED	66% (2339/3532)

NON-CEAB GRADUATES ON THE RECOGNIZED PROGRAM LIST WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	71% (8229/11,564)
ACADEMICS COMPLETED	2% (246/11,564)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (326/11,564)
CBA IN PROGRESS	51% (5935/11,564)
GOOD CHARACTER COMPLETED	52% (6033/11,564)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1111
PASSED ONE CONFIRMATORY EXAMINATION	27% (304/1111)
PASSED TWO CONFIRMATORY EXAMINATIONS	39% (428/1111)
PASSED THREE CONFIRMATORY EXAMINATIONS	7% (73/1111)
PASSED FOUR CONFIRMATORY EXAMINATIONS	28% (306/1111)

The Regulatory Policy and Legislation Committee will be reviewing technical exam requirements, informed by this and other relevant data.

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

Since Council’s adoption of the Anti-Racism and Equity (ARE) Code in 2022, a commitment to equity, diversity and inclusion (EDI) has been embedded as a core element of PEO’s culture, leadership and strategic direction. This commitment should be apparent in all aspects of our work as an employer, a regulator of a valued profession and an organization with a strong volunteer base. The following highlights showcase the breadth of work that has been completed and the impact it has created.

Training and Development

Six internal sessions on inclusive language, psychological safety and microaggressions were completed, reaching 85–100 staff, with average participant ratings of 4.8/5. Leadership training on inclusive leadership and psychological safety earned perfect scores (5/5), reflecting a strong commitment from our executive leadership team. External EDI training for current volunteers engaged 45–70 participants per session and will be embedded in volunteer onboarding and PEAK in 2026.

Volunteer and Governance

Key developments have included the introduction of EDI training as part of volunteer onboarding. In collaboration with the Regional Councillors Committee (RCC), we have also formalized a standardized Chapter Scholarship Program with an inclusive evaluation matrix.

Engagement and Communication

Events such as the Speakers Series (90 per cent attendance, up to 4.77/5 participant ratings), Coffee Chats and cultural celebrations attracted large numbers of staff, strengthening culture and belonging at PEO. Various EDI-themed articles were featured in our internal newsletter, the *North Star Express*. Externally, equity-focused stories in *Engineering Dimensions* generated an average of 2104 reads. LinkedIn campaigns averaged 299 clicks (the number of clicks on a post) and 5702 impressions (the number of times the content was seen), amplifying visibility.

5702

Average impressions of LinkedIn campaigns related to equity, diversity and inclusion

Policy and Measurement

Policies for the planned new EIT program were updated through an EDI lens to consider factors such as age, Indigenous identities, income bracket and engineering discipline. The Fee Remission Policy is currently under review.

To date, membership demographic data has been collected from 4327 respondents on a purely voluntary basis via PEO’s online portal. We anticipate that this will grow now that a more formal communication has been sent to the profession to encourage participation in this initiative, which was part of Council’s 2022 ARE code commitment.

Leadership and Collaboration

As noted, PEO is playing an active role in Engineers Canada’s CEO Inclusivity Taskforce, which is working to shape a mission statement and advance shared efforts to address barriers within the profession.

4327

Licence holders who have voluntarily shared their demographic data via PEO’s online portal



GOVERNANCE SCORECARD

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes. The scorecard reports on 12 quantitative indicators. These are aligned to PEO's core functions of Regulatory Operations, Policy, Strategy and Finance, Talent Management and Corporate Administration.

The September 2025 PEO Governance Scorecard reports on the period of January 1 to July 31. Eight of the indicators are reporting as green for surpassing their target, one indicator is reporting as yellow for having a value between the target and threshold, and one indicator is reporting as red for performing below its threshold. The remaining three indicators are reporting as grey for in-progress and will be reported on following year-end.

Table 3: September 2025 Council Scorecard

Sept 2025 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to July 2025	
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2025 Target	2025 Threshold	Reporting Value	Reporting Value Numerator	Reporting Value Denominator	Status Description	
1	Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	99.6%	1,156	1,160	PEO surpassed the target for the reporting period.	
2	Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	99.1%	329	332	PEO surpassed the registration decision target.	
3	Registration Decisions Within Target - P.Eng. Transfers (C), (F)	The number of Transfer applications for who a registration decision is made within 30 days divided by all transfer registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	785	785	PEO surpassed the registration decision target.	
4	Mandatory PEAK Compliance Rate (C)	The compliance rate, expressed as a percent, for P.Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The PEAK program for practising engineers has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	●	↑	85%	75%	81%	59,056	75,582	Licence holders are required to complete their required PEAK elements by the end of the year. The PEAK Program became enforceable in 2024. PEO is launching a pilot for administrative suspensions in Q3 2025.	
5	30x30 Licensure Rate (C)	The year-to-date number of newly licensed women engineers divided by the total number of newly licensed engineers during the reporting period.	Policy	●	↑	30%	20.5%	20.2%	530	2,618	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed women engineers to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.	
6	Updated Standards and Guidelines (C)	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	●	↑	90%	70%	100%	5	5	PEO staff surpassed the target and reviewed all standards and guidelines. Initially, 5 reviews were planned in 2025.	
7	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Strategy	●	↑	90%	80%	20%	2	10	As referenced in the Operational Plan, there are 10 strategic initiatives planned for this year. Several initiatives have started and are progressing on track per their respective workplan.	
8a	Year to Date Budget Revenue Variance (C)	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Finance and Strategy	●	↑	0.1%	-10%	As of June 2025: -1.84%	-324,656	\$17,642,250	The 1.84% negative variance in year-to-date actual revenue versus budget is predominantly driven by the timing of renewals.	
8b	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.		●		1.25%	-10%	As of June 2025: 6.9%	\$790,835	\$11,530,726	The 6.86% variance in Year-to-Date (YTD) actual spending versus the budget is attributed to overall lower spending across several areas, including operating expenses, council-related expenses and strategic plan project expenses.	
9	Days Cash on Hand (C)	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Finance and Strategy	●	↔	180	90	As of June 2025: 461	\$41,815,258	\$16,432,633	PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.	
10	Customer Service Experience Rating (C)	The average user rating for customer service inquiries received during the reporting period. A rating of 10 represents that a user rated their customer service experience as excellent for an inquiry and a 1 represents a poor experience.	Finance and Strategy	●	↑	6.5	5.5	7.3	N/A	492	PEO surpassed the target for the reporting period. PEO received 492 customer experience surveys and continues to integrate feedback to improve our communications and support process improvements.	
11	Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management and Corporate Administration	●	↑	81.5%	76.5%	N/A	N/A	N/A	PEO will provide an update at the end of this year after the results of our 2025 comprehensive engagement survey become available.	
12	Staff Turnover (C)	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Talent Management and Corporate Administration	●	↓	15%	18%	1%	2	142	The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 11.9% (Mercer 2024 Canada Turnover Trends).	

