



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

JUNE 19, 2026



INTRODUCTION

PEO has a long history of proudly regulating Ontario's engineering profession. June 14 marked the organization's 104th anniversary. Each anniversary is a milestone that salutes PEO's stability, resilience and continued relevance over more than a century of change.

I look forward to continuing our transformation with our 2026–2027 Council. Thank you to our newly elected councillors for your willingness to serve and to our returning councillors for your continued dedication and steadfast support of the organization. I also extend my sincere gratitude to our two outgoing lieutenant governor-in-council appointees (LGAs), Lorne Cutler, MBA, P.Eng. (who remains a councillor until the government announces his replacement), and Agostino (Gus) Mastroianni, for their valued service and contributions to PEO. I look forward to welcoming two incoming LGAs as soon as they are appointed. Together, we will continue to fortify PEO's role as a modern regulator and keep the public interest at the centre of everything we do.

New VP, Regulatory Operations

I am pleased to announce the appointment of Stephanie Holko, MBA, P.Eng., ICD.D, as vice president, regulatory operations and, subject to Council's confirmation pursuant to section 3(8) of the *Professional Engineers Act (PEA)*, deputy registrar. Stephanie will oversee and improve our regulatory operations and compliance efforts. I am eager to work with Stephanie as she helps lead PEO through the next phase of our evolution.

New Regulatory Transformation Office

I am also delighted to introduce PEO's Regulatory Transformation Office, led by Adeilton Ribeiro, P.Eng., our new director, regulatory transformation. This new department will ensure continuity of new policies, programs and initiatives from policy development to operational delivery. The work of the Regulatory Transformation Office is to guarantee our regulatory strategy, governance and operations teams are working closely together. By aligning operating procedures, guidance materials and web content and engaging all stakeholders, the office will support effective and consistent implementation of complex regulatory changes. Notably, these include reducing the experience requirement from four to two years, the modernization of the PEA and the introduction of a new Engineering Intern (EIT) program.

Annual General Meeting

On April 25, PEO held its hybrid annual general meeting (AGM) at Rogers Centre, in Ottawa, ON. We welcomed 469 participants both in person and virtually. The AGM was a valuable opportunity to highlight our operational achievements and connect directly with licence holders through meaningful engagement and discussion. Congratulations to President Leila Notash, PhD, P.Eng., FEC, and Chair Rachel Prudhomme, MSc, P.Eng., BPHE, on your new roles on the 2026–2027 Council.



On May 14, Jennifer Quaglietta, P.Eng., MBA, ICD.D (front middle), delivered a keynote speech on creating a culture of belonging at the Women in Trades, Technology and Engineering Trinity Chapter Mother's Day event hosted by Hydro One.



At the May 13 all-staff meeting, Quaglietta (middle), was celebrated after being honoured with two recent awards: the 2026 Professional Excellence Award from the Canadian Italian Business Professionals Association and the G. Raymond Chang Outstanding Volunteer Award from Toronto Metropolitan University. Quaglietta was also one of three finalists for the Board Leadership Excellence Award from Women Get on Board. Photographed with her are (from left to right) Marina Solakhyan, vice president, regulatory strategy and governance; Arun Dixit, vice president, operational excellence; Dan Abrahams, vice president, corporate affairs and chief legal officer; and Stephanie Holko, vice president, regulatory operations.



On May 13, Quaglietta hosted a Women in Leadership session for women staff leaders. Facilitator Christina Tector led an interactive discussion on how to set boundaries, manage energy and make intentional choices that support both performance and well-being.



On May 12, Quaglietta (back left) participated in the recording of PEO's first podcast episode, called "Where Are all the Women?" Joining the discussion were Marilyn Powers, PhD, P.Eng., ICD.D, dean, engineering and technology and applied computer science and IT at Conestoga College (front left); Natalia Malafeeva, P.Eng., CEM, CMVP, director, higher education and sustainability, Siemens Canada (front right), and Emily Nichols, P.Eng., president, Connect Better Inc. (back right).



On April 17, the Academic Requirements Committee celebrated the completion of initial academic assessments of all legacy P.Eng. applications. As the committee winds down the academic assessment process, it will continue to see re-assessment requests from applicants who obtain new academic degrees or submit qualifying experience to be eligible for referral to the Experience Requirements Committee to potentially reduce their assigned exams.

On April 12, Quaglietta spoke about the pathways to licensure at an iron ring ceremony at the University of Ottawa, where engineering graduates received their iron ring.



On April 15, Quaglietta (middle) participated in a fireside chat with Ben Kates of Weirfoulds LLP called “Regulating Under Pressure: Addressing Burnout, Moral Injury and Decision Fatigue in Professional Colleges.”



