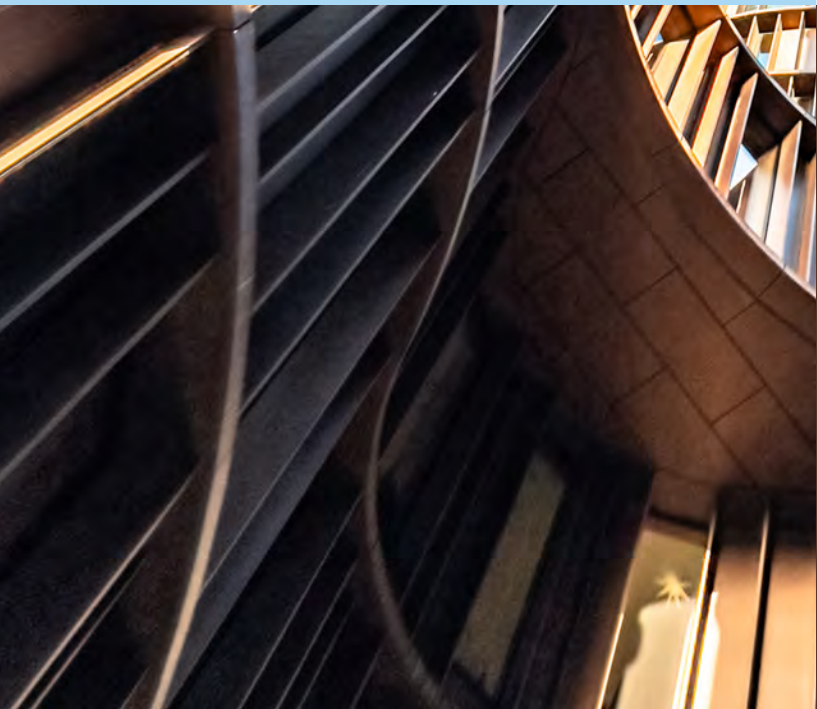




Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT



NOVEMBER 28, 2025



INTRODUCTION

As we conclude the final year of our 2023–2025 Strategic Plan, I am proud of how far we have come. Our organization has continued to rise to every challenge, guided by our shared values and a steadfast commitment to protecting the public interest.

This past year, we not only met but often outperformed our strategic goals. We strengthened our systems and processes, deepened our relationships with government and partner regulators and continued to modernize our regulatory approach. Our staff's professionalism and resilience have been the foundation of this progress, buttressed by the steady leadership of Council and the support of our stakeholders. Together, we have built a stronger, more agile organization.

Equally important has been the continued strengthening of our internal culture. Our recent employee engagement survey showed outstanding results ([see p. 21](#)). These results reflect the pride, commitment and sense of belonging our staff bring to their work every day. I am especially proud of the inclusive, respectful and supportive environment we have built. It empowers our people to do their best work and ensures our values are lived, not just stated.

Our progress is also being recognized externally. The Ontario Fairness Commissioner recently adjusted PEO's risk rating to moderately low for the period January 1, 2026, to March 31, 2027. This is a notable improvement from our previous moderate to high rating ([see p. 6](#)). The shift reflects the progress we have made in reducing our inventory of legacy applications and implementing our competency-based assessment process. It is a tangible acknowledgment of the diligence and care with which we approach our regulatory responsibilities. It is also proof of our commitment to fairness, transparency and accountability.

The completion of our three-year strategic plan marks not an end but a milestone, a testament to the power of collaboration, shared purpose and committed leadership. In the following section, I am pleased to highlight the Council-supported operational projects and outcomes that have brought this strategy to life and positioned us for continued success in the years ahead.

As we plan for the launch of our 2026–2030 Strategic Plan in January, I'm happy to share a preview of our public-facing document in [Appendix A](#).

2023–2025 STRATEGIC PLAN HIGHLIGHTS

Improve licensing processes

- **Delivered on regulatory requirements:** We met or exceeded all requirements and key performance indicators under the *Fair Access to Regulated Professions and Compulsory Trades Act* and the new labour mobility rules in the *Protect Ontario Through Free Trade Within Canada Act*. Our commitment to fairness, accessibility and efficiency in the licensing process contributed to a reduced risk rating from the OFC.
- **Implemented continuing professional development (CPD):** We launched a mandatory CPD program for all licence holders, including clear procedures for participation exemptions and enforcement mechanisms for non-compliance.
- **Embedded equity, diversity and inclusion (EDI):** EDI principles are now a key part of our culture and operations. Guided by the Anti-Racism and Equity Code, we hired a dedicated EDI manager to implement best practices, strengthen engagement with staff and stakeholders, and review policies through an equity lens. Staff also delivered targeted training to build a culture of belonging across the organization.

Optimize organizational performance

- **Established a policy development framework:** The new framework guides the creation and evaluation of regulatory policies. It promotes coherence, requires impact analyses for significant initiatives, and reinforces evidence-based and inclusive decision-making aligned with our mandate and priorities.
- **Advanced digital transformation:** We undertook a major modernization of our digital infrastructure to enhance efficiency, security and data-driven decision-making. This included aligning cybersecurity practices with internationally recognized standards, improving application architecture and data quality, and expanding our organizational data warehouse to generate actionable insights.
- **Enhanced staff performance and development:** A refreshed performance management process now aligns SMART goals with organizational priorities and individual growth. We also launched the in-house PEO Academy to support a culture of learning and to build internal capacity, especially for future leadership roles.
- **Strengthened communications and reputation:** A new long-term communications strategy focuses on establishing PEO as a leading and trusted regulator. It prioritizes audience understanding, measurable outputs and stakeholder feedback to continuously improve our outreach and demonstrate regulatory effectiveness.
- **Modernized budgeting and forecasting:** The implementation of a new budgeting platform has streamlined our annual cycle and improved financial planning and forecasting. A revised Expense

Reimbursement Policy further strengthens internal controls and clarifies guidelines.

- **Created a dedicated Customer Service team:** The team, established in 2023, provides consistent, accurate and responsive support to licence holders and applicants. A continuously updated knowledge database and performance metrics ensure up-to-date information and quality service.

Implement governance improvement plan

- **Strengthened Council orientation:** A comprehensive onboarding process, including a new Governance Manual, helps councillors become better informed and more prepared for their governance roles.

- **Launched enterprise risk management (ERM):** Our ERM framework enables proactive monitoring and management of key organizational risks through an integrated risk register.
- **Introduced a Council Evaluation Framework:** A multi-year approach embeds regular assessments into the governance cycle to ensure ongoing effectiveness and continuous improvement.

Refresh vision; ensure stakeholders see PEO value

- **Defined PEO’s long-term vision:** Through extensive stakeholder consultation, we developed a forward-looking vision statement that reaffirms our regulatory mandate and positions PEO for leadership and relevance in the coming decades.



In September, Jennifer Quaglietta announced PEO’s new vision statement to attendees of the Volunteer Symposium, which gathered nearly 200 attendees for a full day of networking, training and engagement.



In October, Jennifer Quaglietta (middle) spoke to attendees of the Mississauga Chapter Women in Engineering Seminar about her career path and the diverse pathways available for engineers.



In October, Jennifer Quaglietta (second from right) was inducted into the CIO Association of Canada Hall of Fame, which honours Canada's most exceptional leaders driving digital transformation and value to their organization and the communities they serve.



At the Halloween-themed all-staff meeting in October, colleagues said goodbye to Americo Viola, vice president, regulatory operations and deputy registrar (second from left), who left PEO on November 14.



In November, PEO councillors and staff gathered at the 2025 Ontario Professional Engineers Awards gala. From left to right: Nanda Lwin, P.Eng., FEC, Dan Abrahams, LLB, Gregory P. Wowchuk, P.Eng., FEC, Hannah Ehtemam, P.Eng., Jennifer Quaglietta, Randy Walker, P.Eng., Pappur Shankar, P.Eng., FEC, Ravinder Panesar, P.Eng., FEC, and Americo Viola.

OPERATIONAL PLAN STATUS REPORT

PEO’s 2023–2025 Strategic Plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives were planned for 2025. As noted previously in

the report, all work planned for this year is either complete or on schedule to be completed by December (see Table 1).

Goals	Sub Goals	Activities	Status			
			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)				
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)				
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
3. Implement governance improvement program	3.3 Establish metrics for governance performance	2.3.7 Develop Customer Service Model				
		3.3.2 Annual assessment council effectiveness				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)				
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision				
Status Counts:			0%	0%	0%	100%

Table 1: Operational Plan Status Report as of November 2025

All work planned for the 2026–2030 Strategic Plan is complete.

Improve Licensing Processes

1.1 Create Fair, Transparent, Accessible and Efficient

Application Process

1.1.2 FARPACTA Process (Licensing and Process)

Re-evaluation of Risk Rating

As noted above, the Office of the Fairness Commissioner (OFC) has determined that PEO's risk rating will be adjusted from moderate to high to moderately low for the period January 1, 2026, to March 31, 2027. The OFC expects that PEO will continue to reduce its legacy inventory and identify opportunities to evaluate the competency-based assessment process with the goal of increasing the number of international applications.

"As of Right" and Provincial Mobility Applications

On September 1, the Ontario Government announced it would be introducing new regulations aimed at removing interprovincial barriers for Canadian professionals coming to Ontario. The new regulations under the recently amended *Ontario Labour Mobility Act* are intended to make it feasible for certain Canadian professionals, including engineers, to begin working in Ontario within 10 days after their credentials and requirements are confirmed by the regulator. Following a legal review of the regulations and

in consultation with the government, we have confirmed that PEO's current transfer application process satisfies the government's "as of right" requirement. As of the government's deadline of January 1, 2026, PEO's "transfer" application process will be renamed the "Canadian P.Eng. mobility" application process and registration decisions for provincial mobility applications will be made within 10 days.

Table 2 demonstrates how the new Canadian P.Eng. mobility application process combines the best parts of conventional mobility "transfers" and "deemed certified" into one effective application process.

PEO's new Canadian P.Eng. mobility application meets both provincial mobility and "deemed certified" requirements.

