



Professional Engineers  
Ontario

# CEO/ REGISTRAR'S REPORT

FEBRUARY 20, **2026**



### INTRODUCTION

I am pleased to present my first CEO/Registrar's Report of the year. Building on the significant progress made in 2025, we are now turning our focus to the high-impact priorities of the 2026–2030 Strategic Plan: effective and relevant regulation, governance advancement and organizational excellence. Over the next five years, these pillars will guide our decisions, prioritize the public interest and build trust with the communities we serve through improved practices, robust support for licence holders and evidence-based decision-making.

### Delivering on Our Plan

Our 2026 Operational Plan focuses on 24 key initiatives in pursuit of the broader goals outlined in the 2026–2030 Strategic Plan. Beginning this year, we will embark on a comprehensive, multi-year review of the *Professional Engineers Act* (PEA). Engineering has evolved dramatically since the PEA was last revised in 1984. Emerging disciplines like biomedicine, nanotechnology and machine learning have expanded the scope of engineering and pose a challenge to the existing definition. A historic modernization of the PEA will address longstanding issues like this and ensure we are relevant and respected in how we regulate engineering.

PEO will also take steps to embed a “public-interest mindset” in all our decision-making. As part of this, we will work towards launching the new, more accountable Engineering Intern (EIT) 2.0 program and continue to update the Chapter Procedure Manual, introduced in 2025. Because these resources are crucial touch-points for many entering or engaging with the profession, they represent critical opportunities to champion effective leadership and decision-making and deliver on PEO's statutory mandate. We will also carry out an extensive review of Council's election system, an initiative that will reinforce transparency and accountability.

Great regulation also relies on great people and systems. We will focus on tending to a collaborative, creative and inclusive workplace culture that utilizes technology and design thinking to streamline processes and improve services. PEO will undertake a range of initiatives, including further strengthening our customer service model to better respond to the needs of the public and stakeholders, developing a clear and responsible roadmap for the use of artificial intelligence and continuing our broader digital transformation efforts across the organization.

As our work on the 2026 Operational Plan proceeds, updates will be provided regularly through this report. Council's leadership and insight will be essential in advancing effective policy decisions and upholding strong governance. I look forward to collaborating with Council as we build on more than a century of credible and trust-worthy self-regulation.

### Our Award-Winning Workplace

I'm proud to share that, in December, PEO was recognized as one of Greater Toronto's Top Employers. This highlights the fact that we have intentionally nurtured a culture that is grounded in belonging and a manifest commitment to shared goals. Part of Canada's Top 100 Employers project, the Greater Toronto competition evaluates workplaces across several key criteria, including workplace culture, benefits, performance management and training. It also considers factors such as mental health supports, safety and innovative approaches to inclusion.

A strong workplace culture is critical to our ability to protect the public. When employees feel supported and encouraged to bring their full expertise to the table, the quality of our work improves. In recent years, we have made deliberate changes to create a workplace where employees feel connected, empowered and valued. Supported by the results of our annual employee engagement survey, this recognition affirms that we are moving in the right direction and is a testament to the passion and dedication our staff bring to work every day.



In December, PEO was named one of Greater Toronto's Top Employers. From left to right: Sasha Haldane, manager, learning and OD; Pauline Rampersaud, human resources business partner; Christa Sampson, acting director, human resources; Arun Dixit, vice president, digital transformation and corporate operations; Gregory P. Wowchuk, P.Eng., FEC, Council chair and past president; Jennifer Quaglietta, P.Eng., MBA, ICD.D, CEO/registrar; Dan Abrahams, vice president, policy and governance; Katarina Praljak, director, communications; Sarah Effer, HR generalist; and Kayla Wright, HR generalist.



On November 26, Jennifer Quaglietta testified before the House of Commons Standing Committee on the Status of Women on the progress made and the work still needed to close the engineering profession's gender gap.



On January 11, Jennifer Quaglietta was the keynote speaker at the xChange Conference hosted by Engineers Without Borders (EWB) Canada. Standing with Jennifer is David Boroto, CEO of EWB Canada.



On January 18, Jennifer Quaglietta (far left) sat on an interdisciplinary panel at the Women in Science and Engineering (WISE) Conference with (from second left) Rezwana Sharmin, senior staff design verification engineer, display IP, Qualcomm; Julia Lamassa, head of operating model, Vale; Sivani Baskaran, environmental researcher and data analyst; Jane Heffernan, professor and research chair in modelling infection and immunity, department of mathematics and statistics, York University; Hannah Hoag, senior producer, health, science and climate unit, CBC News; and the panel moderator.






On February 3, Jennifer Quaglietta (left) hosted a one-on-one fireside chat with Soussanna Karas, associate general counsel, Municipal Property Assessment Corporation (right), at the AI in Regulation Conference. The discussion explored how regulators can build foundations for safe and effective AI adoption.

**OPERATIONAL PLAN STATUS REPORT**

As noted above, the 2026–2030 Strategic Plan includes three pillars of effective and relevant regulation, governance advancement and organizational excellence. In support of this

strategic plan, 24 initiatives are planned for this year. As of February, work is underway per schedule for 17 of these initiatives, and one of the initiatives is already complete (see Table 1).

Table 1: Operational Plan Status Report as of February 2026

PEO OPERATIONAL PLAN FEBRUARY 2026								
PILLAR + GOAL	OBJECTIVE	OBJECTIVE NUMBER + PROJECT NAME	NYS	<HALF	>HALF	DONE	REPORT DATE	
 <p><b>1. EFFECTIVE AND RELEVANT REGULATION</b></p> <p>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><b>1.1</b> Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations.</p>	<b>1.1.1</b> Comprehensive Review of the <i>Professional Engineers Act</i> Roadmap					March, November	
		<p><b>1.2</b> Enhance stakeholder awareness and confidence in PEO’s regulatory effectiveness.</p>	<b>1.2.1</b> Rebrand Project					September
			<b>1.2.2</b> Public Confidence Study					February
	<b>1.2.3</b> Student Advisory Group						March, November	
	<p><b>1.3</b> Optimize professional standards and professional development programs to promote continuing competence and innovation.</p>	<b>1.3.1</b> PEAK Suspensions					Every report	
		<b>1.3.2</b> Professional Standards and Guidelines Review					Reported through RPLC	
		<b>1.3.3</b> Continuing Professional Development Program (CPD)					Every report	
	 <p><b>2. GOVERNANCE ADVANCEMENT</b></p> <p>Enhance governance structures to champion effective leadership and decision-making to deliver on PEO’s statutory mandate</p>	<p><b>2.1</b> Embed a “public interest first” mindset in all decision-making.</p>	<b>2.1.1</b> EIT 2.0 Program					June
			<b>2.1.2</b> Chapter Procedure Manual Version 2.0					
		<p><b>2.2</b> Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>	<b>2.2.1</b> Election System Roadmap					
<b>2.2.2</b> Council Performance Evaluation Framework								Reported through GNC
<b>2.2.3</b> Remuneration for Council and Volunteers								Reported through GNC
 <p><b>3. ORGANIZATIONAL EXCELLENCE</b></p> <p>Nurture a high-performing organization through its people, processes, and systems</p>	<p><b>3.1</b> Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	<b>3.1.1</b> Customer Service Model Enhancements					June	
		<b>3.1.2</b> “As of Right” Project						February
		<b>3.1.3</b> Digital Transformation Project						March, November
		<b>3.1.4</b> AI Roadmap						March, November
		<b>3.1.5</b> Review Financial Controls						September
		<b>3.1.6</b> Billing Cycle						November
		<b>3.1.7</b> Technical Exams Review						June
		<b>3.1.8</b> “One PEO” –Redesigned Future State						March, November
		<b>3.1.9</b> Integrated Case Management System (ICMS) (ONE PEO)						March, November
		<b>3.1.10</b> Finance Digital Modernization –Integration and Streamlining						November
	<p><b>3.2</b> Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals</p>	<b>3.2.1</b> PEO Academy 2.0						June
<b>3.2.2</b> Organizational Culture							Every report	
			25%	71%	0%	4%		

## 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

#### 1.1 Comprehensively review and propose updates to the Professional Engineers Act (PEA) and its regulations.

##### 1.1.1 Comprehensive Review of the PEA: Roadmap

This project develops a time-bound roadmap to guide the review of the PEA, Regulation 941 and related bylaws.

#### 1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.

##### 1.2.1 Rebrand Project

This project delivers a comprehensive rebrand, including a new logo, brand narrative, visual identity and brand style guide.

##### 1.2.2 Public Confidence Study

This project involves a confidence study with the public and external stakeholders to inform annual communications, strategic planning and business operations.

Last fall, PEO completed its first confidence study to gauge stakeholder awareness, perceptions and confidence in PEO's regulatory effectiveness. The study engaged four key stakeholder groups (the general public, engineering employers, municipal representatives and students) through surveys, in-depth interviews and focus groups on a range of topics. A summary of the study findings can be found in [Appendix A](#). These results are being used to inform several strategies, plans and programs, including a new communication strategy, the legislative review and External Relations initiatives.

#### KEY INSIGHTS FROM PEO'S PUBLIC CONFIDENCE STUDY:

1. PEO is under the radar. It is trusted but not well-known. Compared to the public, employers and municipal representatives have more informed confidence in PEO.
2. PEO is known for setting standards and licensing. Other functions, like the complaints process, are lesser known.
3. Employers, municipal representatives and students want to see PEO show up more visibly and collaboratively to shape the profession's future.

##### 1.2.3 Student Advisory Group

This project creates a new advisory group to provide perspectives of engineering students during stakeholder engagement initiatives.

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

##### 1.3.1 PEAK Suspensions

This project involves developing the processes, interfaces and automation to facilitate PEAK's suspension project.

PEO started suspending licences on November 10, 2025, for failure to complete the PEAK elements that were due up to that point.

This was preceded by targeted communications via email, robocall, letter mail and social media posts warning of impending suspensions.

To ensure our processes and technology were ready, we adopted a pilot program approach. An initial 100-individual cohort of those not in compliance with their PEAK requirements was selected for possible suspensions. A special communications campaign encouraged them to complete their overdue elements as soon as possible; most quickly did so.