On April 13, Quaglietta (third from right) attended and spoke at PEO’s West Central Symposium. Other attendees included (from left to right) President Leila Notash, PhD, P.Eng., FEC, West Central Region Councillor Ravinder Panesar, P.Eng., FEC, Mouwafak Ayoub, P.Eng., of the Mississauga Chapter, Ranjit Gill, P.Eng. of the Brampton Chapter, OSPE CEO Sandro Perruzza and West Central Region Councillor Pappur Shankar, P.Eng., FEC.



On April 25, PEO hosted its 2026 Annual General Meeting in Ottawa. From left to right: President-elect Sardar Asif Khan, PhD, MBA, P.Eng., FEC, PMP, President Notash, CEO/Registrar Quaglietta and 2025–2026 Past President and Chair Gregory P. Wowchuk, P.Eng., FEC.



Engineering Dimensions won its first National Magazine Award: B2B. On June 5, we took home silver in the Best DEI Reporting category for the Summer 2025 article “Queer Engineers Belong Here.”






OPERATIONAL PLAN STATUS REPORT

PEO’s 2026–2030 Strategic Plan includes three pillars: effective and relevant regulation, governance advancement and organizational excellence. In support of this strategic plan, 24

initiatives are planned for this year. As of June, three of these initiatives are already complete and work is underway per schedule for the rest (see Table 1).

Table 1: Operational Plan Status Report as of June 2026

PEO OPERATIONAL PLAN JUNE 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					June, 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	
			0%	67%	21%	13%		

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

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

1.2.1 Rebrand Project

The rebrand project launched in May and is a strategic investment in positioning PEO as a credible authority committed to public safety. It will clarify our purpose, strengthen trust and confidence and ensure PEO's identity reflects its regulatory role and future direction. It will also strengthen engagement with our audiences by making our value, responsibilities and impact easier to understand.

Focus group sessions with a diverse range of stakeholders, including councillors, staff, engineering employers and students, will conclude in June. The next phase of the project includes the development of a brand strategy followed by creative development. Regular updates to Council will be provided throughout the duration of the project, which is expected to conclude in December.

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

1.3.1 PEAK Suspensions

As of May 15, 12 licences remain administratively suspended for not completing their 2025 PEAK requirements. These suspensions were part of the suspension pilot program launched last year that resulted in 21 licences being suspended on November 10, 2025. Since then, three licence holders have complied and six have let their licences lapse.



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

While overall compliance remains strong, a small number of licence holders continue to have overdue requirements. On June 15, further suspensions were imposed against holders who remained non-compliant on that date, according to the criteria described below. PEO specifically notified these licence holders by email, mail and automated phone calls to encourage them to complete their overdue PEAK elements and to explain the consequences of being suspended for not doing so.

The first group of licence holders at immediate risk of suspension is a random sample of 50 individuals out of approximately 8000 who have not completed their CPD hours and/or report for the 2025 PEAK year, which were due on December 31, 2025. This group received 60 days' warning of a pending suspension, and approximately 50 per cent had complied as of May 15. The relatively small number of licence holders in this group reflects the need for PEO to

complete the pilot program verification of our processes and IT solutions to apply and lift suspensions for non-compliance with the CPD hours/report element of PEAK.

The second group at risk of administrative suspensions on June 15 is a random sample of 500 licence holders with overdue Practice Evaluation and Professional Practice Module elements for the 2026 PEAK year, which were due on January 31. This group received 30 days' notice of the pending suspension. As of May 15, about 19,000 licence holders still had these overdue elements.

Licence holders who are delinquent with their PEAK obligations, but who are not part of the two groups described above, will continue to receive reminders about completing the program. They too risk being administratively suspended for non-compliance as we continue to make our approach to enforcement more robust.

1.3.3 Continuing Professional Development Program (CPD)

Policy development for the CPD improvement project is on schedule. A detailed framework and program were presented to both the Regulatory Policy and Legislation Committee and Council during the 2025–2026 Council term. Following the March Council meeting, additional targeted consultations were completed to refine the proposal. The updated proposal is being presented at this month's Council meeting. We are seeking approval and direction to work with the Ministry of the Attorney General (MAG) on the regulatory amendments required to support implementation.

In parallel with policy development, operational implementation work has begun to ensure organizational readiness. A comprehensive plan, including resourcing considerations and phased timelines, will be provided to Council through future operational updates. At the national level, PEO continues to play a leadership role in collaborating with Canadian engineering regulators on a harmonized CPD framework. PEO's proposed approach and draft framework have received national endorsement. We and our fellow regulators are now discussing the mechanics of implementation and mutual recognition of CPD requirements across jurisdictions.

