



Professional Engineers  
Ontario

# CEO/ REGISTRAR'S REPORT

FEBRUARY 21, 2025



### INTRODUCTION

I want to welcome Council to the first meeting of 2025 as we embark on a new year of progress and opportunity at PEO. Through collaboration and a shared commitment to public protection, we can create a year of meaningful advancements in regulatory excellence.

### A Year of Impact

I can say with certainty that 2024 was a year of remarkable progress and impact. Through various initiatives guided by our 2023–2025 Strategic Plan, we strengthened our commitment to protecting the public by enhancing regulatory practices, fostering greater transparency and ensuring the highest standards of engineering excellence across the profession. Our accomplishments reflect not only the dedication of our staff, Council and committees, but also the trust and collaboration of the engineers and communities we serve.

PEO made great strides as a regulator in 2024. Notably, the organization maintained 100 per cent compliance with licensing timelines under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) while reducing its legacy licence backlog by nearly 45 per cent. This was a significant step in ensuring efficient and fair access to licensure. Our shift to a competency-based assessment framework was highlighted in the Office of the Fairness Commissioner's 2023–2024 annual report, which praised PEO for adopting an objective scoring system. Commissioner Irwin Glasberg, LLB, noted that this move reflects PEO Council's commitment to aligning with new legislative frameworks and promoting a more inclusive profession.

PEO also achieved critical outcomes in our mandatory continuing professional development program, PEAK, which achieved 89 per cent compliance among licence holders required to complete the first two elements. Enforcement efforts were bolstered by the resolution of over 80 complaints and seven discipline cases, as well as two unlicensed practice prosecutions that resulted in record-breaking cost awards in PEO's favour. Further achievements included 57 digital transformation projects, improved customer service processes and the completion of key initiatives to enhance volunteer engagement and operational efficiency. Governance efforts advanced over 30 regulatory policy initiatives. We launched new competency-based licensure guides. We also made progress on the organization's equity, diversity and inclusion action plan, derived from the Anti-Racism and Equity Code passed in 2022.

Organizationally, 2024 was a year of strength and resilience. As evidenced by a 99 per cent staff retention rate and 90 per cent of staff being engaged or almost engaged, PEO demonstrated its commitment to a supportive and inclusive workplace culture. Furthermore, 90 per cent of employees participated in professional development initiatives. We are continuing to foster an organizational culture dedicated to learning and growth, which in turn spurs excellence in program and service delivery.

### Moving Forward

This year, PEO will continue to advance key initiatives to strengthen our regulatory and organizational impact. Through our 2025 Operational Plan, we are focusing on 12 initiatives to successfully meet our 2023–2025 strategic goals. As work continues to develop our next strategic plan, which will take effect in 2026, updates will also be provided regularly to Council. Council's leadership will be instrumental in shaping our strategic direction, driving impactful policy decisions and upholding the highest standards of governance. I look forward to collaborating with Council as we continue PEO's journey of improvement.



In December, PEO's executive leadership team, President Gregory P. Wowchuk, P.Eng., FEC, senior staff and Jennifer Quaglietta, MBA, P.Eng., ICD.D, had the opportunity to attend a gala hosted by Wellington Advocacy, whom PEO contracted last October to be our new government relations consultant.



Dan Abrahams, LLB, PEO's vice-president, policy and governance and chief legal officer, was recognized last month by the Ontario Bar Association with the Tom Marshall Award for Excellence for Public Law Sector.



Some members of the group helping to guide PEO's strategic planning process.





Jennifer Quaglietta delivered a keynote speech at the 13th annual Women in Science and Engineering (WISE) national conference hosted by the University of Toronto, themed *Reaching for the Stars*, on January 26 in Toronto, ON.



Jennifer Quaglietta delivered opening remarks at Toronto Metropolitan University's Women in Engineering conference, themed *Forces of Nature*, on February 1 in Toronto, ON.





PEO staff celebrate Lunar New Year on January 28, 2025.



Jennifer Quaglietta participates in a panel discussion at the AI in Regulation Conference on February 11, 2025, in Toronto, ON.

STRATEGIC PLAN 2024 HIGHLIGHTS



STRATEGIC GOAL: IMPROVE LICENSING PROCESS

- Exceeded FARPACTA’s 90 per cent requirements:
  - > 100 per cent of licence applications acknowledged as complete within 10-day timelines.
  - > 97 per cent of P.Eng. and limited licence applications received a registration decision within six months.
  - > 100 per cent of registration decisions made within 30 days for P.Eng. transfer applications.
- Reduced legacy licensing process inventory by 49 per cent (down from approximately 35,000 in July 2023 to 18,000 in December 2024).
- Reduced pending Academic Assessments by 77 per cent (down from 2289 in March 2024 to 532 in January 2025).
- In fall 2024 the number of FARPACTA technical exam registrants surpassed legacy registrants for the first time.
- Disposed of 85 complaint files in 2024, compared to 47 files in 2023.
- Updated four CBA guides to reflect plain language principles, including guides for applicants and for validators, applicable to both the legacy and FARPACTA cohorts.
- Produced two CBA informational videos and one live webinar; 6200 people registered for the webinar and 5000+ views of the recording.
- Achieved 89 per cent compliance on first two elements of PEAK; 66 per cent compliance on all three elements.
- Developed and deployed a new online PEAK platform.
- Produced a new PEAK module about use of the professional engineer seal.
- Enhanced PEAK communications, including one ‘coming soon’ video, four instructional videos on how to use the new PEAK site, targeted eblasts and real-time customer service support.

**100%** of licence applications acknowledged as complete with 10-day timelines.

**97%** of P.Eng. and limited licence applications received a registration decision within six months.

UPDATED FOUR CBA GUIDES

**89%** compliance achieved on first two elements of PEAK.

## STRATEGIC PLAN 2024 HIGHLIGHTS



## STRATEGIC GOAL: OPTIMIZE ORGANIZATIONAL PERFORMANCE

- Delivered 19 cyber-related improvement projects and upgrades.
- Consolidated over 600 legacy reports enabling the implementation of advanced business intelligence and reporting capabilities.
- Developed and launched 36 new *Accessibility for Ontarians With Disabilities Act*-compliant Chapter websites.
- Responded to nearly 27,000 queries by PEO's level one customer service team; over 98 per cent first-contact resolution and user satisfaction scores of 7.5/10 (n=133 responses).
- Responded to 8000+ additional queries by PEO's Accounts Receivables team.
- Completed communications audit & developed action plan.
- Reinstated option to receive *Engineering Dimensions* in print.
- Established the Strategic Stakeholder Advisory Group to provide meaningful and informed input from licence holders and others.
- Facilitated 17 consultations.\*
- External Relations staff attended 138 events.\*
- Conducted 80 pre-licensing outreach initiatives.\*
- Responded to 400+ Practice Advisory inquiries.
- 55 hearing and pre-hearing dates.
- Developed ARE Code Action Plan and EDI Framework.
- Prioritized seven workflow improvement recommendations from a Lean review of 80 processes within the Regulatory Operations division.
- Consistently reached a monthly median time of approximately 63 days a file is open.
- Pursued compliance for 123 files involving lapsed certificates of authorization.
- Conducted PEO's first cybersecurity crisis response tabletop exercise.
- PEO staff participated in 13 chapter events reaching an audience of 1200 attendees.
- Hosted first Volunteer Symposium, which was attended by 170 volunteers and staff with 71 per cent of post-feedback survey participants responding as Extremely Satisfied (94 per cent as Extremely and Somewhat Satisfied).
- Updated one standard and five practice guidelines.
- Onboarded new government relations consultancy to keep PEO in alignment with government policy objectives, with government remaining aware of PEO's work; also helps to coordinate government relations at various levels, including those involving GLP reps and local MPPs and civic officials.
- Initiated development of new Government Liaison Program.
- 90.3 per cent of PEO workforce is engaged or almost engaged.
- 90 per cent of PEO employees participated in a professional development activity.
- 96 per cent staff retention rate.
- Launched internal staff recognition platform.
- Selected vendor and initiated 2026+ strategic planning.

