



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT



MARCH 27, **2026**



INTRODUCTION

As we gather for the last Council meeting of the 2025–2026 term, I want to express my sincere gratitude for the commitment and contribution of all councillors who served over the last year. Your leadership and dedication have helped guide our profession and ensure it remains resilient, principled and forward-looking. Together, we have advanced a long-term vision that will shape the future of engineering in Ontario. This work continues as we turn to the initiatives in our new 2026–2030 Strategic Plan. I look forward to working with new and returning members of the 2026–2027 Council following our 2026 Annual General Meeting (AGM) next month.

Ongoing Engagement

This year, we continue to strengthen our stakeholder engagement efforts through meaningful dialogue and the ongoing work of our advisory groups. A key development in this area is the creation of the new Engineering Student Advisory Group (ESAG). The ESAG will give students an opportunity to play a more active role in guiding the profession by providing their insight on specific issues and policies (see p. 6). Additionally, we have continued to improve communication with our chapters by launching a new chapter e-newsletter (see p. 21). This initiative is designed to foster greater engagement with chapter volunteers. It will ensure they have the resources and information needed to support their work and connect with PEO's regulatory mandate.

I am also proud to engage with and inspire the next generation of engineers through speaking engagements at schools. In February, I had the privilege of delivering the keynote speech at Toronto Metropolitan University's First-Year Engineering Conference. I spoke to 200 students about the virtues of leadership and the responsibilities that go along with professional engineering. I also shared my own path to becoming an engineer and highlighted the importance of visible leadership and mentorship for both students and early career engineers.

I am honoured to share that I will be receiving a G. Raymond Chang Outstanding Volunteer Award from Toronto Metropolitan University in May for my contributions to the life of the university. It is a privilege to be recognized in this way, and I am deeply grateful for the opportunity to support students and the communities we serve.

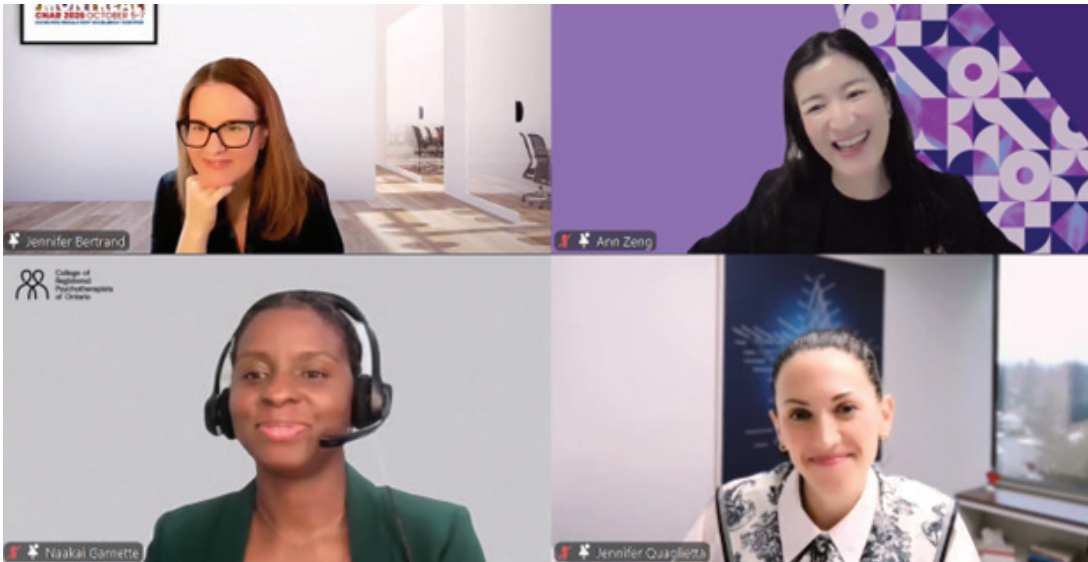
Raising Awareness

In line with our commitment to engagement, National Engineering Month (NEM) offers an important opportunity to raise awareness about the engineering profession and inspire future generations of engineers. Each March, the Ontario Society of Professional Engineers collaborates with Engineers Canada to jointly organize NEM events across the province. Since its inception in 1992, NEM has grown into Ontario's largest engineering event.

Held at post-secondary institutions, STEM-focused organizations, engineering companies and other industry groups, NEM events are designed to showcase the various ways engineers make a difference in their communities. Throughout this month, PEO's 36 chapters are helping drive local engagement by connecting with communities and engaging students to emphasize the significance of the engineering licence and the critical role engineers play in safeguarding the public's safety and well-being. Their efforts during NEM help broaden the understanding of engineering's impact while encouraging students to consider it as a career path.

Looking Ahead

As we look ahead to our AGM next month in Ottawa, I am eager to gather with our licence holders and stakeholders to reflect on the progress we have made and the challenges ahead. The AGM is a key opportunity to come together, engage in meaningful discussions and address regulatory matters that are essential to the continued growth and integrity of the profession. It is through these annual gatherings that we foster transparency and shared learning and ensure we remain aligned with the needs of both the profession and the public we serve.

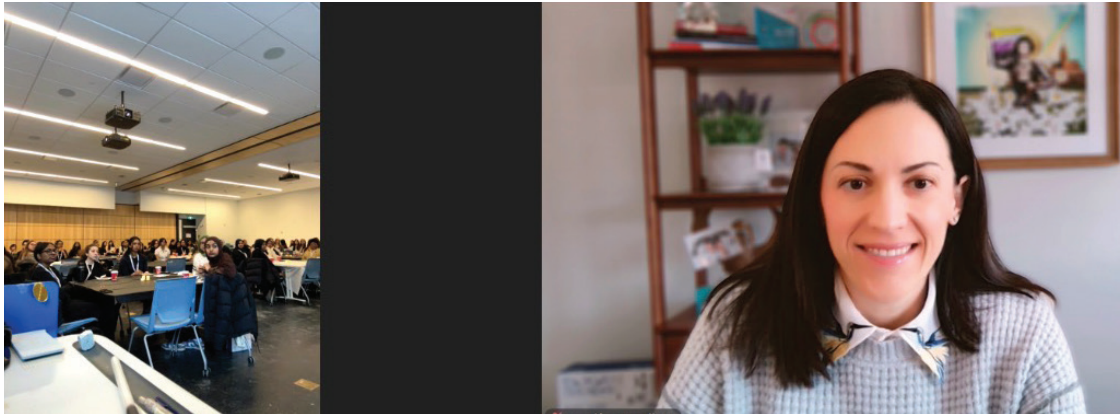


On March 6, Jennifer Quaglietta, P.Eng., MBA, ICD.D (bottom right), participated in a panel discussion as part of the Canadian Network of Agencies for Regulation (CNAR) Executive Director Conversation Series, called Women Leading in Professional Regulation. Panelists also included (clockwise from bottom left) Naakai Garnette, director, regulatory affairs, College of Registered Psychotherapists of Ontario; Jennifer Bertrand, executive director, CNAR; and Ann Zeng, deputy registrar, Ontario Energy Board.



On February 19, Jennifer Quaglietta (front left) attended a Grade 7 science fair at De La Salle College by providing opening remarks and participating as a judge along with 20 others.





On February 7, Jennifer Quaglietta delivered a virtual keynote address to women engineering students at Toronto Metropolitan University's Women in Engineering Conference.






On February 17, Jennifer Quaglietta delivered the keynote speech at Toronto Metropolitan University's First-Year Engineering Conference.

OPERATIONAL PLAN STATUS REPORT

PEO’s 2026–2030 Strategic Plan includes the 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 March, work is underway per schedule for 19 of

these initiatives. One of the initiatives is already complete, as previously noted in February’s report (see Table 1).