Legend	
Status Definitions:	Notes:
● Performance on target	1) Indicators required under FARPACTA legislation are identified with an (F) label
● Performance slightly below target	2) Indicators reported to Council are identified with a (C) label
● Performance significantly below target	3) Double arrow for desired direction means sustaining performance above target
● Performance to be reported at end of year	

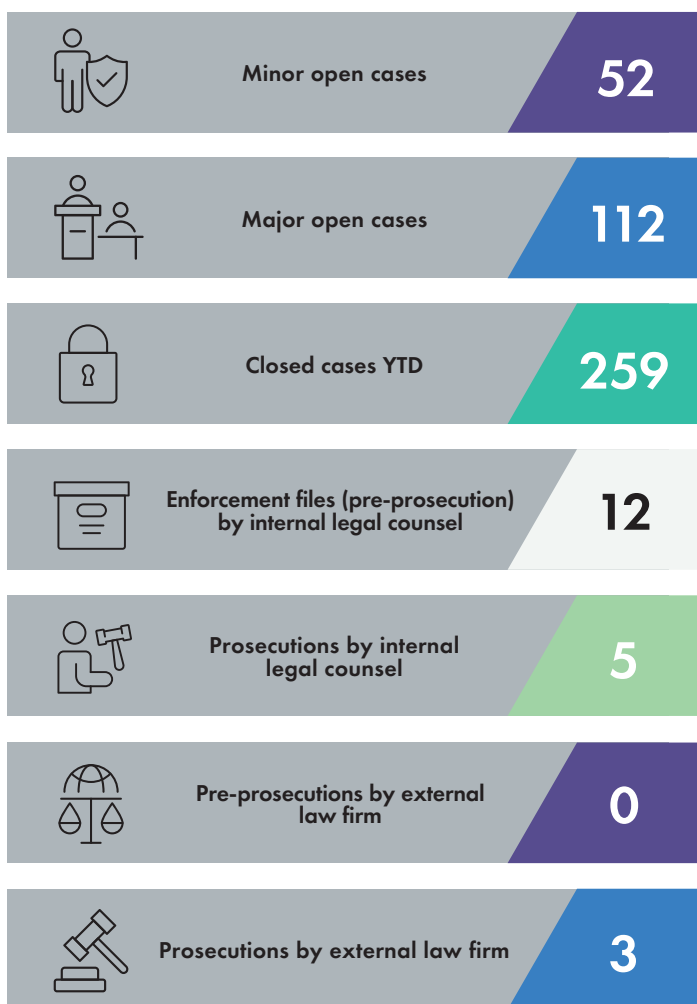
REGULATORY COMPLIANCE

Unlicensed Practice Enforcement

The Unlicensed Practice Enforcement team has begun to rely more heavily on internal counsel to handle prosecutions of illegal practice and title violations, rather than retaining external legal firms in all cases. This initiative provides more effective control of cases and evidentiary processes. It also mitigates prosecution-related costs. External counsel are still utilized for complex cases where needed.

PEO has maintained its target goal of reducing median days an unlicensed practice file is open. As of July, this benchmark continues at an average of 60 days.

For the first time in over 15 years, unlicensed practice prosecutions generated significant cost orders against defendants convicted for violating relevant sections of the *Professional Engineers Act (PEA)*. The costs collected to date are \$5,000 and \$6,000 respectively for two unrelated prosecutions. We are developing a framework for collecting additional cost awards potentially worth tens of thousands of dollars if successfully collected in 2026.



YTD ending in July, the median time an Unlicensed Practice file was open was 60 days

Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO’s Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). This committee has the mandate of determining whether complaints against licence holders should be referred to the Discipline Committee (DIC), dealt with in another manner or dismissed.

Between January 1 and August 20, 75 new complaints were filed with PEO, and 67 existing complaints were disposed of by the COC (see Figure 3). There are currently 202 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.



Active complaint files either being investigated or pending disposition

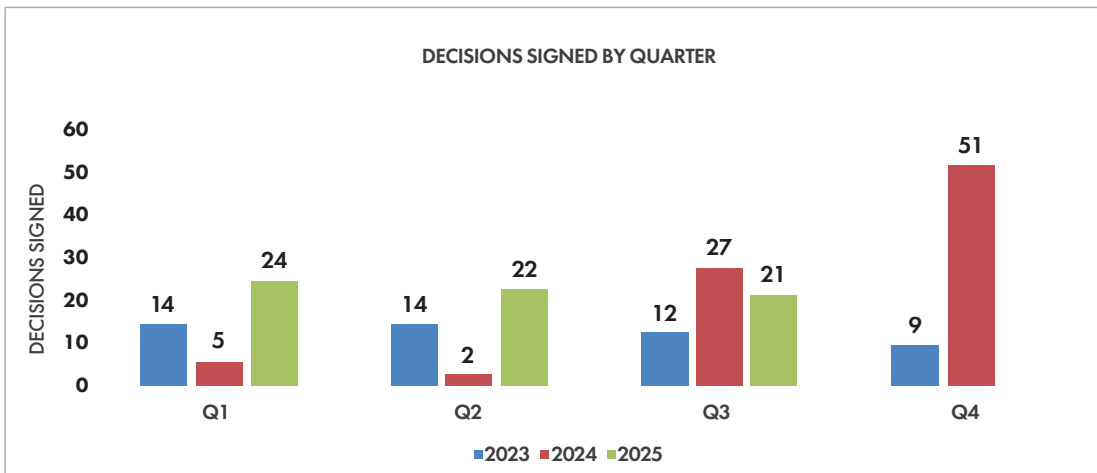


Figure 3: Number of Complaints Decisions Issued by Quarter

Through process improvements and efficiencies, the team has achieved a significant reduction in the average number of days required to investigate and prepare a complaints file for the COC’s consideration, and then to complete post-decision processing activities. The current average is 626 days, down from 751 at the end of 2024 (see Figure 4).

626

The average days for complaint file processing, down from 751 at the end of 2024

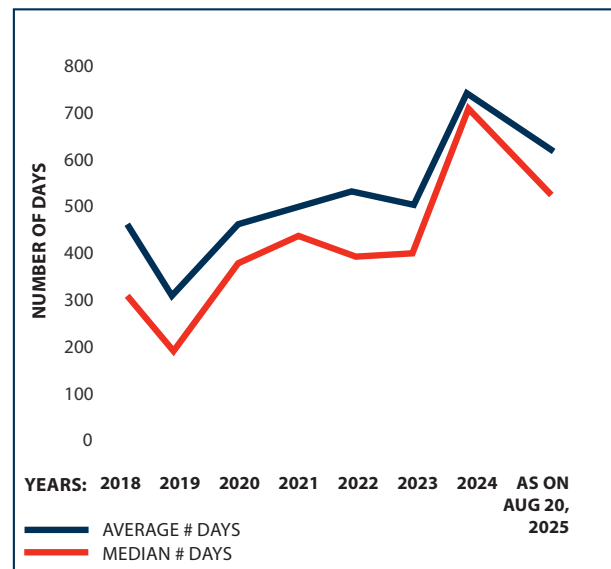


Figure 4: Complaint File Processing Times as of August 20, 2025

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of complaint types under investigation (approx. 41 per cent of all complaints). Complaints related to technical competence or negligence represent the next largest category (approx. 30 per cent).

Engineers Canada 2024 Annual Discipline and Enforcement Survey

Engineers Canada has shared with PEO the most recent results of its annual survey of Canadian engineering and/or geoscience regulators. Fourteen of the 15 provincial and territorial regulators provided data for the 2024 survey. The complete report is available upon request. Here are some key findings:

- The total national number of complaints filed in 2024 involving licensed practice was 712 (481 in 2023, 519 in 2022).

- The total national number of cases referred for discipline proceedings in 2024 was 61 (76 in 2023, 38 in 2022).
- The total national number of cases involving unlicensed practice or title violations in 2024 was 1154 (1637 in 2023, 1295 in 2022).



Incident Monitoring and Response

PEO is often made aware of incidents throughout Ontario involving structural, systems or other types of potentially engineering-related failures. Our focus is to closely monitor those situations that may represent an increased risk to public safety and where engineering practitioners or certificate of authorization (C of A) holders may be involved. Our standard protocol is to liaise with the municipal, provincial or other agency of immediate jurisdiction to advise them of PEO's mandate as Ontario's regulator of professional engineering. We request additional information as it becomes available. If evidence of negligence or professional misconduct by a licensed engineer, or of illegal engineering practice, is discovered, PEO may invoke its mandate under the PEA to investigate and prosecute those allegations, even in the absence of a formal complaint.