GOVERNANCE ADVANCEMENT

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

2.1 Embed a "public interest first" mindset in all decision-making.

2.1.1 EIT 2.0 Program

Work on the Engineering Intern (EIT) program continues in close collaboration with MAG to advance the legislative and regulatory changes required for implementation. Progress to date includes the early development of legislative language, preparation for supporting regulatory amendments and ongoing engagement with MAG to move the initiative forward, with MAG's timeline still to be confirmed.



800

Digital learning courses are now available to staff in the PEO Academy

ORGANIZATIONAL EXCELLENCE

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

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

3.1.1 Customer Service Model Enhancements

PEO is further enhancing its highly successful customer service model. Our goal is to support consistent, empathetic and high-quality service delivery across our Level 1 (dedicated) and Level 2 (specialized) teams. Two key initiatives were recently launched to improve service experiences: PEO's first-ever standardized service offerings to ensure our customer interactions and communications are consistent, accountable and understandable; and our customer service training program to help strengthen staff skills to better support customers.

3.1.7 Technical Exams Review

Starting with the fall/winter 2026 session, PEO will implement a Good Performance Policy within a *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA)-compliant process. This policy will provide international applicants with an opportunity to obtain exemptions from technical examinations. This will help reduce overall exam registrations and improve scheduling efficiency. Under the policy, applicants who achieve a score of 65 per cent or higher on each of two technical examinations in their first sitting will be exempted from writing the remaining two exams.

Developed based on recommendations from staff and feedback from the Academic Requirements Committee, the policy introduces a streamlined pathway for demonstrating academic competency while maintaining regulatory standards.

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

3.2.1 PEO Academy 2.0

In Q1 2026, PEO Academy was repositioned as the primary access point for employee learning and development. In its current iteration, the project also focuses on improving the employee experience, introducing leadership training and positioning development as a measurable driver of engagement and performance.

Since January, the academy has expanded its digital learning library, part of the "Learning Hub" available to staff, from 200 to over 800 courses. The academy program has also delivered four Live Learning sessions with more than 50 per cent employee participation, launched five "Micro-Learn Together" sessions tailored to team needs and developed the six-module Leadership Foundations program launching this month. The academy has also created Learning Communities to connect employees around shared interests. The first, a Lean Contributors Hub, is set to launch this month.

3.2.2 Organizational Culture

Human Resources; Communications; Equity, Diversity Inclusion (EDI) and Office Services are collaborating to strengthen PEO's organizational culture. A series of focus groups has provided an open forum for employees to engage in dialogue on various topics that are critical to organizational culture and employee engagement. To reinforce PEO's commitment to applying an EDI lens to all people-centred activities, and to uphold the ARE Code, these sessions will be guided by a central theme of inclusion.

**OPERATIONAL
Governance Scorecard**

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes by reporting on 12 quantitative indicators aligned to PEO's core functions.

The June 2026 PEO Governance Scorecard reflects performance results for the reporting period of January to April. Overall, performance remains strong (see Table 2) with eight indicators surpassing their targets (green), one indicator performing slightly below target (yellow) and one indicator performing below its threshold (red). The remaining three indicators are on track (grey) and will be reported throughout the year.

Table 2: June 2026 Governance Scorecard

June 2026 PEO Governance Scorecard											Reporting Period: Jan to Apr 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%	511	511	PEO surpassed the target for the reporting period.	
2	Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	446	446	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 who a registration decision is made within 10 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	566	566	PEO surpassed the target for the reporting period. Furthermore, PEO is providing registration decision within 10 days in comparison, surpassing the Ontario Fairness Commissioner's 30-day registration decision deadline.	
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%	59%	19	32	PEO is on track to meet this metric by the end of the year. A focus on disposing of legacy complaints has temporarily negatively impacted this metric. Long-term process improvement is underway.	
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%	90%	97	108	PEO surpassed the target for the reporting period.	
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%	75%	57,258	76,373	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.	Operational Excellence	●	↑	90%	80%	13%	3	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; 3 are complete as of June.	
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).	Operational Excellence	●	↑	Greater than -5.0%	Greater than -10.0%	2.12%	\$199,008.62	\$9,374,130.00	PEO's 2.12% favorable variance in actual revenue versus budget is mainly due to higher application, registration, examination and other 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%	10.61%	\$1,328,389.31	\$12,515,379.38	PEO's 10.61% favorable variance in actual spending versus the budget is attributed to overall lower spending across several areas, including staff salaries and benefits expense, computer and telephone expenditure, & council 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.	Operational Excellence	●	↔	180	90	488	\$44,850,736.00	\$11,026,405.53	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.	Operational Excellence	●	↑	6.5	5.5	7.2	N/A	234	PEO surpassed the target for the reporting period. PEO received 234 customer experience surveys in 2026 and continues to integrate 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.	Corporate Affairs	●	↑	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.	Corporate Affairs	●	↓	15%	18%	2%	3	139	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).	