19

delivered cyber-related improvement projects and upgrades.

## UPDATED ONE STANDARD AND FIVE PRACTICE GUIDELINES

55

Hearing and pre-hearing dates.

90%

of PEO employees participated in a professional development activity.

\* Please see [Appendix A](#) for a list of consultations, events and outreach initiatives conducted in 2024.

STRATEGIC PLAN 2024 HIGHLIGHTS



STRATEGIC GOAL: IMPLEMENT GOVERNANCE IMPROVEMENT PROGRAM

- Established Director Accountability Framework, consisting of councillor code of conduct, updated anti-workplace harassment and discrimination policy, councillor eligibility criteria and criteria and process for disqualification/removal; regulation now pending
- Enhanced Council onboarding processes.
- Developed first enterprise risk management program.

DEVELOPED FIRST ENTERPRISE RISK MANAGEMENT PROGRAM

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STRATEGIC GOAL: REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE

- Completed Visioning 2050, a comprehensive visioning process aimed to refresh PEO's vision.
- Consulted 109 volunteers, held 102 meetings, produced 62 vision statements, and received 2745 survey responses.
- Delivered final Visioning 2050 Project report and shortlisted vision statements to Council.

SIXTY-TWO VISION STATEMENTS

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2745

received survey responses.

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**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 are planned for 2025. As of February, work has already commenced, on schedule, for nine of the initiatives, and the others are pending.

**2026+ Strategy Development**

Under Council’s guidance, the development of PEO’s 2026+ Strategic Plan has commenced.

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	3.3.2 Annual assessment council effectiveness				
		3.3.7 Develop Customer Service Model				
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:**    25%    75%    0%    0%

Figure 1: Operational Plan Status Report as of February 2025

**IMPROVING THE LICENSING PROCESS**

**1.1 Create Fair, Transparent, Accessible and Efficient Application Process**

**1.1.2 FARPACTA Process (Licensing and Process)**

In December 2024, new technical solutions enabled online and automated application capabilities for two key applicant groups: re-applicants in the legacy licensing process and inter-provincial P.Eng. transfers. Legacy process applicants who previously satisfied requirements can now re-apply for licensure in the PEO portal. Inter-provincial P.Eng. transfer applicants can now also use PEO’s

online application portal to complete and submit their application. This was a process previously completed manually using PDF forms.

We are in the process of analyzing technical exam data, including the number of exams assigned to applicants and the completion success rate, in both the legacy and FARPACTA compliant processes. The data will inform potential opportunities for reducing inventory in the legacy licensing process and for streamlining the FARPACTA-compliant licensing process.

The following analysis of the technical examination success rates in the legacy and FARPACTA-compliant processes are being used to project potential new applicants and to optimize both processes.

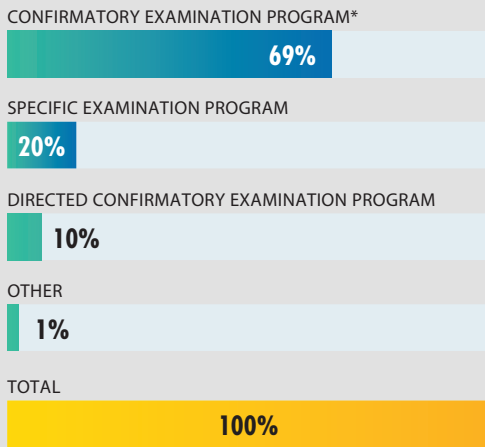


Figure 2: Technical Examination Program By Percentage of Non-CEAB Legacy Applicants

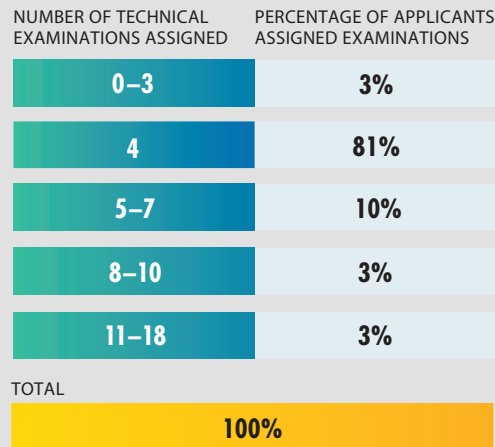


Figure 3: Number of Technical Examinations Assigned to Non-CEAB Legacy Applicants

**Legacy Process—Technical Examinations Success Rate**

To gain an understanding of the number of applicants who are successful in completing their assigned technical examinations, it is important to first note the following technical examination programs PEO has in the legacy process, per Figure 2.

Over two thirds of non-CEAB applicants in the legacy process were assigned a confirmatory examination program (CEP). However, the success rate is more clearly demonstrated by the actual number of assigned exams per applicant, per Figure 3.

Figure 3 demonstrates that the vast majority—just over 80 per cent of legacy non-CEAB applicants—were assigned four technical examinations. Moreover, relatively few applicants were assigned eight examinations or more.

The average success rate of all non-CEAB legacy applicants writing technical examinations is 28 per cent. For applicants assigned the Confirmatory Examination Program, the success rate is slightly higher, at 32 per cent.

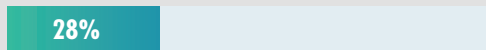
The number of legacy process applicants who met licensing requirements (i.e. obtained their P.Eng.) after successfully completing their technical examination program in the legacy process is only 25 per cent. This is likely due to not having the required 48 months of professional engineering experience. It is less likely attributable to the National Professional Practice Exam (NPPE), which typically records a success rate of approximately 85 per cent.

**Projections for Legacy and FARPACTA Process**

**Legacy projections:** With over 4000 applicants in the legacy process writing technical examinations or having their academic qualifications assessed, we estimate that approximately 1200 of the 4000 legacy applicants writing technical exams will successfully pass their exams. Those who are not successful can choose to re-apply under the FARPACTA-compliant process, if they qualify. Furthermore, approximately half of the remaining 18000 applicants in legacy are EITs; the OFC recognizes that this is a special category that cannot be counted towards the total active inventory.

**FARPACTA projections:** In the FARPACTA process, over 900 prospective applicants have met academic requirements, over 100 have passed three technical examinations and over 50 have passed two technical examinations. Therefore, it is likely that there will be approximately 1000 new applicants after the 2025 Spring session, indicating an acceleration of the FARPACTA licensing process.