PEAK

PEO has over 90,000 licence holders, and currently about 72,500 of them have mandatory PEAK requirements this year.

As of August 31, 91 per cent of those with 2025 PEAK obligations have started fulfilling the requirements and 82 per cent have already

completed their first two elements, which were due by January 31, 2025. This means the remaining 18 per cent (≈ 13,000) are not currently compliant with their first two PEAK elements (see Table 5).

	2024 PEAK AS OF DEC. 31, 2024	2025 PEAK AS OF JAN. 31, 2025	2025 PEAK AS OF AUGUST 31, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 70,000	ABOUT 75,000	ABOUT 72, 500
STARTED PEAK	94%	64%	91%
COMPLETED FIRST TWO ELEMENTS	89%	51%	82%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	5%	12%	9%
NOT YET STARTED	6%	37%	9%

82%
Licence holders who have completed their first two 2025 PEAK elements

Table 5: Comparative Statistics for the 2024 and 2025 PEAK Years.

Licence Suspensions

Licence suspensions for failing to complete the first two elements of PEAK will begin to be applied on November 10, 2025. To continue to support a smooth transition to the mandatory program, suspensions will be applied incrementally, starting with a small and randomly selected group of licence holders who have not completed the first two elements despite being required to do so. This pilot will enable us to test the end-to-end process, identify any gaps and refine our approach based on early insights.

Those identified as being at risk of suspension have started to receive early, specific and multiple alerts via email, robocall

and lettermail. Additional methods to contact this group will be employed, as appropriate, and they will be reminded that completing the first two elements should take no more than 60–90 minutes.

A parallel effort to reach a representative sample of those who have not yet started their 2025 PEAK requirements is also underway. The Customer Service team is making calls to the telephone numbers on file with those licence holders, with the goal of reminding them of their PEAK obligations and also collecting insights and feedback, which will help to strengthen the program overall.

NOTICE OF PROPOSALS

Under the PEA, the registrar can issue a notice of proposal (NOP) to refuse, suspend or revoke a licence, limited licence, temporary licence or C of A. Anyone receiving a notice of proposal has 30 days to request a hearing with the Registration Committee (REC).

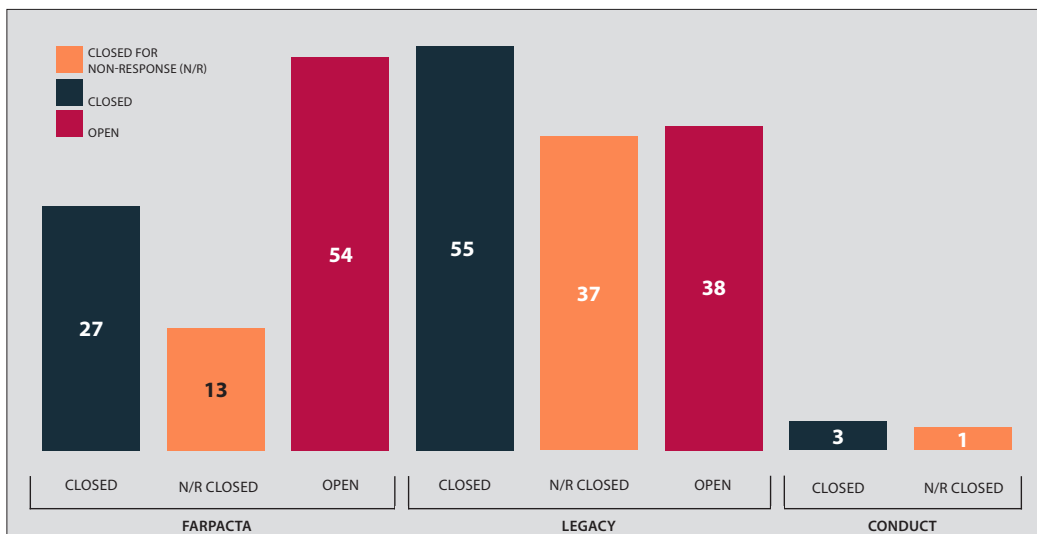


Figure 5: Current Status of REC Cases Since 2023

In June, PEO reported having 14 FARPACTA matters at the REC stage. Since then, PEO has seen a significant increase in the number of FARPACTA NOPs, with 54 open matters (see Figure 5). Legacy NOPs have also increased, with 23 open matters in June increasing to 38 open matters by September. PEO has also closed 33 matters since June.

NOPs are drafted for the registrar’s approval by either a lawyer or a licensed paralegal. Figure 6 shows that NOPs requested by July have doubled for Legacy and FARPACTA from 2024. Projected to the end of the year, the numbers will triple for Legacy and FARPACTA. If the expected Inventory Management Plan (IMP) numbers are added, the

result is a nine-fold increase. Approximately 90 per cent of all NOPs are issued because an applicant fails to meet the experience requirement for licensure.

REC hearings are handled by a lawyer who appears on the registrar’s behalf. On average, 70 per cent of NOPs result in a request for hearing before the REC. In Legacy and FARPACTA alone, we expect that requests for hearings will double 2024’s total by the end of the 2025. Two hundred NOPs are expected to be issued under the IMP project. This will likely result in an additional 140 requests for hearing by the end of the year in the IMP Project alone (see Figure 7).