	Labour Mobility "Transfers"	+Deemed Certified	=New Canadian P.Eng. Mobility Application Process
Fees	Same fee structure as a new P.Eng. application (application fee+registration fee+annual fee)	Same fee structure as a new P.Eng. application (application fee+ registration fee+annual fee)	Same fee structure as a new P.Eng. application (application fee+registration fee+annual fee)
Documentation	Rigorous vetting via a good character form (requirements in s.9 of <i>Labour Mobility Act</i>)	Rigorous vetting via a good character form (requirements in s.9 of <i>Labour Mobility Act</i>)	Create one good character form that merges both requirements No requirements for CV
Timelines	30 calendar days	10 business days	10 business days
Expiry	Licence until retirement	Licence for 6 months (not possible in <i>Professional Engineers Act</i>)	The portal and website will indicate the options, such as retirement, for those interested in working a limited time in Ontario
Seal	Ontario Seal	No Seal (no engineering opinions)	Ontario Seal

Table 2: Elements of New Canadian P.Eng. Mobility Application

FARPACTA KPIs

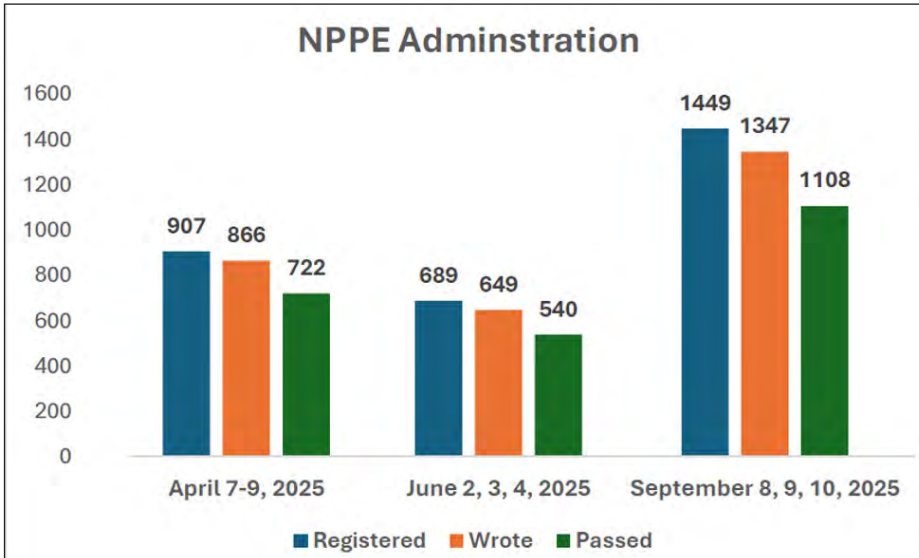
As of October 1, PEO is exceeding compliance for both the 10-day application review and the new 90-day registration decision requirements. Furthermore, PEO is meeting the 100 per cent requirement for provincial mobility registration decisions within 30 business days.

New FARPACTA Requirements and NPPE

The technical solution to allow prospective applicants to write the National Professional Practice Examination (NPPE) before applying

for licensure has been a success. This solution allows recent bachelor of engineering graduates with acceptable degrees from recognized institutions to write the NPPE via PEO's online portal at any time after graduation. It has also enhanced PEO's ability to comply with the new 90-day requirement for registration decisions.

Allowing prospective applicants to write the NPPE before applying for licensure has resulted in a significant increase in NPPE registrations (see Figure 1).



NPPE registrations hit a new high this fall, partly because the NPPE is now offered before people apply for licensure.

Figure 1: Number of NPPE Registrations

60% The decrease in the legacy applicant inventory since July 2023

Inventory Management Plan (IMP)

The current legacy applicant inventory is 13,672, as of October 1. This is a decrease of nearly 60 per cent from the approximate 34,000 applicants in July 2023. Specifically, 10 per cent of the applications are awaiting assessment from PEO (see "With PEO"

column in Table 3), while 90 per cent are awaiting action by the applicant, for example, to write an examination (see "With applicant" column in Table 3).

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	1%	196		196
Writing technical examinations	26%	3498	3498	
Writing the NPPE	27%	3644	3644	
Pending validator CBA forms	5%	683	683	
CBA assessment active	4%	606		606
Accumulating experience inactive	33%	4448	4448	
Other	4%	597		597
Total inventory	100%	13,672	12,273	1399
Percentages			90%	10%



Of the legacy inventory, only 10 per cent of applications are awaiting a PEO assessment.

Table 3: Legacy Applicant Inventory Stages

FARPACKA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	24,959
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	16,739
SUBTOTAL CEAB GRADUATES	23% (3947/16,739)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	73% (12,215/16,739)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	15% (2641/16,739)

24,959

Prospective applicants who have started a P.Eng. application

16,739

Prospective applicants who have started the academics section

3947

Total CEAB graduates

12,215

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

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (2682/3947)
ACADEMICS COMPLETED	54% (2162/3947)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.6% (64/3947)
CBA IN PROGRESS	75% (3005/3947)
GOOD CHARACTER COMPLETED	67% (2646/3947)

NON-CEAB GRADUATES ON THE RECOGNIZED PROGRAM LIST WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	71% (8680/12,215)
ACADEMICS COMPLETED	4% (498/12,215)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (338/12,215)
CBA IN PROGRESS	51% (6281/12,215)
GOOD CHARACTER COMPLETED	52% (6378/12,215)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1020
PASSED ONE CONFIRMATORY EXAMINATION	23% (235/1020)
PASSED TWO CONFIRMATORY EXAMINATIONS	42% (432/1020)
PASSED THREE CONFIRMATORY EXAMINATIONS	6% (60/1020)
PASSED FOUR CONFIRMATORY EXAMINATIONS	29% (293/1020)

We are monitoring technical exam completions to support forecasts and resource and budget planning.

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

Since September, PEO has advanced its commitment to EDI through targeted training, policy development and engagement initiatives. These efforts demonstrate our continued leadership in building a work culture grounded in respect, belonging and accountability.

Training and Development

A series of internal and external training sessions were delivered to strengthen awareness and competency across key EDI themes. External sessions included cultural competency, racism and discrimination and microaggressions. A chapter presentation was offered on creating a culture of belonging. Internally, we hosted two monthly training sessions on microaggressions and racism and discrimination. Leadership training focused on psychological safety and mental health, supporting our executive leadership team in fostering inclusive and supportive environments.

We also facilitated an EDI workshop on creating a culture of belonging at the Volunteer Symposium in September, engaging over 60 participants in discussions on creating safe spaces for the next generation of engineers, allyship and inclusive leadership. The development of the PEAK EDI module for 2026 progressed to ensure the integration of accurate and equity-informed learning content.

Policy and Measurement

Policy work in this area continues to evolve. An equity review of the Anti-Workplace Violence, Harassment and Discrimination Policy moved forward, alongside the introduction of an eligibility criterion requiring candidates to complete a Council-approved orientation course. We also advanced reconciliation efforts through collaboration with Warrior Engineering, an Indigenous-owned engineering consulting firm, which also completed a review of the Anti-Workplace Violence, Harassment and Discrimination Policy.

To date, membership demographic data has been collected from 5396 licence holders on a voluntary basis via PEO's online portal, providing valuable data to inform future EDI strategies.

Leadership and Collaboration

We continue to play an active role in Engineers Canada's Inclusivity Taskforce. The taskforce has aligned on a definition of a welcoming and inclusive profession and identified barriers that are within the regulators' and Engineers Canada's control. An October workshop also helped inform a national action plan for a welcoming and inclusive profession.



Engagement and Communication

Internally, culture and engagement activities played a vital role in strengthening inclusion. Connection Corners celebrated cultural events such as Caribbean Month, Diwali and the Thanksgiving Donation Drive, while Coffee Chats during Mental Health Month encouraged open dialogue and awareness.

Optimize Organizational Performance

2.3 Review/Improve Comms & Business Processes; Ensure Reflects EDI Values

2.3.4 Communications Strategy (value, EDI)

Plain Language Style Guide

The Communications team launched our first Plain Language Style Guide on October 30. The guide is an internal resource designed to help staff apply plain language principles in their communication with stakeholders. Plain language principles focus on making communication clear, concise and easy for a reader to understand and use. The production of a style guide that incorporates accessible, inclusive and plain language principles was a recommendation of the 2024 communications audit.

Media Training

On November 6, PEO's president-elect and vice president (elected) attended a half-day media training session, together with the CEO/registrar and the vice president, policy and governance and chief legal officer. Encouraging media relations preparedness is a key focus area of our long-term communications strategy. The Communications team will continue to provide support whenever spokespersons are assigned to media interviews. Expanding the training will be considered following our evaluation of this year's training sessions and feedback from participants.

2.3.5 Modernize Budget Processes

PEO previously introduced a modern financial planning and analysis platform to support the development of budgets and forecasts in a way that promotes collaboration, data integrity and accountability across all departments. The platform is now further enhanced and has been used to develop the 2026 consolidated budget with greater efficiency and accuracy. PEO will continue to build on these advancements as part of its ongoing efforts to modernize financial planning, reporting and decision-making processes.

GOVERNANCE SCORECARD

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

The November 2025 PEO Governance Scorecard reflects performance results for the period of January 1 to September 30, 2025. Overall, performance remains strong, with eleven indicators surpassing their targets (green) and one indicator performing below its threshold (red).