In the first phase, 21 licences were suspended; as of December 31, 18 licences remain suspended. A suspension means that licence holders cannot practise, and their suspension is permanently posted on PEO's public-facing online directory. To lift the suspension, licence holders must complete their missing PEAK program requirement.

Further suspensions will be administered in 2026 for failure to complete mandatory PEAK requirements. We remain committed to enforcing the program, even as we and Council continue to embark on continuous improvement and innovation.



**Licences that remain suspended from a pilot of 100 as of December 31 for failure to complete PEAK elements**

##### 1.3.2 Professional Standards and Guidelines Review

This project involves a comprehensive review of the Code of Ethics, followed by revising or newly developing professional guidelines.

##### 1.3.3 Continuing Professional Development Program (CPD)

This project involves reviewing and revising the CPD framework, building on the guiding principles and direction established by Council.

## GOVERNANCE ADVANCEMENT

### 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

This project implements the EIT 2.0 program in alignment with Council direction from its June 2025 meeting.

##### 2.1.2 Chapter Procedure Manual Version 2.0

This project enhances operational efficiency and supports an equitable experience for chapter volunteers and members through refinement of the Chapter Procedure Manual.

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

**2.2.1 Election System Roadmap**

This project develops a roadmap with timelines to guide the review of the election process.

**2.2.2 Council Performance Evaluation Framework**

This project implements a multi-year Council evaluation program in accordance with the Council-approved evaluation framework.

**2.2.3 Remuneration for Council and Volunteers**

This project implements a Council remuneration framework to compensate councillors and statutory committee members for their time spent on PEO affairs. Remuneration will be applied according to the timelines approved by Council in June 2025.

**ORGANIZATIONAL EXCELLENCE**

**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**

This project enhances the existing customer service model to ensure consistent, high-quality service across all teams. It will implement improved reporting and dashboards to support a data-driven approach and standardize service offerings across Level 1 and Level 2 Customer Service teams.

**3.1.2 “As of Right” Project**

This project implemented a technical solution in PEO’s online portal to support compliance with “as of right” (also known as “deemed certified”) requirements for provincial mobility applications, including the use of self-serve digital seals. It included the development and implementation of standard operating procedures for the Licensing team to manage the “as of right” pathway.

PEO’s “as of right” project successfully launched on December 15, 2025, ahead of the January 1, 2026, deadline. This means P.Eng. holders in other provinces can now benefit from PEO’s new Canadian P.Eng. mobility application process, which combines the favourable elements of conventional mobility “transfers” and “deemed certified” into one effective application process (see Table 2). To date, the Licensing team is meeting all timelines and requirements of the provincial legislation.

PEO’s new Canadian P.Eng. mobility application process offers licensure decisions within 10 business days and an Ontario P.Eng. seal.

	Labour Mobility “Transfers”	+Deemed Certified	=New Canadian P.Eng. Mobility Application Process
<b>Timelines</b>	30 calendar days	10 business days	10 business days
<b>Expiry</b>	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
<b>Seal</b>	Ontario Seal	No Seal (no engineering opinions)	Ontario Seal

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



### 3.1.3 Digital Transformation Project

This project portfolio will continue to develop PEO's digital and technology capabilities, including the rollout of a data warehouse and business intelligence reporting, strengthening cybersecurity and optimizing infrastructure and applications. The strategy, including cybersecurity, will be refreshed to align with the evidence-based security frameworks.

### 3.1.4 AI Roadmap

This project will create and implement an AI strategy for all staff to enhance efficiency and drive innovation. The strategy will include a roadmap aligned with business needs and defined timelines for implementation.

### 3.1.5 Review Financial Controls

This project will continue to review and update finance policies to strengthen internal control frameworks. Each updated policy will undergo an initial one-year review cycle, followed by three-year cycles, with the Audit and Finance Committee consulted on significant changes.

### 3.1.6 Billing Cycle

This project will develop a business and project plan to determine the feasibility of aligning the licence renewal billing cycle with the PEAK reporting cycle.

### 3.1.7 Technical Exams Review

This project will implement Council's policy recommendations on the future of the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) examination program. It will review the current program to identify opportunities to improve efficiency and effectiveness and develop a current and future state roadmap.

### 3.1.8 Stakeholder Experience Enhancement Project (SEEP)—Redesigned Future State

This portfolio of projects will include a review of PEO's core applications to ensure their architecture and functionality provide an improved experience for licence holders and staff, including greater self-serve capabilities.

### 3.1.9 Integrated Case Management System (ICMS) (SEEP)

As one initiative within the broader SEEP roadmap, this project will procure and deploy an electronic Integrated Case Management System (ICMS) to track and manage PEO's regulatory enforcement files, including complaints, investigations, prosecutions and unlicensed practice enforcement.

### 3.1.10 Finance Digital Modernization—Integration and Streamlining

This project will conduct a comprehensive review of finance data architecture and systems to identify opportunities to improve processes, reduce manual work, introduce automation and enhance data analytics.

## 3.2 Promote a collaborative, innovative and inclusive culture.

### 3.2.1 PEO Academy

This project will build on the foundational year of the PEO Academy by enhancing and expanding learning programs, streamlining processes and elevating the learner experience to foster a strong learning culture.

### 3.2.2 Organizational Culture

This project will strengthen organizational culture by advancing a holistic employee engagement and equity, diversity and inclusion (EDI) strategy that fosters connection, inclusion and shared purpose.

PEO's Human Resources (HR) team continues to build on the momentum of the past two years' favourable engagement scores. The team is working in collaboration with Communications and its EDI colleagues to ensure inclusion goals and targets are met and that the strategies in place to support those initiatives are aligned. To ensure cohesiveness, all activities will have collective input from the three groups and larger organization when necessary.

Feb 2026 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to Dec 2025	
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2025 Target	2025 Threshold	2025 Value	2025 Numerator	2025 Denominator	Status Description	
1	<b>Acknowledgment of Complete Applications Within Target (C), (F)</b>	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%	99.8%	2,038	2,042	PEO surpassed the target for the reporting period.	
2	<b>Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence</b>	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%	98.8%	679	687	PEO surpassed the target for the reporting period.	
3	<b>Registration Decisions Within Target – Canadian P.Eng. Mobility (C), (F)</b>	The number of Canadian 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%	1,256	1,256	PEO surpassed the target for the reporting period.	
4	<b>Mandatory PEAK Compliance Rate (C)</b>	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%	91%	64,501	70,981	PEO surpassed the target for the reporting period. PEAK compliance enforcement started in Nov 2025 with its first pilot group selected at random.	
5	<b>30x30 Licensure Rate (C)</b>	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%	915	4,550	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	<b>Updated Standards and Guidelines (C)</b>	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	<b>Strategic Initiative Completion (C)</b>	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	<b>Year to Date Budget Revenue Variance (C)</b>	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Finance and Strategy	●	↑	0.1%	-10%	<b>Nov 2025:</b> 2.57%	\$865,494	\$33,623,704	The 2.57% 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	<b>Year to Date Budget Spend Variance (C)</b>	The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.	Finance and Strategy	●	↑	1.25%	-10%	<b>Nov 2025:</b> 3.67%	\$1,282,603	\$34,937,541	The 3.67% 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	<b>Days Cash on Hand (C)</b>	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	<b>Nov 2025:</b> 444	\$42,755,256	\$32,083,537	PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations	
10	<b>Customer Service Experience Rating (C)</b>	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	781	PEO surpassed the target for the reporting period. PEO received 781 customer experience surveys in 2025 and continues to integrate feedback to improve our communications and support process improvements.	
11	<b>Employee Engagement Rate (C)</b>	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	<b>Staff Turnover (C)</b>	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	PEO's voluntary turnover rate is lower than industry standard due to ongoing efforts towards our employee engagement action plan, high employee engagement levels, flexible hybrid work schedule, and total rewards package.  The average voluntary turnover rate in Canada is 10.2% (Mercer 2025 Canada Turnover Trends).	

**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, Finance and Strategy, and Talent Management.

The February 2026 PEO Governance Scorecard reflects performance results for the period of January 1 to December 31, 2025. Overall, performance remains strong (see Table 3), with 11 indicators surpassing their targets (green) and one indicator performing below its threshold (red).

Table 3: February 2026 Governance Scorecard

**Legend**

**Status Definitions:**

- Performance on target
- Performance slightly below target
- Performance significantly below target
- No update or indicator is milestone-based

**Notes:**

- 1) The desired direction for an indicator with a 'double arrow' is to maintain course
- 2) Indicators required under FARPACTA legislation are identified with an (F) label
- 3) Indicators reported to Council are identified with a (C) label
- 4) For text in *italics*, the most recent information is provided

**Regulatory Operations**

**Licensing**

**FARPACTA KPIs**

As of December 31, 2025, PEO is exceeding compliance for both the 10-day application review requirement and the 90-day registration decision requirement.

**FARPACTA Requirement and NPPE**

Following implementation of the technical solution to frontload the National Professional Practice Examination (NPPE) in the licence application process, the Licensing team has been meeting the new FARPACTA requirement for licensure decisions within 90 days of receiving a complete application. 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.

The "Other" category is a sum of smaller subgroups, such as applicants who received a Notice of Proposal, requested a hearing or were referred to the Experience Requirements Committee by the Academics Requirements Committee.

**Inventory Management Plan (IMP)**

As of December 31, 2025, there are 12,770 applicants in our legacy inventory. This is a decrease of nearly 63 per cent from the approximate 34,000 applicants in July 2023, which was when the FARPACTA-driven changes came into full effect. Seven per cent of the legacy applications are awaiting assessment from PEO (see "With PEO" column in Table 4), down from 10 per cent in November. Meanwhile, 93 per cent of applications await the applicant's completions of one or more obligations, such as passing a required examination (see "With applicant" column in Table 4). It is reasonable to expect that the active competency-based assessments (441) and the "Other" category of assessments (351) will be processed in 2026 along with approximately 1000 applications from the different categories.

The academic assessments in the queue should be completed by mid-March, which means the Academic Requirements Committee will shift its focus to academic assessments of limited licence applications, re-assessments and engineering reports in the legacy process. Meanwhile, the Experience Requirements Committee (ERC) expects to complete their experience for academic assessments by July with some residual assessments continuing until the fall. Their focus will then shift to ERC referral requests from applicants as well as reinstatements.