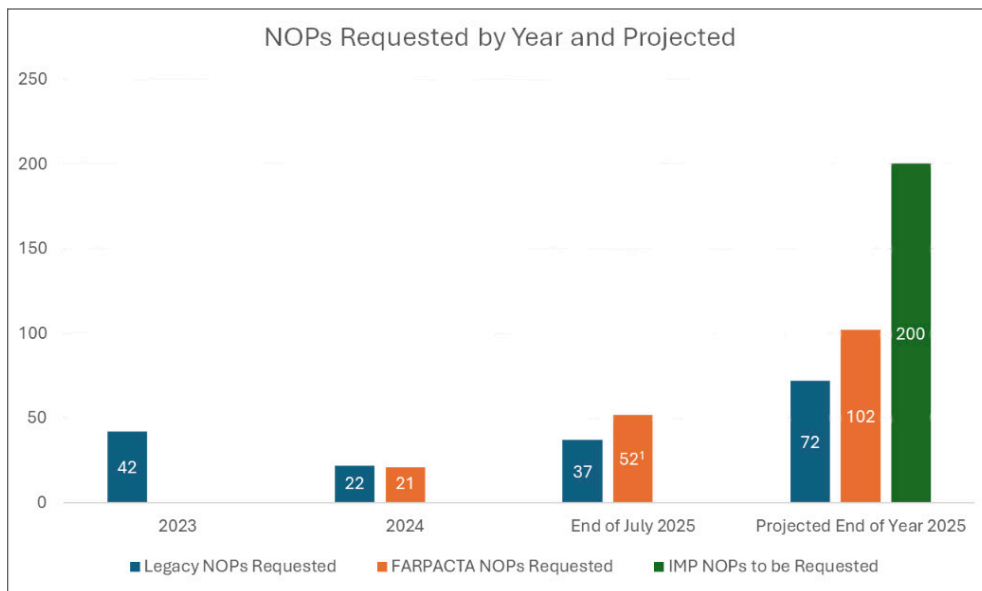


Figure 6: NOPs Requested by Year and Projected

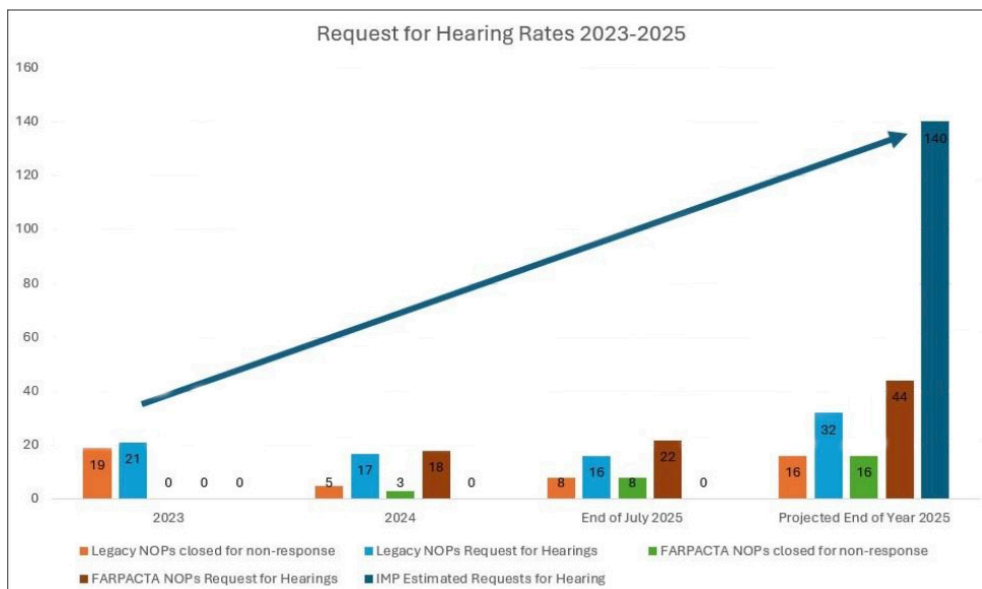


Figure 7: Request for Hearing Rates 2023–2025

140

Anticipated additional requests for hearing in the Inventory Management Plan

FINANCE

For the six months ending June 30, total revenues amounted to \$17.3 million, while total expenses were \$17.3 million, resulting in an excess of expenses over revenue of \$15,926, as shown in Table 6.

Total revenues were \$324,656 below budget. This unfavourable variance is primarily due to lower-than-expected revenue from examination and registration fees, as well as the timing of P.Eng. membership dues collection compared to budget assumptions. Despite this variance, we anticipate that P.Eng. membership revenue will slightly exceed the budgeted amount by year-end. Total expenses were favourable to budget by \$646,871. This positive variance is primarily driven by lower-than-budgeted spending

across several areas, including PEO chapters, purchased services, computer and telephone, legal expenses, Council special projects and strategic initiatives projects.

Accordingly, the deficit of revenue over expenses was favourable to budget by \$322,216.

Table 7 shows cash of approximately \$5.7 million and an investment portfolio of approximately \$36.1 million as of June 30, compared to cash of \$9.4 million and an investment portfolio of \$30.1 million as of June 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$17,317,594	\$17,642,250	(\$324,656)
Operations expenses	\$16,694,693	\$17,063,376	\$368,683
Sp. projects and strategic plan exp	\$638,827	\$917,016	\$278,189
TOTAL EXPENSES	\$17,333,520	\$17,980,392	\$646,871
EXCESS/(DEFICIT) OF REV OVER EXP	(\$15,926)	(\$338,142)	\$322,216

Table 6: Revenues and Expenses as of June 30, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$5,672,029	\$9,353,749	(\$3,681,720)
Other current assets	\$826,065	\$981,585	(\$155,520)
Marketable securities	\$36,143,229	\$30,095,155	\$6,048,075
Capital assets	\$25,298,690	\$26,596,339	(\$1,297,649)
TOTAL ASSETS	\$67,940,013	\$67,026,828	\$913,186
Current liabilities	\$14,899,028	\$14,251,954	\$647,075
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$44,612,485	\$40,713,774	\$3,898,711
TOTAL LIABILITIES & NET ASSETS	\$67,940,013	\$67,026,828	\$913,186

Table 7: Assets and Liabilities as of June 30, 2025



Remissions and Resignations

As of June 30, the data in Table 8 shows that the estimated total number of P.Engs in fee remission was approximately 13,534, compared to 13,216 as of the same period in 2024. The number of resignations as of June 30 was estimated to be 504 as compared to 801 resignations as of June 30, 2024. Overall, the estimated total number of P.Engs as of June 30 was 89,469, compared to 88,237 reported on June 30, 2024.

	YTD JUNE 2025	YTD JUNE 2024
Members seeking remission	1606	1934
Total members in fees remission	13,534	13,216
Members resigned	504	801
Total P.Engs	89,469	88,237

Table 8: Estimated Remissions and Resignations as of June 30, 2025

CUSTOMER SERVICE

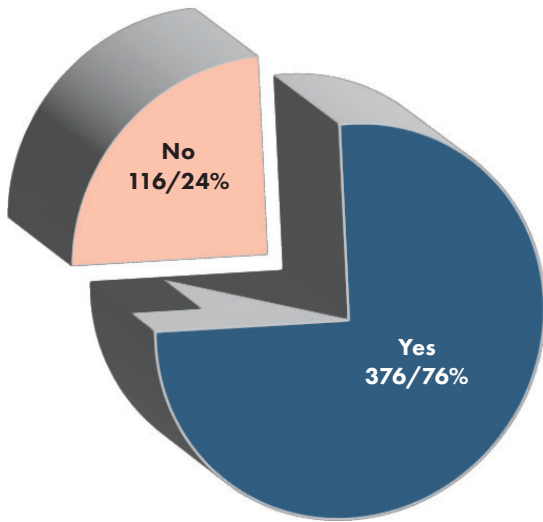
As part of the 2025 Operational Plan, PEO continues to enhance its customer service model with the goal of better supporting licence holder and applicant inquiries. We aim to improve the end-user experience by refining the service delivery of our Level 1 and 2 Customer Service teams.

The feedback on our customer service model continues to be positive, with a current customer experience rating of 7.3 in 2025, as measured on a scale of 1–10 (n=492), as indicated in Figure 8.

Moreover, we continue to incorporate end-user feedback into our communications and processes, such as providing clearer communications for new P.Eng. applicants who applied after July 1, 2025.

As presented in Table 9, the Level 1 Customer Service team supported 14,329 inquiries and maintained a resolution rate of over 90 per cent without forwarding inquiries to specialized support. We have also improved our average inquiry resolution time in 2025 to 2.1 days from 2.5 days.

Was the issue resolved to the user’s satisfaction?



How satisfied are users with PEO’s response time?

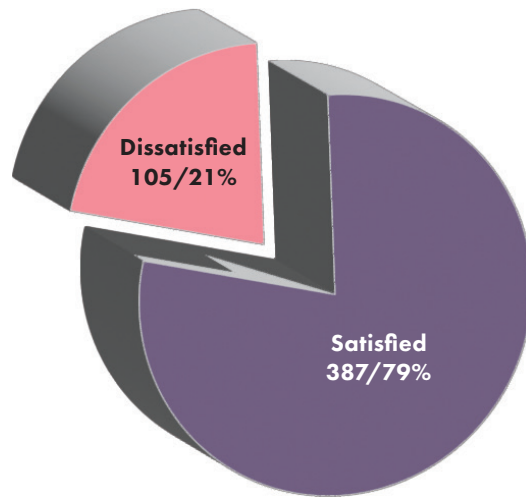


Figure 8: Customer Experience Survey Feedback (January to July)



Planned Improvements Based on Customer Experience Survey Feedback:

- 1. Continue staff training to support customer service needs
- 2. Continue to streamline PEAK-related communications
- 3. Improve self-service capabilities on the PEO website and portal

JANUARY TO JULY CUSTOMER SERVICE SUMMARY

Mode	Inquiries by Mode
Emails	76% (10,808/14,329)
Phone Calls	23% (3340/14,329)
Walk-Ins	<1% (101/14,329)

Customer Service Level 1 Resolution Rate
Level 1 resolution rate = 94% (13,523/14,329)
Level 1 resolution rate by most common topics:
Technical Support Inquiries = 98% (6043/6149)
PEAK Inquiries = 98% (5050/5108)
FARPACTA Inquiries = 78% (1155/1503)

Table 9: Customer Service Summary (January to July)

VOLUNTEER ENGAGEMENT

Chapter Updates

This summer, PEO launched its new Chapter Procedure Manual. The manual was developed by the Chapter Procedure Manual Advisory Group with oversight from the RCC. Stemming from Council’s 2023 review of chapter activities, the manual provides clear operational guidance on the role of chapters in supporting PEO’s regulatory mandate and ensuring a consistent, equitable experience for volunteers and members. As a living resource, it will continue to evolve through input from chapters, staff and RCC.