Table 4: November 2025 Governance Scorecard

Nov 2025 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to Sept 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., P.Eng. Mobility, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	99.7%	1,457	1,461	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%	99.4%	463	466	PEO surpassed the target for the reporting period.	
3	Registration Decisions Within Target - P.Eng. Mobility (C), (F)	The number of P.Eng. Mobility applications for who a registration decision is made within 30 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	983	983	PEO met the target for the reporting period.	
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%	86%	62,020	72,064	PEO surpassed the target for the reporting period. Licence holders are required to complete their required PEAK elements by the end of the year. PEAK compliance becomes enforced in Nov 2025 starting with a first pilot group selected at random.	
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%	20.1%	676	3,367	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%	100%	10	10	All initiatives scheduled for implementation in 2025 were completed in alignment with deliverables set out in the 2025 Operational Plan as derived from the 2023-2025 Strategy that was approved by Council.	
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%	1.89%	\$534,528	\$28,268,361	The 1.89% favorable variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment income offsetting lower P.Eng revenue than budgeted.	
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%	5.30%	\$1,497,195	\$28,224,695	The 5.30% favorable 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	469	\$43,881,413	\$25,535,877	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	616	PEO surpassed the target for the reporting period. PEO received 616 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%	93.2%	N/A	N/A	PEO surpassed the target for the reporting period and our 2024 employee engagement rate of 90.3%. Furthermore, the response rate for the employee engagement survey increased to 92% in 2025 from 87% in 2024.	
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%	2%	3	140	The turnover rate is lower than industry standard due to high employee engagement levels, our flexible hybrid work schedule and total rewards package. The average voluntary turnover rate in Canada is 10.2% (Mercer 2025 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 sustain performance above target
● Performance to be reported at end of year	

In October, an unlicensed practice case resulted in jail time for a Windsor-based individual who was falsifying seals and offering engineering services.

Regulatory Operations

Unlicensed Practice Enforcement

The Unlicensed Practice Enforcement (UPE) team has continued its transition to using internal counsel for prosecutions of illegal practice and title violations. First appearances in court for current prosecutions are already scheduled into February 2026. Superior court injunctions preventing unauthorized practice and seal use are still managed through external counsel until experience and knowledge are developed with internal counsel. The UPE team has reduced its median days a file is open by an additional two days. As of September, this benchmark improved to an average of 58 days.

In late October, PEO was successful in having Benabdallah Chouchaoui found in contempt of court. This resulted in him being jailed for 14 days—a rare event for civil contempt. Between 2019 and 2024, Chouchaoui of Windsor, ON, continued to present his company, Windsor Industrial Development Laboratory Inc. (WIDL), as a licensed engineering firm. He submitted building permit applications to municipal officials using falsified engineering seals and violated the 2011 court injunction barring him from offering engineering services. This ruling can be found at <https://canlii.ca/t/kfxgf>. Additionally, the court ordered him to reimburse PEO for legal costs, totaling over \$71,000 for 2025.

58
YTD ending in September, the median time an unlicensed practice file was open was 58 days

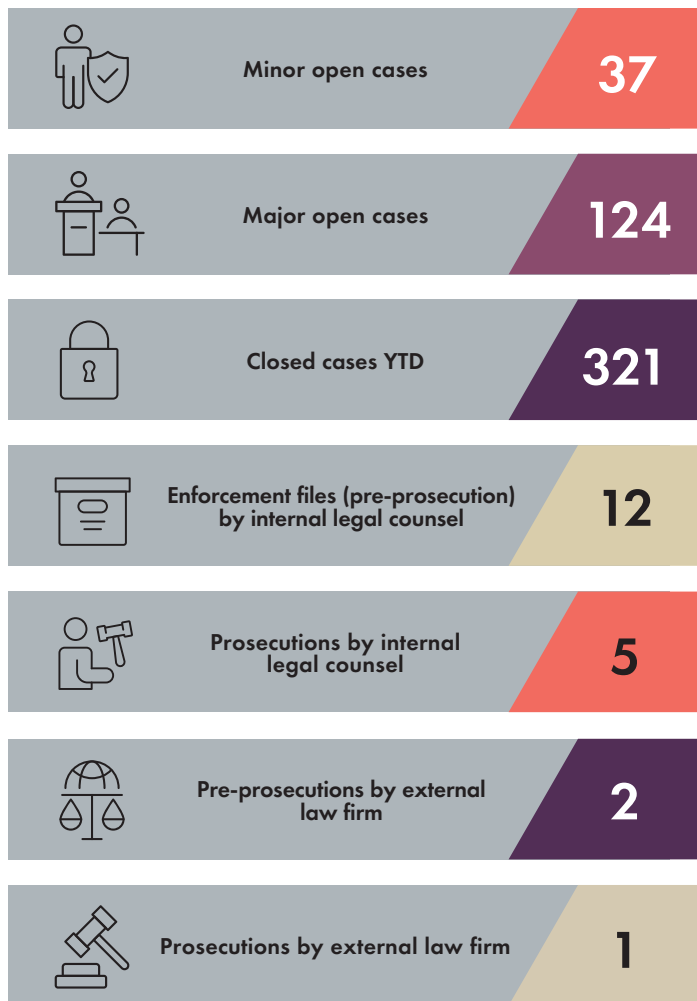


Table 5: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

The Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). This committee is tasked with 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 November 4, 110 new complaints were filed with PEO, and 83 existing complaints were disposed of by the COC (see Figure 2). There are currently 207 active complaint files, either being investigated or pending disposition (in the form of a signed decision) by the COC.

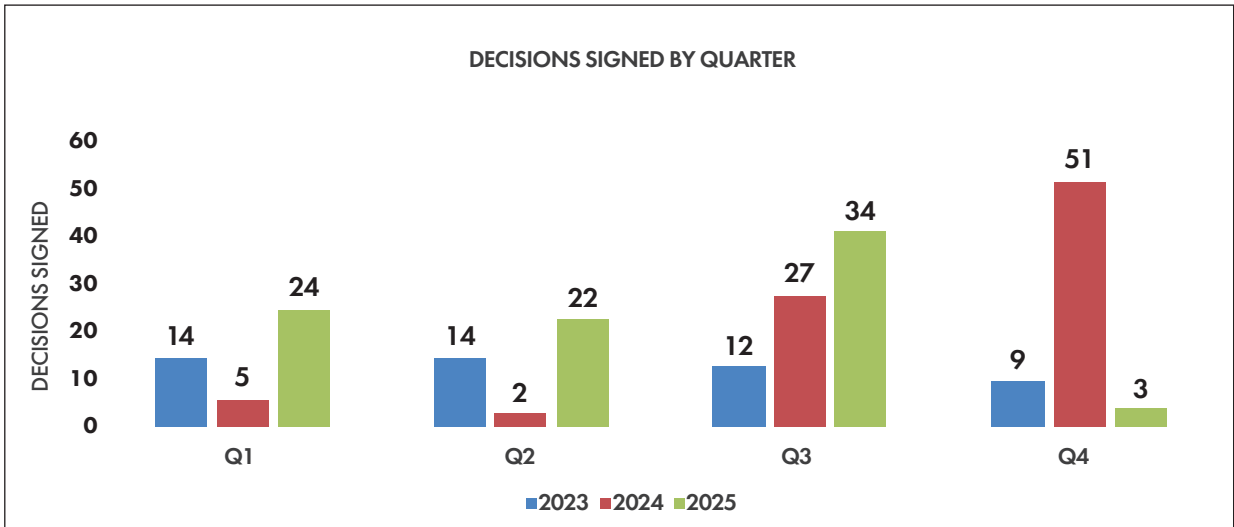


Figure 2: Number of Complaints Decisions Issued by Quarter

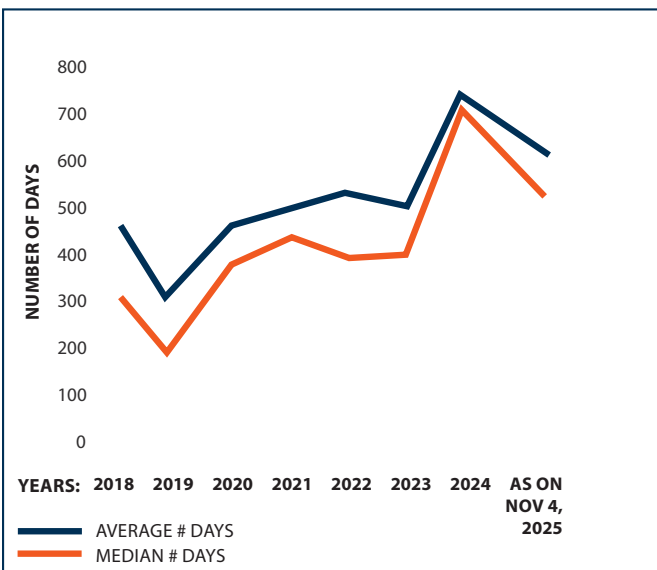
83 Complaints disposed of by the Complaints Committee since January

The Complaints and Investigations team, through ongoing process improvements and efficiencies, continues to achieve significant reductions 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 634 days, down from 751 at the end of 2024 (see Figure 3).

Complaints involving fee and/or contract disputes between licence holders and clients represent approximately 10 per cent of the current complaint volume. Opportunities to help address these types of issues in a proactive way will include additional educational resources for practising engineers, certificate of authorization holders and their clients.

Currently, complaints containing primarily allegations of unprofessional conduct by licence holders make up the largest category of complaints under investigation (52 per cent of all complaints). Complaints primarily related to technical competence/negligence represent the next largest category (21 per cent).

Preliminary work is underway to enhance the way in which members of the public, licence holders and other stakeholders access and stay involved in PEO’s complaints process. The goal of any improvements will be to make the user experience more intuitive and easier to navigate, while supporting timely and good decision-making.



634 Average days for complaints file processing, down from 751 at the end of 2024

Figure 3: Complaint File Processing Times

PEAK

PEO currently has over 90,000 licence holders, of whom about 71,700 have mandatory PEAK requirements this year.

As of October 31, 94 per cent of those with 2025 PEAK requirements have started to complete their requirements, and 89 per cent have already completed their first two PEAK elements. This means that the remaining 11 per cent are not currently compliant with their

first two PEAK elements, which could result in an administrative suspension of their licence and publication of the suspension on PEO’s public-facing directory. To help these licence holders avoid a licence suspension, we continue to send reminders of the importance of completing their PEAK obligations and the consequences of not doing so.

	2024 PEAK AS OF DEC. 31, 2024	2025 PEAK AS OF JAN. 31, 2025	2025 PEAK AS OF OCTOBER 31, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 70,000	ABOUT 75,000	ABOUT 71,700
STARTED PEAK	94%	64%	94%
COMPLETED FIRST TWO ELEMENTS	89%	51%	89%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	5%	12%	6%
NOT YET STARTED	6%	37%	5%
COMPLETED THE THIRD ELEMENT	66%	3%	23%

89%
Licence holders who have completed their first two 2025 PEAK requirements

Table 6: Comparative Statistics for the 2024 and 2025 PEAK Years

Licence Suspensions

On Monday, November 10, PEO suspended 21 licence holders for failing to complete the first two elements of PEAK. These licence holders were part of a suspensions pilot program of a randomly selected group of 100 licence holders who had not completed the first two elements despite being required to do so. Following a significant communications effort, 80 per cent of licence holders in the pilot group complied (see Table 7).