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	75		75
Writing technical examinations	27%	3411	3411	
Writing the NPPE	27%	3462	3462	
Pending validator CBA forms	6%	720	720	
CBA assessment active	3%	441		441
Accumulating experience inactive	34%	4310	4310	
Other	3%	351		351
<b>Total inventory</b>	<b>100%</b>	<b>12,770</b>	<b>11,903</b>	<b>867</b>
<b>Percentages</b>			<b>93%</b>	<b>7%</b>

Table 4: Legacy Applicant Inventory Stages

**Time-based Experience Review Project**

Currently, the Communications, Governance, Licensing, Program Management Office (PMO) and Information Technology teams are collaborating on developing a solution to operationalize Council’s November 2025 motion to change the minimum experience requirement from 48 months to 24 months. The new minimum 24-month period will commence when the applicant has acquired their degree or equivalent education qualifications. We are working with the government to develop an amendment to the regulation to codify the new experience duration, and this will be brought to Council for approval in due course. While no firm date has yet been set for when the change will take effect, we are planning ahead to ensure this project can be successfully implemented.

**Office of the Fairness Commissioner (OFC) Compliance Plan**

PEO met all the requirements set by OFC by the January 1, 2026, deadline as per a detailed compliance plan. The requirements included actionable items such as the preparation of an Alternative Documentation Policy and a Parallel Process Plan, as well as agreements with third parties such as World Education Services. The purpose of an Alternative Documentation Policy is to assist prospective applicants who may not have all their academic information due to extenuating circumstances; while a Parallel Process Plan clearly outlines to prospective applicants that in many cases they can complete most of their requirements in parallel.

**EIT 2.0 Program**

Currently, the Governance, Licensing and PMO teams are collaborating to develop high-level business requirements for PEO’s EIT 2.0 program that are consistent with Council’s motion and the FARPACTA-compliant application process in PEO’s portal.

**Projections of Applications in the FARPACTA-Compliant Process**

The Licensing Team is projecting that it will take until 2028 to have comparable application volumes similar to what was in place before the FARPACTA-driven changes took effect in 2023. The number of applications in the FARPACTA-compliant process is a significant increase from recent years and confirms that the number of prospective applicants ready to submit a complete application will continue to grow (see Figure 1).

The numbers for 2026, 2027 and 2028 are projections based on the current number of prospective applicants and historical data in legacy applications.

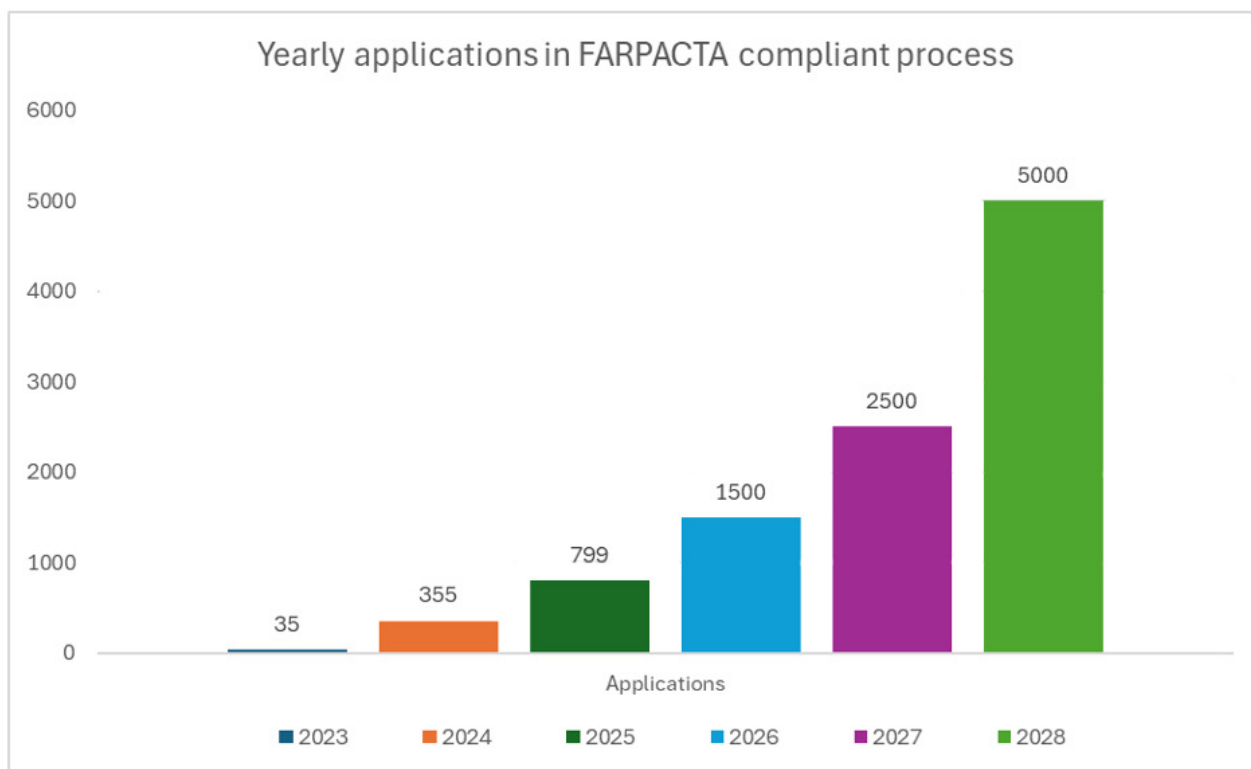


Figure 1: Yearly Applications in FARPACTA-Compliant Process

FARPACKA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of December 31, 2025)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	26,192
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	20,419
SUBTOTAL CEAB GRADUATES	22% (4449/20,419)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (13,170/20,419)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	14% (2800/20,419)

26,192

Prospective applicants who have started a P.Eng. application

20,419

Prospective applicants who have started the academics section

4449

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (3021/4449)
ACADEMICS COMPLETED	42% (1868/4449)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.6% (70/4449)
CBA IN PROGRESS	75% (3357/4449)
GOOD CHARACTER COMPLETED	68% (3024/4449)

13,170

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

NON-CEAB GRADUATES ON THE RECOGNIZED PROGRAM LIST WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	71% (9330/13,170)
ACADEMICS COMPLETED	4% (540/13,170)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (375/13,170)
CBA IN PROGRESS	51% (6741/13,170)
GOOD CHARACTER COMPLETED	52% (6871/13,170)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1427
PASSED ONE CONFIRMATORY EXAMINATION	17.5% (249/1427)
PASSED TWO CONFIRMATORY EXAMINATIONS	22% (318/1427)
PASSED THREE CONFIRMATORY EXAMINATIONS	22.5% (320/1427)
PASSED FOUR CONFIRMATORY EXAMINATIONS	38% (540/1427)

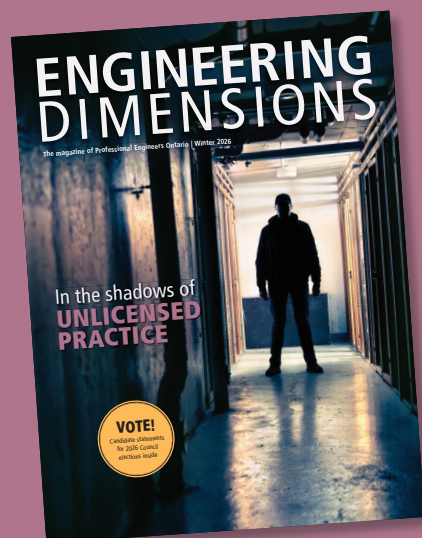
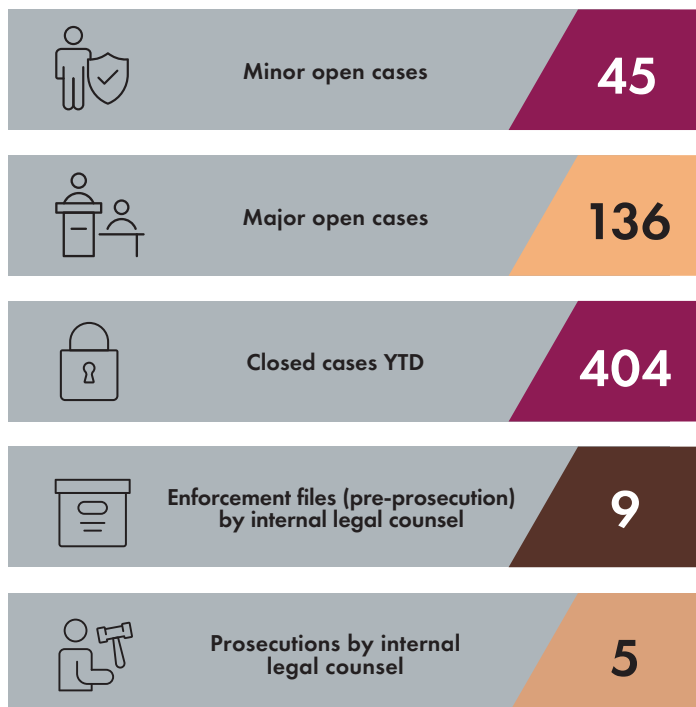
We are monitoring technical exam completions to support forecasts and resource and budget planning.

**Unlicensed Practice Enforcement**

The Unlicensed Practice Enforcement (UPE) team resolved and closed over 400 cases in 2025. Additional prosecutions are already scheduled for Q1 2026 through Ontario courts. The UPE team’s median days a file is open averaged 57.5 days for the duration of 2025.

**57.5**

The median time an unlicensed practice file was open in 2025



The Winter 2026 issue of *Engineering Dimensions* includes a feature article covering the UPE team’s efforts to protect the public and licence holders.

**Complaints and Investigations**

PEO’s Complaints and Investigations team reports on investigations to the Complaints Committee (COC). The COC has the statutory 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 December 31, 2025, 124 new complaints were filed with PEO, and 93 existing complaints were disposed of by the COC (see Figure 2). There are currently 220 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.