The manual was introduced at PEO’s first PentaCongress on June 14. Representatives from all chapters were invited to the event, with attendees participating from 33 chapters. The joint format enabled broader engagement and feedback on chapter initiatives, alongside regional breakout sessions. Based on strong participant feedback, RCC has endorsed planning a future PentaCongress in 2026.

To further strengthen collaboration, PEO’s Chapter Office and Communications team also launched a new Community of Practice on Chapter Communications. Informed by the communications audit, this initiative leverages chapters as key conduits to licence holders, sharing best practices for email, website, social media and other communication channels.

96%

PentaCongress attendees who said they would attend again

37,332,217

Potential Audience Reach for media coverage that included a mention of Professional Engineers Ontario following the government's "As of Right" announcement on September 1.

EXTERNAL RELATIONS

Stakeholder Engagement on CPD

PEO staff are implementing our engagement strategy to solicit input on the Council-directed re-evaluation of PEO's mandatory continuing professional development (CPD) program. Phase 1 (September–October 2025) will gather feedback on the program's strengths, challenges and opportunities and explore stakeholder views on the essential elements and minimum requirements of an effective program. Initial findings will be presented to Council in November. Phase 2 (January–February 2026) will present those findings and a draft framework for further stakeholder input.

In parallel, PEO is also spearheading engagement on a project of the Chief Executive Officers Group of Engineers Canada to advance a harmonized CPD framework across provinces and territories. Initial consultations with other regulators this fall will focus on establishing consensus on core national requirements, while allowing flexibility for jurisdiction-specific elements.

Employer Advisory Group

In July, PEO's newly formed Employer Advisory Group (EAG) held its inaugural meeting, at which staff reviewed expectations for the new group and upcoming potential stakeholder consultations. As part of PEO's upcoming CPD consultation strategy, the EAG will be consulted in both phases 1 and 2. The new advisory group brings employers into the CPD consultation process, providing vital feedback on policy viability while supporting and promoting compliance with PEO's mandate.

The Terms of Reference for the EAG, as well as our other advisory group, the Strategic Stakeholder Advisory Group, are provided in [Appendix B](#) for your reference.

Government Relations

With support from Wellington Advocacy, PEO regularly engages senior government officials to inform policy and ensure awareness of issues affecting engineering regulation.

Ontario has recently signed Memoranda of Understanding (MOUs) with other provinces and territories detailing commitments to harmonize regulations, aiming to boost trade and labour mobility and thereby further develop Canada's economy and infrastructure. Various pieces of legislation have been introduced in Ontario to give effect to these commitments.

PEO is closely monitoring these initiatives and their potential impact on our operations, including:

- *Protect Ontario Through Free Trade Within Canada Act, 2025 (Bill 2)*: This legislation amends a number of statutes, including the *Ontario Labour Mobility Act, 2009 (OLMA)*, which already required Ontario regulators to license most regulated professionals from other provinces and territories, essentially accepting their credentials at face value.

PEO has already had significant success in adhering to existing, accelerated mobility requirements for professional engineers, flowing both from the OLMA and from FARPACTA. The recently amended OLMA extends an "As of Right" model to nearly all regulated professions. In a true "As of Right" model, out-of-province licence holders who satisfy certain requirements are permitted to work in Ontario for six months while applying for licensure. This does not, however, make them licence holders per se.

PEO has been working to reassure the government that our existing streamlined mobility framework can also satisfy the same policy objective as "As of Right" and is not incompatible with what the government is requiring. The government's objective is to remove unnecessary barriers or delays in the free movement of regulated, skilled professionals from across the country. PEO's goal is to serve the objective of streamlined and accelerated mobility while also continuing to ensure engineers practising in Ontario are fully licensed and subject to oversight.

The amended *Ontario Labour Mobility Act* and *O.Reg. 199/25* (made pursuant to the OLMA) are available online for those who may be interested in understanding the government's approach. We will continue to update Council as discussions continue.

- *Protect Ontario by Building Faster and Smarter Act, 2025 (Bill 17)*: Grants the Minister of Municipal Affairs and Housing (MMAH) authority to prescribe certified professionals whose reports municipalities must accept in planning applications. We have urged the ministry to exempt technical engineering reports from anticipated restrictions and to maintain municipal discretion to require additional studies to protect safety and infrastructure.
- *Protect Ontario by Unleashing our Economy Act (Bill 5)*: Allows creation of special economic zones where companies may be exempt from provincial or municipal requirements. The government has yet to clarify which laws could be overridden, and we are monitoring developments.

We are also awaiting clarification from the MMAH on misinterpretations of recent changes to section 12 of the PEA, which some believe require both an architect and engineer for all large farm buildings. The ministry has confirmed this was not the intent and is considering further communications or amendments.

Government Liaison Program

Since joining us last fall, Wellington has been working closely with PEO staff to better understand the Government Liaison Program (GLP) and its goals. The Wellington team is now in the advanced stages of preparing a strategy for how the GLP can best align with PEO's mandate and reflect best practices for government relations. This strategy will be shared with Council this month and include recommendations for future GLP activities, information flows, messaging practices and training. As we continue to strengthen PEO's presence with Ontario's key decision-makers concerning policy, our aim is to have a strategy in place for the GLP that aligns with current and future government relations considerations.






Human Resources

In July, PEO launched its first online learning platform for staff called the PEO Academy. The platform provides access to approximately 150 courses that staff can take at their own pace and are intended to support their professional development and contribute to the success of the organization. As of early September, there have been 382 course enrolments, with 239 courses completed. Staff have spent an aggregate of 713 hours in asynchronous learning environments. This demonstrates an impressive commitment to learning and development.

In addition, staff have now been introduced to updated HR policies and a modernized code of conduct, which will further guide their performance and accomplishments on behalf of PEO. Policies will continue to be revised, as will the employee handbook. All of this helps demonstrate PEO's commitment to being an employer of choice.

We are also looking forward to our engagement survey, which received an excellent and positive response from the vast majority of our employees last year. The survey will launch on October 1, and results will be reported to Council in November. The launch of the engagement survey occurs shortly before the commencement of our Annual Performance and Development Review process, which evaluates individual employee performance against set goals and allows us to provide an objective basis for merit-based salary increases.