This suspensions pilot program is enabling us to test the end-to-end process, identify any gaps and refine our approach based on early insights. We will soon increase our capability to administer

suspensions, while also continuing to be as supportive as reasonably possible in helping licence holders comply with PEAK.

Development will soon begin on the next phase of the mandatory CPD project: building PEO’s capability to audit and verify year-end reports of the number of CPD hours completed by those licence holders required to complete them. Under the regulation, compliance monitoring is assigned to the registrar and her staff. A risk-based approach will be adopted and may involve both random and scheduled verification measures.

COMPLIED	77
IN PROGRESS	6
NOT STARTED	15
NOT APPLICABLE	2 (1 LAPSED, 1 FEE REMISSION)

Table 7: Compliance of PEAK Suspensions Pilot



Licence holders who were suspended for failing to complete the first two elements of PEAK.

Notices of Proposal

Under the *Professional Engineers Act*, 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).

In September, PEO reported having 54 FARPACTA matters and 38 legacy matters open at the REC stage. Figure 4 shows that FARPACTA matters continue to increase, while legacy matters have maintained a consistent rate. Since September, we have closed 37 matters, either through non-response or diversion. The Inventory Management Plan (IMP) commences this month. The first phase of this initiative involves drafting and executing 183 NOPs for dormant applications.

Figure 5 shows that NOPs requested by October have almost tripled for legacy matters from 2024. FARPACTA matters have already seen an almost five-fold increase from 2024. Projected to the end of the year, the numbers will be triple for legacy matters and are almost six times higher for FARPACTA. If the expected 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.

Figure 6 shows that NOP requests continued to increase, reaching their peak in August 2025 when there were 35 NOP requests initiated. While these numbers have declined in September and October, they still remain much higher than in the first quarter of the year.

The registrar is represented at REC hearings by a lawyer appearing on the registrar’s behalf. On average, 70 per cent of NOPs result in a request for hearing before REC. In FARPACTA matters, we have already more than doubled 2024’s totals and are projected to have almost 70 hearing requests by the end of year, an almost four-fold increase. For the IMP Project, we have identified 183 applications in the first round requiring an NOP. This will likely result in an additional 129 requests for hearing (see Figure 7).

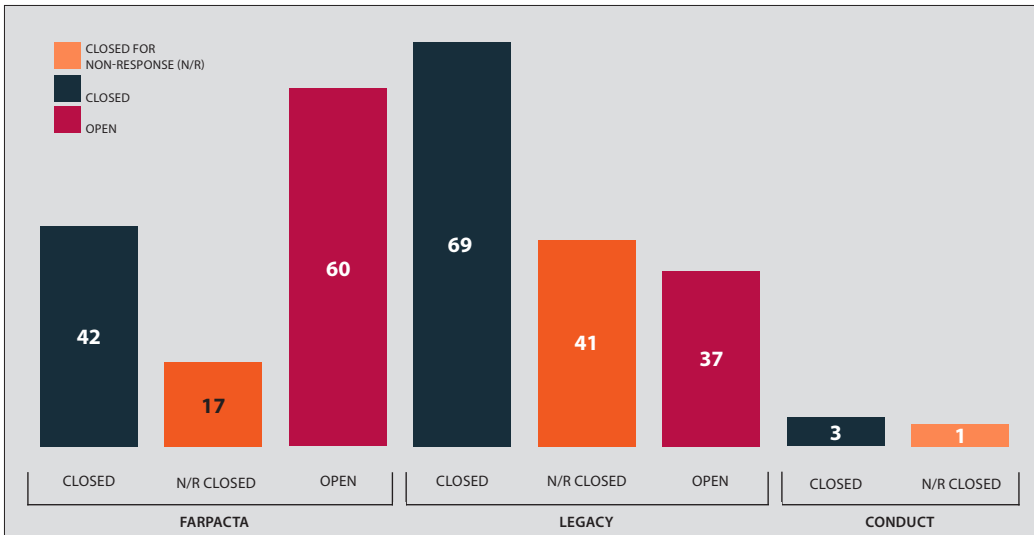
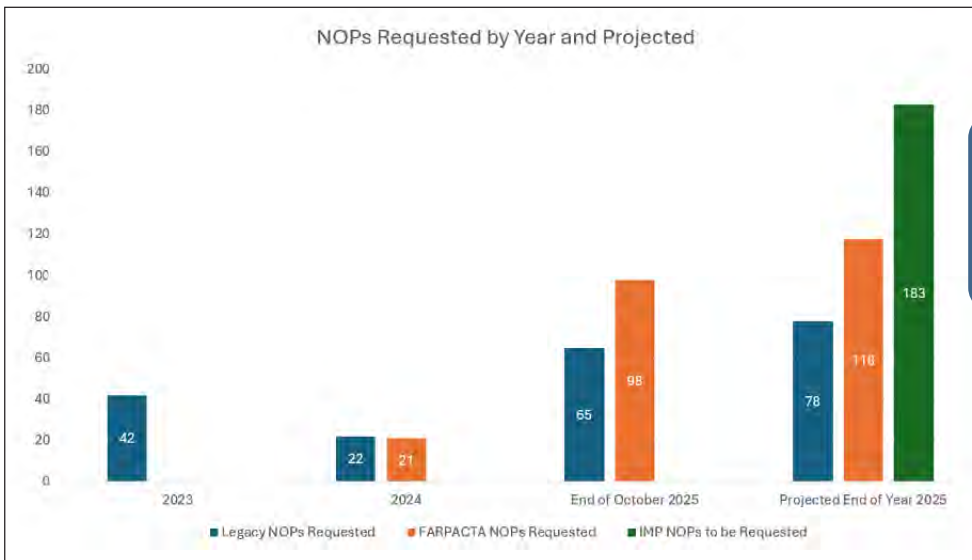


Figure 4: Current Status of REC Cases Since 2023

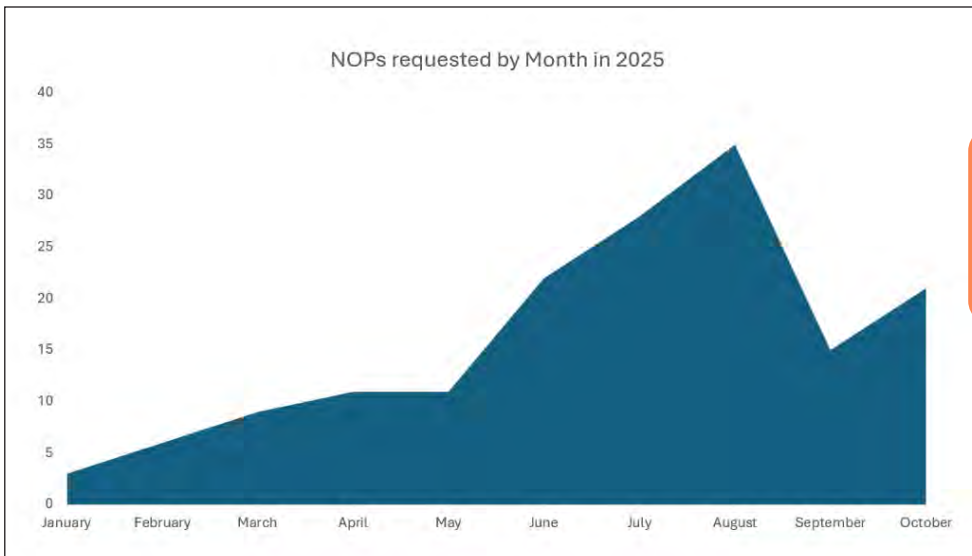
183

The IMP Project will add an additional 183 NOPs, which require drafting and execution, adding to our already increasing numbers.



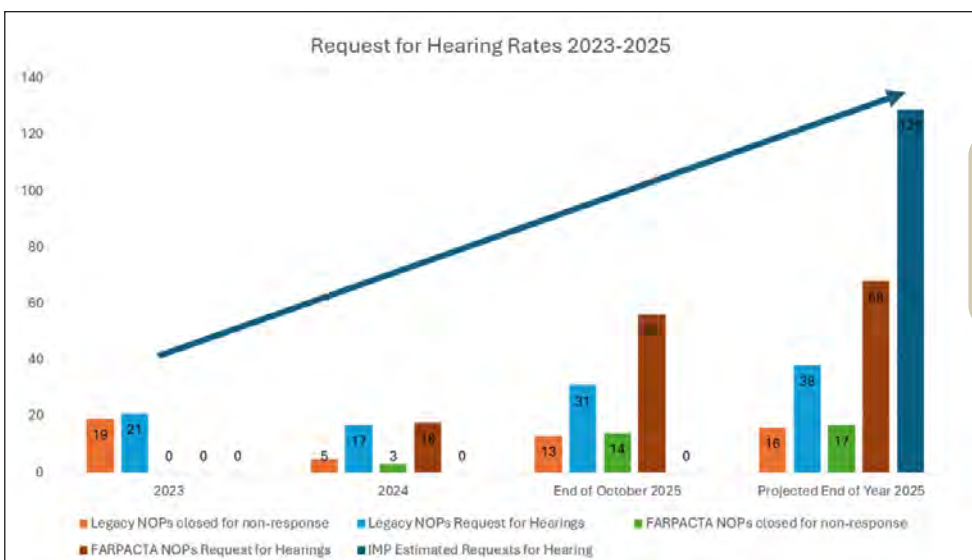
NOPs requested for FARPACTA, legacy and the IMP Project matters will result in a nearly 800 per cent increase from 2024.

Figure 5: NOPs Requested by Year and Projected



NOP requests in 2025 reached their peak in August, with 35 requested that month alone.