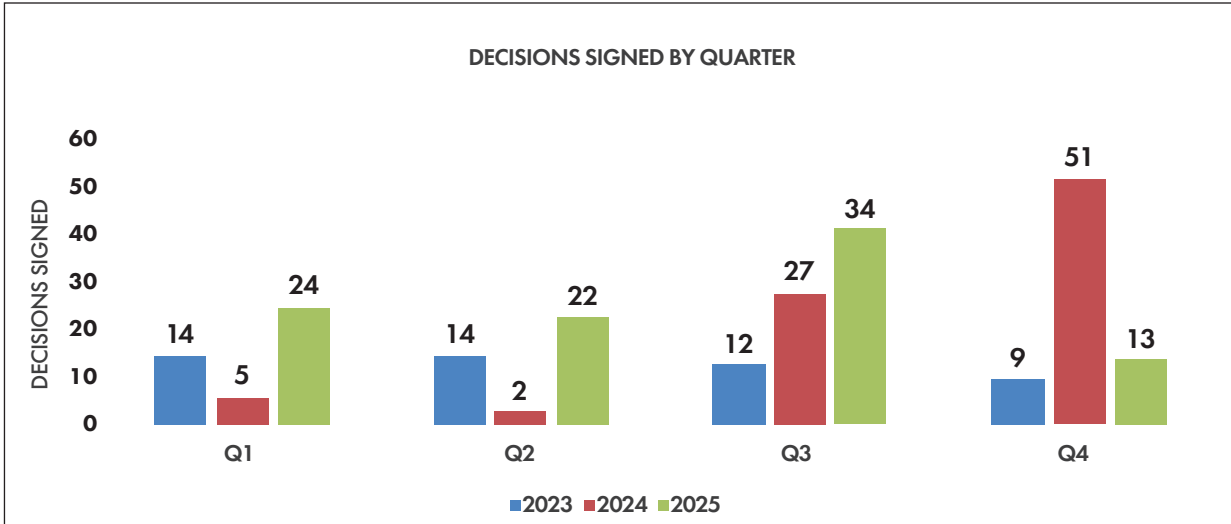


Figure 2: Number of Complaints Decisions Issued by Quarter

## 93 Complaints disposed of by the Complaints Committee in 2025

The Complaints and Investigations team has, through process improvements and efficiencies, 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 629 days, down from 751 at the end of 2024 (see Figure 3).

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of types of complaints under investigation (63 per cent of all complaints), while complaints related to technical competence/negligence represent the next largest category (24 per cent).

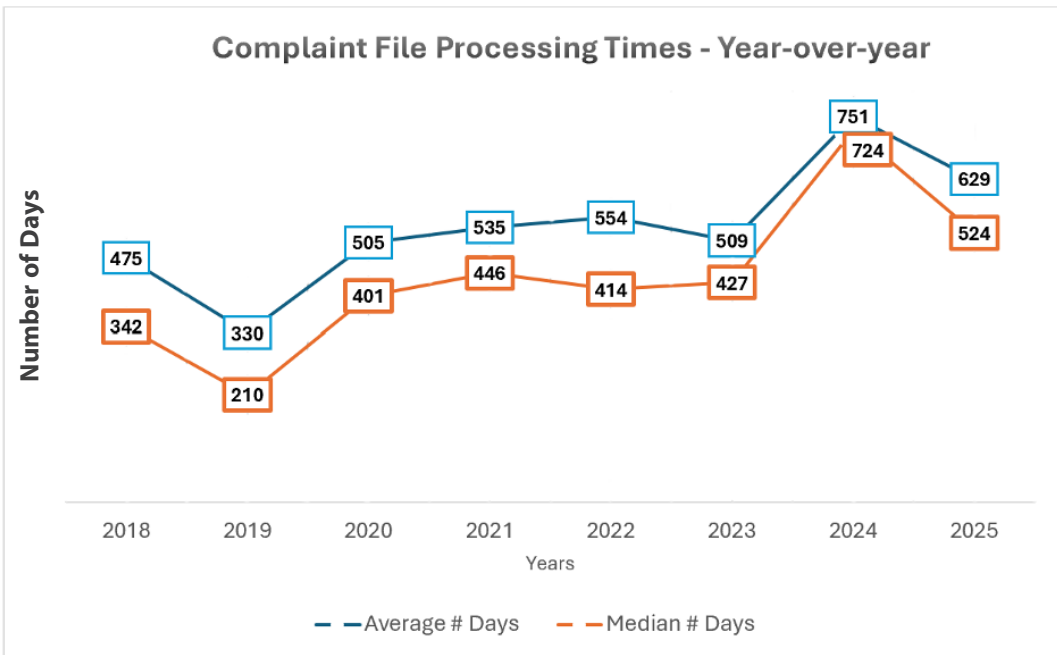


Figure 3: Complaints File Processing Times

**629**  
Average days for complaints file processing, down from 751 at the end of 2024.

**PEAK**

**2025 Numbers**

In 2025, approximately 70,000 licence holders were required to complete the PEAK program. The first two elements, the Practice Evaluation and the Professional Practice Module, were mandatory for everyone enrolled in the PEAK program and were due by January 31. The third element, the Continuing Professional Development (CPD) Report, was due by December 31 for those required to complete it.

As of December 31, 91 per cent completed the first two 2025 PEAK elements. In comparison, 89 per cent completed the first two elements of the 2024 PEAK program by the end of that year.

Additionally, 68 per cent of those assigned the third element (CPD Report) in 2025 completed it by the due date of December 31. There are approximately 20,000 licence holders who have not yet completed and submitted their CPD Report. We have strongly encouraged licence holders to complete any overdue 2025 requirements to avoid a suspension of their licence. See Table 5 for further details.

**2026 Program**

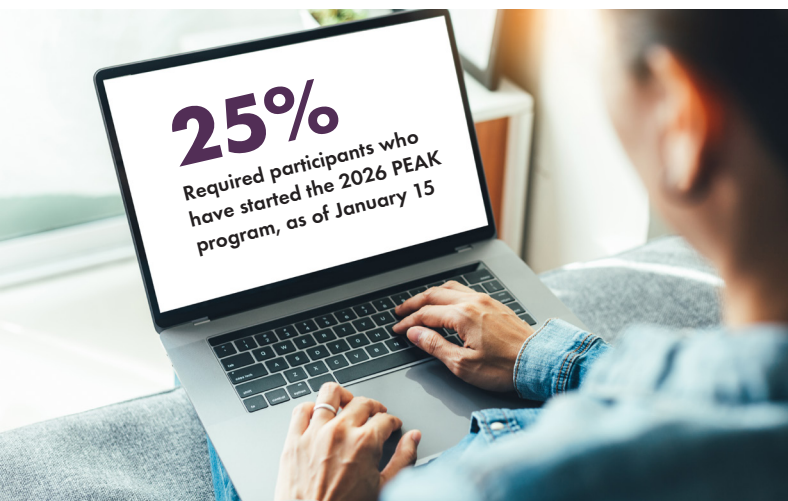
The 2026 PEAK program was launched on January 6, 2026. About 78,000 licence holders are required to complete the program this year. Excluded from having to complete PEAK are newly licensed individuals, newly reinstated licence holders and fee remission licence holders (97 per cent of whom are retirees). The first two PEAK elements were due on January 31. As of January 15, 25 per cent of the required participants have started the program, 14 per cent have already completed their first two PEAK elements and 11 per cent are still in progress.

**68%**

Licence holders who completed their assigned CPD requirement in 2025

	2026 NUMBERS AS OF JAN. 15, 2026	2025 NUMBERS AS OF DEC. 31, 2025	2024 NUMBERS AS OF DEC. 31, 2024
REQUIRED TO COMPLETE PEAK	ABOUT 78,000	ABOUT 70,000	ABOUT 70,000
STARTED PEAK	25%	94%	94%
COMPLETED FIRST TWO ELEMENTS	14%	91%	89%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	11%	5%	5%
NOT YET STARTED THE FIRST TWO ELEMENTS	75%	4%	6%
COMPLETED THE THIRD ELEMENT (CPD REPORT)	2%	68%*	66%

Table 5: Comparative Statistics for 2024, 2025 and 2026 PEAK Years



\* Licence holders continue to complete this PEAK element.

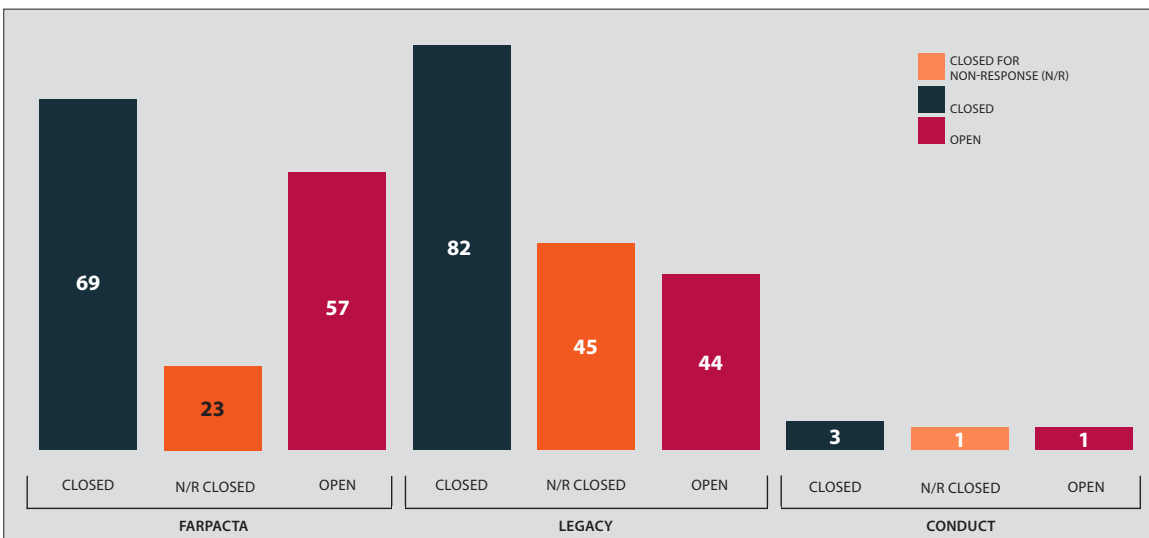
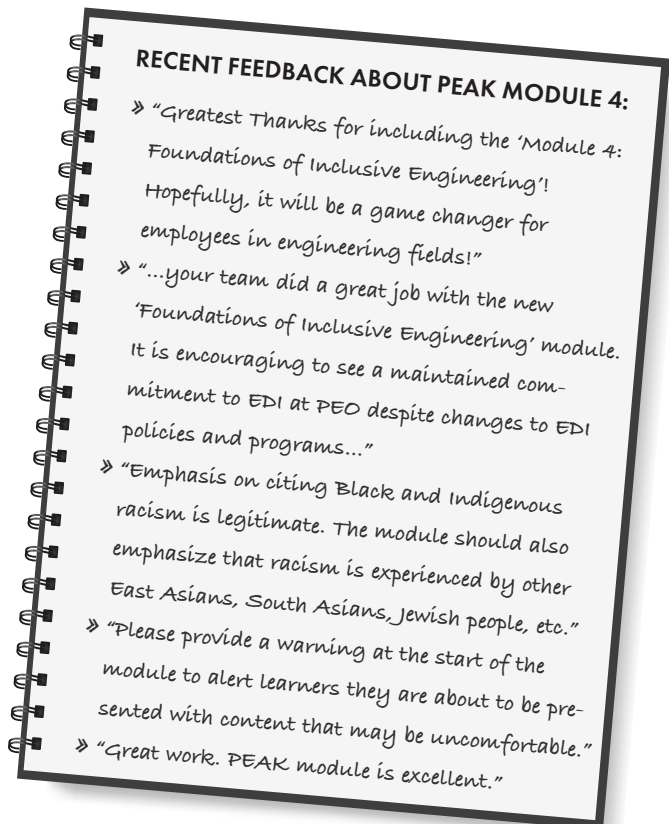
**Module 4**