OVERALL SUCCESS RATE



CONFIRMATORY EXAMINATION PROGRAM SUCCESS RATE



Figure 4: Success of Non-CEAB Legacy Applicants Writing Technical Exams

PERCENTAGE OF APPLICANTS WHO MET LICENSING REQUIREMENTS AFTER SUCCESSFULLY COMPLETING TECHNICAL EXAMINATIONS

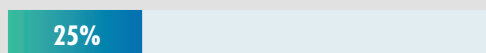


Figure 5: Percentage of Non-CEAB Applicants Who Meet All Licensing Requirements

	2023 FALL SESSION	2024 SPRING SESSION	2024 FALL SESSION
FARPACTA TECHNICAL EXAM REGISTRANTS	172	392	607
REGISTERED FOR FOUR TECHNICAL EXAMS	50	126	213
PASSED ALL FOUR (TO DATE)	10	80	101

Figure 6: Success Rate of Non-CEAB FARPACTA Applicants Writing Technical Exams

**FARPACTA Process–Technical Exams Success Rate**

Since the FARPACTA-compliant process became effective on May 15, 2023, there have been three technical examination sessions. Hence prospective non-CEAB applicants have had only three opportunities to complete their four technical examinations. We expect that the number of non-CEAB applicants who meet academic requirements will increase with each technical exam session.

Figure 6 indicates that the number of prospective applicants passing all four technical examinations is still relatively low. This is despite the fact that technical examination registrations in FARPACTA are increasing and even surpassing those in the legacy process. Projections do show that as the number of technical examination sessions grow, there will be a point when FARPACTA applications will surpass legacy applications. The Licensing team is closely monitoring technical examination results to ensure that an increase in applications will still be processed within the required timelines set out in FARPACTA.

\*The data above is collected from a 10-year period from 2012 to 2022, when a total of 15,886 non-CEAB applicants were assigned technical examinations.



**FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (CANDIDATES)**

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	
PASSED ONE CONFIRMATORY EXAMINATION	26% (179/679)
PASSED TWO CONFIRMATORY EXAMINATIONS	30% (204/679)
PASSED THREE CONFIRMATORY EXAMINATIONS	16% (111/679)

**13,293** Total persons who have started academics section.

**2150** Persons currently ineligible to apply.

**2430/16%**

Total CEAB graduates

CEAB PROSPECTIVE APPLICANT STATS	
ID COMPLETED	69% (1670/2430)
ACADEMICS COMPLETED	33% (799/2430)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	0.6% (15/2430)
CBA IN PROGRESS	78% (1903/2430)
GOOD CHARACTER COMPLETED	66% (1598/2430)

**8713/67%**

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

NON-CEAB WITH RPL PROSPECTIVE APPLICANT STATS	
ID COMPLETED	70% (6116/8713)
ACADEMICS COMPLETED	2% (165/8713)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (172/8713)
CBA IN PROGRESS	52% (4572/8713)
GOOD CHARACTER COMPLETED	52% (4572/8713)

**OPTIMIZE ORGANIZATIONAL PERFORMANCE**

**2.2 Ensure Adequate IT; Data Collection/Management**

**2.2.1 Digital Transformation Roadmap and 2.2.2 Governance Model**

In 2024, PEO's journey of digital transformation includes several significant enhancements in the areas of licence holder and staff experience, data management, cybersecurity, and technology use. These efforts have resulted in the mitigation of approximately 10 million threats each month in 2024, more than 10 times higher than industry benchmarks for organizations of similar sizes. Staff have also worked towards enhancing the user experience and ensuring system stability through the implementation of a new PEAK platform, which has maintained 100 per cent uptime since its launch. Further, the team has also implemented a modernized data reporting platform that will aim to consolidate more than 600 reports and enhance data insights. The journey continues in 2025, and we look forward to building on the progress made in 2024 to deliver our digital transformation roadmap.

**GOVERNANCE SCORECARD**

The PEO 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, Finance and Talent Management and Corporate Administration.

The February 2025 PEO Governance Scorecard reports on the period of January 1 to December 31, 2024. We are pleased to report that 10 of the 12 indicators are reporting as green for surpassing targets, one indicator is reporting as yellow, or slightly below target; and one indicator is reporting as red for performing below its threshold.

The PEO Governance Scorecard was first implemented in 2024 after unanimous approval by Council at the November 2023 meeting. Following its first year of use, the Governance and Nominating Committee (GNC) and Council will review the Council indicators at its February 2025 meetings to ensure alignment to PEO’s Council-approved strategic plan.

Figure 7: Governance Scorecard

FEBRUARY 2025 PEO GOVERNANCE SCORECARD - COUNCIL INDICATORS										Reporting Period: Jan to Dec 2024
#	Indicator Name	Operational Definition	Frequency	Core Function	Status	Desired Direction	2024 Target	2024 Threshold	2024 Value	Status Description
1	<b>Acknowledgment of Complete Applications Within Target (C), (F)</b>	The number of received P.Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Quarterly	Regulatory Operations	●	↑	90%	80%	100%	All completed applications reviewed within the 10-day period.
2	<b>Registration Decisions Within Target (C), (F)</b>	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within 180 days divided by all registration decisions made during the reporting period.	Quarterly	Regulatory Operations	●	↑	90%	80%	97%	PEO surpassed the target for registration decisions made within the 180-day period.
3	<b>Registration Decisions Within Target – P.Eng. Transfers (C), (F)</b>	The number of Transfer applications for who a registration decision is made within 30 days divided by all transfer registration decisions made during the reporting period.	Quarterly	Regulatory Operations	●	↑	100%	90%	100%	PEO surpassed the target for registration decisions made within the 180-day 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 has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Quarterly	Regulatory Operations	●	↑	90%	80%	89%	PEO nearly met the compliance rate target for licence holders required to complete at least two PEAK elements. As referenced in the Continuing Professional Development Report, the PEAK Program became enforceable as of 2024.
5	<b>30x30 Licensure Rate (C)</b>	The year-to-date number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers during the reporting period.	Quarterly	Policy	●	↑	30%	20.5%	20.3%	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed engineers who are women 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.	Quarterly	Policy	●	↑	90%	70%	100%	PEO staff reviewed all 6 standards and professional guidelines scheduled for 2024. Notably, this includes the Review of Tower Cranes, Human Rights in Professional Practice, Services of an Engineer Acting under the Drainage Act.
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.	Quarterly	Finance and Strategy	●	↑	90%	80%	95%	As referenced in the Operational Plan Status Report, 20 of the 21 planned strategic initiatives were completed in 2024.
8a	<b>Year to Date Budget Revenue Variance (C)</b>	The variation, in percent, of the actual year-to-date <b>revenue</b> compared to the year-to-date budget.	Quarterly	Finance and Strategy	●	↑	0.1%	-10%	5.18%	As of Nov 30, the 5.18% variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment revenue contributing to the overall positive variance.
8b	<b>Year to Date Budget Spend Variance (C)</b>	The variation, in percent, of the actual year-to-date <b>spend</b> compared to the year-to-date budget.					1.25%	-10%	15.01%	As of Nov 30, the 15.01% variance in Year-to-Date (YTD) actual spending versus the budget is attributed to overall lower spending across several areas, including operating 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.	Quarterly	Finance and Strategy	●	↔	180	90	514	As of Nov 30, PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.
10	<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.	Annually	Talent Management and Corporate Administration	●	↑	81.5%	76.5%	90.3%	PEO conducted a fulsome engagement survey this year and staff engagement is above the industry average. The operational definition, targets, and thresholds have been adjusted to match the industry benchmarks for a fulsome engagement survey. Last year, PEO conducted a pulse survey to measure staff engagement.
11	<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.	Quarterly	Talent Management and Corporate Administration	●	↓	15%	18%	1%	The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 15.5% (Mercer 2023 Canada Turnover Trends).
12	<b>Year-End Performance Review Completion (C)</b>	The number of completed performance management forms completed by December 31 divided by the total number of eligible employees.	Annually	Talent Management and Corporate Administration	●	↑	99%	95%	100%	All eligible full-time permanent employees completed their year-end performance reviews.