Figure 6: NOPs Requested by Month



Excluding the IMP Project, we will see a 200 per cent increase in the number of requests for hearing compared to 2024.

Figure 7: Request for Hearing Rates 2023–2025

Finance

For the nine months ending September 30, total revenues amounted to \$28.8 million, while total expenses were \$26.7 million. This means an excess of revenue over expenses of \$2.1 million, as shown in Table 8.

The \$534,528 favourable variance in revenue is primarily due to higher-than-expected investment income, examination and registration fees.

Total expenses for the same nine-month period were less than budgeted by a total of \$1.5 million. This positive variance is primarily driven by lower-than-budgeted spending across several areas, including PEO

chapters, purchased services, computer and telephone, Council special projects and strategic initiatives projects.

Table 9 shows cash of approximately \$6.8 million and an investment portfolio of approximately \$37.1 million as of September 30, compared to cash of \$11 million and an investment portfolio of \$30.1 million as of September 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$28,802,889	\$28,268,361	\$534,528
Operations expenses	\$25,918,167	\$26,536,421	\$618,253
Sp. projects and strategic plan exp	\$809,333	\$1,688,274	\$878,942
TOTAL EXPENSES	\$26,727,500	\$28,224,695	\$1,497,195
EXCESS/(DEFICIT) OF REV OVER EXP	\$2,075,389	\$43,666	\$2,031,723

Table 8: Revenues and Expenses as of September 30, 2025

	2025 Actual	2024 Actual	Variance 2025 Actual Vs 2024 Actual
Cash	\$6,774,134	\$11,001,950	(\$4,227,816)
Other current assets	\$1,162,886	\$894,751	\$268,135
Marketable securities	\$37,107,279	\$30,980,349	\$6,126,930
Capital assets	\$25,042,081	\$26,248,655	(\$1,206,574)
TOTAL ASSETS	\$70,086,379	\$69,125,705	\$960,674
Current liabilities	\$14,954,097	\$14,474,405	\$479,691
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$46,703,782	\$42,590,201	\$4,113,581
TOTAL LIABILITIES & NET ASSETS	\$70,086,379	\$69,125,705	\$960,674

Table 9: Assets and Liabilities as of September 30, 2025



Remissions and Resignations

As of September 30, the data in Table 10 shows that the estimated total number of P.Engs in fee remission was approximately 13,813. This is roughly comparable to 13,233 as of the same date in 2024. The number of resignations as of September 30 was estimated to be 746 compared to 1036 resignations as of September 30, 2024. Overall, the estimated total number of P.Engs as of September 30 was 90,528, compared to 87,955 reported on September 30, 2024.

	YTD SEPT. 2025	YTD SEPT. 2024
Members seeking remission	2413	2569
Total members in fees remission	13,813	13,223
Members resigned	746	1036
Total P.Engs	90,528	87,955

Table 10: Estimated Remissions and Resignations as of September 30, 2025

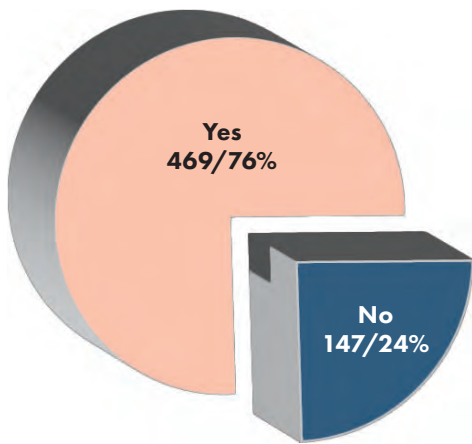
Customer Service

This year, we launched a pilot training program for key Level 2 Customer Service teams, introduced new tools to systematically capture and integrate inquiry feedback, and implemented processes to monitor peak demand periods and allocate resources more effectively.

Overall, feedback on PEO’s customer service continues to be positive. Our 2025 customer satisfaction score stands at 7.3 out of 10 (n=616), with particularly strong ratings for issue resolution and inquiry response times (see Figure 8).

From January through September, the Level 1 Customer Service team managed 17,589 inquiries. Even more impressively, it resolved over 90 per cent without escalating to specialized support (see Table 11). The average resolution time increased slightly from 2.1 to 2.3 days due to higher PEAK-related volumes and remains favourable against the 2.5-day average in 2024, reflecting sustained efficiency despite growing demand.

Was the issue resolved to the user’s satisfaction?



How satisfied are users with PEO’s response time?

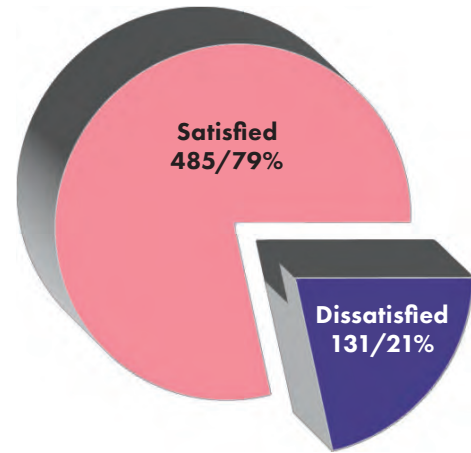


Figure 8: Customer Experience Survey Feedback (January to September)

Mode	Inquiries by Mode
Emails	13,263
Phone Calls	4176
Walk-Ins	150

January to September
2025 Level 1 Customer
Service Delivery
Summary

93%
Resolution rate of Level 1
Customer Service

Customer Service Level 1 Resolution Rate
Level 1 resolution rate = 93% (16,391/17,589)
Level 1 resolution rate by most common topics:
Technical Support Inquiries = 98% (7176/7297)
PEAK Inquiries = 99% (6500/6577)
FARPACKTA Inquiries = 77% (1454/1888)

Table 11: Customer Service Summary (January to September)

PEAK Outbound Calls Pilot Initiative

Staff conducted outbound calls with 626 licence holders having outstanding PEAK obligations in 2025. This initiative was intended to further support licence holders and encourage PEAK compliance, increase awareness of upcoming licence suspensions and obtain feedback on the PEAK program.

From September 5 to October 29, staff randomly contacted licence holders with outstanding 2025 PEAK requirements. Staff spoke with 28 per cent (176 of 626) of the licence holders contacted and many appreciated the opportunity to share their thoughts on PEAK and

how to improve the program while receiving immediate support with the PEO portal and their PEAK requirements.

As indicated in Figure 9, 54 per cent (95 of 176) of the licence holders contacted completed their 2025 PEAK requirements after PEO contacted them. Furthermore, the insight we received from licence holders will help inform upcoming improvements to the PEAK program, portal interface and communications campaigns.

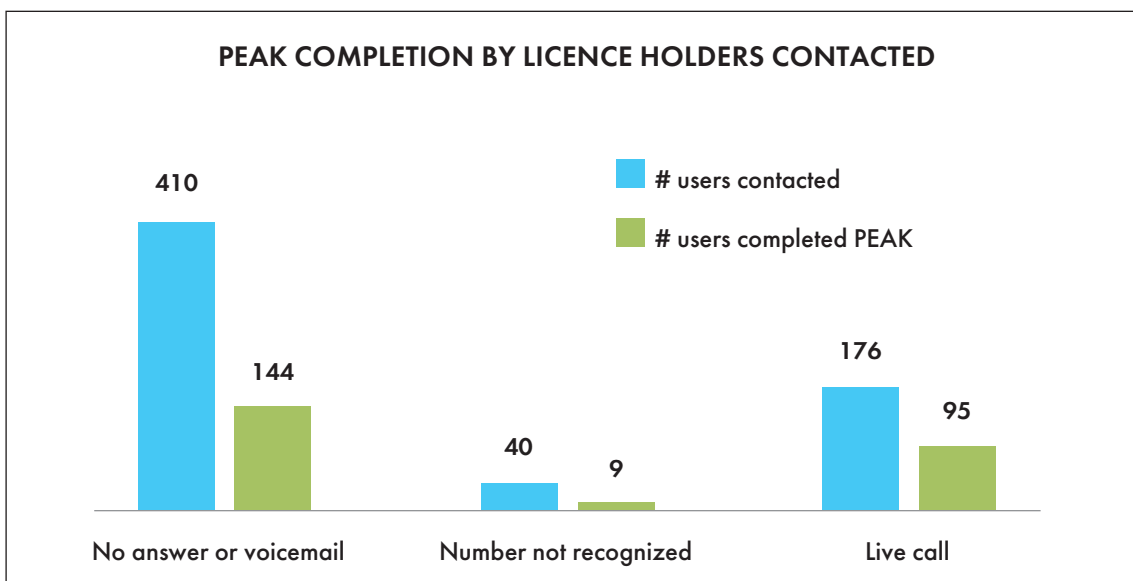


Figure 9: PEAK Completion by Licence Holders Contacted

THEMES FOR IMPROVEMENT BASED ON LICENCE HOLDER FEEDBACK

1. Clarify actions for licence holders in PEAK communications
2. Enhance the PEO portal interface and PEAK sections to be more user friendly
3. Expand CPD consultations and consider pre-approved CPD courses
4. Consider interprovincial mobility for CPD reporting across Canadian engineering regulators
5. Consider changing the frequency of completing PEAK (e.g. every two years)

54%
 Licence holders contacted by PEO’s Customer Service team who completed their PEAK requirements

Volunteer Engagement

Event Engagement Model

In 2025, PEO continued to advance our Event Engagement Model (EEM). We surpassed our goal by attending 13 events, including technical seminars hosted by Kingsway, Lambton and Grand River chapters; annual general meetings of our Simcoe-Muskoka and Peterborough chapters; licence presentation ceremonies hosted by

our Windsor-Essex, Sudbury, Upper Canada, Hamilton-Burlington, London and Algoma chapters; and a tri-chapter licence presentation ceremony hosted by three of our West Central Region chapters.