Learning Module 4 was released as part of the 2026 PEAK program requirements. This module, called Foundations of Inclusive Engineering, focuses on how PEO and licence holders are building an inclusive profession, as well as licence holders' responsibilities under the Ontario Human Rights Code, the *Accessibility for Ontarians with Disabilities Act*, PEO's Code of Ethics and other applicable laws and policies. Two explainer videos are featured in this module and will soon be added to PEO's website. One explainer answers the question, "What is belonging?" and the other outlines PEO's Anti-Racism and Equity (ARE) Code, which was adopted by Council in 2022.

**Notices of Proposal**

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

NOPs can be drafted by either a lawyer or licensed paralegal. PEO currently has 102 open REC matters (see Figure 4). The IMP Project is adding an additional 178 NOPs, which require drafting and execution, adding to our already increasing numbers.



**102**

**Current open Registration Committee matters**

Figure 4: Current Status of REC Cases Since 2023

Figure 5 shows that the total number of NOPs requested in 2025 were 391. This represents a nine-fold increase from 2024. Approximately 90 per cent of all NOPs are issued because an applicant fails to meet the experience requirement for licensure.

REC hearings must be handled by a lawyer. On average 70 per cent of NOPs result in a request for hearing before REC. In 2024, PEO received 35 requests for hearings, and eight NOPs were closed for non-response. In 2025, PEO received 132 requests for hearings, a nearly four-fold increase from 2024 (see Figure 7).

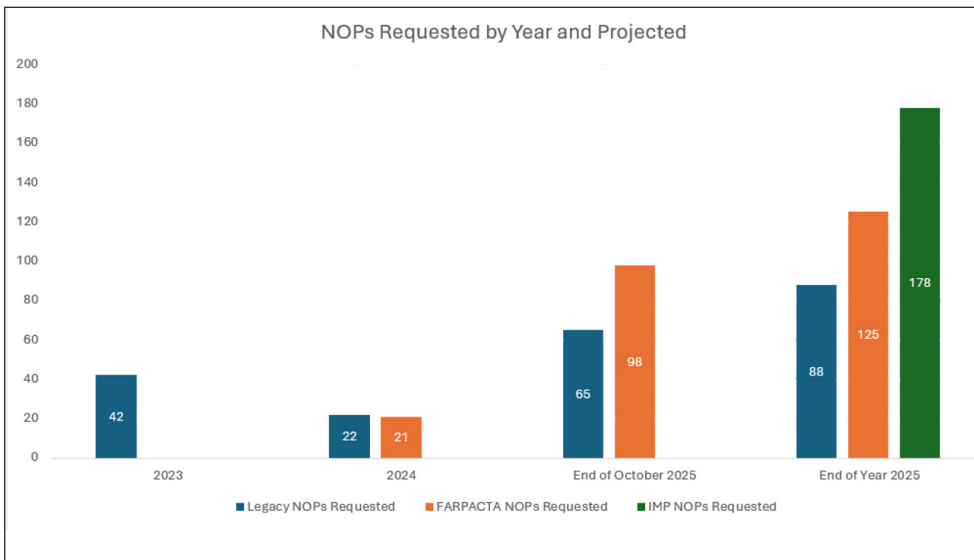


Figure 5: NOPs Requested by Year and Projected

NOPs requested for FARPACTA, legacy and the IMP Project matters resulted in a nine-fold increase from 2024.

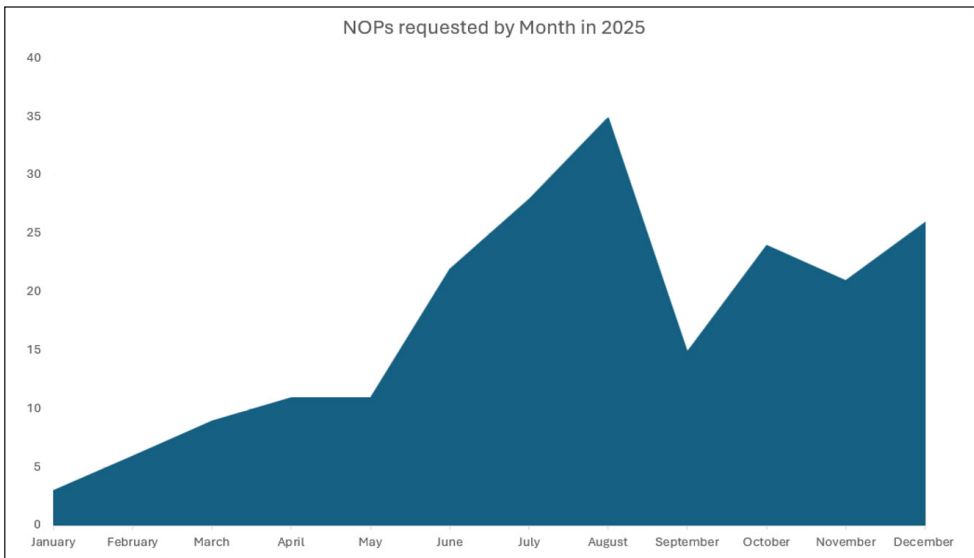


Figure 6: NOPs Requested by Month

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

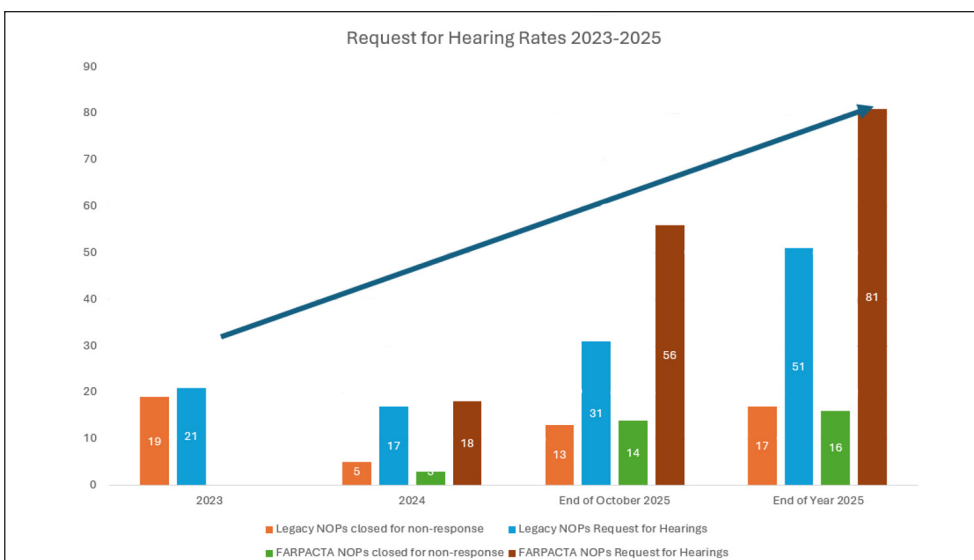


Figure 7: Request for Hearing Rates 2023–2025

We have seen a four-fold increase in the number of requests for a hearing compared to 2024.

## Finance

For the 11 months ending November 30, 2025, total revenues amounted to \$34.5 million, while total expenses were \$33.7 million, resulting in an excess of revenues over expenses of \$834,261, as shown in Table 6.

Total revenues were \$865,494 higher than we predicted in the 2025 budget. This favourable variance is primarily due to better-than-expected investment returns and higher-than-planned volume of examination and registration fees.

Total expenses were \$911,990 less than predicted in our 2025 budget. This variance is primarily driven by lower-than-budgeted spending

across several areas, including computer and telephone, professional development, Council special projects and strategic initiatives projects.

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,777,485.