STRATEGIC SUMMARY 2026–2030

GOALS	SUBGOALS	ACTIVITIES	2026	2027	2028	2029	2030		
 <p>1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected.</p>	<p>1.1 Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations.</p>	1.1.1 Comprehensive Review of the <i>Professional Engineers Act</i> Roadmap							
		<p>1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.</p>	1.2.1 Rebrand Project						
			1.2.2 Public Confidence Study						
	1.2.3 Student Advisory Group								
	<p>1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation.</p>	1.3.1 PEAK Suspensions							
		1.3.2 Professional Standards and Guidelines Review							
		1.3.3 Continuing Professional Development Program (CPD)							
	 <p>2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate.</p>	<p>2.1 Embed a "public interest first" mindset in all decision-making.</p>	2.1.1 EIT 2.0 Program						
			2.1.2 Chapter Procedure Manual Version 2.0						
<p>2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>		2.2.1 Election System Roadmap							
		2.2.2 Council Performance Evaluation Framework							
		2.2.3 Remuneration for Council and Volunteers							
 <p>3. Nurture a high-performing organization through its people, processes and systems.</p>	<p>3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	3.1.1 Customer Service Model Enhancements							
		3.1.2 "As of Right" Project							
		3.1.3 Digital Transformation Project							
		3.1.4 AI Roadmap							
		3.1.5 Review Financial Controls							
		3.1.6 Billing Cycle							
		3.1.7 Technical Exams Review							
		3.1.8 Stakeholder Experience Enhancement Project—Redesigned Future State							
		3.1.9 Integrated Case Management System (ICMS) (SEEP)							
		3.1.10 Finance Digital Modernization—Integration and Streamlining							
	<p>3.2 Promote a collaborative, innovative and inclusive culture.</p>	3.2.1 PEO Academy							
		3.2.2 Organizational Culture							

COUNCIL APPROVED 2026-2030 STRATEGY			2026 OPERATIONAL PLAN			
Pillar	Goal	Obj.	Obj. #	Project Name	Description	Deliverable
1. Effective and Relevant Regulation	1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations	1.1.1*	Comprehensive Review of the Professional Engineers Act: Roadmap	A roadmap with timelines to guide the review of the <i>Professional Engineers Act</i> , Regulation 941 and by-laws.	Develop and present Council with a package at the November 2026 meeting of Council.
		1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness	1.2.1	Rebrand Project	A rebrand including development of brand style guide/visual identity and website redevelopment.	Develop new logo, brand style guide, visual identity, and brand narrative. Develop project plan and timeline for website redevelopment project.
			1.2.2	Public Confidence Study	Public Confidence Study research conducted with general public and other external stakeholders; results to inform annual comms/strategic planning and other business operations. Second study being proposed for 2028 ahead of 2026-2030 strategic plan 'reset'.	By Q2 2026, review feedback from Confidence Study and develop action plan.
			1.2.3	Student Advisory Group	Student Advisory Group to provide perspectives of engineering students during stakeholder engagement initiatives.	Create terms of reference, recruit members and integrate group into stakeholder engagement process.
		1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation	1.3.1	PEAK Suspensions	Interfaces and automation to facilitate PEAK's suspension project.	Processes, interfaces and automation to facilitate PEAK's suspension project.
			1.3.2	Professional Standards and Guidelines Review	Since January 2025, a high-level review of remaining guidelines has been underway to support a more strategic and holistic framework. Informed by data from advisory services and emerging issues, the review of all remaining guidelines has identified key concepts that may lead to new or updated professional standards.	Revise existing and develop new standards of professional ethics (including the Code of Ethics and professional misconduct regulation). <i>Note: This assumes Council approval of the new approach proposed in September 2025.</i>
			1.3.3*	Continuing Professional Development Program (CPD)	A comprehensive review of the CPD program will be undertaken in the 2025-2026 Council term, building on the guiding principles and direction set by Council during its plenary on June 19, 2025. At its June Council meeting, Council directed the CEO/registrar to bring a policy proposal to Council by the end of this Council term (i.e., end of April 2025).	Review and revise CPD Framework. Finalize and present CPD program proposal to Council by Q4 2026. <i>Note: This assumes Council approval of the proposed framework by end of 2025-2026 term.</i>

APPENDIX A

2. Governance advancement	2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate	2.1 Embed a "public interest first" mindset in all decision-making	2.1.1*	EIT 2.0 Program	At its June 2025 meeting, Council approved the transition to a revamped EIT 2.0 program, an initiative designed to replace the current program with a regulatory program that aligns more directly with PEO's core regulatory and public interest mandates. As part of this decision, Council directed staff to work with MAG to propose the necessary amendments to the <i>Professional Engineers Act</i> and Regulation 941 to support implementation.	Implement EIT 2.0 program in alignment with Council direction set at its June 2025 meeting.
			2.1.2	Chapter Procedure Manual Version 2.0	Enhance operational efficiency and promote an equitable experience of chapter volunteers and members through further refinement on Chapter Procedure Manual; Version 2.0 (V2) will aim to provide further clarity on budgeting processes.	By Q3 2026, publish Chapter Procedure Manual V2, which will include feedback on the initial version and align to Regional Councillor Committee (RCC) workplan outcomes.
	2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability	2.2.1	Election System Roadmap	A roadmap with timelines to guide the election review.	Present a comprehensive package to Council at the November 2026 Council meeting.	
		2.2.2	Council Performance Evaluation Framework	At its February 2025 meeting, Council adopted the recommendations outlined in the Council Evaluation Framework Report prepared by Watson Board Advisors and directed staff to develop an action plan for implementing the recommendations during the 2025–2026 Council term.	Implement a multi-year Council evaluation program as set out in the Council-approved evaluation framework.	
		2.2.3	Remuneration for Council and Volunteers	A council remuneration framework to compensate councillors and volunteers on statutory committees for their time spent on PEO affairs.	Implement Council remuneration based on timelines approved by Council in June 2025.	

3. Organizational excellence	3. Nurture a high-performing organization through its people, processes, and systems	3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes	3.1.1*	Customer Service Model Enhancements	To enhance existing customer service model to ensure consistent, high-quality customer service delivery across all customer service teams.	Improved reporting and dashboards to advance a data-driven approach to service improvement. Standardized service offerings across Level 1 (L1) and Level 2 (L2) customer service teams.	
			3.1.2	"As of Right" Project	Implementation of a technical solution to allow functionality to comply with "As of Right" requirements in the Online Portal for interprovincial transfer applications, including temporary digital seals. Develop and implement standard operating procedures for the "As of Right" pathway for Regulatory Operations team.	Once the regulation is shared, develop an IT and Regulatory Operations plan to implement the framework including business & regulatory requirements. Align new process with all other Policy requirements.	
			3.1.3	Digital Transformation Project	Portfolio of projects to deliver on the Digital Transformation Strategy, including: - Data warehouse architecture & PowerBI rollout - Cybersecurity Strengthening - Infrastructure and Application Strengthening and optimization	Refresh Digital Transformation Strategy, including cybersecurity, to achieve National Institute for Standards and Technology (NIST) Cybersecurity Framework (CSF) targets.	
			3.1.4	AI Roadmap	To enhance efficiency and drive innovation, create and deliver upon an AI strategy for all staff.	Create an AI strategy and roadmap for delivery based on business needs and identify timelines for implementation.	
			3.1.5	Review Financial Controls	Continue to review and update/enhance finance policies as necessary, with emphasis improving internal control frameworks. Each updated policy will be placed on an initial 1 year internal review cycle, and then will be moved to 3 year review cycles going-forward, with Audit and Finance Committee (AFC) consultation for significant changes. 2026: Procurement Policy Credit Card Policy Cash Reserve Policy	Policies updated based on best practice standards and in consultation with internal and external stakeholders as required.	
			3.1.6	Billing Cycle	Develop business and project plan to determine feasibility of aligning billing cycle with the PEAK reporting cycle.	Assess the feasibility of aligning billing cycle with the PEAK reporting cycle through implementing a single billing date for license holders.	
			3.1.7	Technical Exams Review	Implement Policy recommendation from Council on future of the FARPACTA Examination Program. Review current FARPACTA Examination Program to determine where efficiencies (e.g. outsource vs. internal) and effectiveness (e.g. consolidation of exams), can be improved.	Implement recommendations from Council <i>Note: This assumes Council approval of the policy proposal in November 2025.</i> Develop current and future state roadmap, and begin to implement accordingly.	
			3.1.8	"One PEO" - Redesigned Future State	A portfolio of projects informed from the 2024 RegOps Lean Review Project, implement joint solutions based on a new redesigned future state. Approved solutions tracked as separate projects on a multi-year project road map.	By Q3 2026, create roadmap with prioritized projects.	
			3.1.9	Integrated Case Management System (ICMS) (ONE PEO)	Procure and deploy an electronic integrated case management system (ICMS) to track and help manage PEO's regulatory enforcement files (complaints, investigations, prosecutions, PEAK, unlicensed practice enforcement etc.)	Complete the development of technical and other requirement documentation, issue RFPs, complete vendor contracting.	
			3.1.10	Finance Digital Modernization - Integration and Streamlining	Conduct a complete review of finance data architecture and systems to identify, determine and appropriately plan for opportunities to improve finance systems, eliminate manual work, introduce automation, and improve data analytics.	By Q4 2026, develop a business case that illustrates an ideal state for finance processes.	
		3.2	Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals	3.2.1	PEO Academy 2.0	Build on the foundational year of the PEO Academy by enhancing and expanding learning programs, streamlining processes, elevating the learner experience and encouraging a robust learning culture.	Introduce a new Leadership Development Program (LDP) and custom PEO content. Engage external experts for support where applicable, strengthen competencies of internal experts to deliver training and monitor and measure the efficacy of programs.
		3.2.2*	Organizational Culture	Strengthen organizational culture by advancing a holistic employee engagement and EDI strategy that fosters connection, inclusion and shared purpose.	Maintain high engagement scores, embed EDI principles into engagement initiatives, act on feedback from staff forums (e.g., surveys, coffee chats), and implement programming that reflects the employee voice. Establish governance structure and enhance guide to ongoing engagement and inclusion efforts.		