Table 1: Operational Plan Status Report as of March 2026

PEO OPERATIONAL PLAN MARCH 2026								
PILLAR + GOAL	OBJECTIVE	OBJECTIVE NUMBER + PROJECT NAME	NYS	<HALF	>HALF	DONE	REPORT DATE	
 <p>1. EFFECTIVE AND RELEVANT REGULATION</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>1.1 Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations.</p>	1.1.1 Comprehensive Review of the <i>Professional Engineers Act</i> Roadmap					March, November	
		<p>1.2 Enhance stakeholder awareness and confidence in PEO’s regulatory effectiveness.</p>	1.2.1 Rebrand Project					September
	1.2.2 Public Confidence Study						February	
	1.2.3 Student Advisory Group						March, November	
	<p>1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation.</p>	1.3.1 PEAK Suspensions					Every report	
		1.3.2 Professional Standards and Guidelines Review					Reported through RPLC	
		1.3.3 Continuing Professional Development Program (CPD)					Every report	
	 <p>2. GOVERNANCE ADVANCEMENT</p> <p>Enhance governance structures to champion effective leadership and decision-making to deliver on PEO’s statutory mandate</p>	<p>2.1 Embed a “public interest first” mindset in all decision-making.</p>	2.1.1 EIT 2.0 Program					June
			2.1.2 Chapter Procedure Manual Version 2.0					
		<p>2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>	2.2.1 Election System Roadmap					
2.2.2 Council Performance Evaluation Framework								Reported through GNC
2.2.3 Remuneration for Council and Volunteers								Reported through GNC
 <p>3. ORGANIZATIONAL EXCELLENCE</p> <p>Nurture a high-performing organization through its people, processes, and systems</p>	<p>3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	3.1.1 Customer Service Model Enhancements					June	
		3.1.2 “As of Right” Project						February
		3.1.3 Digital Transformation Project						March, November
		3.1.4 AI Roadmap						March, November
		3.1.5 Review Financial Controls						September
		3.1.6 Billing Cycle						November
		3.1.7 Technical Exams Review						June
		3.1.8 “One PEO” –Redesigned Future State						March, November
		3.1.9 Integrated Case Management System (ICMS) (ONE PEO)						March, November
		3.1.10 Finance Digital Modernization –Integration and Streamlining						November
	<p>3.2 Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals</p>	3.2.1 PEO Academy 2.0						June
3.2.2 Organizational Culture							Every report	
			8%	79%	8%	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

PEO's 2026–2030 Strategic Plan prioritizes a comprehensive review of the PEA and its regulations. The PEA has not undergone substantive review since the 1980s. While some act changes have been made and regulations have been amended periodically to address specific gaps, the legislative framework is overdue for strategic examination.

In Year 1 (2026), PEO will develop a roadmap to guide the legislative review. The objective is to establish shared understanding of the purpose, scope and guiding principles of the legislative review before advancing into substantive reform. The roadmap will establish a clear, evidence-informed framework to support structured policy analysis and decision-making in Years 2 to 4.

This phased approach is intended to support deliberate, transparent and disciplined policy development. It will ensure continuity and promote the efficient use of resources throughout the legislative review process.

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

1.2.3 Student Advisory Group

The selection process for our new Engineering Student Advisory Group (ESAG) continues with a review of applicants now underway following a month-long application period. This volunteer opportunity was promoted widely through direct engagement to engineering programs across the province. This was accomplished via targeted social media posts, through communication with participants in our Student Mentorship Program, during on-site presentations to students and through collaboration with key stakeholder groups. Notable among those groups is the Engineering Student Societies' Council of Ontario (ESSCO), with whom we will continue to engage regularly on issues affecting students.

The ESAG is being established as a pilot project. It underscores our commitment to enhancing the credibility of our policy recommendations to Council and our committees through increased, targeted engagement with our key stakeholder groups. The ESAG complements our two other related initiatives, the Strategic Stakeholder Advisory Group and the Employer Advisory Group, that aim to help us identify potential gaps or challenges on specific policy options being considered by PEO.

Through the ESAG, we expect to gain a more comprehensive understanding of the needs and aspirations of students enrolled in engineering programs as they move closer to graduation and, for those so inclined, licensure as professional engineers. ESAG members will also be encouraged to share insights into outreach and engagement strategies for engineering students; awareness

and accessibility of licensing processes; barriers to participation in the engineering profession; EDI initiatives within engineering education and professional practice; and communication tools, events and resources aimed at students and recent graduates.

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

1.3.1 PEAK Suspensions

PEO suspended 21 licences on November 10, 2025, as part of the first phase of licence suspensions. Licences were suspended for failure to complete the PEAK program requirement. As of February 17, 2026, 18 licences remain suspended. A suspension means that the individual holding the suspended licence is not permitted to practise, and the fact of their suspension is permanently posted on PEO's public-facing online directory. To lift the suspension, licence holders must complete their overdue PEAK program requirement. More suspensions will be administered in 2026 for failure to complete mandatory PEAK requirements.

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Licences that remain suspended for PEAK non-compliance, as of mid-February

1.3.3 Continuing Professional Development Program (CPD)

Council has directed a strategic review of PEO's CPD program as part of the 2026–2030 Strategic Plan. Simultaneously, PEO is leading national harmonization discussions to support greater consistency in CPD frameworks across engineering regulators, recognizing that while individual program design may vary, core structural elements should be harmonized.

The Regulatory Policy and Legislation Committee (RPLC) held a preliminary policy discussion at its February meeting, informed by comprehensive stakeholder engagement conducted in fall 2025. A refined policy proposal incorporating RPLC feedback will be discussed at the March Council meeting and brought forward for review and further consultation. The intent is to present a final program for Council approval at the June meeting, including any required regulatory amendments.

The operational plan anticipates phased implementation. Certain elements of the CPD program are expected to come into effect in 2027, with full implementation targeted for 2028.

GOVERNANCE ADVANCEMENT

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

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

2.2.1 Election System Roadmap

Council has directed a comprehensive review of PEO's election system as part of the 2026–2030 Strategic Plan. In Year 1 (2026), PEO will develop a roadmap to establish an evidence-informed foundation for policy development in Years 2 to 4. An external consultant will be engaged to support this work.

The Year 1 review will examine whether the current election system continues to support effective governance and preserve enlightened self-regulation. It will also clarify the purpose, scope and direction of reform before detailed policy development begins in subsequent years.

This initiative is linked to the broader review of the PEA and regulations (initiative 1.1.1 above). We recognize that substantive changes to the election or governance framework likely would require amendments to the PEA and/or the regulations.

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

3.1.3 Digital Transformation Project

Building on the foundational work and success of PEO's digital transformation and 2023–2025 Strategic Plan, digital transformation continues to be a focus in 2026 in the areas of applications, technology infrastructure and cybersecurity. The investments made in previous years allows the organization to have greater agility in light of the need for continuous improvement to our operations, evolving cyber threats and changes to regulatory policies and legislation. Work to support data-driven decision-making also continued through the delivery of enhanced data and analytics capabilities. Further, as cybersecurity threats evolve, staff continue to evaluate and identify areas to harden our security posture. This work includes planning for mock disaster tabletop exercises. These were conducted in the previous two years with staff and with members of Council's Audit and Finance Committee (AFC). These activities are planned again for 2026 with the aim of strengthening mitigation and recovery processes, as well as cybersecurity oversight and governance.

3.1.4 AI Roadmap

Building on the foundation of PEO's digital transformation strategy, PEO is embarking on creating and deploying a multi-year AI strategy. The goal of this strategy is to enable effective, secure and responsible adoption of artificial intelligence across PEO to enhance regulatory excellence and drive organizational efficiency.

This roadmap will outline an approach to AI adoption to support PEO's operational activities and to inform use of AI in engineering practice.