Table 7 shows cash of approximately \$5.3 million and an investment portfolio of approximately \$37.4 million as of November 30, 2025, compared to cash of \$7 million and an investment portfolio of \$35.3 million as of November 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
<b>TOTAL REVENUES</b>	<b>\$34,489,199</b>	<b>\$33,623,704</b>	<b>\$865,494</b>
Operations expenses	\$32,545,995	\$32,564,149	\$18,155
Sp. projects and strategic plan exp	\$1,108,944	\$2,002,779	\$893,836
<b>TOTAL EXPENSES</b>	<b>\$33,654,939</b>	<b>\$34,566,928</b>	<b>\$911,990</b>
<b>EXCESS/(DEFICIT) OF REV OVER EXP</b>	<b>\$834,261</b>	<b>(\$943,224)</b>	<b>\$1,777,485</b>

Table 6: Revenue and Expenses as of November 30, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$5,333,362	\$7,042,804	(\$1,709,442)
Other current assets	\$1,010,483	\$768,169	\$242,314
Marketable securities	\$37,421,894	\$35,258,426	\$2,163,468
Capital assets	\$24,904,328	\$26,043,235	(\$1,138,907)
<b>TOTAL ASSETS</b>	<b>\$68,670,067</b>	<b>\$69,112,635</b>	<b>(\$442,568)</b>
Current liabilities	\$14,778,895	\$14,195,979	\$582,916
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$45,462,672	\$42,855,556	\$2,607,116
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$68,670,067</b>	<b>\$69,112,635</b>	<b>(\$442,568)</b>

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

**Remissions and Resignations**

As of November 30, 2025, the data in Table 8 shows that the estimated total number of P.Engs in fee remission was approximately 13,783 compared to 13,264 as of the same period in 2024. The number of resignations as of November 30, 2025, was estimated to be 905 compared to 1231 resignations as of November 30, 2024. Overall, the estimated total number of P.Engs as of November 30, 2025, was 91,122 compared to 88,002 reported on November 30, 2024.



	YTD NOV. 2025	YTD NOV. 2024
<b>Members seeking remission</b>	<b>2847</b>	<b>3118</b>
<b>Total members in fees remission</b>	<b>13,783</b>	<b>13,264</b>
<b>Members resigned</b>	<b>905</b>	<b>1231</b>
<b>Total P.Engs</b>	<b>91,122</b>	<b>88,002</b>

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

**Customer Service**

In 2026, PEO plans to enhance its customer service model by implementing improved dashboards to advance our data-driven approach to service improvements and elevate our customer service staff training program.

The Customer Service team continues to receive positive feedback. The 2025 customer satisfaction score is 7.3 out of 10 (n=781) with strong ratings for issue resolution and inquiry response times (see Figure 8). We continue to review and integrate customer feedback to improve our programs, services and self-support options. Notably, customer feedback helped inform improvements to our portal

login experience in 2025, which successfully reduced the total number of technical support inquiries received by over 30 per cent.

From January to December 2025, the Level 1 Customer Service team managed 22,247 inquiries. Furthermore, the team continues to maintain their first-contact resolution rate (see Table 9), where over 90 per cent of inquiries are resolved without escalation to Level 2 Specialized Support teams.

**Was the user satisfied with PEO’s response time?**



**Was the issue resolved to the user’s satisfaction?**

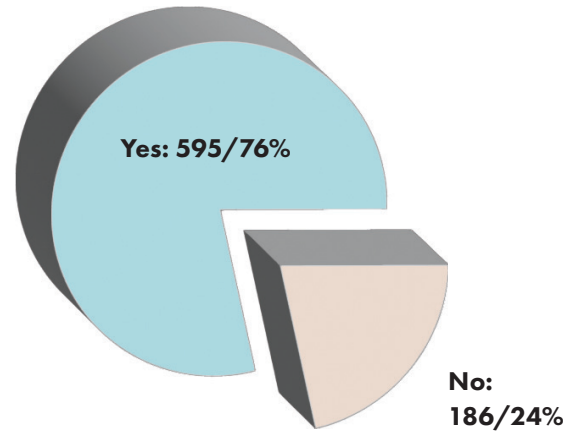


Figure 8: 2025 Level 1 Customer Experience Survey Feedback

**2025 Level One Customer Service Delivery Overview**

Mode	Inquiries by Mode
Emails	16,437
Phone Calls	5462
Other	348

**94%**

Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (20,802/22,247)
Level 1 resolution rate by most common topics: Technical Support Inquiries = 98% (8922/9099) PEAK Inquiries = 99% (8196/8286) FARPACKTA Inquiries = 75% (1775/2363)

Table 9: 2025 Level 1 Customer Service Delivery

## Volunteer Engagement

### Chapters

In June 2025, PEO's Volunteer Engagement team launched a new Chapter Procedure Manual. This is a valuable tool to guide our 600+ local chapter volunteers in the work they do to support and promote PEO's regulatory mandate. To continuously improve and streamline operations across the chapter network, chapter volunteers participated in nine virtual sessions and provided over 100 pieces of meaningful feedback on the manual as part of our co-designed approach to support both chapter volunteers and local licence holders in their engagement with the 36 chapters. The next iteration of the manual, developed with input from chapters, is scheduled to be launched later in 2026.

### Volunteer Recognition

PEO continues to recognize the valuable contributions of committee members and chapter volunteers. In 2025, the Volunteer Engagement team launched a new program to recognize the efforts of committee and chapter chairs at the end of their terms. As appreciation of their guidance and stewardship in their respective roles, chairs will receive a physical token of appreciation to symbolically mark the culmination of their leadership role.



Volunteer Rakesh Shreewastav (right) was recently recognized at the end of his term as chair of the Order of Honour Selection Committee. Standing with him is Rob Dmochewicz, lead, events management and volunteer recognition.

## External Relations

### Government Relations

The province has published a proposal and draft regulation under the *Ontario Free Trade and Mobility Act, 2025* concerning the mutual recognition of goods and services from reciprocating Canadian jurisdictions. Last year, provincial labour mobility changes in the form of "as of right" rules dealt with individuals licensed out of province. This draft regulation deals with authorizations to provide services and relates to our certificate of authorization (C of A) program. PEO's External Relations team communicated to government that PEO's current transfer process for C of A applicants already meets or exceeds the requirements of the draft regulation (see [Appendix B](#)).

The Ministry of Municipal Affairs and Housing sought our position on whether we would recommend the government proceed with a regulation that potentially limits various pre-construction studies, particularly wind studies. We stressed that public safety is best protected when professional engineers retain responsibility for assessing risk and determining the need for specialized studies, in accordance with their ethical obligations. Being too prescriptive or proscriptive risks displacing that judgment and blurring accountability for technical decisions. We support a regulatory framework that reinforces professional responsibility and judgment.

### Regulation Changes (2023–2025)

[Appendix C](#) provides an overview of the regulation changes implemented during the course of our 2023–2025 Strategic Plan. These updates highlight the substantial progress achieved since 2023 and reflect our ongoing commitment to strengthening regulatory practices and enhancing public safety.



**Government Liaison Program**

Further to the direction provided by Council at its November 2025 meeting, a virtual town hall meeting was held on January 26, during which Wellington Advocacy shared the new strategy for the Government Liaison Program (GLP) with chapter representatives. Changes to the GLP will strengthen governance, accountability and alignment with PEO’s regulatory mandate. This decision was informed by an independent audit of the GLP conducted by Wellington. Under the revised approach, all engagement with government and elected officials will be targeted, coordinated and tracked.

**Advisory Groups**

The External Relations team continues to incorporate the use of advisory groups in our outreach efforts to increase engagement with a diverse collection of stakeholders. Members of these groups provide feedback on specific policy options brought forward by staff and help to identify potential policy gaps or challenges as well as the key stakeholders with whom we should engage.

Recruitment is underway to renew our Strategic Stakeholder Advisory Group (SSAG). The inaugural group launched in May 2024 with a two-year term for its members. As part of the recruitment process, we are encouraging applications from all backgrounds, including but not limited to lived experience of underrepresented communities as well as diverse opinions and backgrounds that reflect the engineering community, to support the SSAG in delivering on strategic priorities. Similarly, we are recruiting for additional members of our Employer Advisory Group, which was established in June 2025.

**Pre-licensing Outreach**

We continue to seek out opportunities to connect with groups interested in PEO’s licensure process and related programs, including engineering employers, chapter executives, university faculty members, newcomer and settlement agencies, applicants for licensure, engineering students and student organizations and other groups with ties to the engineering profession. In 2025, staff participated in nearly 140 pre-licensing outreach initiatives, including 80 engineering experience presentations, that reached approximately 9000 stakeholders.

140

**Pre-licensing outreach initiatives that staff participated in in 2025**

**Anti-Racism and Equity Code**

PEO continues to advance 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**

Internal and external training sessions were delivered to strengthen awareness and competency across key EDI themes. Internally, we hosted two sessions on unconscious bias. Externally, we hosted three sessions on advancing allyships.

A new PEAK module, Foundations of Inclusive Engineering, launched in January and focuses on inclusion in the engineering profession.

**Policy and Measurement**

As of late January, membership demographic data has been collected from 8609 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 and pivotal role in Engineers Canada’s CEO Inclusivity Taskforce. We are in the process of finalizing our national action plan, which will determine how we move forward as regulators and who will lead which piece of work and provide clarity around roles and expectations.

**Engagement and Communications**

We have hired Warrior Engineers to support our Indigenous engagement commitments on an ongoing basis. As their first task, they completed a review of PEO’s Anti-Workplace Violence, Harassment and Discrimination Policy.

Internally, culture and engagement activities play a pivotal role in strengthening inclusion. In October, 18 staff members gathered with the CEO/registrar to discuss what is meant by “inclusion,” as part of the final “Breakfast of Champions” roundtable of 2025. Additionally, the 2025 employee engagement survey results showed an inclusion rating of 82 per cent, an eight-point increase from the previous year.

## Communications

### Social Media

PEO's social media performance since 2023 shows steady year-over-year growth in both follower count and engagement, indicating that PEO's content is increasingly resonating with audiences (see Appendix D).

Follower growth reflects the expansion of our audience across platforms, with strong performance on LinkedIn. PEO's LinkedIn following has increased from 53,317 in 2023 to 72,406 in 2025, representing more than 35 per cent growth in two years.

Post engagement rate assesses audience interaction with social media content (measured through shares, comments, reposts and reactions) relative to the number of times it is displayed in users' feeds (impressions). PEO's average engagement rate continued its upward trend, increasing from 3.10 per cent in 2023 to 3.59 per cent in 2024, and reaching 5.05 per cent in 2025, more than doubling nonprofit (2.16 per cent) and government (2.26 per cent) industry benchmarks.

Total post impressions have remained strong with 1,999,725 impressions in 2023, increasing to 2,263,073 in 2024, and remaining high at 2,047,751 in 2025.

PEO's LinkedIn performance was achieved almost entirely by organic content, demonstrating strong resonance without paid promotion. These insights help inform PEO's communication strategy and decision-making and ensure digital channels and content remain aligned with audience needs and organizational priorities.