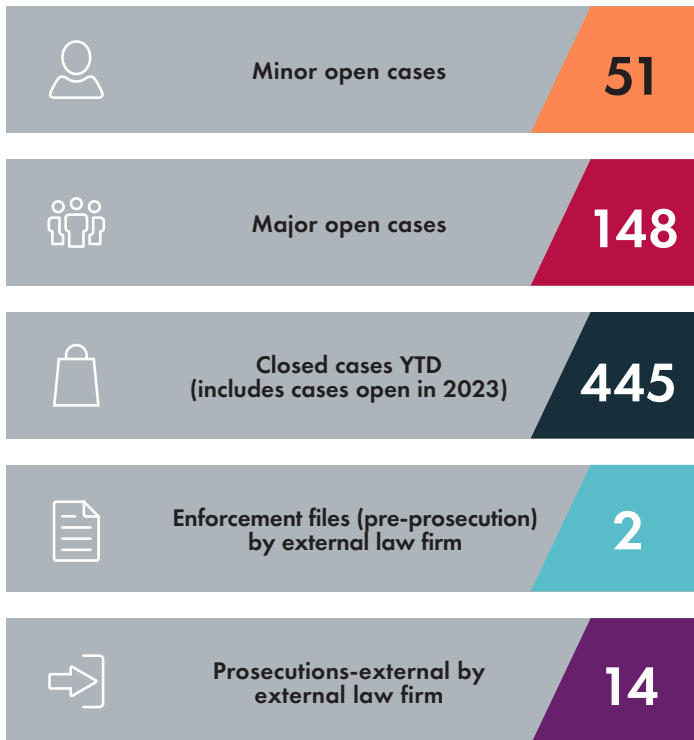
Legend	
<b>Status Definitions:</b>	<b>Notes:</b>
● Performance on target	1) Indicators required under FARPACTA legislation are identified with an (F) label
● Performance slightly below target	2) Indicators reported to Council are identified with a (C) label
● Performance significantly below target	3)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

**REGULATORY COMPLIANCE**

**Unlicensed Practice**

For the second consecutive year, the next inventory of open files has been reduced by more than 100. The team has pursued compliance in 123 files involving lapsed certificates of authorization. Additionally, the Unlicensed Practice team continues to gain compliance with engineering-related corporate entities, including business names changed or cancelled, change of “engineer” or “engineering” to legislatively compliant language, obtaining certificates of authorization or undertakings to comply with the *Professional Engineers Act* (PEA). Similarly, Unlicensed Practice continues to successfully pursue restraining orders, convictions,

fines and probation orders against individuals contravening the PEA. These matters involve individuals holding themselves out as engineers, offering engineering services without being licensed, using a licensed engineer’s seal without authorization or creating counterfeit seals to appear being licensed by PEO. Unlicensed Practice staff are seeking Ontario government approval for access to a specific database that will enhance the tools available to the team for verifying the location of difficult-to-find individuals in order to facilitate the service of court summonses.



During 2024, the median time an Unlicensed Practice file was open was 63 days.

**Complaints**

PEO’s Complaints and Investigations team provides investigative and administrative services to the Complaints Committee. Staff prioritize high-risk files but also work to advance cases overall towards disposition in a timely fashion. The initial implementation of recommendations from the recent lean review of the Complaints process has resulted in new efficiencies. More significant improvement will come over the medium and long terms and will be reported to Council as it occurs.

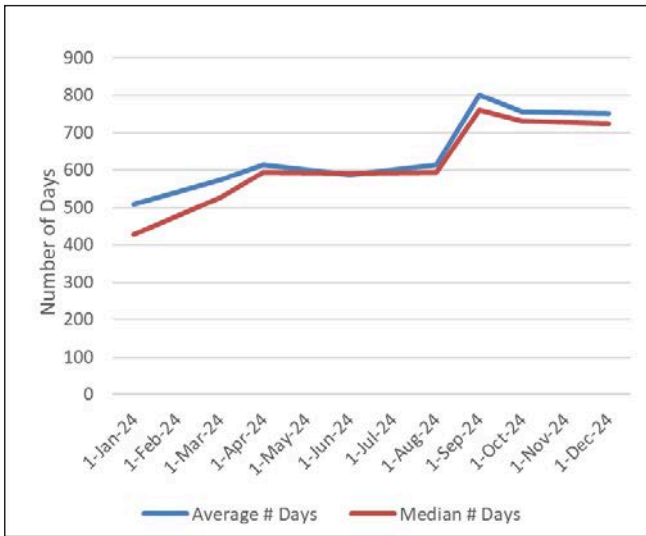
The number of days required for a particular case to be disposed of is not known until that case is closed. Hence the duration is only included in the reported overall averages once a case is completed.

The recent push to complete legacy complaint files has therefore made the 2024 average processing times significantly higher than for previous reporting periods. The upward trajectory over the past year has now levelled off and is expected to trend downwards over the next annual reporting period.

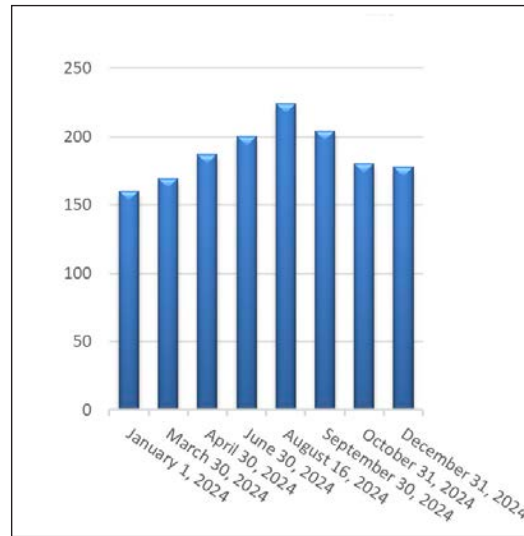
Staff are also developing additional metrics for future reports to Council to provide greater insight into the Complaints and Investigation team’s operations and efficiency.