Since fall 2025, staff have been preparing for the rollout of a generative AI platform to aid staff in daily functions. This includes:

- The development of guidelines to support staff use of generative AI;
- Configuring the AI platform within our computing environments to ensure information and privacy safeguards are maintained;
- Identifying department-specific use cases and a process to deliver and support AI applications;
- Revising risk management plans to ensure oversight of AI in situ; and
- Launching staff training and education, which will begin in late March, with additional sessions to be held throughout April.

In addition, an overview of the AI roadmap and discussion on use cases were shared with the AFC for information at its March 2026 meeting. Selected use cases include streamlining administrative activities, facilitating content creation, supporting data analysis, enabling high-level document analysis and supporting knowledge management. Staff will continue to provide regular updates to the AFC and Council on the rollout of generative AI and on substantive use cases as they are identified.

The goal of this strategy is to enable effective, secure and responsible adoption of artificial intelligence across PEO to enhance regulatory excellence and drive organizational efficiency.



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

SEEP is a co-ordinated, program-level initiative that integrates technology modernization, communications and governance to significantly improve stakeholder experience, operational efficiency and trust in PEO's regulatory mandate. To date, we are preparing a list of projects with common goals and placing them under the SEEP program. Stakeholder groups that will benefit from this project include Regulatory Compliance and Tribunals by providing a case management solution that will improve consistency, transparency, timeliness and defensibility of decisions (see 3.1.9 below).

3.1.9 Integrated Case Management System (ICMS) (SEEP)

The cloud-based Integrated Case Management System (ICMS) enables PEO to effectively manage its end-to-end regulatory compliance, investigation, adjudication and enforcement processes in a legally defensible, auditable and efficient manner. Following a competitive bidding process, we are currently entering the vendor shortlisting stage and are hoping to award a contract by the end of April.

3.2 Promote a collaborative, innovative and inclusive 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 belonging.

PEO's Human Resources team is working to strengthen alignment and commit to a shared purpose, unifying the important work undertaken by each department. PEO has reported an upward trend in overall engagement and inclusion scores in the past two years. To sustain this positive momentum, collective staff subject-matter expertise will be leveraged to evaluate key survey metrics and feedback and convert those findings into initiatives that will support this project.

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 March 2026 PEO Governance Scorecard reflects performance results for the period of January 1 to 31. Overall, performance remains strong (see Table 2) with seven indicators surpassing their targets (green). The remaining five indicators are on track (grey) and will be reported throughout the year.

As part of PEO's continuous governance improvement program, Council reviewed and accepted the proposed changes to the 2026 Council scorecard at its February meeting. The 30 by 30 initiatives and standards and guidelines reviews have been removed from the Council scorecard; progress on these items will be shared in this report when available.

Table 3: March 2026 Governance Scorecard

Mar 2026 PEO Corporate Strategic Scorecard - Council Indicators											Reporting Period: Jan 1 st to 31 st , 2026	
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2026 Target	2026 Threshold	Reporting Value	Numerator	Denominator	Status Description	
1	Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng. and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	113	113	PEO surpassed the target for the reporting period. PEO streamlined its P.Eng. Mobility Application process in Dec 2025 by integrating the completed application review process into its 10-day registration decisions process.	
2	Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	109	109	PEO surpassed the target for the reporting period.	
3	Registration Decisions Within Target – Canadian P.Eng. Mobility (C), (F)	The number of Canadian P.Eng. Mobility applications for whom a registration decision is made within 10 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	218	218	PEO surpassed the target for the reporting period.	
4	Licensed Practice Complaints Resolution Time within Target (C)	The number of complaints (s.24) filed against PEO licence and Certificate of Authorization holders disposed of within 676 days divided by the total number of disposed licensed practice complaints during the reporting period. The complaint resolution time captures all end-to-end activities completed by PEO staff, the Complaints Committee, the complainant, the respondent, and external experts from the date a complaint was filed to the date the signed decision was dispatched.	Regulatory Operations	●	↑	75%	65%	90%	9	10	PEO surpassed the target and continues to pursue improvements to its complaints process and reporting tools. Furthermore, PEO improved the average resolution time by over 5% in 2025. The average resolution time improved to 552 days from 629 and 750 days in 2025 and 2024 respectively.	
5	Unlicensed Practice Enforcement Resolution Time within Target – Reduced Risk Cases (C)	The number of unlicensed practice enforcement cases (s.40 (2) & (3)a.) opened against individuals or entities who use a term, title or description without a PEO licence with a reduced risk level disposed of within 90 days divided by the total number of disposed reduced risk cases during the reporting period. The enforcement resolution time captures the end-to-end activities completed on a case from the date it was filed to the date the signed decision was dispatched.	Regulatory Operations	●	↑	80%	70%	97%	29	30	PEO surpassed the target for the reporting period. Proactive case reviews and follow-up communications with respondents continues to be effective in reaching compliance in a timely manner. Furthermore, a majority of respondents willingly complied with the corrective action requested by PEO.	
6	Mandatory PEAK Compliance Rate (C)	The compliance rate, expressed as a percent, for P.Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The PEAK program for practising engineers has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	●	↑	85%	75%	56%	43,498	77,513	PEO is on track to meet the target by the end of this year.	
7	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Corporate Services	●	↑	90%	80%	4%	1	24	As referenced in the 2026 Operational Plan, there are 24 strategic initiatives planned for this year. Several initiatives have started and are progressing on track per their respective workplan; one is complete as of January.	
8a	Year to Date Budget Revenue Variance (C)	The variation, in percent, of the actual year-to-date regulatory revenue (P.Eng. and Application, Registration, Exam, and Other Fees) compared to the year-to-date budget. A positive percentage indicates a favorable variance (better than planned). A negative variance indicates an unfavorable variance (worse than planned).	Finance and Corporate Services	●	↑	Greater than -5.0%	Greater than -10.0%	Dec 2025: 1.62%	Dec 2025: \$496,574.69	Dec 2025: \$30,705,196.60	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. The December 2025 results are provided for informational purposes only. As of year-end Dec 2025, PEO's 1.62% favorable variance in actual revenue versus budget is predominantly driven by the higher than anticipated examination fees revenue.	
8b	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend on core operations (excluding special projects and strategic plan initiatives) compared to the year-to-date budget. A positive percentage indicates a favorable variance (underspent). A negative variance indicates an unfavorable variance (overspent).				Within 0.0% to 10.0%	Within -5.0% to 15.0%	Dec 2025: -1.61%	Dec 2025: (\$581,390.47)	Dec 2025: \$36,095,987.85	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. The December 2025 results are provided for informational purposes only. As of year-end Dec 2025, PEO's 1.61% unfavorable variance in actual spending versus the budget is attributed to overall higher spending across several areas, including purchased services, contract staff expense, legal & chapter expenses.	
9	Days Cash on Hand (C)	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Finance and Corporate Services	●	↔	180	90	Dec 2025: 429	Dec 2025: \$42,558,232.00	Dec 2025: \$36,174,844.61	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. December 2025 results are provided for informational purposes only. As of year-end Dec 2025, PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.	
10	Customer Service Experience Rating (C)	The average user rating for customer service inquiries received during the reporting period. A rating of 10 represents that a user rated their customer service experience as excellent for an inquiry and a 1 represents a poor experience.	Finance and Corporate Services	●	↑	6.5	5.5	7.0	N/A	87	PEO surpassed the target for the reporting period. PEO received 87 customer experience surveys in 2026 and is reviewing the recent customer feedback to ensure consistent, high-quality customer service delivery.	
11	Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management	●	↑	81.5%	76.5%	N/A	N/A	N/A	PEO will provide an update at the end of this year.	
12	Staff Turnover (C)	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Talent Management	●	↓	15%	18%	1%	1	135	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).	