*Draft CEO/Registrar 2026 goal.

NOTE: Objectives not selected for the Performance Review will be presented in the CEO/Registrar's Report throughout the year.

Employer Advisory Group

Terms of Reference

1. Overview

At its meeting in November 2023, PEO Council passed a motion to stand down the Licensing Committee, Enforcement Committee and Professional Standards Committee effective as of December 31, 2023. This was preceded by Council's direction to staff in March 2023 to develop one or more advisory groups to replace these three committees.

These decisions stemmed from the adoption by Council in March 2021 of a series of governance directions to bring clarity to how PEO will use committees in its new governance system. This includes that Council will function through four governance committees charged with performing the due diligence aspects of Council's fiduciary role of control (Governance and Nominating Committee, Regulatory Policy and Legislation Committee, Human Resources and Compensation Committee, and Audit and Finance Committee), and that PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.

In May 2024, the Strategy Stakeholder Advisory Group (SSAG) was established as part of a renewed focus on various forms of engagement, outreach and evidence-gathering to better inform Council policy-making and operational service-delivery. The group is drawn from a wide range of engineering stakeholders and has since provided helpful input, advice and fresh ideas.

It has become clear, however, that at least one group of stakeholders—those who employ engineering graduates and licensed engineers in industry, government and engineering firms—merits a group of its own.

Establishment of a second advisory group—the Employer Advisory Group (EAG)—underlies PEO's commitment to broad, meaningful stakeholder engagement. The EAG acknowledges the varied group of employers that are affected by the decisions and initiatives of the regulator, and the important role they can play in contributing to PEO's mission by serving as a source of input to help us identify trends and plan for the future.

As is the case with the SSAG, the EAG operates as a discussion group and a source of ideas for further consultation, rather than a decision-making body.

2. Purpose

The Employer Advisory Group (EAG) is a critical element of PEO's commitment to enhancing its strategic capabilities through increased engagement with stakeholders. Through the EAG, PEO can gain a better understanding of the relative importance to employers of various aspects of a given strategy or direction. By taking this proactive approach in soliciting employer opinions, decisions by PEO governance committees and Council will be better informed. Through this engagement, EAG members are also able to discuss the ways in which their companies might support PEO and its regulatory mandate.

3. Mandate

The EAG will help ensure that any policies or directions contemplated by PEO are considered from the perspective of employers. It operates as a discussion group and a source of ideas for further consultation, rather than a decision-making body.

The EAG is tasked with commenting on proposed initiatives as well as proposing new initiatives that are within PEO's mandate. A variety of regulatory matters may be considered including, but not limited to:

- Professional practice;
- Licensing and registration;
- Engineering intern program;
- Continuing professional development;
- Unlicensed practice;
- Stakeholder engagement;
- Communications; and
- General regulatory issues.

Work may include:

- Reviewing and/or commenting on draft documents, reports, etc.;
- Engaging subject matter experts as required;
- Facilitating dialogue with key stakeholders;
- Assisting with research initiatives; and
- Providing feedback on recommendations as well as engagement initiatives, such as surveys, focus groups, webinars, etc.

As part of its mandate, the EAG also:

- Provides a link between PEO, employers and industry;
- Helps to ensure PEO stays current with information that is critical to employers as it relates to licensing and engineering practices;
- Serves as a sounding board for proposed and ongoing policies and programs of PEO;
- Shares employer perspectives and expectations as they relate to PEO's mission;
- Identifies trends in employer engagement and recruitment;
- Serves as a resource on employment and contemporary workforce development issues;
- Shares current economic and hiring trends; and
- Identifies employment-related issues that might impact PEO's mandate.

The EAG serves as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

4. Composition

The EAG comprises up to 12 employer volunteers representing a cross-section of engineering firms, engineers managing industrial or manufacturing operations, human resources professionals responsible for placing engineers, and other established professionals involved in recruiting, hiring, deploying and overseeing the work of engineers.

As the EAG functions as an advisory body, it is important that members be drawn from and represent broad constituencies and diverse groups to support PEO's strategic direction as well as the objectives of the Anti-Racism and Equity Code and other measures intended to ensure PEO is an accessible, equitable and effective regulator.

5. Selection

Members should have the skills, knowledge, experience, competencies and attributes to be able to actively contribute to discussions and the fulfilment of the EAG's mandate.

Emphasis in the selection of members will be placed on direct experience with matters affecting the role of employers within the engineering profession in Ontario, with the following skills and attributes being prioritized:

- Understanding of PEO's legislated mandate and a commitment to the values, goals and objectives of PEO;
- Effective communication and problem-solving skills;
- Balanced approach to providing input on suggested recommendations; and
- Appropriate level of involvement within the engineering community to provide valuable input.

Members are solicited and selected by PEO's Director, External Relations, based on the various needs of the advisory group.

6. Term

EAG members will be selected for a two-year term. PEO's Director, External relations may extend the term of an EAG member to implement staggered membership terms and/or to ensure adequate representation of a particular constituency, recognizing that the individual's continued participation is required to continue to provide a well-balanced representation on the EAG.

7. Meetings

The EAG meets as often as required to support the strategic priorities approved by Council or to assist directives to staff from of PEO's governance committees.

Meetings will be held virtually but may on occasion be held in person at PEO's office.

Meetings will be held with or without quorum, and chaired by the Director, External Relations or designate.

Agendas will be developed by staff based on the priorities of PEO, including Council and its governance committees.

8. Expectations of Members

It is the responsibility of all members to abide by the EAG's Terms of Reference and to participate in all related activities in good faith to ensure the effective discharge of the EAG's mandate.