**Complaint and Investigations Statistics**



**Figure 8: Complaint File Processing Times January 1–December 31, 2024**

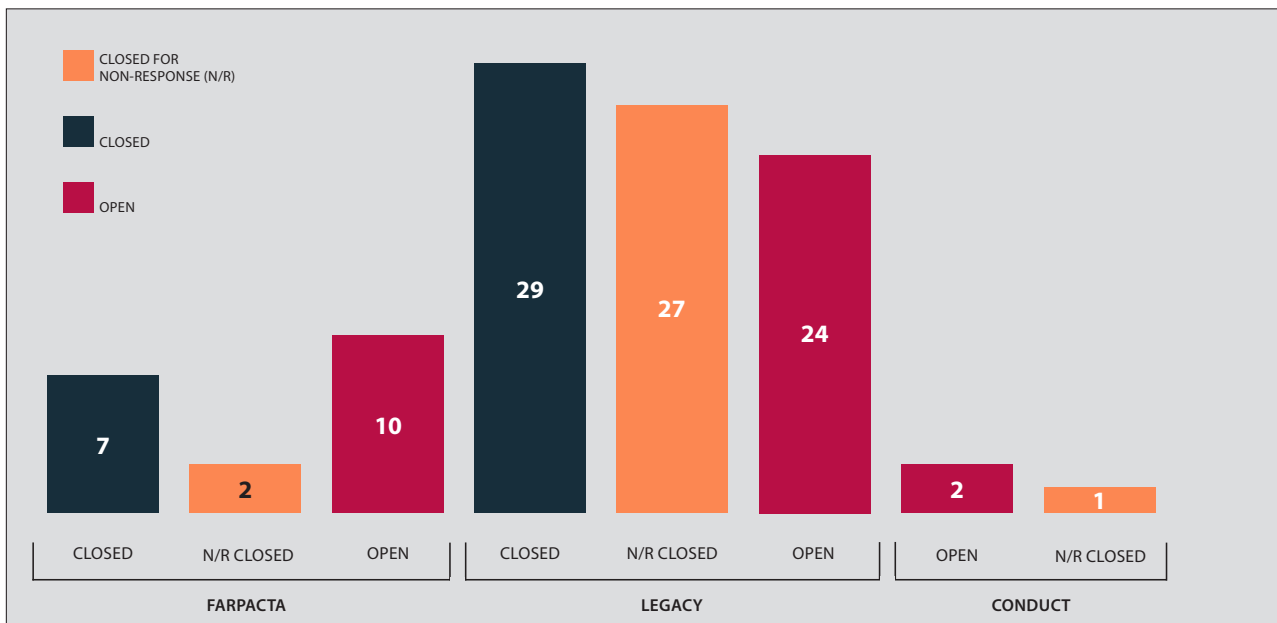


**Figure 9: Number of Active Complaints Files, January 1–December 31, 2024**

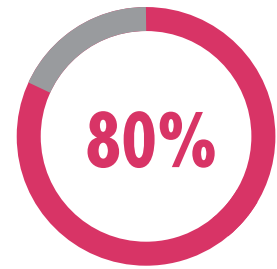
**NOTICE OF PROPOSALS**

The registrar can issue a notice of proposal to refuse, suspend or revoke a licence, limited licence, temporary licence or certificate of

authorization. Anybody receiving a notice of proposal has 30 days to request a hearing with the Registration Committee (REC).



**Figure 10: Current Status of REC Cases Since 2023**



of licence holders  
have 12 or fewer  
hours assigned.

**PEAK**

**New PEAK Site**

On January 6, PEO launched the 2025 PEAK requirements, along with a new online platform where licence holders can complete their practice evaluations, learning modules and annual CPD reports. The new platform is designed to make the process simpler and more efficient. Licence holders received emails announcing the launch and containing instructions for completing their overdue 2024 CPD hours. Our refreshed communications campaign makes information clear and focused. It leverages a brand-new PEAK trailer video, new instructional mini-videos and an updated catalogue of PEAK FAQs. All the latest program information is available on the PEAK webpage, [www.peopeak.ca](http://www.peopeak.ca).

**New PEAK Module**

As part of the 2025 PEAK requirements, we added PEAK Module 3, which addresses the P.Eng. seal—what it is, what it means, physical versus electronic versions, how to use it, when not to use it and how to secure it. Work on Module 4, to be issued in early 2026, is now underway.

**PEAK 2024 and 2025 Statistics**

For the 2024 PEAK year, about 70,000 licence holders were required to complete the PEAK program. Ninety-four per cent started their PEAK requirements, and 89 per cent completed the first two PEAK elements, which are mandatory for everyone doing PEAK. Sixty-six per cent of those required to also complete CPD fully

and voluntarily completed all requirements, including reporting the completion of their required CPD hours, and others continue to submit completion of their overdue 2024 CPD hours in the new PEAK platform.

For the 2025 PEAK year, about 75,500 are required to complete PEAK. As of January 31, 63 per cent have started their PEAK requirements, and 51 per cent have already completed the first two PEAK elements. We will continue our facilitative approach to help licence holders secure their PEAK compliance by sending reminders to complete their PEAK requirements, with suspensions to be imposed at the Registrar’s discretion.

Figure 11 shows a distribution of the number of PEAK hours that were assigned to users in 2024. As shown in this figure, over 80 per cent of users were assigned 15 or fewer hours. Only 22 users were assigned 25 hours or more, and the average number of hours assigned to all eligible licence holders was 12.

**PEAK 2024: Distribution of assigned CPD hours**

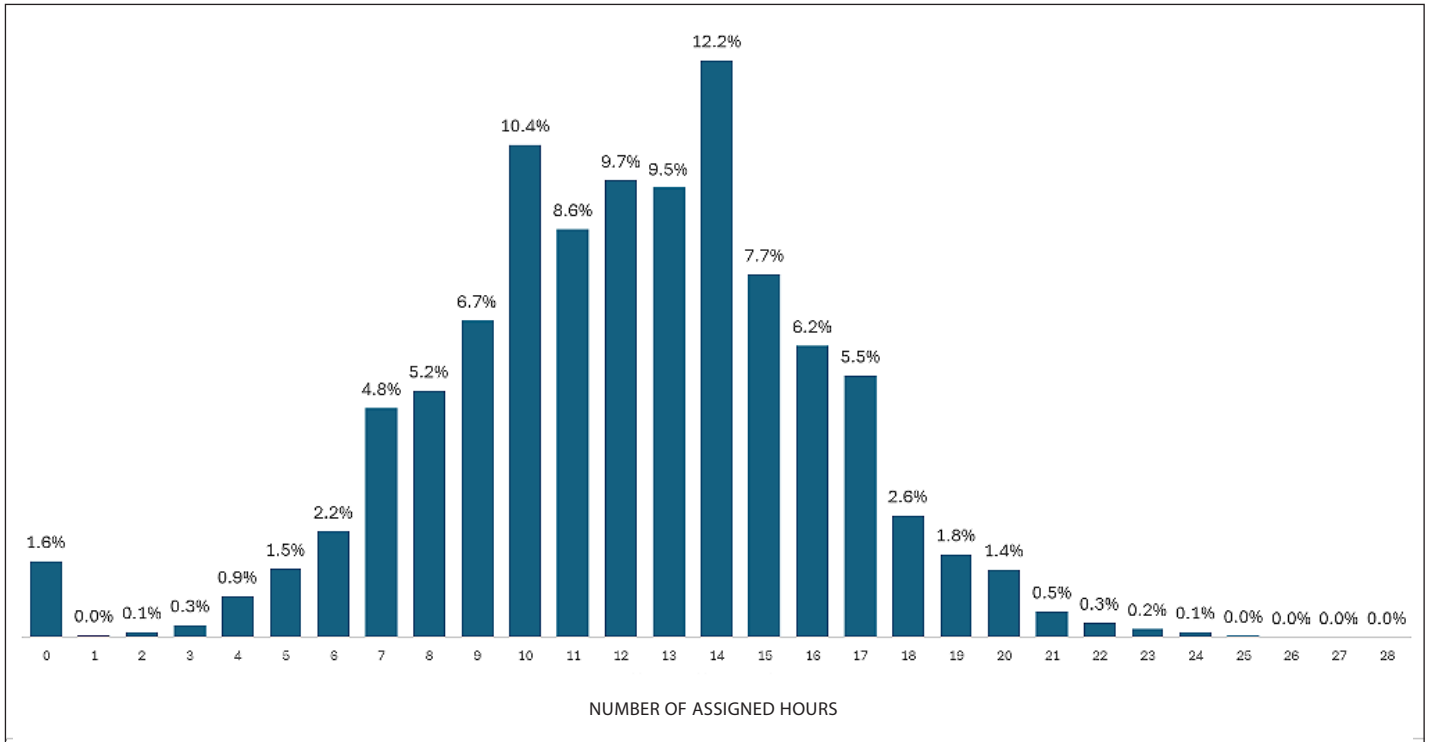


Figure 11: Histogram showing percentages of licence holders who were assigned a given number of PEAK hours