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

Regulatory Operations

Licensing

“As of Right” Project

The Licensing team continues to meet all timelines and requirements of the “As of Right” provincial legislation. In January, the team processed 218 mobility applications, which is a new monthly record.

FARPACTA KPIs

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

Inventory Management Plan (IMP)

The current legacy applicant inventory as of January 31 is 12,436, which means the inventory has reduced by 334 since December 31. This continues to be a major reduction from the approximate 34,000 applicants in July 2023. Furthermore, only 7 per cent of the applications are awaiting assessment from PEO (see the “With PEO” column in Table 3). Meanwhile, 93 per cent of applications await the applicant’s completion of one or more obligations, such as passing a required examination (see the “With applicant” column in Table 3).

The “Other” category is a sum of smaller subgroups, such as applicants who received a Notice of Proposal or requested a hearing or an assessment by the Experience Requirements Committee.

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	65		65
Writing technical examinations	27%	3352	3352	
Writing the NPPE	28%	3475	3475	
Pending validator CBA forms	6%	774	774	
CBA assessment active	3%	347		347
Accumulating experience inactive	32%	4009	4009	
Other	3%	414		414
Total inventory	100%	12,436	11,610	826
Percentages			93%	7%

Table 3: Legacy Applicant Inventory Stages

Time-based Experience Review Project

PEO’s Communications, Governance, Licensing, Program Management Office (PMO) and Information Technology (IT) teams have been working to operationalize Council’s November 2025 motion to change the minimum experience requirement from 48 months to 24 months, once the change becomes part of Regulation 941 under the PEA. The new minimum 24-month period will commence when the applicant has acquired their degree or equivalent education qualifications. The goal is to meet a July 1, 2026, implementation date. This will apply to both the FARPACTA-compliant process and the legacy process.

EIT 2.0 Program

PEO’s Governance, Licensing and PMO teams are also developing 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.

Technical Examination Projections

As previously reported, as of the fall-winter 2024 session, the number of FARPACTA technical exam registrations exceed legacy technical exam registrations. Meanwhile, the overall number of technical exam registrations have reached a new record of approximately 4500 registrations for the spring-summer 2026 session (see Figure 1).

The projections in this graph are based on a status quo approach to technical examinations within the FARPACTA-compliant process.

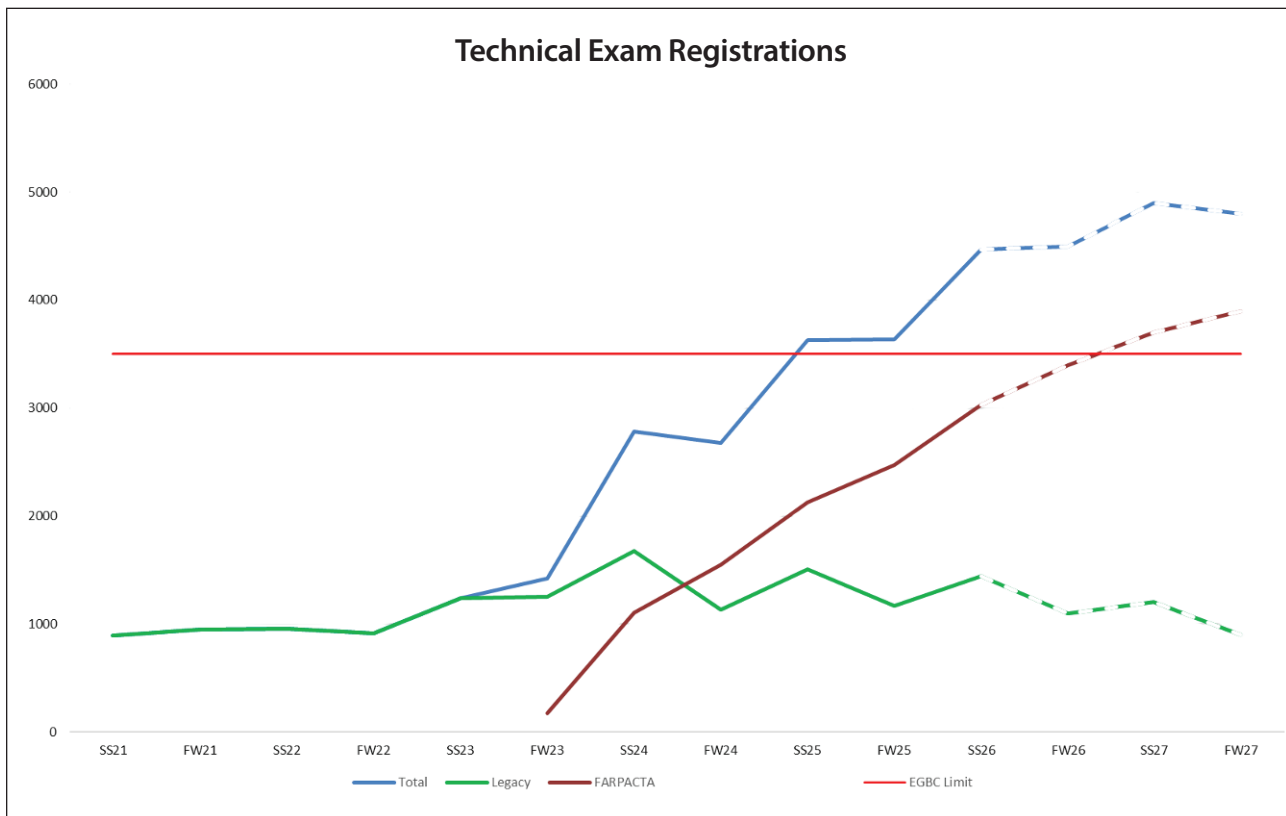


Figure 1: Technical Exam Registrations

FARPACKA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of January 31, 2026)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	27,103
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	21,230
SUBTOTAL CEAB GRADUATES	22% (4763/21,230)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (13,653/21,230)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	13% (2841/21,230)

27,103 Prospective applicants who have started a P.Eng. application

21,230 Prospective applicants who have started the academics section

4763
Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (3229/4763)
ACADEMICS COMPLETED	42% (2010/4763)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (90/4763)
CBA IN PROGRESS	74% (3526/4763)
GOOD CHARACTER COMPLETED	68% (3205/4763)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1432
PASSED ONE CONFIRMATORY EXAMINATION	13.8% (197/1432)
PASSED TWO CONFIRMATORY EXAMINATIONS	20.6% (295/1432)
PASSED THREE CONFIRMATORY EXAMINATIONS	17.9% (257/1432)
PASSED FOUR CONFIRMATORY EXAMINATIONS	47.7% (683/1432)

13,653
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% (9663/13,653)
ACADEMICS COMPLETED	5% (644/13,653)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (391/13,653)
CBA IN PROGRESS	51% (6941/13,653)
GOOD CHARACTER COMPLETED	52% (7095/13,653)

Unlicensed Practice Enforcement

Seven prosecutions are already underway at various stages in the Ontario courts system. Six additional matters are in our pre-prosecution phase. This is where the Unlicensed Practice Enforcement (UPE) team and internal legal counsel complete a thorough review of each case and related evidence before laying charges for violations of the relevant provisions of the PEA.

With reduced risk files (primarily title violations), over 96 per cent are resolved and closed within 90 days or less. Most respondents willingly comply with the corrective action requested by the UPE team.

The median length of time a file is open is expected to remain between 50 and 60 days.