REGION	2025 TARGET	2025 ACTUAL
East Central	2	2
Eastern	2	2
Northern	2	2
West Central	2	2
Western	2	5
Any Region	2	-
ALL CHAPTERS	12	13



Chapter events PEO staff attended in 2025

Table 12: Chapter Visits Under the Event Engagement Model



Volunteer Symposium and Order of Honour Ceremony

On September 27, the Volunteer Engagement team hosted nearly 200 attendees in Mississauga, ON, for PEO's 2025 Volunteer Symposium. Attendees included representatives from Council, committees and chapters. They came together to celebrate the contributions of PEO volunteers, support continued learning through breakout rooms and enhance connections through networking. The day also included PEO's Hall of Fame, which recognized individuals who were inducted in PEO's Order of Honour on September 26 and other longtime volunteers.



External Relations

Pre-licensing Outreach

The Pre-licensing Outreach team engages stakeholder groups with an interest in PEO's licensure process and related programs. Targeted stakeholders include engineering employers, chapter executives, university faculty members, newcomers and settlement agencies, applicants for licensure and student organizations.

Since May, the team has participated in nearly 100 events, highlighted by the annual PEO-Student Conference, held this year at the University of Guelph in September. The conference aims to introduce student delegates to the role of PEO and its regulatory mandate as well as the benefits of obtaining a licence. PEO's CEO/registrar was invited to open the conference, speaking on the value of a P.Eng. designation, essential skills for engineers and the importance of exploring diverse career paths. The conference theme, "A Community of Support: Growing your Professional Network," emphasized the importance of building lasting relationships as students transition from academia to professional practice. This annual event reflects the long-standing relationship between PEO and the Engineering Student Societies' Council of Ontario (ESSCO). Many students reported that the conference helped clarify the licensing process and made licensure feel more attainable, including for those in non-traditional disciplines.

Stakeholder Relations

Council decided in June to commit to a comprehensive review of PEO's continuing professional development (CPD) program. In support of this, the Stakeholder Relations team, in collaboration with the Policy team, has conducted a broad consultation of stakeholders to solicit input into the program's redevelopment. Approximately 110 stakeholders were engaged through 17 targeted sessions that included PEO's Strategic Stakeholder Advisory Group and Employer Advisory Group, chapter leaders, engineering professional/advocacy organizations, engineering students, Engineering Deans Ontario, certificate of authorization holders, PEO staff and staff from various provincial government ministries. In addition, all licence holders were asked to provide feedback via an online survey for which we received over 1500 responses. Input received through all engagements activities has been shared with our Policy team and will support their work in developing recommendations before the end of the 2025–2026 Council term.

PEO is also coordinating the effort to develop the framework for a harmonized CPD program that delivers a minimum standard and provides the flexibility for jurisdictions to include additional elements as required. This initiative stems from an agreement in April 2025 by the CEO Group of Engineers Canada. In the initial stage of this project, staff have consulted each provincial/territorial engineering regulator to determine their views on a harmonized approach to CPD. The team also consulted with representatives from the National Practice Officials Group at its November meeting. All feedback will be consolidated with the related research of our Policy team and support the development of recommendations to the CEO Group in early 2026.

Human Resources

Engagement Survey

Each year PEO participates in an employee engagement survey. This year, 92 per cent of the staff responded to the survey, and the results were overwhelmingly positive. Engagement, which was already trending upward in 2024, continued to rise in 2025, with 93.2 per cent of employees reporting that they are engaged or almost engaged (up 3 per cent from last year). These strong results reflect the impact of people-centric initiatives introduced over the past year, including enhanced recognition efforts and the launch of PEO Academy, which contributed to 85 per cent of staff feeling the organization provides adequate learning and development resources (a 21 per cent increase). Staff also expressed stronger alignment with PEO's public protection mandate, with 89 per cent affirming that the organization's vision and values are well aligned (up 21 per cent). In addition, 86 per cent recognized PEO as a collaborative work environment, 90 per cent felt the organization supports an inclusive culture, and 94 per cent indicated they trust their manager.

Staff retention

Voluntary staff turnover from January to September is low at 2 per cent, which is attributed to increasingly high employee engagement levels, our flexible hybrid work schedule and total rewards package. This rate is considerably lower than the industry standard: the average voluntary turnover rate in Canada is 10.2 per cent (Mercer 2025 Canada Turnover Trends).

APPENDIX A



Professional Engineers
Ontario

26

MOVING FORWARD with **PURPOSE**



30

STRATEGIC PLAN **2026-2030**



TABLE OF CONTENTS

3	Message from the CEO/Registrar
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9	Vision, Mission, Values
10	Our Commitment to Equity, Diversity & Inclusion
12	Our Profession
14	Strategic Priorities & Goals
17	Measuring & Communicating Outcomes
18	What Success Looks Like
19	Engage with Us

LAND ACKNOWLEDGEMENT

The office of Professional Engineers Ontario in the City of Toronto is situated on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples.

MESSAGE FROM THE CEO/REGISTRAR



“At the heart of this plan is our core legislated mandate: to protect the public interest.”

Regulation is evolving, and so are we.

PEO is launching our 2026–2030 Strategic Plan with a renewed sense of purpose and a commitment to continuously improving engineering regulation in Ontario. Guided by our new vision statement, **Leading regulation. Inspiring excellence. Thriving communities.**, we are advancing a transformation that has been underway for the past several years. Stronger and more focused than ever before as an organization, we are excited to build on more than a century of credible and trustworthy self-regulation by the engineering profession in our province.

At the heart of this plan is our core legislated mandate: to protect the public interest. This responsibility has never been more vital. As society’s expectations grow and the regulatory landscape becomes more complex, we must remain resilient and flexible. Our strategic priorities of effective and relevant regulation, governance advancement and organizational effectiveness reflect this evolution and reaffirm our duty to serve the public with integrity, accountability and transparency.

Our new strategic plan is the result of a thoughtful, evidence-based planning process. We undertook a comprehensive review of both internal capabilities and the external forces shaping the future of engineering and regulation. We conducted in-depth environmental scans that allowed us to assess our strengths, identify opportunities and map potential challenges. This analysis provided a strong foundation to align our approach with recognized best practices in professional regulation.

Equally important was a robust and inclusive stakeholder engagement process. It informed every stage of our planning. We heard from nearly 2000 licence holders, volunteers, staff, government representatives, strategic advisors and Council members. Their insights were grounded in real-world experience and diverse perspectives. Our consultations enriched our understanding. They helped to shape a plan that is both ambitious and realistic.

Through our commitment to this strategic plan, we envision a regulatory organization that is effective, efficient and future-ready. We will model excellence in our regulatory processes. We will use data and evidence to guide our decisions. As well, our approach to every initiative and activity will honour our commitment to equity, diversity and inclusion.

This plan is more than a roadmap. It is a reaffirmation of our purpose and a promise to the public we serve. Together with our stakeholders, we will navigate change with confidence. In so doing, we uphold the highest standards of professional self-regulation and of the engineering profession itself.

Thank you for your trust and engagement as we continue this journey together.

Jennifer Quaglietta, P.Eng., MBA, ICD.D
CEO/Registrar

OUR STORY

WHO WE ARE

Established on June 14, 1922, Professional Engineers Ontario (PEO) is the licensing and regulating body for professional engineering in the province. We operate under the authority of the *Professional Engineers Act* and are governed by a Council of elected professional engineers and government appointees comprising both professional engineers and non-engineers. More than 900 volunteers support our regulatory operations through committees, task forces and our 36 chapters.

PEO is the largest engineering regulator in Canada. Together with our licence holders, we are committed to the safety and wellbeing of all Ontarians.

Transportation Engineering

4488

1937

Licensure becomes mandatory to practise engineering, with some exceptions

1947

Code of Ethics embedded into *Professional Engineers Act*

1969

Titles such as consulting engineer introduced

1922

Founded by the *Professional Engineers Act*. Within a year, voluntary membership grows to 1033.

1944

P.Eng. designation introduced

1960

Chapters established via referendum

1976

Limited licences introduced



Electrical Engineering

Structural Engineering

Traffic Engineering

Food Engineering

Textile Engineering

Civil Engineering

1989

Reached over 50,000 licence holders

2000

Separate member services and advocacy body, Ontario Society of Professional Engineers, created via referendum

2022

Mandatory continuing professional development program introduced

1984

Formal discipline process and tribunal established

1993

Adopted simplified common name, Professional Engineers Ontario

2010

First engineering intern program introduced

2023

Canadian experience removed from licensing requirements

“Stronger and more focused, we are moving forward with purpose as we build on more than a century of public service.”

Structural Engineering

Textile Engineering

Industrial Design Engineering

WHAT WE DO



LICENSING & REGISTRATION

We ensure only qualified professionals are licensed.



SETTING STANDARDS

We develop standards and guidelines for performance and ethics.



REGULATION & OVERSIGHT

We investigate complaints and enforce accountability.



PUBLIC PROTECTION

Everything we do serves the public interest.



GOVERNMENT LIAISON

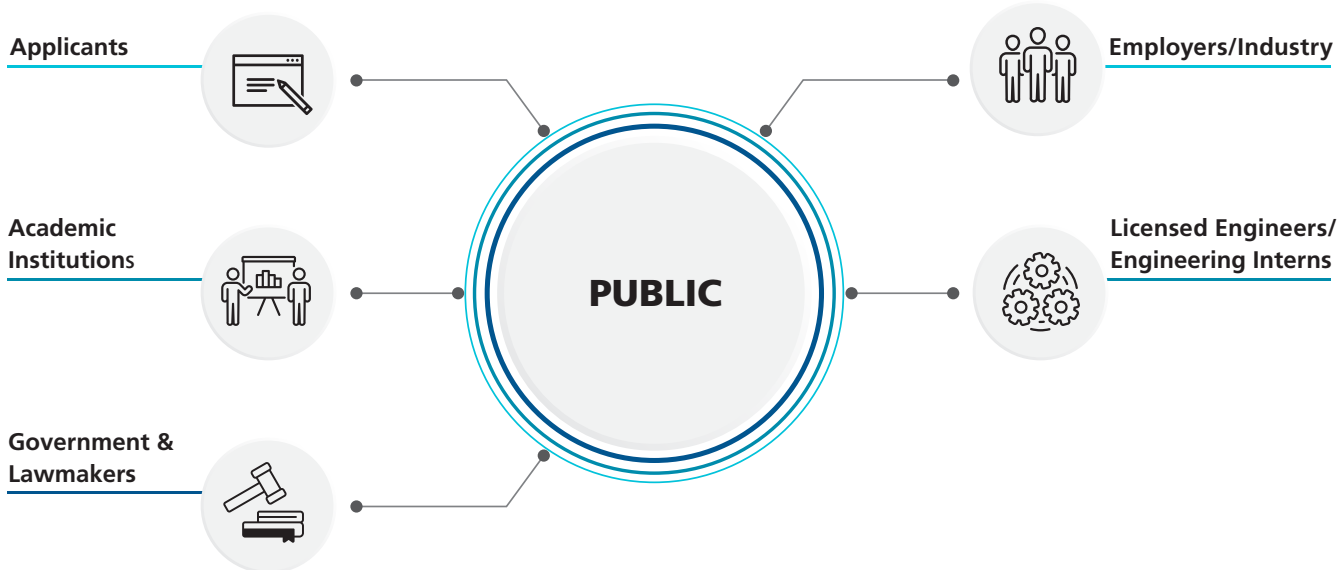
We engage on policy and legislation affecting the *Professional Engineers Act*.