**2024 PEAK (as of Dec 31, 2024)**

Required = About 70,000

Started PEAK =

**94%**

Completed PE & PPM =

**89%**

**2025 PEAK (as of Jan 27, 2025)**

Required = About 75,000

Started PEAK =

**63%**

Completed PE & PPM =

**51%**



**FINANCE**

For the 11 months ending November 30, 2024, revenues earned amounted to \$33.6 million, while expenses incurred totaled \$30.5 million, resulting in an excess of revenue over expenses of approximately \$3.1 million, as shown in Figure 13. The \$1.7 million favourable variance in revenue is largely attributable to a higher-than-expected investment income and 40 Sheppard revenue.

Total expenses for the 11 months ending November 30, 2024, amounted to \$30.5 million, compared to a budgeted spend of \$35.8 million, resulting in a favourable variance of \$5.4 million.

This positive variance is primarily due to lower expenses incurred by PEO chapters, as well as lower expenditures on legal expenses, contract staff, computer and telephone and volunteer business expenses, etc.

Figure 13 shows cash reserves of approximately \$7 million and an investment portfolio of approximately \$35.3 million as of November 30, 2024, compared to cash reserves of \$10 million and an investment portfolio of \$28.7 million as of November 30, 2023.

	2024 Actual	2024 Budget	Variance Actual vs Budget
<b>TOTAL REVENUES</b>	<b>\$33,582,052</b>	<b>\$31,928,718</b>	<b>\$1,653,333</b>
Operations expenses	\$27,950,656	\$31,848,737	\$3,898,081
Sp. projects and strategic plan exp	\$2,481,594	\$3,958,872	\$1,477,278
<b>TOTAL EXPENSES</b>	<b>\$30,432,250</b>	<b>\$35,807,609</b>	<b>\$5,375,359</b>
<b>EXCESS OF REV OVER EXP</b>	<b>\$3,149,802</b>	<b>(\$3,878,891)</b>	<b>\$7,028,692</b>

Figure 12: Revenues and Expenses as of November 30, 2024

	2024 Actual	2023 Actual	Variance Actual Vs Actual
Cash	\$7,042,804	\$9,986,308	(\$2,943,504)
Other current assets	\$768,169	\$700,905	\$67,264
Marketable securities	\$35,258,426	\$28,721,816	\$6,536,610
Capital assets	\$26,043,235	\$27,323,880	(\$1,280,645)
<b>TOTAL ASSETS</b>	<b>\$69,112,634</b>	<b>\$66,732,909</b>	<b>\$2,379,725</b>
Current liabilities	\$14,195,978	\$14,999,471	(\$803,493)
Employee future benefits	\$12,061,100	\$13,260,100	(\$1,199,000)
Net assets	\$42,855,556	\$38,473,338	\$4,382,218
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$69,112,634</b>	<b>\$66,732,909</b>	<b>\$2,379,725</b>

Figure 13: Assets and Liabilities as of November 30, 2024

### Remissions and Resignations

As of November 30, 2024, the data in Figure 14 shows that the estimated total number of P.Engs in the fee remission program was approximately 13,264, in comparison to 12,762 as of the same period in 2023. The number of resignations as of November 30, 2024, was

estimated to be 1252, compared to 2263 resignations as of November 30, 2023. Additionally, the estimated total number of P.Engs as of November 30, 2024, was 88,002, compared to 87,138 reported on November 30, 2023.

	YTD NOV. 2024	YTD NOV. 2023
Members seeking remission	3118	2765
Total members in fees remission	13,264	12,762
Members resigned	1252	2263
Total P.Engs	88,002	87,138

Figure 14: Estimated Remissions and Resignations as of November 30, 2024

### CUSTOMER SERVICE

PEO’s Customer Service Team had a very productive 2024, handling 26,871 tickets. Moreover, the first-contact resolution rates for the most frequently asked questions are 99 per cent for technical issues, 94 per cent for PEAK inquiries and 90 per cent for queries regarding the FARPACTA-compliant licensing process. In addition, the user

satisfaction rate of 7.48/10 attests to the quality of service provided to our licence holders and applicants. In 2025, PEO plans to expand on this achievement and further cultivate a culture of exceptional customer service organization wide.