<p>Legend</p> <p>Status Definitions:</p> <ul style="list-style-type: none"> ● Performance on target ● Performance slightly below target ● Performance significantly below target ● Performance to be reported later this year 	<p>Notes:</p> <ul style="list-style-type: none"> 1) Indicators required under FARPACTA legislation are identified with an (F) label 2) Indicators reported to Council are identified with a (C) label 3) Double arrow for desired direction means sustain performance above target
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Regulatory Operations

Licensing

“As of Right” Project

To date, the Licensing team is meeting all timelines and requirements of the “As of Right” provincial legislation. As of April 30, 556 mobility applications have been processed.

FARPACKA KPIs

As of April 30, PEO is exceeding compliance for both the 10-day application review requirement and the 90-day registration decision requirement.

Inventory Management Plan (IMP)

As of April 30, the legacy applicant inventory is 11,496, a decrease of 1274 since December 31, 2025. Overall, this is an impressive reduction from the approximate 34,000 applicants in July 2023. Furthermore, only 6 per cent of the applications are awaiting assessment from PEO (see the “Next steps with PEO” column in Table 3), and 94 per cent of applications are awaiting the applicant to fulfill one or more obligations, such as passing a required examination (see the “Next steps with applicant” column in Table 3). Currently, the academic assessment queue is at just eight applications.

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

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	8		8
Writing technical examinations	27%	3081	3081	
Writing the NPPE	27%	3145	3145	
Pending validator CBA forms	7%	812	812	
CBA assessment active	2%	200		200
Accumulating experience inactive	33%	3779	3779	
Other	4%	471		471
Total inventory	100%	11,496	10,817	679
Percentages			94%	6%

Table 3: Legacy Applicant Inventory Stages

Time-based Experience Review Project

All the work to deliver the new 24-month minimum work experience project is proceeding as scheduled, including communications on our website, social media and in *Engineering Dimensions* explaining this new requirement for prospective applicants.

FARPACKA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of April 2026)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	29,174
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	22,928
SUBTOTAL CEAB GRADUATES	23% (5356/22,958)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (14,594/22,928)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	13% (2978/22,928)

29,174

Prospective applicants who have started a P.Eng. application

22,928

Prospective applicants who have started the academics section

5356

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	67% (3607/5356)
ACADEMICS COMPLETED	43% (2324/5356)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.2% (62/5356)
CBA IN PROGRESS	75% (4000/5356)
GOOD CHARACTER COMPLETED	67% (3600/5356)

14,594

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	70.5% (10,285/14,594)
ACADEMICS COMPLETED	4% (573/14,594)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (412/14,594)
CBA IN PROGRESS	51% (7394/14,594)
GOOD CHARACTER COMPLETED	52% (7562/14,594)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1313
PASSED ONE CONFIRMATORY EXAMINATION	17% (221/1313)
PASSED TWO CONFIRMATORY EXAMINATIONS	22% (292/1313)
PASSED THREE CONFIRMATORY EXAMINATIONS	20% (265/1313)
PASSED FOUR CONFIRMATORY EXAMINATIONS	41% (535/1313)

Unlicensed Practice Enforcement (UPE)

The UPE team investigates and pursues enforcement against individuals and entities that illegally practise engineering, offer engineering services to the public without a certificate of authorization, or use protected titles such as “engineer” or “engineering” without authorization. There are currently 11 open UPE files in which investigations are complete and charges under the PEA are likely to be laid. This is the highest number of these files PEO has had open at one time.

As of the most recent reporting period, the median number of days that files were open improved 16 per cent compared to last year, declining from 56 days to 47 days. Process improvements and mentoring by senior staff within the UPE team continue to translate into visible, meaningful operational efficiencies. This, in turn, sustains an environment of balanced, effective enforcement of the PEA and protection of the public interest.

Other recent initiatives include engaging with regulators across Canada and in the United States to combat cross-jurisdictional violators, especially out-of-province entities illegally offering engineering services in Ontario. The team also attended an AI for Investigations course to learn how to best leverage AI as a tool while also understanding the risks of using it incorrectly.