The current median time an unlicensed practice file is open is 56 days

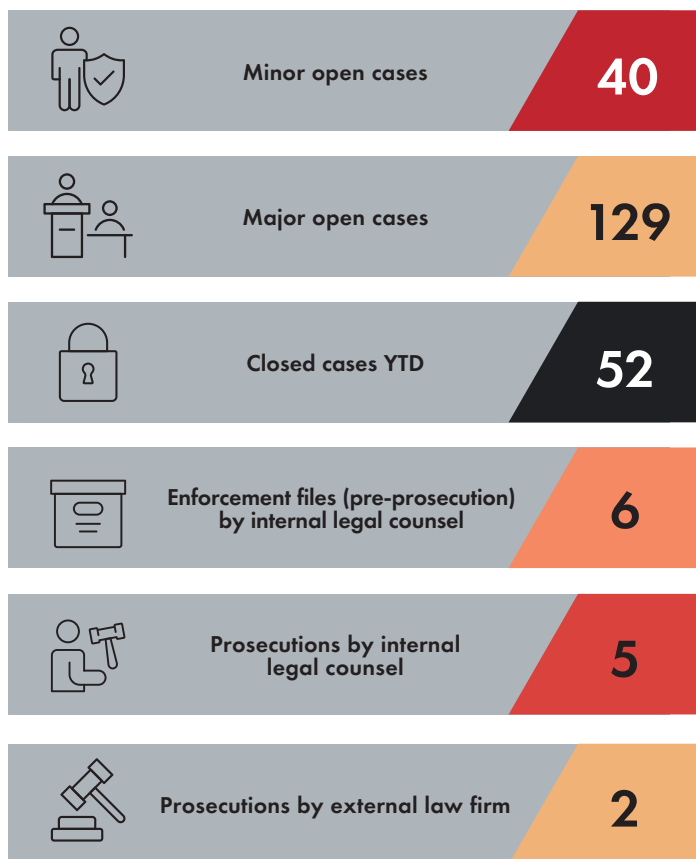


Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO's Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). 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 February 17, 10 new complaints were filed with PEO, and 10 existing complaints were disposed of by the COC (see Figure 2). There are currently 211 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.



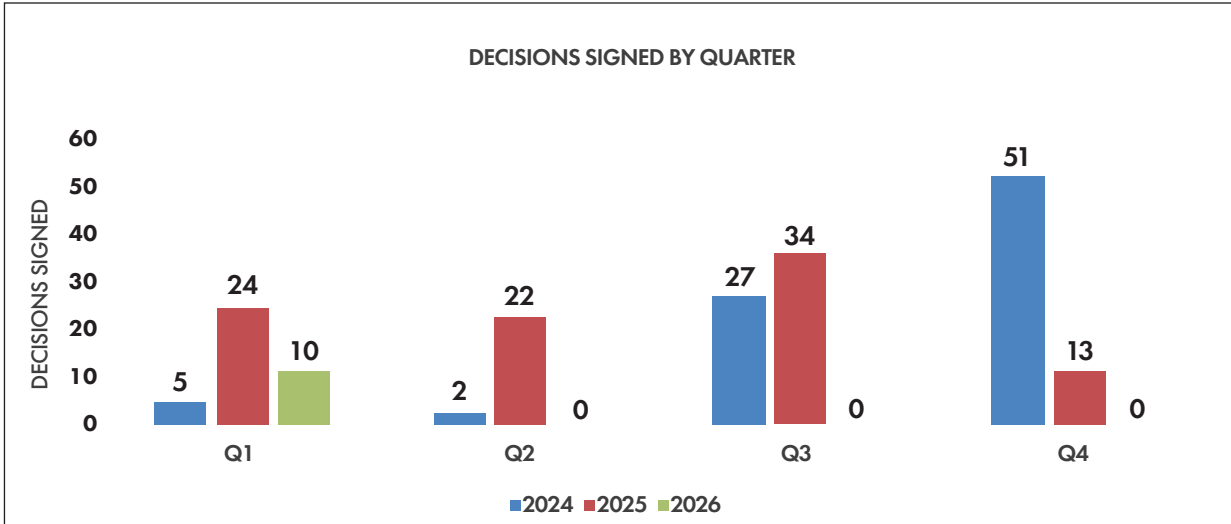


Figure 2: Number of Complaints Decisions Issued by Quarter

10 Complaints disposed of by the Complaints Committee between January 1 and February 17

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 552 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 (64 per cent of all complaints). Complaints related to technical competence/negligence represent the next largest category (24 per cent).

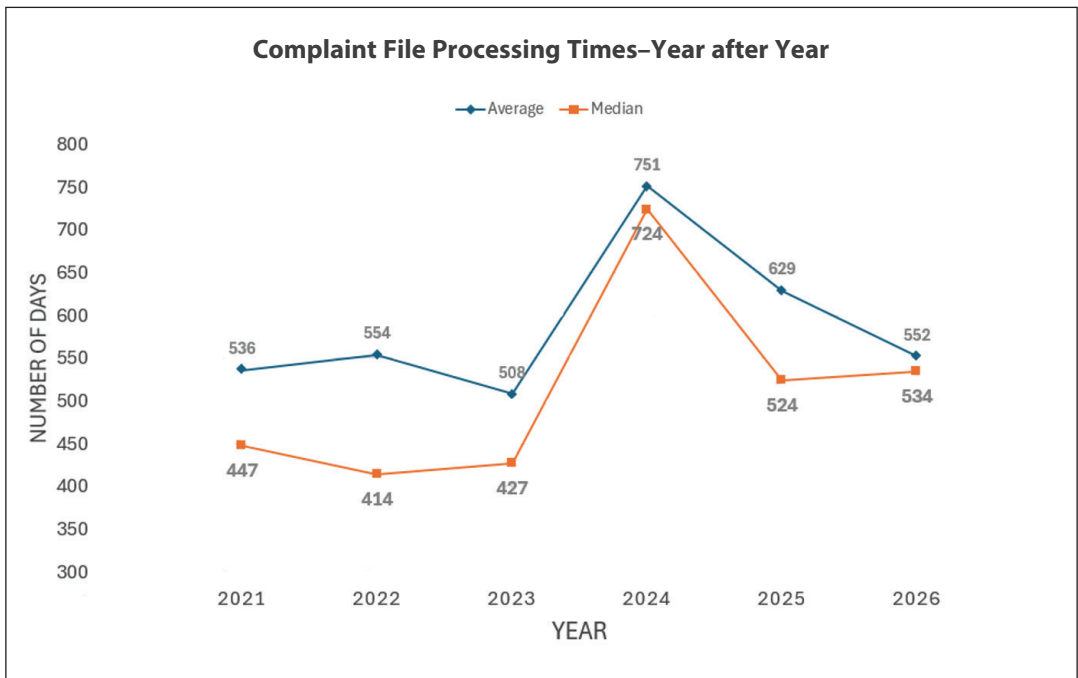


Figure 3: Complaints File Processing Times

552
 Average days for complaints file processing, down from 751 at the end of 2024.

PEAK

As of February 17, approximately 77,000 licence holders are required to complete the PEAK program. Of the required participants, 63 per cent have already completed their first two PEAK elements, which were due on January 31. Additionally, 14 per cent of the required participants are still in progress and 23 per cent have not yet started. 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).

Figure 4 shows comparative views of the compliance rate for PEAK elements across the years since PEAK became mandatory in 2023.

63%

Participants who have completed both the Practice Evaluation and Professional Practice Module elements for 2026, as of mid-February. Last year, 64 per cent had completed the first two elements by March 1, 2025.