Electronics
Engineering

Computer
Engineering

WHOM WE SERVE



FACTORS IMPACTING OUR REGULATORY ENVIRONMENT

The accelerated pace of change challenges traditional regulatory models as it does most other aspects of human existence. Rapid technological advancements, evolving public expectations, increasing complexity in legal and governance frameworks and heightened scrutiny of regulators have reshaped the landscape in which we operate. To remain relevant and trusted, PEO must adapt to this shifting context. Our strategic plan is informed by the external factors that continue to shape the future of professional regulation.



POLITICAL

- Policy uncertainty
- Government influence
- Evolving approaches to regulation
- Interprovincial alignment



ECONOMIC

- Talent shortages
- Cost of licensing
- Infrastructure growth
- Emerging tech demand



SOCIAL

- Inclusive licensing
- Declining public trust
- Aging workforce
- Emphasis on sustainability



TECHNOLOGICAL

- Emerging technologies, including artificial intelligence
- Digital transformation
- Data protection
- Virtual stakeholder engagement



LEGAL

- Legislative modernization
- Mobility laws
- Liability risks
- Professional standards



ENVIRONMENTAL

- Sustainability priorities
- Climate resilience
- Environmental ethics
- Public accountability



Mechanical Engineering

Electrical Engineering

Human Factors Engineering

Acoustical Engineering

Optical Engineering

MISSION

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

VISION

Leading regulation. Inspiring excellence. Thriving communities.

VALUES

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

ACCOUNTABILITY

PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions and deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired time frames.

RESPECT

PEO demonstrates respect for its staff, volunteers, applicants, licence holders and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.

INTEGRITY

PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.

PROFESSIONALISM

PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.

TEAMWORK

PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

Electrical
Engineering

Materials
Engineering

Acoustical
Engineering

Human Factors
Engineering

“Professional engineers power Ontario’s economy and help build the quality of life enjoyed by communities across the province.”

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Our commitment to equity, diversity and inclusion (EDI) is firmly rooted in the principles of our Anti-Racism and Equity (ARE) Code. This code serves as a guiding framework to ensure our regulatory practices, policies and culture actively uphold anti-racism, fairness and inclusivity.

As the licensing body for professional engineers in Ontario, we recognize the importance of embedding anti-racism and equity into every aspect of our work so we can foster an inclusive profession where everyone, regardless of race, ethnicity, gender, ability or background, can thrive. The ARE Code underscores our responsibility to identify and remove systemic barriers, so engineering remains a profession where all qualified individuals have equitable access to opportunities.

Our journey towards a more inclusive profession requires ongoing commitment, involving active listening, meaningful reflection and tangible action. We will continue to align our efforts with the ARE Code, assess our progress and remain accountable to the engineers we regulate and the public we serve. By doing so, we will strengthen PEO as a regulator and contribute to a more diverse and innovative engineering profession that represents the society it serves.



TAKING ACTION

We are turning our commitments into action through a range of meaningful initiatives, including:

- Raising awareness via *Engineering Dimensions* and our website, social media, presentations and CEO/registrar reports;
- Providing ongoing training in anti-racism and equity for staff, volunteers and leadership;
- Embedding EDI into our operations by updating policies, procedures and practices;
- Designating a dedicated EDI manager to lead and coordinate efforts;
- Collecting demographic data to better understand and support licence holders;
- Tracking and reporting metrics to measure progress and ensure transparency; and
- Engaging regularly with stakeholders to strengthen collaboration.

OUR APPROACH

Our approach to EDI is grounded in eight core principles outlined in the ARE Code, which include:

- 1. Measuring and reporting** disaggregated demographic data for data-informed decision making;
- 2. Continually improving regulatory processes** to be more equitable and inclusive;
- 3. Reinforcing professional obligations** to uphold human rights;
- 4. Embedding EDI training and a human rights culture** across PEO;
- 5. Investing in inclusive leadership** and equitable representation;
- 6. Engaging stakeholders** to strengthen the engineering talent pipeline;
- 7. Building accountability measures** and safeguards against discrimination; and
- 8. Leading by example** through equitable hiring, retention and advancement.

OUR PROFESSION

91,192

PROFESSIONAL ENGINEERS

394

LIMITED LICENSEES

82

TEMPORARY LICENSEES

787

CONSULTING ENGINEERS

155

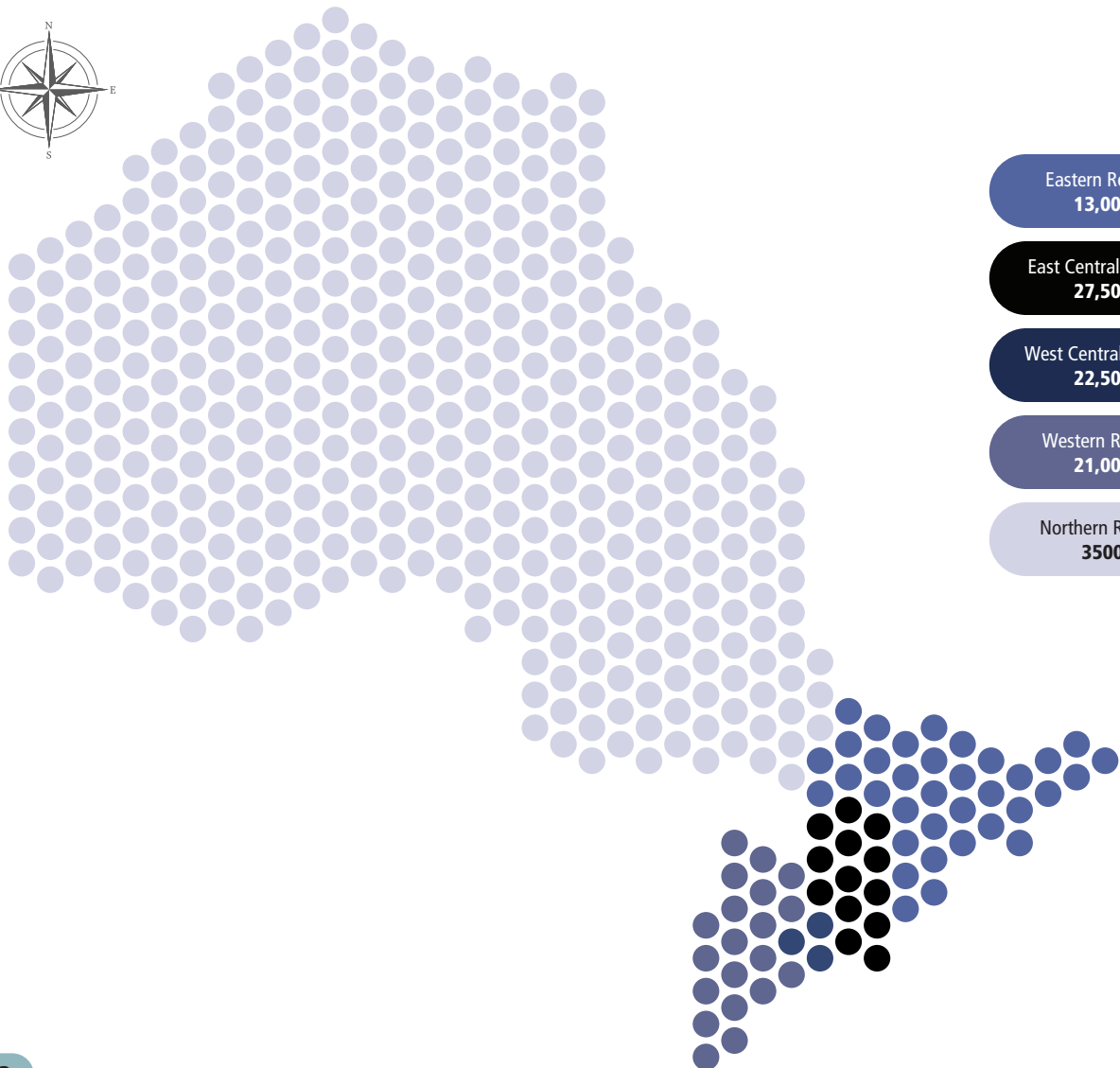
BUILDING DESIGN SPECIALISTS

7314

ENGINEERING INTERNS

19,254

CERTIFICATE OF AUTHORIZATION HOLDERS



Eastern Region
13,000

East Central Region
27,500

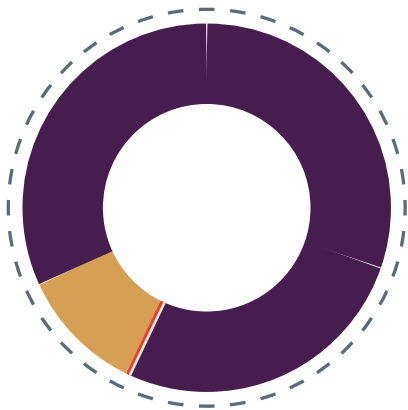
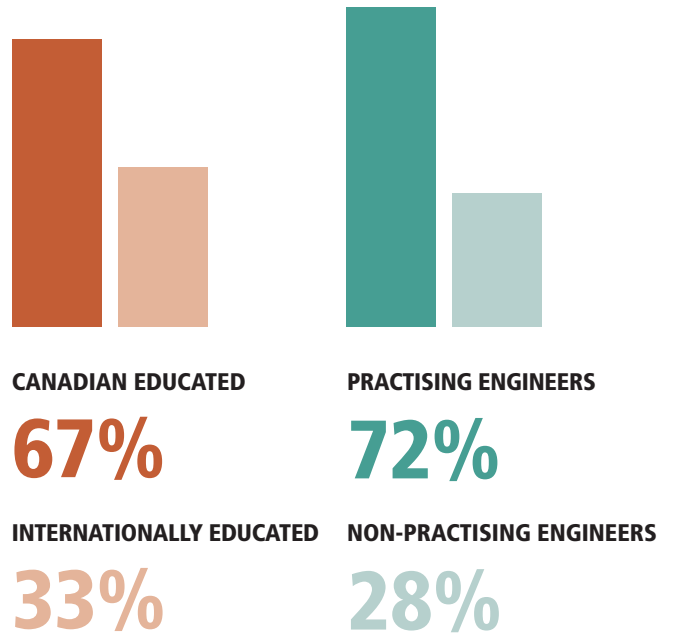
West Central Region
22,500