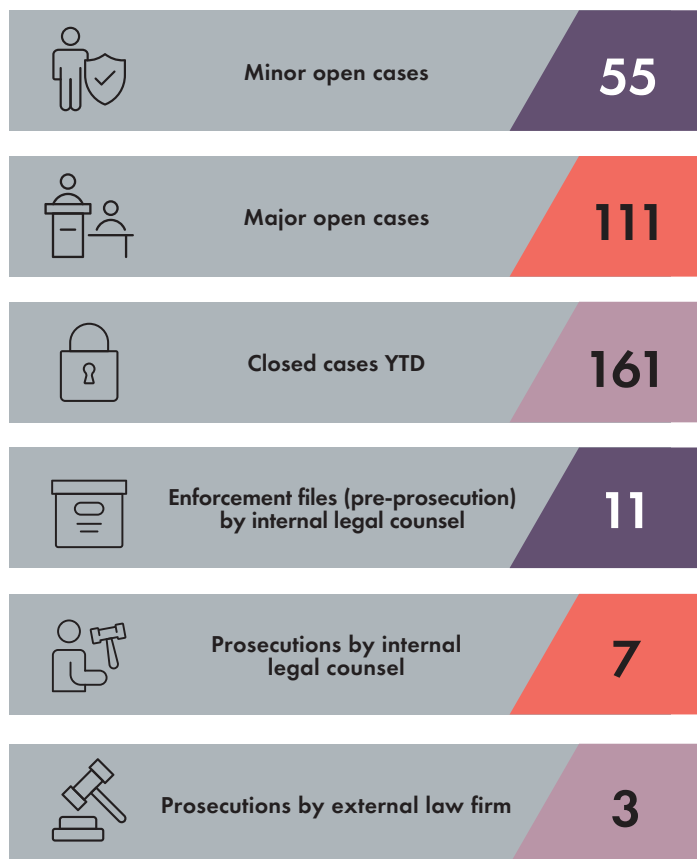


Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO’s Complaints and Investigations team investigates complaints related to licensed engineers and certificate of authorization holders. The team brings the results of its investigative work to the Complaints Committee (COC), which has the statutory mandate of determining whether complaints should be referred to the Discipline Committee (DIC) for a hearing, dealt with in another manner or dismissed.

Between January 1 and May 19, 34 new complaints were filed with PEO, and 33 existing complaints were disposed of by the COC. There are currently 212 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.

Figure 1 shows the COC decisions signed and issued in the years 2024 to 2026, grouped by quarter (Q1 to Q4). This year, 19 decisions were signed in Q1, and 14 decisions were signed in Q2 as of May 19.