Professional Engineers  
Ontario

# PUBLIC CONFIDENCE RESEARCH REPORT - DRAFT

OCTOBER 28, 2025

**ENVIRONICS**  
RESEARCH

# Context

## Why this research now?



### Major transformation is underway

As Professional Engineers Ontario (PEO) works to fulfill its role as a modern regulator of the engineering profession it is navigating a period of significant transformation.



### Transparency is front and center

PEO created an External Relations department and expanded its Communications, Policy & Governance, signaling a renewed commitment to transparency, accountability and responsiveness.



### Public insight is the next step

Public confidence research can show PEO where it stands in the eyes of the public and provide insights to shape its path forward as a modern, credible, and trusted regulator.

# Objectives

## Benchmarking confidence in PEO across stakeholders



**Establish a baseline** of public confidence, existing perceptions, and expectations of PEO.



**Identify key factors** influencing trust in PEO as a regulator of the engineering profession.



**Understand key audiences** and how to define 'the public' as it relates to PEO and its mandate.



**Explore variation** in confidence levels across different stakeholder groups.



**Monitor shifts** in public confidence and reputation over time, using this research as a starting point.



**Gain insights** to inform engagement strategies, strengthen communications, and guide future research.

# Methodology

## Part 1: Quantitative Approach

To engage the general public and assess their awareness and perceptions of PEO, Environics conducted an online survey of 1,048 Ontarians.

**Target Sample:** Ontarians aged 18+ were recruited through an online panel to complete the 10-minute online survey. Licensed engineers were excluded from the survey to get a more accurate picture of general public perceptions. Quotas were set by age, gender, and region using 2021 Ontario census data. Regions within Ontario were defined by PEO. Final data were weighted to ensure the sample composition represents the actual Ontario population.

**Data Collection:** Field dates were from September 23 to October 2, 2025.

*Note: Unless otherwise specified, questions were asked of the total sample.*

Ontario / PEO Region	Unweighted Counts	Weighted Counts
Eastern	125	128
East Central	219	220
West Central	340	333
Western	300	304
Northern	64	63
Total	1,048	1,048

# Methodology

## Part 2: Qualitative Approaches

To engage other key stakeholders identified by PEO, Environics conducted 21 in-depth interviews and 2 online focus groups.

### Target Sample:

1. Employers of engineers and municipal representatives in Ontario
2. Current engineering students (future engineers) at Ontario schools

**Recruitment:** Environics emailed employers, municipalities, and engineering student associations on behalf of PEO inviting them to participate in interviews and focus groups.

**Data Collection:** All engagement activities were conducted online. Interviews were conducted with employers and municipalities from August 28 to October 10, 2025. Focus groups with students were conducted via Zoom on September 25, 2025.

Interview Participants	Counts
Municipal Representatives	10
Employers of Engineers	11
Total	21

Focus Group Participants	Counts
Group 1 – Students	5
Group 2 – Students	8
Total	13

# KEY INSIGHTS

1

## **PEO is under the radar – it is trusted but not well known.**

Among most stakeholders, PEO is seen to maintain a low profile. Most Ontarians and students have limited awareness and familiarity with the organization and many employers and municipalities do not hear from PEO very often (unless they are members of PEO). Members of the general public prioritize key elements of PEO's mandate: ensuring that only qualified individuals are licensed to practice; that engineers comply with the relevant rules and regulations; and protecting the public interest. Those who are directly connected to the sector, employers and municipalities have more informed confidence in PEO.

2

## **PEO known for setting standards and qualifications; other functions are lesser known.**

Among those who know it, PEO is primarily recognized for setting standards and ensuring qualified engineers are licensed. It is lesser known for its complaints process, which is an area that could benefit from greater awareness. The organization is least associated with transparency and timeliness. Many engineering students are unfamiliar with the licensure process and have doubts about its ROI.

3

## **Stakeholders want to see PEO show up more visibly and collaboratively to shape the profession's future.**

Stakeholders broadly trust PEO's regulatory role but there is appetite for greater transparency, two-way communication, and evidence of leadership — particularly from municipalities, employers, and students. Some of these stakeholders have seen improvement in recent years but they think there is more work to be done for the organization to build strong relationships.

# Recommendations

1

## **Public.**

Raise awareness of the importance of engineering in public safety, when to complain, and where to get more information.

2

## **Students and other stakeholders.**

For students, promote the value of licensure. For municipalities and employers, work on CPD – clarify requirements, consult on training needs, and provide guidance if not training directly.

3

## **Buyers of Engineering Services.**

For buyers of engineering, consult and/or communicate about the applicable standards, monitoring, and enforcement – to build confidence.

# Key Takeaways from the General Public

1

## Limited awareness and familiarity among the general public.

Public awareness of PEO is low, most have not heard of PEO. Among those who are aware, familiarity is low to moderate suggesting the organization has low visibility among the public. Those who know PEO are most familiar with its role in setting standards and qualifications and least familiar with the complaints process. Less than two in ten Ontarians would know how to file a complaint with PEO if they needed to.

2

## Those who know more about PEO are confident in the organization overall.

Those who are most familiar with PEO have a high level of confidence in the organization overall – they trust that PEO is ensuring public safety by enforcing safe practices and codes and ensuring that only qualified engineers practice. They are most likely to describe PEO as an expert and least likely to describe PEO as timely.

3

## Small minorities have had any interaction with PEO and interest in learning more is low.

Checking PEO's website is the top interaction the public has had with PEO, but this is relatively uncommon. In general, only about one in ten say they are very interested in learning more about PEO. This passive interest indicates that if they know PEO is making decisions that protect the public interest, they can trust the organization to do its job.

# Key Takeaways from Municipalities & Employers

1

## **Importance of licensure varies and licensure is not always equated with competency in engineering**

These stakeholders have high awareness of PEO and generally trust PEO as a regulator. They think licensure is important for upholding the integrity of the profession and that PEO can play a more proactive role in this. However, the importance of licensure varies with stakeholders recognizing that not all jobs/tasks need to be done by a licensed engineer.

2

## **When issues arise, filing a complaint with PEO is often not the first course of action.**

Most participants either know how to file a complaint or feel confident that they could navigate the process if they needed to, however; filing formal complaints with PEO is typically not the first step taken. The PEO complaints process is seen as external, or a last resort. When issues arise, most employers and municipalities prefer to handle issues internally before taking it external.

3

## **Municipalities and employers want to see a stronger relationship model used by PEO.**

Although some stakeholders have noticed improvements in PEO's communications and relationship-building over the years, they still see room for improvement. Municipalities want to see more two-way communication, for example seeing PEO reach out to them more often. In general, municipalities and employers feel the organization could do a better job updating them on their plans for what's to come.

# Key Takeaways from Future Engineers

1

## **Moderate awareness among students, but low familiarity with what PEO does.**

Most students have heard of PEO in classes, at school events, from upper-year peers, and when researching co-op internships. Very few have heard of PEO outside of school. Few can describe what PEO does beyond licensing.

2

## **Mixed perceptions on licensure since it is often not seen as necessary for success.**

Many students see having a P.Eng license as valuable because of the career advantages, professional recognition, and a sense of fulfillment it brings. Meanwhile, students also have hesitations about a P.Eng license not always being a requirement in their field. Many are unfamiliar with the licensure process and have doubts about the ROI – many students are satisfied with being able to work in their field without holding a P.Eng license.

3

## **An evolving workplace culture that PEO has yet to fulfill its leadership role.**

Engineering workplace culture is seen as getting more collaborative and inclusive overall, while stereotypical attitudes linger in the more traditional fields. Students feel PEO sets standards in theory, but is not seen as a visible leader on inclusivity or culture.

4

## **Regular outreach and tangible value for students to care about getting involved.**

Students want regular and ongoing engagement from PEO. They urge clear and concrete value messaging and a transparent licensure process with useful resources.



101-40 Sheppard Ave. W., Toronto, ON M2N 6K9  
T: 416 224-1100 800 339-3716 www.peo.on.ca  
Enforcement Hotline: 416 224-9528, ext. 1444

January 23, 2026

Ministry of Economic Development, Job Creation, and Trade  
College Park, 21st Floor  
777 Bay St.  
Toronto, ON M5G 2E5

Sent via email to: [mutualrecognition@ontario.ca](mailto:mutualrecognition@ontario.ca)

**Re: Comments on Proposed Approach to Implementing Mutual Recognition under the *Ontario Free Trade and Mobility Act, 2025***

Regulation number: Consultation Draft  
Instrument type: Regulation - LGIC  
Act/Bill: Ontario Free Trade and Mobility Act, 2025 (OFTMA)  
Proposal number: 25-MEDJCT002

To Whom it May Concern,

Thank you for the opportunity to provide feedback on the proposed draft regulation to activate mutual recognition for goods and services in Ontario under the *Ontario Free Trade and Mobility Act, 2025* (OFTMA).

Under the *Professional Engineers Act* as overseen by the Ministry of the Attorney General, Professional Engineers Ontario (PEO) regulates the practice of engineering and governs the engineering profession to serve and protect the public interest. We do this by ensuring all professional engineers meet rigorous qualifications for licensing and that only properly qualified individuals practise engineering. PEO is also responsible for issuing certificates of authorization (C of As), as discussed below.

PEO fully supports the Government of Ontario's commitment to reducing barriers to enhance economic growth and workforce mobility. In fact, we launched a new application process in December 2025—the Canadian P.Eng. Mobility Application Process—that complies with the "As of Right" amendments to the *Ontario Labour Mobility Act, 2009* that became effective on January 1, 2026.

Our new mobility application process offers a faster, simpler pathway to a full P.Eng. licence in Ontario. Indeed, PEO will exceed the expectations set by Deemed Certification legislation by delivering decisions on a full P.Eng. licence within 10 business days for mobility applicants, provided an application is complete.

Similarly, the Province's proposed approach to implementing mutual recognition under the *Ontario Free Trade and Mobility Act, 2025*, is consistent with our current approach for issuing a C of A. C of As allow individuals and business entities to offer and provide professional engineering services directly to the public. They are distinct from a licence issued to individuals to practise professional engineering. Pursuant to the Act, C of A applicants, who need not themselves be licence holders, must designate a PEO licence holder (that is, a person licensed to practise in Ontario) to assume professional responsibility for the services provided. This is a condition of every C of A.