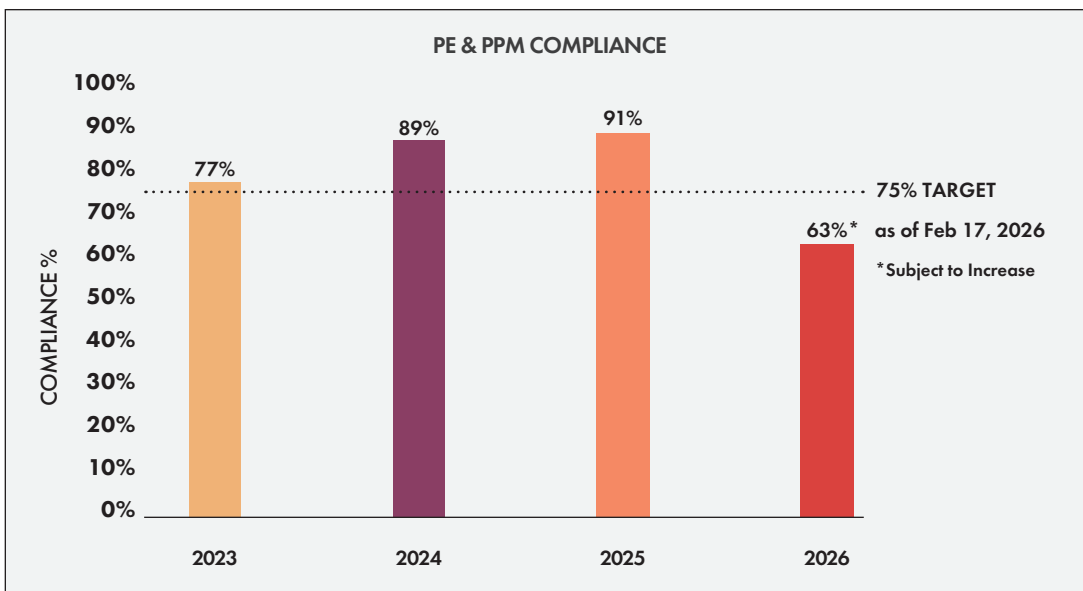


Figure 4: Practice Evaluation and Professional Practice Module Compliance, 2023–2026

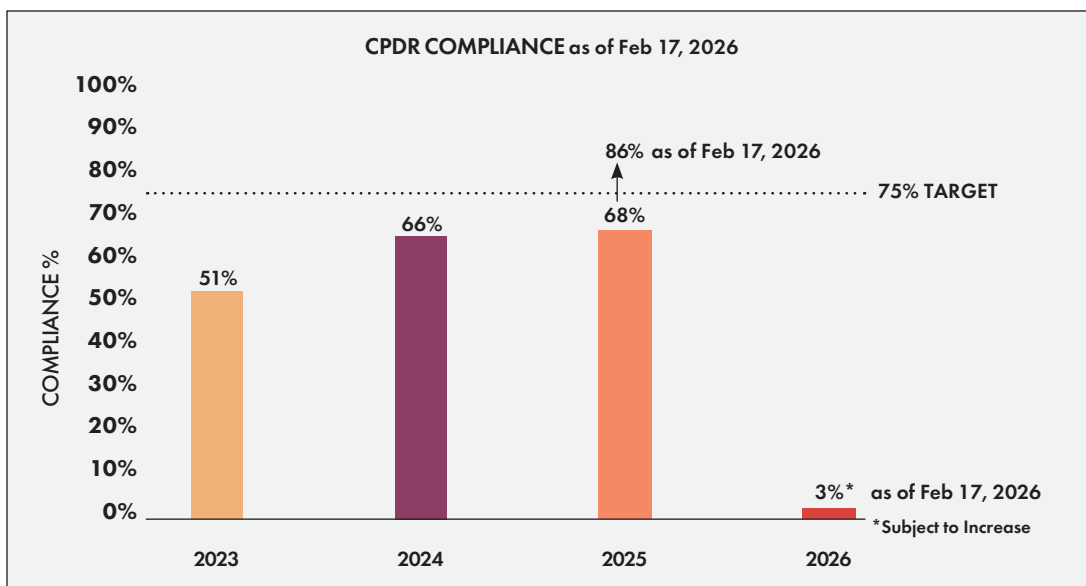


Figure 5: Continuing Professional Development Report Compliance, 2023–2026

86%

Participants who have completed their Continuing Professional Development Report for 2025, as of February 17.

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).

PEO currently has 83 open REC matters. The IMP Project, for which an additional 178 NOPs have been requested, is not included in Figure 6.

NOPs are drafted for the registrar’s or deputy registrar’s approval by either a licensed lawyer or licensed paralegal. The total number of NOPs requested in 2025 was 391. This represents a nine-fold increase from 2024. Year to date, 24 NOPs have been requested in legacy and FARPACTA matters (see Figure 7). A new project is also underway to issue NOPs for applicants who have failed to pass the

National Professional Practice Exam within the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

REC hearings must be handled by a lawyer, acting on the registrar’s behalf. 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. Year to date, PEO has received 23 requests for hearings (see Figure 9). At this time last year, we had 13 requests for hearings.

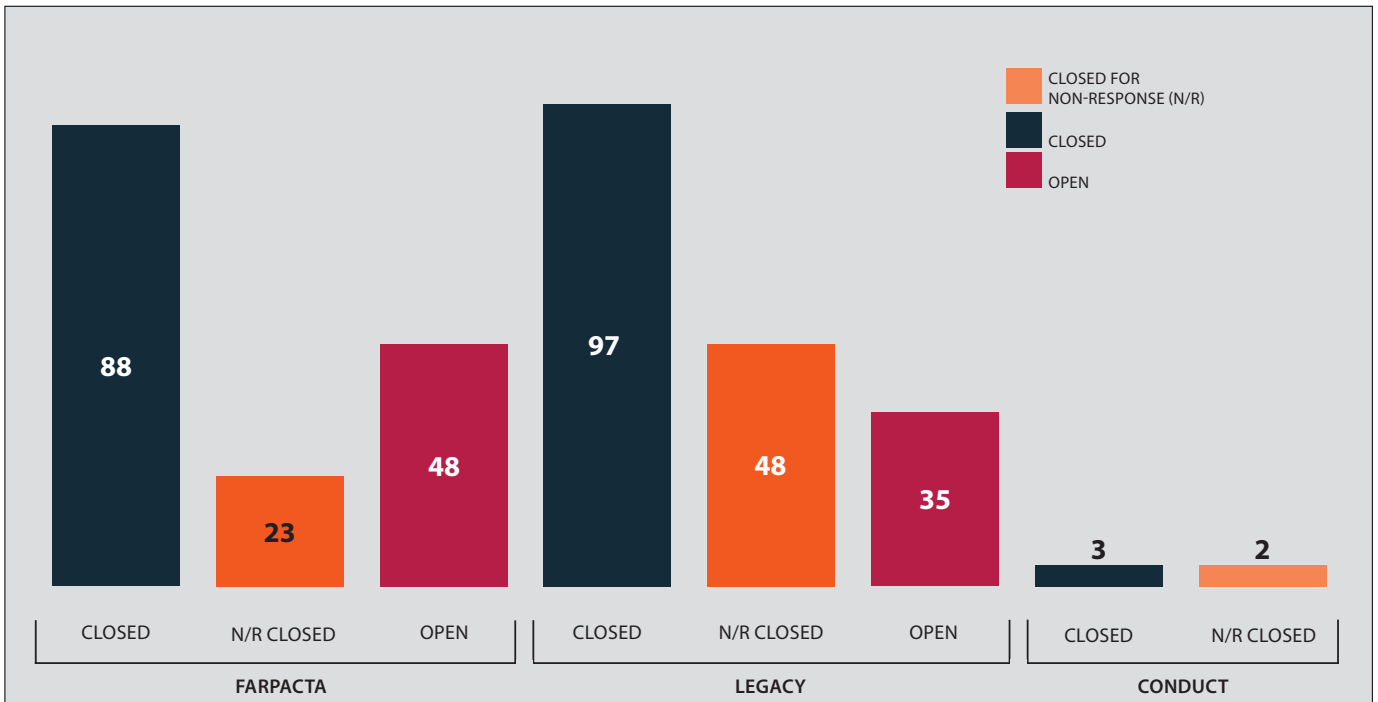
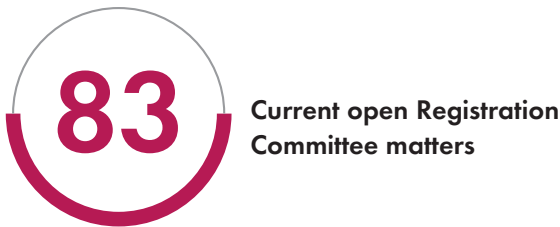