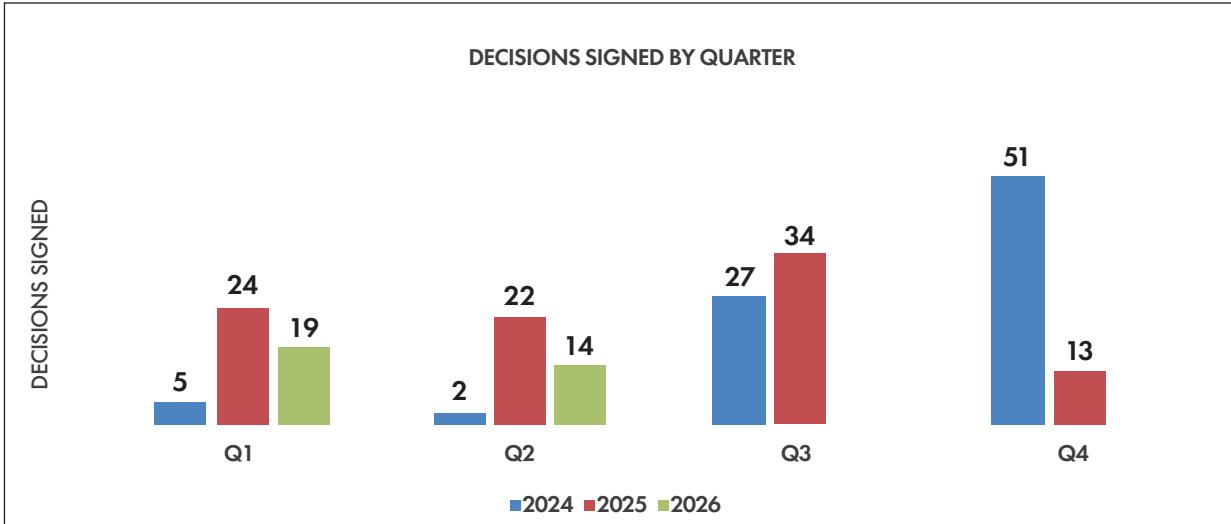


Figure 1: Number of Complaints Decisions Issued by Quarter

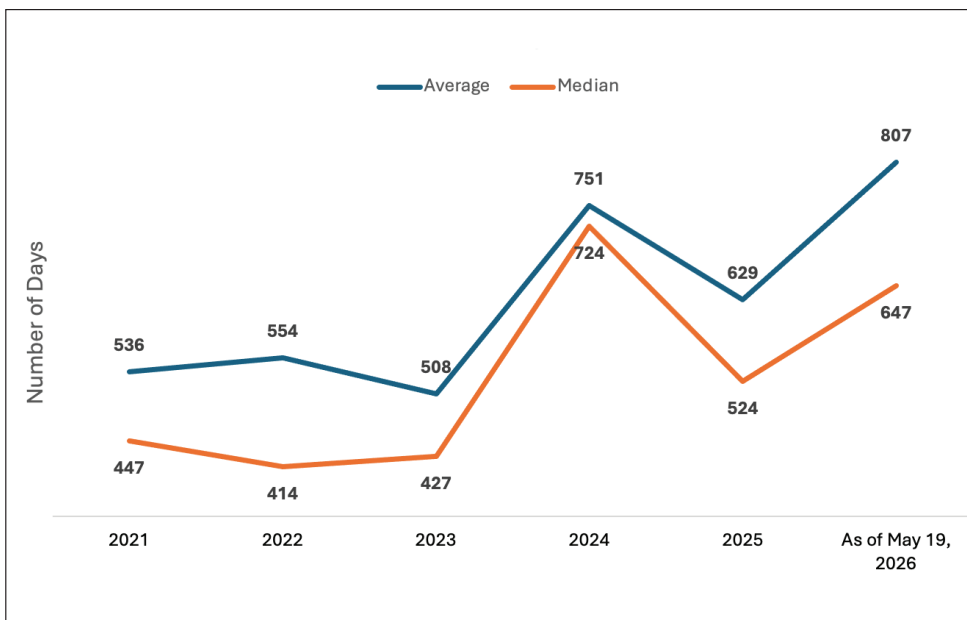
33 Decisions signed by the Complaints Committee, as of May 19

Since January, the Complaints and Investigations team has devoted resources to closing an inventory of legacy complaints, which have typically remained open for three or more years. Delays in these cases have resulted from unavailable records, lack of substantive complaint information, difficulty in securing co-operation, related external proceedings and/or other factors that affect the feasibility and timing of investigative steps.

Fortunately, these legacy files are not typical of the current inventory. Staff are bringing them forward as higher-priority matters as

time and resources allow for disposition by the COC. However, closing them has temporarily increased the overall average processing time (see Figure 2) for complaint files in general. The team nevertheless still expects to be able to meet its 2026 year-end targets.

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of complaints under investigation (70 per cent of all complaints), while complaints that are technical in nature constitute the next largest category, at 20 per cent.



807

Average days for complaints file processing, including legacy files. Closing older files is temporarily inflating processing times.

Figure 2: Complaints File Processing Times

PEAK

As of May 15, 75 per cent of the 76,000 licence holders who are required to complete PEAK in 2026 have completed the first two PEAK elements (Practice Evaluation and Professional Practice Module), which were statutorily due on January 31. About 12 per cent are still in progress and 13 per cent have not yet started. Nine per cent have completed the CPD Report element, which is up by 2 per cent from

this time last year. Excluded from the requirement to complete PEAK are newly licensed individuals, newly reinstated licence holders and fee remission licence holders (97 per cent of whom are retirees).

Figure 3 shows compliance rates for the first two PEAK elements between 2023 and 2026.