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It seems apparent that our current C of A application process combined with our new Canadian P.Eng. Mobility Application process would put PEO in full compliance with the proposed regulation. Canadian P.Eng. mobility decisions are made within 10-business days while new C of A mobility application decisions (that is, for engineering businesses in other Canadian jurisdictions seeking to offer services to the public in Ontario) are made within five business days. There is an efficient and timely process in each instance, which also adheres to the timelines set out pursuant to the *Fair Access to Regulated Professions and Compulsory Trades Act*. Furthermore, mechanisms currently exist to deny applications, for instance when a prospective licence or C of A holder's past conduct raises questions of good character. Consequently, PEO does not anticipate any concerns with the Government's proposed approach.

We did want to note that paragraph 6(1)(a) of the draft regulation provides that the mutual recognition rule for services would not apply in respect of an authorization to provide a service in Ontario that is issued to a natural person. Under the *Professional Engineers Act*, a C of A is required in order for a natural person to provide public-facing professional engineering services in Ontario. Accordingly, we issue certificates to natural persons along with partnerships and corporations.

We remain committed to serving as a model for other regulators in reducing interprovincial barriers and welcome opportunities to discuss how enhancing the visibility and consistency of our current process can strengthen confidence in Ontario's regulatory systems while facilitating seamless labour mobility.

We would be happy to engage in further discussions with the government as desired.

Sincerely,

Handwritten signature of Gregory P. Wowchuk, P. Eng.

Gregory P. Wowchuk, P.Eng., FEC  
Chair  
Professional Engineers Ontario

Handwritten signature of Jennifer Quaglietta, P. Eng.

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

**PEO Regulation Changes  
2023–2025**

The following table sets out amendments to regulations 941 (General) and 260/08 (Performance Standards) that were made between January 1, 2023, and December 31, 2025:

#	Amendment	Date of Council Resolution Directing Amendment	Date Amendment Came into Force
1	<i>Elimination of Canadian Experience Requirement</i>	March 31, 2023	November 1, 2025
2	<i>Tower Crane Practice Standard</i> <ul style="list-style-type: none"> <li>The Performance Standards regulation (260/08) amended to reference updated Tower Crane Practice Standard.</li> </ul>	September 27, 2024	December 13, 2024
3	<i>Director Accountability Framework</i> <ul style="list-style-type: none"> <li>Addition of Election Eligibility Criteria and Councillor Disqualification Conditions (including reference to the Councillor Code of Conduct)</li> </ul>	September 27, 2024	May 15, 2025
4	<i>Establishment of EIT 2.0 Program</i> <ul style="list-style-type: none"> <li>Pending</li> </ul>	June 20, 2025	TBD
5	<i>FARPACTA and Application Assessment Timelines</i> <ul style="list-style-type: none"> <li>Frontloaded NPPE</li> <li>Optional referral of limited licence application to the Academic Requirements Committee</li> </ul>	June 20, 2025	October 24, 2025
6	<i>Obligation to Cooperate</i> <ul style="list-style-type: none"> <li>Establishes that a failure to co-operate in an investigation under the Act or to reply promptly and completely to PEO are acts of professional misconduct.</li> <li>Pending</li> </ul>	September 26, 2025	TBD
7	<i>Time-Based Experience</i> <ul style="list-style-type: none"> <li>Changes the requirement for time-based experience from 48 months to 24.</li> <li>Pending</li> </ul>	November 28, 2025	TBD
8	<i>Establishment of Fitness to Practise Program</i> <ul style="list-style-type: none"> <li>Pending</li> </ul>	November 28, 2025	TBD

# Key Performance Indicators (KPI)



Follower growth rate



Engagement rate

Engagement rate =  
(clicks + reactions + shares + comments) / impressions

# Follower growth (Jan 2023 – Dec 2025)



## LinkedIn

2025: 72,406

2024: 64,702

2023: 53,317

**+ 35.8%**



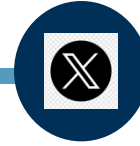
## Facebook

2025: 4,998

2024: 4,816

2023: 4,519

**+ 10.6%**



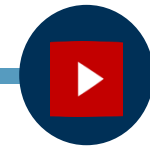
## X (Twitter)

2025: 4,246

2024: 4,278

2023: 4,183

**+ 1.5%**



## YouTube

2025: 3,035

2024: 2,626

2023: 2,039

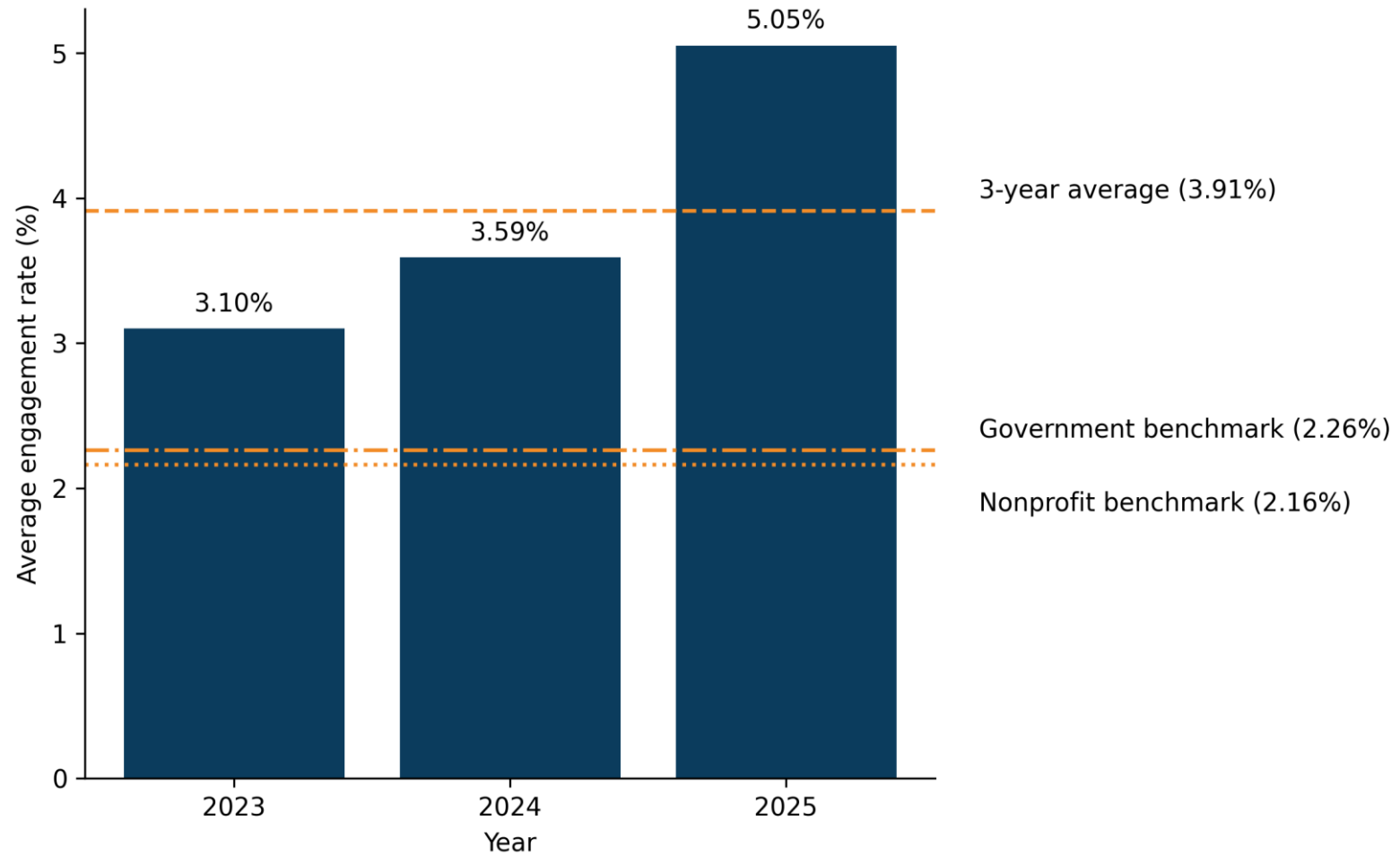
**+ 48.8%**

# Industry benchmarks

Jan 1 – Dec 31, 2025	Nonprofit *	Government *	PEO performance
Post engagement rate	2.16%	2.26%	5.05%
Audience growth rate	2.53% new followers	4.98% new followers	11.84% new followers
Posting frequency	0.31 posts/day	0.36 posts/day	1.36 posts/day
Page impressions	124,998 impressions	327,032 impressions	2,087,907 impressions

\* Source: Hootsuite Analytics

# Post Engagement

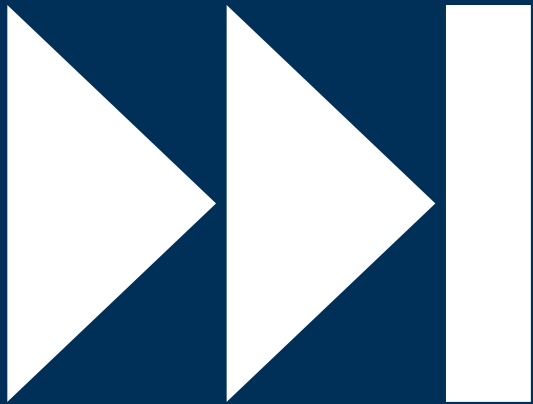


# Average Engagement Rate by Category

Category	Jan – Dec 2024	Jan – Dec 2025
Complaints and Unlicensed Practice	3.03%	3.75%
Council	2.82%	3.28%
Engineering Dimensions	3.56%	5.51%
Events	4.61%	7.28%
Licensing	3.66%	4.08%
Opportunity	3.61%	4.87%
PEAK	3.80%	4.78%
Portal	2.31%	2.28%
Practice Advice Resources and Guidelines	2.86%	9.34%
Public Protection	3.84%	4.36%
Volunteer Recognition	4.13%	4.68%

# Looking Ahead

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- Prioritize high-engagement content
- Strengthen executive amplification
- Enhance planning and alignment
- Improve accessibility and clarity
- Leverage analytics to guide choices
- Adapt to platform changes