All members shall agree to:

- Attend all meetings, where possible;
- Abide by their signed confidentiality agreement;
- Declare conflicts of interest (perceived or actual) prior to discussions or at any time a conflict of interest or potential conflict of interest arises;
- Not participate as a representative of a specific organization;
- Act in an inclusive and respectful manner at all times;
- Give notice if a meeting conflict arises;
- Be an active participant at all meetings;
- Show a willingness to be open and objective in PEO discussions and to respect the opinions of others even when disagreements occur;
- Declare any potential conflicts of interest related to EAG business;
- Remain positive during PEO discussions;
- Stay focused on agenda items and address these items concisely;
- Prepare in advance for all meetings; and
- Respect the Terms of Reference of the EAG.

Failure to abide by these expectations may result in a member being removed from the EAG. Member conduct will be subject to the Code of Conduct for Council, and any applicable legislative requirements, such as those related to confidentiality and workplace harassment.

9. Decision Making

The EAG is a consultation group and provides an opportunity for its members to identify issues and to provide input on any recommended solutions to identified issues. Comments from the EAG will be considered as input to PEO for review and consideration and may or may not result in action or policy change.

10. Expenses

EAG members serve as volunteers and are not remunerated for their service. Members will be reimbursed for reasonable expenses related to EAG meeting participation as set out in PEO's Expense Reimbursement Policy.

11. Review of Terms of Reference

These Terms of Reference will be reviewed annually or as necessary.

EAG Members 2025-2027

Adekola Oladewa, P.Eng.
Monica Danon-Schaffer
Lisa Doucet, P.Eng.
Sue Fortin
Phil Jones
Sheeba Paul, P.Eng.
Peter Purdy, P.Eng.
Rohan Service, P.Eng.

Strategic Stakeholder Advisory Group

Terms of Reference

1. Overview

At its meeting in November 2023, PEO Council passed a motion to stand down the Licensing Committee, Enforcement Committee and Professional Standards Committee effective as of December 31, 2023. This was preceded by Council's direction to staff in March 2023 to develop an advisory group to replace these three committees.

These decisions stemmed from the adoption by Council in March 2021 of a series of governance directions to bring clarity to how PEO will use committees in its new governance system. This includes that Council will function through four governance committees charged with performing the due diligence aspects of Council's fiduciary role of control (Governance and Nominating Committee, Regulatory Policy and Legislation Committee, Human Resources and Compensation Committee, and Audit and Finance Committee), and that PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.

2. Purpose

The Strategic Stakeholder Advisory Group (SSAG) is a critical element of PEO's commitment to enhancing its strategic capabilities through increased engagement with stakeholders.

It serves as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

The SSAG is managed and supported through PEO's External Relations department.

3. Mandate

The SSAG provides feedback on recommendations for potential strategies and activities related to PEO's regulatory mandate. It also helps to facilitate dialogue with licence and certificate holders, members of the greater engineering community and other stakeholders as required, and helps to ensure that a diversity of stakeholder perspectives is taken into consideration when positions or initiatives are being considered by PEO.

The SSAG is tasked with commenting on proposed initiatives as well as proposing new initiatives that are within PEO's mandate as requested by the Director, External Relations. A variety of regulatory matters may be considered including, but not limited to:

- Professional practice;
- Licensing and registration;
- Continuing professional development;
- Unlicensed practice;
- Stakeholder engagement;
- Communications; and
- General regulatory issues.

Work may include:

- Reviewing and/or commenting on draft documents, reports, etc.;
- Engaging subject matter experts as required;
- Facilitating dialogue with key stakeholders;
- Assisting with research initiatives; and
- Providing feedback on recommendations as well as engagement initiatives, such as surveys, focus groups, webinars, etc.

4. Composition

Ideally, the SSAG will comprise 10 to 20 members selected by PEO's Director, External Relations, with at least half (50%) of the members practising licensed engineers in good standing with PEO.

As the SSAG functions as an advisory body, it is important that members be drawn from and represent broad constituencies and diverse groups to support PEO's strategic direction as well as the objectives of the Anti-Racism and Equity Code and other measures intended to ensure PEO is an accessible, equitable and effective regulator.

5. Selection

Members should have the skills, knowledge, experience, competencies and attributes to be able to actively contribute to discussions and the fulfilment of the SSAG's mandate.

Emphasis in the selection of members will be placed on direct experience with matters affecting the practice of engineering in Ontario and governance of PEO licence and certificate holders, with the following skills and attributes being prioritized:

- Understanding of PEO's legislated mandate and a commitment to the values, goals and objectives of PEO;
- Effective communication and problem-solving skills;
- Interest and ability to address issues and problems of a systemic nature to improve processes and practices;
- Balanced approach to providing input on suggested recommendations; and
- Appropriate level of involvement within the engineering community to provide valuable input.

All applications will be reviewed by staff of PEO's External Relations department with selections being made by the Director, External Relations based on the composition and selection criteria noted in these terms of reference.

6. Term

SSAG members will be selected for a two-year term. PEO's Director, External relations may extend the term of an SSAG member:

- To implement staggered membership terms; and/or
- To ensure adequate representation of a particular constituency, recognizing that the individual's continued participation is required to continue to provide a well-balanced representation on the SSAG.

7. Meetings

The SSAG meets as often as required to support the strategic priorities approved by Council or to assist directives to staff from of PEO's governance committees.

Meetings will be held virtually but may on occasion be held in person at PEO's office.

Meetings will be held with or without quorum, and chaired by the Director, External Relations or designate.

Agendas will be developed by staff based on the priorities of PEO, including Council and its governance committees. Staff will also record meeting minutes.

8. Expectations of Members

By being selected to the SSAG, it is the responsibility of all members to abide by the SSAG's Terms of Reference and to participate in all related activities in good faith to ensure the effective discharge of the SSAG's mandate.

All members shall agree to:

- Attend all meetings, where possible;
- Abide by their signed confidentiality agreement;
- Declare conflicts of interest (perceived or actual) prior to discussions or at any time a conflict of interest or potential conflict of interest arises;
- Not participate as a representative of a specific organization;
- Act in an inclusive and respectful manner at all times;
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- Show a willingness to be open and objective in PEO discussions and to respect the opinions of others even when disagreements occur;
- Declare any potential conflicts of interest related to SSAG business;
- Remain positive during PEO discussions;
- Stay focused on agenda items and address these items concisely;
- Prepare in advance for all meetings; and
- Respect the Terms of Reference of the SSAG.

Failure to abide by these expectations may result in a member being removed from the SSAG. Member conduct will be subject to the Code of Conduct for Council, and any applicable legislative requirements, such as those related to confidentiality and workplace harassment.

9. Decision Making

The SSAG is a consultation group and provides an opportunity for its members to identify issues and to provide input on any recommended solutions to identified issues. Comments from the SSAG will be considered as input to PEO for review and consideration and may or may not result in action or policy change.

10. Expenses

SSAG members serve as volunteers and are not remunerated for their service. Members will be reimbursed for reasonable expenses related to SSAG meeting participation as set out in PEO's Expense Reimbursement Policy.

11. Review of Terms of Reference

These Terms of Reference will be reviewed annually or as necessary.

SSAG Members (2024-2026)

Iad Abdul-Rahman, Ph.D, P.Eng., AME, PMP, PLP

Parisa Bahrami, P.Eng., PMP, MHSc

Sneha Bernard, P.Eng., M.A.Sc., C.E.M.

Mymoon Bhuiyan

Colleen Follis, P.Eng.

Inga Hipsz, MSc, P.Eng.

Dalia Hanna, PhD, P.Eng., PMP

Anil Lal, P.Eng.

Andrew Naassan, P.Eng. (stepped down moved since appointment to Council)

Stephanie Price, P.Eng.

Joshua Pope, P.Eng.

Joel Primeau, P.Eng., HBDP

Eva Wu, P.Eng.

Kaoru Yajima, P.Eng.