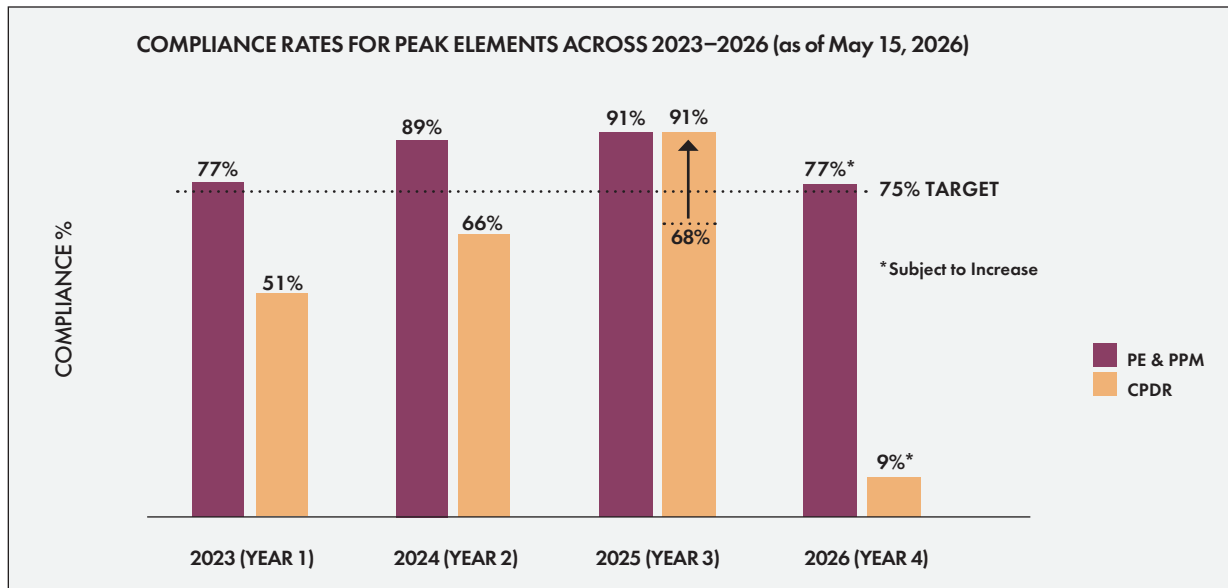


Figure 3: Compliance Rates for PEAK elements, 2023-2026



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 78 open REC matters (see Figure 4). This does not include the 178 cases in the IMP Project.

Based on established practices, NOPs can be drafted for approval by the registrar or deputy registrar by either a 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, 68 NOPs

have been requested in legacy and FARPACTA matters. A new project is also underway to issue NOPs for applicants who have failed to pass the NPPE within the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

PEO is represented in REC hearings by either an in-house lawyer or external counsel. On average, 80 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 61 requests for hearings, a nearly three-fold increase from this time last year (see Figure 5).