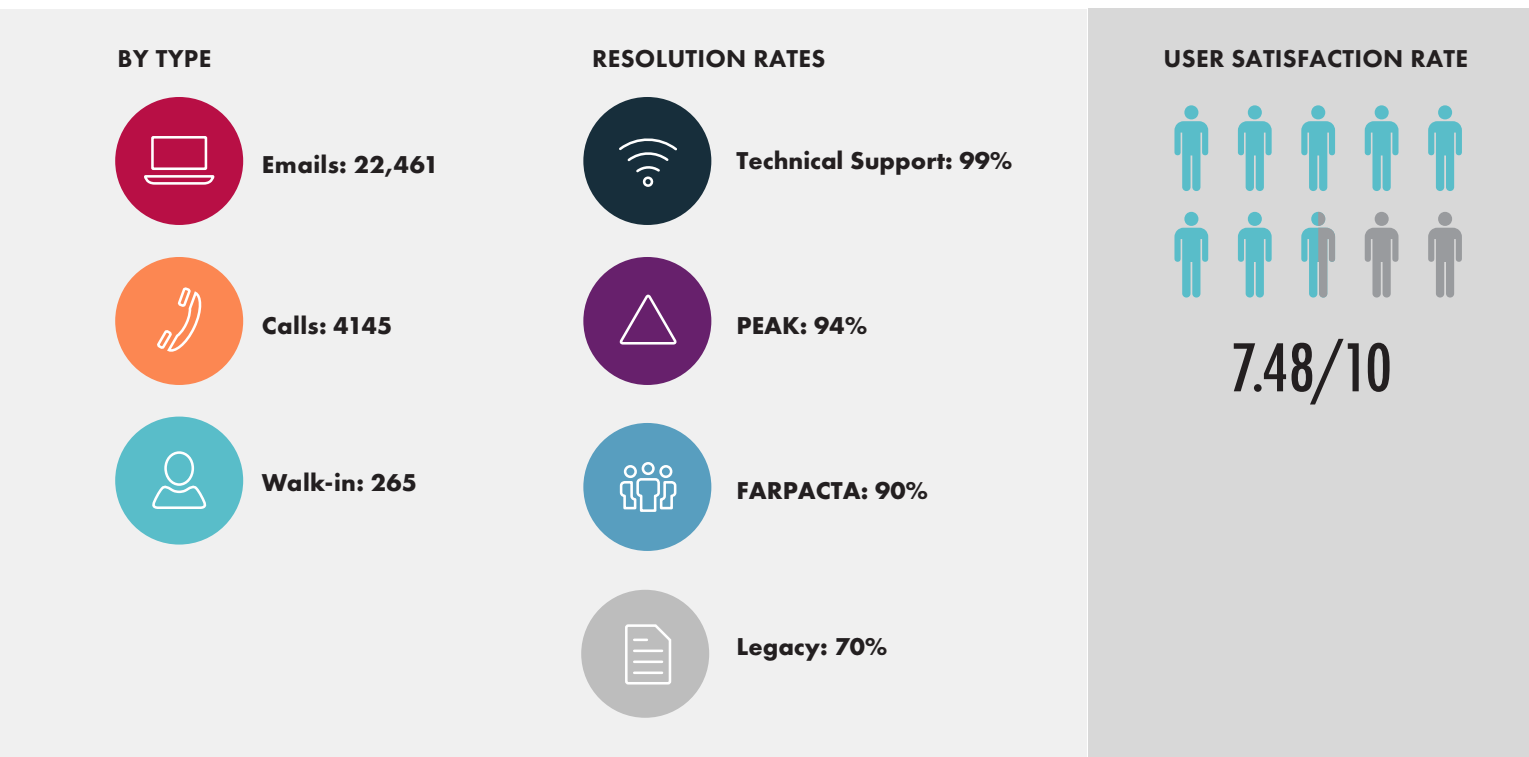


Figure 15: Customer Service–Level One: A Year in Review 2024



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

**EVENT ENGAGEMENT MODEL**

On November 30, 2024, over 200 attendees gathered in Toronto, ON, for PEO’s 2024 Volunteer Symposium, themed “Recognizing our Volunteers’ Role in Regulation.” The full-day symposium offered opportunities for networking and learning through breakout sessions that were hosted by experts in the areas of governance, regulation, communication, leadership and EDI. The day also included PEO’s Hall of Fame, which recognized individuals who were inducted into PEO’s Order of Honour on November 29, 2024, and celebrated long-standing volunteers who have served at chapters, on committees/task forces and on Council. We look forward to continuing our work with volunteers through meaningful engagement and opportunities to collectively learn and grow as a modern regulator.

**VOLUNTEER  
SYMPOSIUM**





## GENDER AUDIT

As part of our commitment to the 30x30 initiative and our own Anti-Racism and Equity Code, PEO strives to make the process for obtaining a professional engineering licence fairer and more equitable.

In 2021, PEO launched a gender audit of our licensing process and internal operations. The audit was conducted by Joyce He, PhD, and Sonia Kang, PhD, researchers from the University of California, Los Angeles, and the University of Toronto, respectively. They examined PEO's licensure process for potential gender biases and unintentional barriers or disadvantages that may impede women from getting licensed.

The gender audit report includes feedback and recommendations for improvement based on a comprehensive data analysis of historical and de-identified applicant information, online surveys with participants who recently received their licence or were currently going through the licensing process and in-depth interviews that explored the experiences of applicants navigating the licensing process. The audit's executive summary can be found in the [Appendix B](#) of this report.

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

The new licensing process, a feature of PEO's commitment to modernizing and streamlining its regulatory processes, as well as ensuring compliance with FARPACTA, will help to address some of the report's recommendations. The report also highlights additional steps that PEO can take to better support women on their pathway to licensure.

In the coming months, we will integrate the relevant recommendations from the audit into our existing ARE Code Action Plan to further modernize our licensing practices, reduce barriers for women and promote inclusivity. You can expect more details on that plan in April.



### EXTERNAL RELATIONS

Our approach to External Relations has become increasingly more strategic and comprehensive. Consultations mandated by the Council motion passed in November illustrate the extent and quality of the work in this area.

Twelve consultation sessions were conducted over the past several weeks to solicit input from a variety of stakeholders and support the redevelopment of the Engineering Intern (EIT) program, which was the subject of the Council motion. These sessions involved representatives from chapters, employers, provincial ministries, engineering associations, engineering deans and students, PEO staff from the licensing and regulatory compliance departments and the Strategic Stakeholder Advisory Group. Discussions focused on several key themes including desired

program benefits and value, eligibility criteria and duration, mentorship and professional experience, regulatory oversight and accountability and a graduated licence approach. All PEO stakeholders were also given the opportunity to provide input into the engagement process through our website, where a call for feedback was published along with a guidance document and instructions on how to submit comments. Availability of this opportunity was promoted through our communications channels, including social media and e-blasts. The Regulatory Policy and Legislation Committee was provided a progress update at its February 6 meeting, and we are on track to provide Council with a policy proposal at its April meeting.



### PEOPLE ENGAGEMENT

#### Employee Engagement

Last November, PEO launched our first comprehensive engagement survey, which covered topics across the entire employee lifecycle. The results are in, and we are pleased to announce that 87 per cent of employees participated, and the percentage of those who are engaged or almost engaged is 90 per cent. These results indicate that our employees enjoy working at PEO and are more likely to go above and beyond in their work. We will continue our employee engagement efforts through an action plan with a goal to sustain our engagement score.

#### Year-end Performance Reviews

One hundred per cent of staff completed their year-end performance reviews, which is a testament to the commitment of our employees and managers to supporting goals and overall performance. Staff are now in the process of setting their 2025 goals that align with the Operational Plan, which will help us achieve our objectives for the year.

**Guidelines included:**

- *Professional Engineers Providing Services for Municipalities*
- *Professional Engineers Providing Geotechnical Engineering Services*
- *Professional Engineers Providing Mechanical and Electrical Engineering Services In Buildings*
- *Professional Engineers Providing Land Development/ Redevelopment Engineering Services*
- *Professional Engineers Providing Services with Respect to Road, Bridges, and Associated Facilities*
- *Conducting a Practice Review*
- *Discontinuing Services of the Engineer Acting Under the Drainage Act*
- *Professional Engineer as Expert Witness*
- *Professional Engineers Reviewing Work Prepared by Another Professional Engineers*
- *Assuming Responsibility and Supervising Engineering Work Guideline*
- *Forensic Engineering Guideline*

**Consultation Topics included:**

- Tower cranes regulations
- Emerging disciplines
- Renovation By-Law
- Reliance on P.Eng. Seal
- Third Party Building Permit Review
- Brownfields



**External Relations staff attended 138 events including engineering conferences, meetings with other regulators, stakeholders, settlement agencies, chapters and with employers of engineers.**



**Conducted 80 pre-licensing outreach initiatives with Chapters, academic institutions, settlement agencies, employers of engineers and at conferences.**

### EXECUTIVE SUMMARY OF THE PEO GENDER AUDIT STUDY

#### I. Introduction

In 2021, Professional Engineers Ontario (PEO) engaged the researchers (Dr. Joyce He and Dr. Sonia Kang), to embark on a comprehensive “gender audit” of PEO’s licensing processes in line with the 30 by 30 initiative. The gender audit aimed to evaluate whether processes that unintentionally disadvantage or barriers that are experienced disproportionately by women may exist in the licensure process, and to provide feedback and recommendations to PEO to improve the gender inclusivity of the licensing process. The audit was conducted in several phases, including initial data analysis, surveys, and interviews, culminating in a detailed and comprehensive understanding of applicants’ experiences with PEO’s licensing process.