Figure 6: Current Status of REC Matters by Category

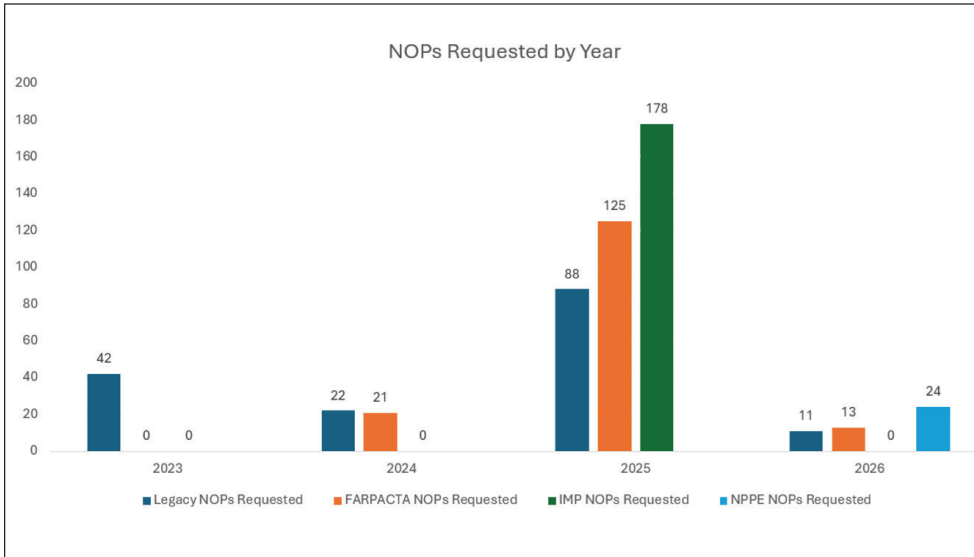


Figure 7: Notices of Proposal Requested by Year

A new project is underway to issue NOPs for individuals who have failed to pass the National Professional Practice Exam by the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

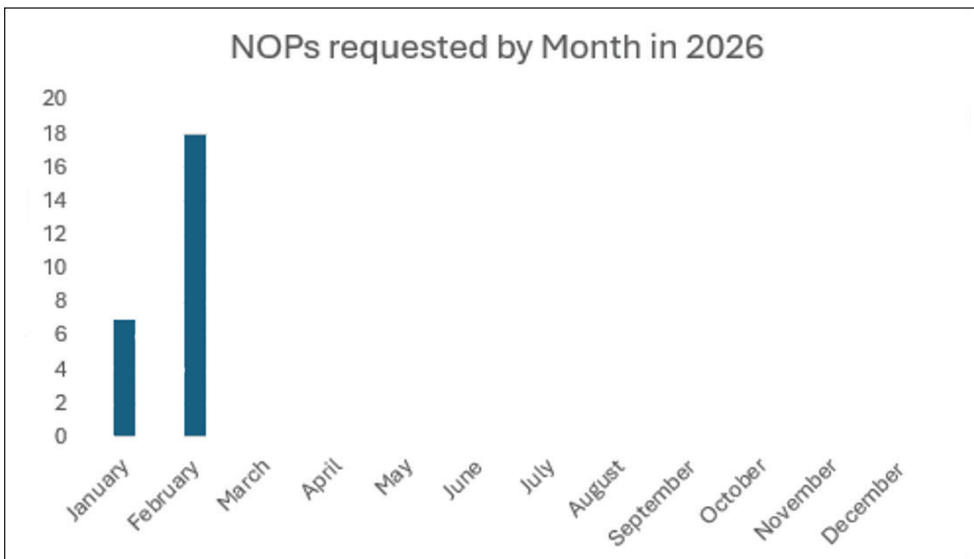


Figure 8: Notices of Proposal by Month in 2026

24

NOPs that have been requested in 2026, the majority of which were in February

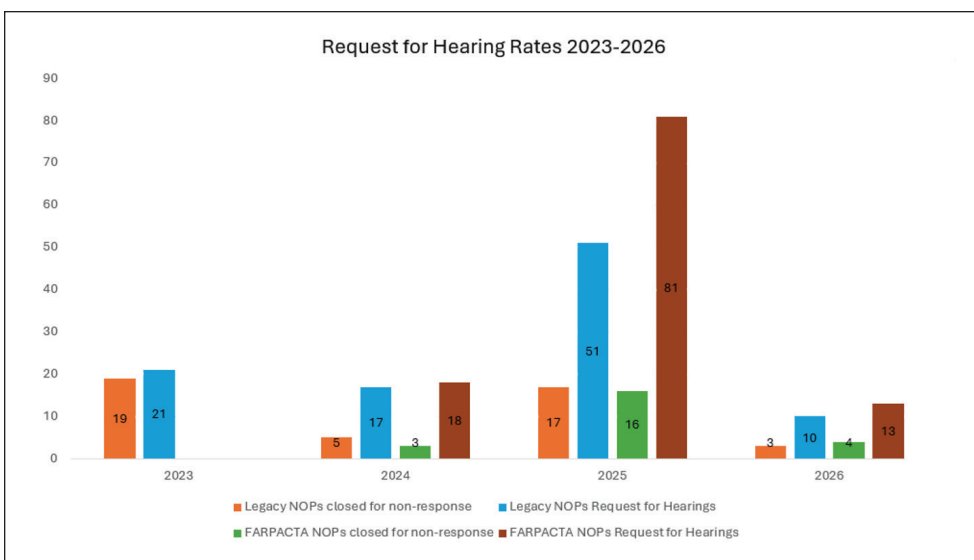


Figure 9: Request for Hearing Rates 2023-2026

We saw a four-fold increase in the number of Requests for Hearings in 2025 as compared to 2024. Year to date, we have received 23 requests for hearings.

Finance

For the 12 months ending December 31, 2025, total revenues amounted to \$38.9 million, while total expenses were \$38 million. This resulted in an excess of revenue over expenses of \$909,949, as shown in Table 5.

Total revenues were \$1,167,164 better than 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 favourable to budget by \$188,076. This positive variance is primarily driven by lower-than-budgeted spending across

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

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,355,241.

Table 6 shows cash of approximately \$5.2 million and an investment portfolio of approximately \$37.4 million as of December 31, 2025, compared to cash of \$5.5 million and an investment portfolio of \$35.2 million as of December 31, 2024.