Western Region
21,000

Northern Region
3500

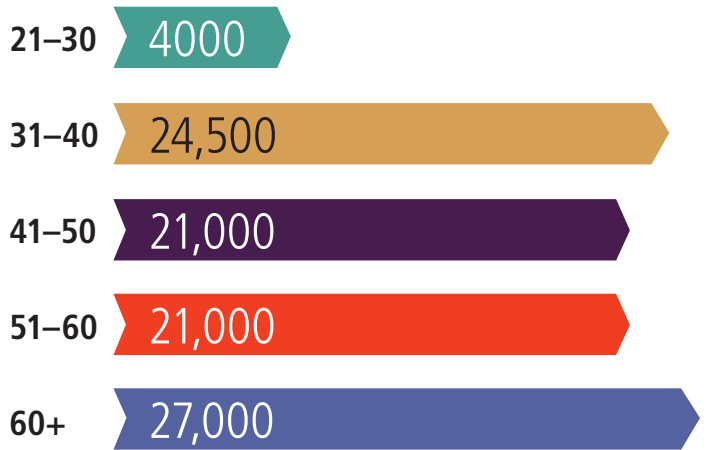
TOP 10 DISCIPLINES

-  **1. CIVIL**
-  **6. INDUSTRIAL**
-  **2. MECHANICAL**
-  **7. COMPUTER**
-  **3. ELECTRICAL**
-  **8. STRUCTURAL**
-  **4. CHEMICAL**
-  **9. MINING**
-  **5. ENVIRONMENTAL**
-  **10. AEROSPACE**



- WOMEN 12.5%
- MEN 87.2%
- PREFER NOT TO DISCLOSE 0.2%
- NON-BINARY 0.1%

AGES





TOP FIVE ETHNICITIES*

1. CANADIAN
2. INDIAN (INDIA)
3. ENGLISH
4. CHINESE
5. IRANIAN



TOP FIVE LANGUAGES*

1. ENGLISH
2. PUNJABI
3. URDU
4. HINDI
5. FRENCH

*Based on a voluntary demographic survey of nearly 5000 licence holders

STRATEGIC PLAN PRIORITIES & GOALS

Our 2026–2030 Strategic Plan renews our focus on building a regulatory model that is not only effective, but also responsive, transparent and aligned with our core mandate: protecting the public. This means upholding high standards of professional and ethical conduct while evolving to meet the changing needs of the public, the profession and our stakeholders.

This new plan builds on the foundation laid by the 2023–2025 Strategic Plan, which marked a major step in PEO’s transformation journey that began in 2018 with an independent review of our regulatory performance. Since then, we have worked to modernize our approach and strengthen governance and regulatory roles, with a clear focus on the public interest.

Developed through extensive consultation process, this plan outlines the strategic priorities and high-level goals that will guide PEO over the next five years. Specific activities and action plans, with targeted completion dates, will flow from these priorities and goals.

Industrial
Engineering

Structural
Engineering

Human Factors
Engineering



STRATEGIC PRIORITY 1: EFFECTIVE and RELEVANT REGULATION

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.

ACTIONS

Comprehensively review and propose updates to the *Professional Engineers Act* and its regulations.

Enhance stakeholder awareness and confidence in PEO’s regulatory effectiveness.

Optimize professional standards and professional development programs to promote continuing competence and innovation.

IMPACT

The *Professional Engineers Act* and its regulations are modernized to reflect emerging practices, risk-informed regulation and the public interest.

Licensing, complaints and discipline processes are accessible, enforceable, timely and inspire trust.

Stakeholders express growing confidence in PEO as a fair, transparent, accessible and effective regulator.

Regulatory decisions are consistent, defensible and perceived as fair by the profession and the public.

The regulatory system is proactive, adaptable to new technologies and risks and grounded in evidence.



“From infrastructure to aerospace, Ontario’s professional engineers drive innovation and safeguard society across diverse industries.”

Materials Engineering

Safety Engineering

Aerospace Engineering



STRATEGIC PRIORITY 2: GOVERNANCE ADVANCEMENT

Enhance governance structures to champion effective leadership and decision-making to deliver on PEO’s statutory mandate.

ACTIONS

Embed a “public interest first” mindset in all decision-making.

Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.

IMPACT

Council decisions and governance structures are adaptable, consistently guided by the public interest and aligned with PEO’s regulatory mandate and best practices.

Governance structures and processes enable timely, transparent and evidence-informed decision-making.

Council composition reflects the competencies, diversity and experience needed to govern effectively.

Stakeholder confidence in PEO’s governance is strengthened by visible integrity, accountability and competence.

The relationship between Council and staff is constructive, respectful and clearly defined.



Electrical
Engineering

Biomedical
Engineering

Chemical
Engineering

Textile
Engineering



STRATEGIC PRIORITY 3: ORGANIZATIONAL EXCELLENCE

Nurture a high-performing organization through its people, processes and systems.

ACTIONS

Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.

Promote a collaborative, innovative and inclusive culture in alignment with organizational goals.

IMPACT

The organization is agile and prepared to respond effectively to emerging risks, needs and opportunities.

Internal systems and technologies are up to present-day standards and organizational needs, future-oriented, secure, user-friendly and support efficient workflows.

Operational processes are streamlined, data-informed and continuously improved based on feedback and performance monitoring.

PEO consistently demonstrates a culture of accountability, innovation, collaboration and service excellence.

Equity, inclusion and diversity are visibly embedded in policies, leadership, communications and day-to-day practices.

MEASURING & COMMUNICATING OUTCOMES

We are committed to transparency and accountability as we pursue the goals outlined in this strategic plan. To track our progress and ensure we remain focused on delivering meaningful outcomes, we will measure and communicate outcomes in several ways:

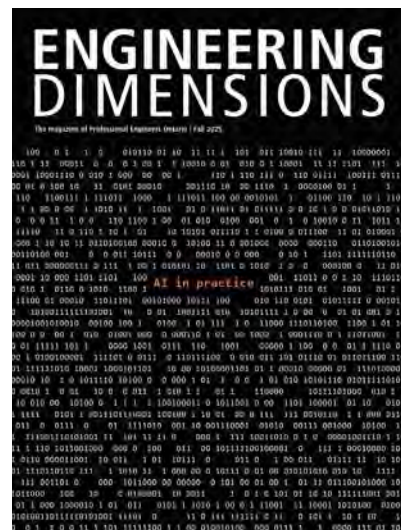
Key Performance Indicators (KPIs): We will use clearly defined KPIs aligned with each strategic goal to monitor progress and performance over time.

CEO/Registrar Reports: Regular reporting from the CEO/registrar to Council will provide leadership with ongoing insight into the implementation of our strategy and allow for timely course corrections.

Engineering Dimensions and Annual Report: Our publication, *Engineering Dimensions*, and our annual report will offer insight into our milestones, challenges and year-over-year progress, giving stakeholders a transparent summary of how we are advancing our mission.

Stakeholder Engagement: We will continue to seek input from licence holders, partners and the public to evaluate how our actions are being experienced by those we serve and to understand where adjustments may be needed.

Together, these tools will help us stay accountable, informed and responsive as we work toward our vision.





Safety
Engineering

Structural
Engineering

WHAT SUCCESS LOOKS LIKE

As we look to the future, our vision of success is grounded in public trust, regulatory excellence and a profession that reflects the diversity and complexity of the public it serves.

For PEO, success means:

- A licensing process that is fair, transparent and accessible to all qualified individuals;
- Regulatory practices that are modern, risk-informed and responsive to emerging challenges;
- A profession that upholds the highest standards of ethics, competence and accountability;
- An organizational culture that values and models equity, diversity and inclusion and actively works to remove systemic barriers;
- Stakeholders who are engaged, informed and confident in our role as a regulator; and
- Continuous improvement driven by data, feedback and a commitment to serving the public interest.

Achieving these desired outcomes will take sustained effort and collaboration, but our direction is clear. We are committed to transforming how we regulate, not only to meet today's expectations, but to lead the profession into the future.



**Mechanical
Engineering**

**Electrical
Engineering**

ENGAGE WITH US

Staying connected with our progress and sharing your feedback are essential to the success of our strategic plan. We are committed to transparency, regular updates and open communication with our stakeholders.

STAY INFORMED

We provide regular updates on our strategic initiatives through multiple channels:

Our Website

Visit www.peo.on.ca for up-to-date information, progress highlights and detailed updates related to the strategic plan.

Engineering Dimensions

Our official publication includes articles and insights on our ongoing work, milestones and strategic priorities.

Annual Reports

Each year, our annual report provides a comprehensive overview of achievements, progress metrics and reflections on the strategic plan.

CEO/Registrar Reports

Regular reports from the CEO/registrar to Council include detailed reporting on implementation progress and key milestones.

SHARE YOUR FEEDBACK

We value your input and encourage you to connect with us.

Online

www.peo.on.ca/about-peo/stakeholder-engagement

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