In May 2023, updates to the existing licensing process took place during the audit. Because the bulk of data collection and analysis had taken place and pertained to the licensure process and experience of applicants who had applied *prior* to such updates (i.e., under what we refer to here forth as the “legacy model”), we shifted the goals of the gender audit accordingly. This report on the gender audit will still reflect the insights generated from analyses of the legacy model, but we will describe how these findings inform our understanding of potential changes and reactions to the new licensure model through a gender lens. Importantly, we will also integrate these insights from the legacy model to offer actionable suggestions to be incorporated into PEO’s modernizing process as changes for the new model are rolled out.

#### II. About the Researchers

Dr. Joyce He and Dr. Sonia Kang are accomplished researchers whose work intersects at the forefront of organizational behavior and diversity. Dr. He, an assistant professor at UCLA Anderson School of Management, explores gender inequality in labor markets, focusing on debiasing hiring and promotion practices. Dr. Kang, a Canada Research Chair at the University of Toronto and director of the institute of Gender and the Economy, investigates identity, diversity, and inclusion, leveraging behavioral insights to drive systemic change. Together, they bring a wealth of research expertise in Organizational Behaviour, Psychology, and Judgment and Decision-Making to understand and address barriers to gender equity in organizations and labor markets more generally.

#### III. Audit Methodology: Data Collection and Analysis

The audit involved multiple data collection methods.

- **Administrative Data.** PEO provided historical individual-level “file-location” data for every applicant in their system. This data contained detailed and de-identified information about each applicant’s licensing process (e.g., via time-stamped updates to the status of an applicant’s file as they progressed through different stages of the licensing process). The data was pulled as of 2021, comprising 126,885 applicants.
- **Online Surveys.** Surveys were distributed to 326 participants who recently received their license or were currently going through licensing process. These surveys included

both quantitative (i.e., scales) and qualitative (i.e., open-ended) questions that asked participants to reflect on their professional trajectory and their experience (e.g., what was challenging or helpful) during their licensing process.

- **Interviews.** Finally, to delve even further into specific cases, we conducted in-depth, semi-structured interviews with 38 participants who recently received their license or were currently going through licensing process, focusing on their experiences with the licensing process with questions mirroring those asked in the surveys.

We used the appropriate data analysis method corresponding to the nature of each dataset. For quantitative data (e.g., the administrative data and the survey data), we use regressions to estimate whether dependent variables of interest (e.g., applicants' likelihood of moving from one file location to another, survey respondents' self-reported experience of challenge) differed by applicants' gender, age, and CEAB status. For the qualitative data (e.g., open-ended survey questions and interviews), we coded the transcribed data and analyzed them for common themes among women and men.

#### IV. Overview of Findings

##### *Overall gender differences*

Across our datasets, we found that conditional on having started an application for the P.Eng, women are less likely than men to complete the licensure process and successfully obtain their license. Overall, women also often reported more negative or challenging experiences of licensure compared to men, and this was true for both CEAB and non-CEAB applicants. Among women and men who successfully obtain their license, women take a significantly longer time to get licensed compared to men, and women perceived this to be the case. A participant shared, "I felt that male colleagues obtained their licenses immediately, while I was asked for more information, even though our work was the same."

##### *Gendered experiences related to the experience requirement*

Primary themes underlying these overall findings center the **experience requirement** as a major and primary barrier for women, particularly younger CEAB women who were at earlier stages of their career. Among this group of women, applicants were less likely to submit their 48 months of experience requirement once they began the application compared to their male counterparts, and when they did submit the experience requirement, they often took longer than men to submit it. Survey data confirm these findings from the administrative data: women reported finding the experience requirement more challenging to fulfill compared to their male counterparts. The qualitative data highlighted several challenges that explained these gender differences: women encountered social, definitional, logistic, and structural challenges in meeting experience requirements. We summarize four key themes below:

- Women often experienced self-doubt about what "counts" as valid experience due to the subjectivity and ambiguity of how experience was defined.



- Women also reported lower access to P.Eng supervisors/referees, mentors, and organizational support to help guide them successfully through the licensing process.
- Women reported experiencing gender bias in hiring and technical job assignments, which impeded their access to job opportunities which could afford them the technical experience required for licensure.
- Women perceived the evaluation process to be highly subjective and inconsistent, and in turn, were likely to attribute negative evaluation outcomes to their gender.

Altogether, these gendered challenges with the experience requirement predicted women's higher intentions of quitting the licensure process.

### ***Non-CEAB women***

Non-CEAB applicants—women and men—faced significant difficulties with satisfying the academic requirement, specifically the technical exams and unclear expectations during the ERC interview process. These difficulties were exacerbated for non-CEAB women (compared to non-CEAB men) in three ways. First, non-CEAB women were less likely to have enough experience to waive their technical exams compared to non-CEAB men. Second, non-CEAB women were disproportionately more likely than their male counterparts to report strongly negative and gendered experiences during ERC interviews. Finally, non-CEAB women often faced trade-offs between preparing for technical exams/interviews and care-taking responsibilities.

### **V. Recommendations**

Based on these findings, we provide the following suggestions to PEO to address the gendered barriers we identified above.

- **Clarify requirements and add structure to evaluation:** Providing clear guidelines and expectations for both academic and experience requirements can reduce ambiguity and anxiety. This can include providing guidance and publishing rubrics for ERC interviews, or providing examples of experience summaries and their evaluation rubrics. PEO may also consider implementing interviewer and evaluator training and structuring interviews to ensure consistency and mitigate potential gender bias in the interview/evaluation processes.
- **Enhance Support Systems:** Our data suggest that increasing access to mentorship and support networks will be greatly beneficial for women and non-CEAB applicants. This could involve assigning mentors or a “buddy-system” within PEO's network to provide instrumental and social support for applicants going through the process or creating group-based study programs. It will be important to form a bridging mechanism to early career women (and men) that replaces the former EIT program, which many applicants described as strongly motivating their decision to apply for licensure, which also provided important career recognition during their transitional phase.

- **Involving Employers and Institutions:** Beyond the scope of PEO's licensing process, PEO may consider urging employers and educational institutions to provide more instrumental support and guidance for the women within their organizations who are currently undergoing licensure. This includes putting in place processes and programs to ensure that women are offered access to technical tasks (rather than project management and administrative tasks) and have equal access to workplace supervision and mentorship by P.Eng. professionals.
- **Expand Pathways and Support:** PEO can consider offering more guidance for non-traditional pathways and support for international applicants, such providing study materials and guidance for interviews.
- **Improve processing, communication, and support:** More generally, providing regular updates and efficient communication, offering more tailored guidance for applicants from non-traditional pathways, providing more guidance at each step of the licensure process, and enhancing transparency can improve the overall experience for all applicants.

## VI. Conclusion

The gender audit highlighted several gendered challenges in the licensing process, particularly related to the experience requirement. By addressing these issues through targeted recommendations, PEO can create a more equitable and supportive licensing experience for all applicants, ultimately enhancing the gender diversity and inclusivity of the profession. As one participant aptly summarized, "Addressing these challenges will not only support women but will also strengthen the entire profession."