	2025 Actual	2025 Budget (Reclassified)	Variance Actual vs Budget
TOTAL REVENUES	\$38,908,391	\$37,741,227	\$1,167,164
Operations expenses	\$36,677,378	\$36,095,988	(\$581,390)
projects and strategic plan exp	\$1,321,064	\$2,090,532	\$769,467
TOTAL EXPENSES	\$37,998,442	\$38,186,520	\$188,076
EXCESS OF REV OVER EXP	\$909,949	(\$445,293)	\$1,355,241

Table 5: Revenues and Expenses as of December 31, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$5,164,249	\$5,476,019	(\$311,770)
Other current assets	\$1,914,913	\$1,372,439	\$542,474
Marketable securities	\$37,393,983	\$35,151,617	\$2,242,366
Capital assets	\$24,780,048	\$25,961,883	(\$1,181,835)
TOTAL ASSETS	\$69,253,193	\$67,961,958	\$1,291,235
Current liabilities	\$15,602,357	\$14,905,048	\$697,309
Employee future benefits	\$6,141,000	\$8,428,500	(\$2,287,500)
Net assets	\$47,509,836	\$44,628,410	\$2,881,426
TOTAL LIABILITIES & NET ASSETS	\$69,253,193	\$67,961,958	\$1,291,235

Table 6: Assets and Liabilities as of December 31, 2025

Remissions and Resignations

As of December 31, 2025, the data in Table 7 shows that the estimated total number of P.Eng.s in fee remission was approximately 13,852, compared to 13,881 as of the same period in 2024. The number of resignations as of December 31, 2025, was estimated to be 998, compared to 1328 resignations as of December 31, 2024. Overall, the estimated total number of P.Eng.s as of December 31, 2025, was 91,252, compared to 88,742 reported on December 31, 2024.



	YTD DEC. 2025	YTD DEC. 2024
Members seeking remission	3089	3321
Total members in fees remission	13,852	13,881
Members resigned	998	1328
Total P.Eng.s	91,252	88,742

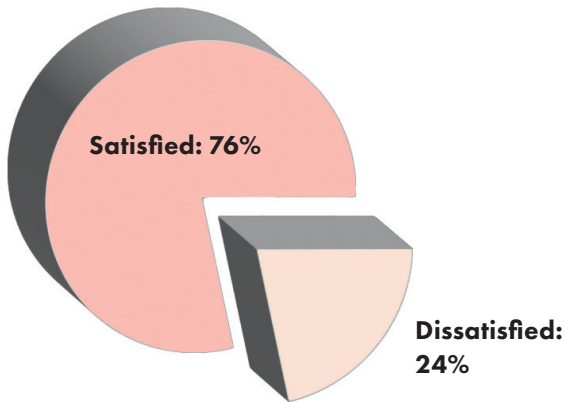
Table 7: Estimated Remissions and Resignations as of December 31, 2025

Customer Service

PEO’s customer service model continues to receive positive feedback. The 2026 customer satisfaction score stands at 7.0 out of 10 (n=85) with strong ratings for issue resolution and inquiry response times (see Figure 10). Furthermore, the Level 1 Customer Service team’s average resolution time is 1.7 days in 2026, down from 2.3 days in 2025.

Between January 1 and 31, the Level 1 Customer Service team managed 4284 inquiries. The team continues to maintain their first-contact resolution rate (see Table 8), where over 90 per cent of inquiries are resolved without escalating them to our Level 2 specialized support teams.

Was the user satisfied with PEO’s response time?



Was the issue resolved to the user’s satisfaction?

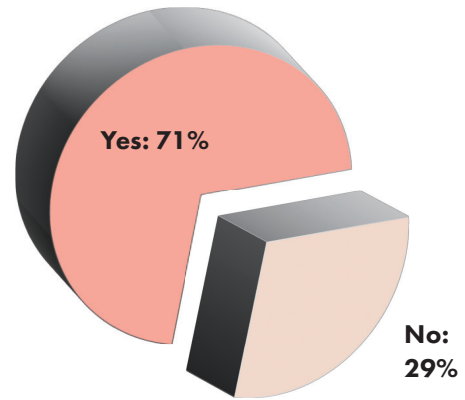


Figure 10: 2025 Level 1 Customer Experience Survey Feedback

2026 Level 1 Customer Service Delivery Overview

Mode	Inquiries by Mode
TOTAL INQUIRIES	4282
Emails	3277
Phone Calls	1003
Other	4

94%
Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (4026/4284)
Level 1 resolution rate by Top 3 inquiry topics: Technical Support Inquiries = 96.8% (1396/1442) PEAK Inquiries = 98.8% (1649/1669) FARPACTA Inquiries = 61.3% (149/243)

Table 8: 2025 Level 1 Customer Service Delivery

Volunteer Engagement

Chapters

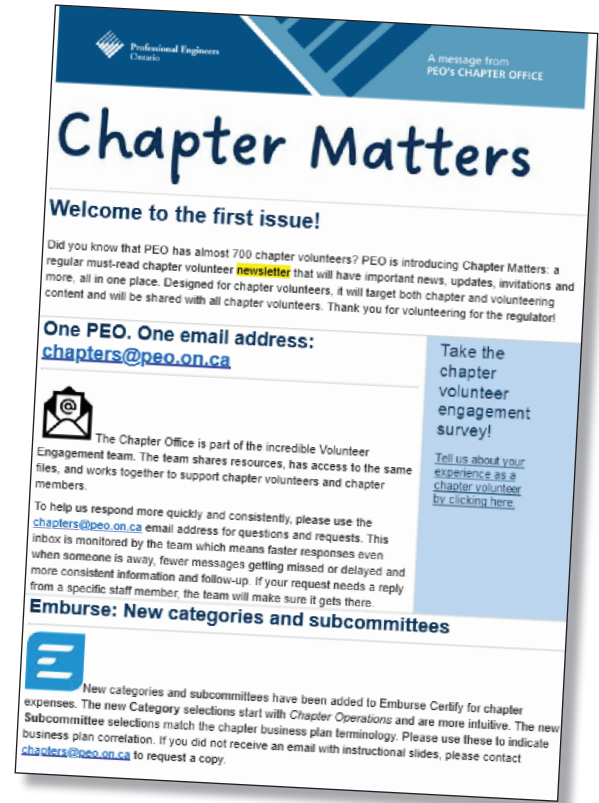
PEO’s Chapter Office continues to drive engagement with chapters. In 2025, chapter volunteers provided meaningful feedback as part of our collective effort to align our work and amplify our impact as a province-wide network. Volunteers highlighted opportunities to upskill executive roles, update volunteers and celebrate successes from across Ontario.

In February, the Chapter Office launched the *Chapter Matters* e-newsletter for PEO’s 650+ chapter volunteers. Our goal is to provide regular updates and announcements on various matters of interest to chapters. Furthermore, this spring, we will launch annual onboarding/ refresher training for all chapter chairs and treasurers. This initiative will supplement ongoing engagement through the quarterly Treasurer Community of Practice and newly launched Chair Community of Practice. Finally, to increase awareness of chapters’ local impact to PEO’s larger engineering community, the Communications team will soon begin to showcase chapter successes as a regular section in *Engineering Dimensions*.

ARE Code

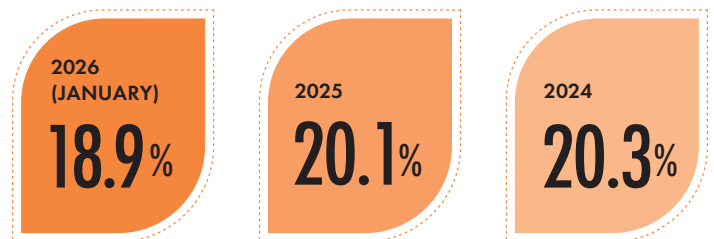
Policy and Measurement

As of late February, membership demographic data has been collected from 10,033 licence holders on a voluntary basis via PEO’s online portal, providing valuable data to inform future EDI strategies.



30 by 30

In alignment with Council’s direction, PEO continues to track and report annual progress toward Engineers Canada’s 30 by 30 initiative, a national commitment to increase the percentage of newly licensed women engineers to 30 per cent by the year 2030. Recent data indicate:



NEWLY LICENSED WOMEN ENGINEERS

*Note that these metrics exclude Canadian P.Eng. mobility applications.

PEO remains committed to supporting gender equity within the engineering profession and will continue regular reporting, promoting licensure among women through targeted pre-licensing outreach, and collaborating with Engineers Canada to advance national alignment and shared objectives.