78 Current open Registration Committee matters

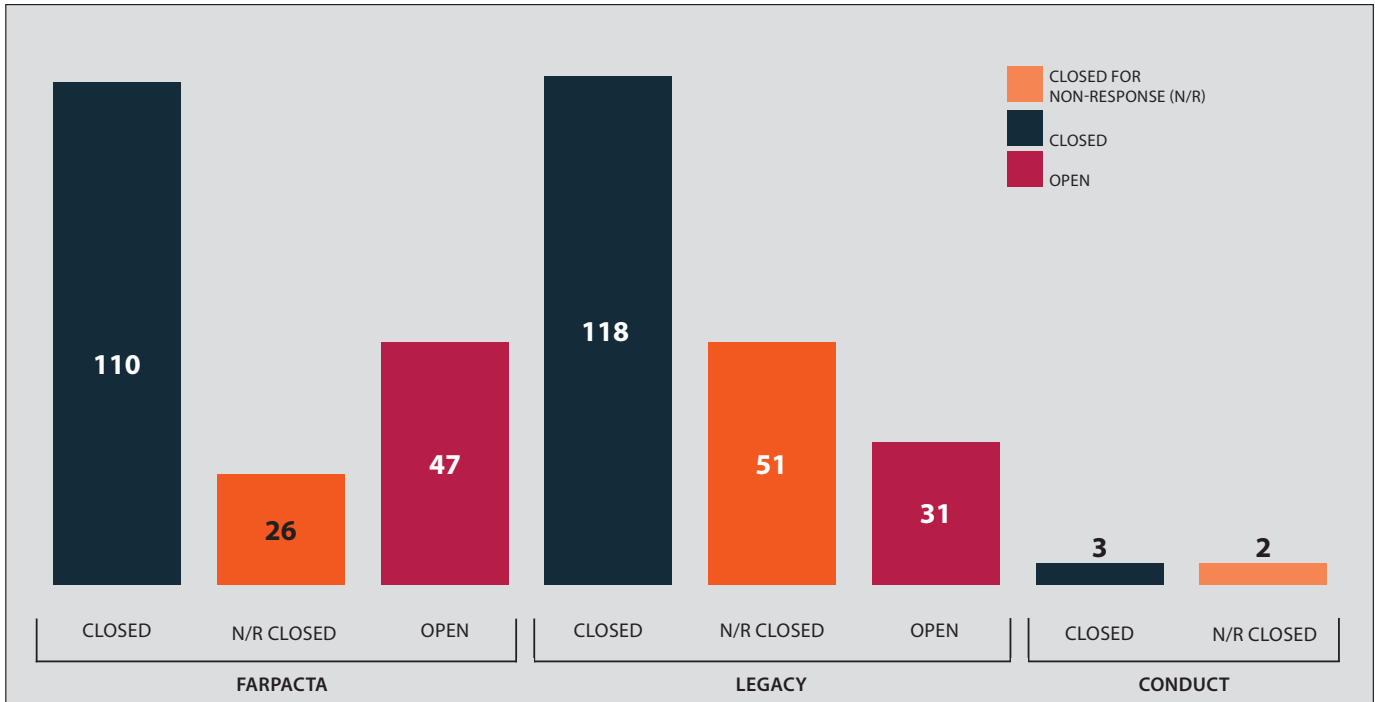


Figure 4: Current Status of REC Matters by Category

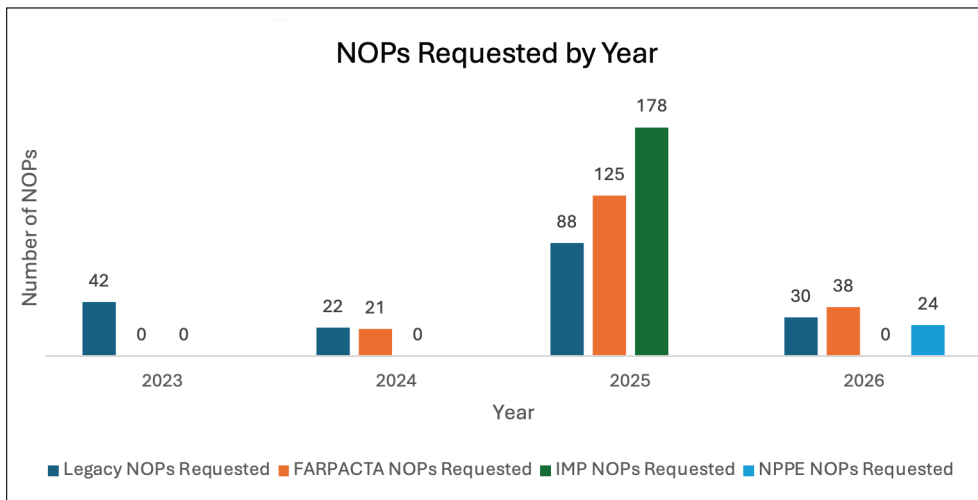


Figure 5: Notices of Proposal Requested by Year

68

Requests for a Notice of Proposal so far this year, up from 40 at this time last year.

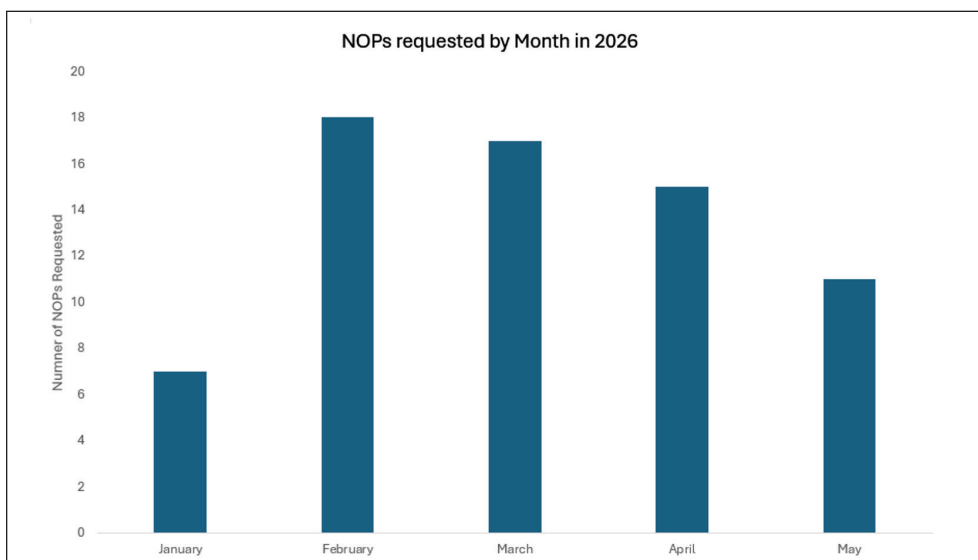


Figure 6: Notices of Proposal by Month in 2026

NOP request rate stable year to date. Increase expected with Regulation 941 changes effective July 1.

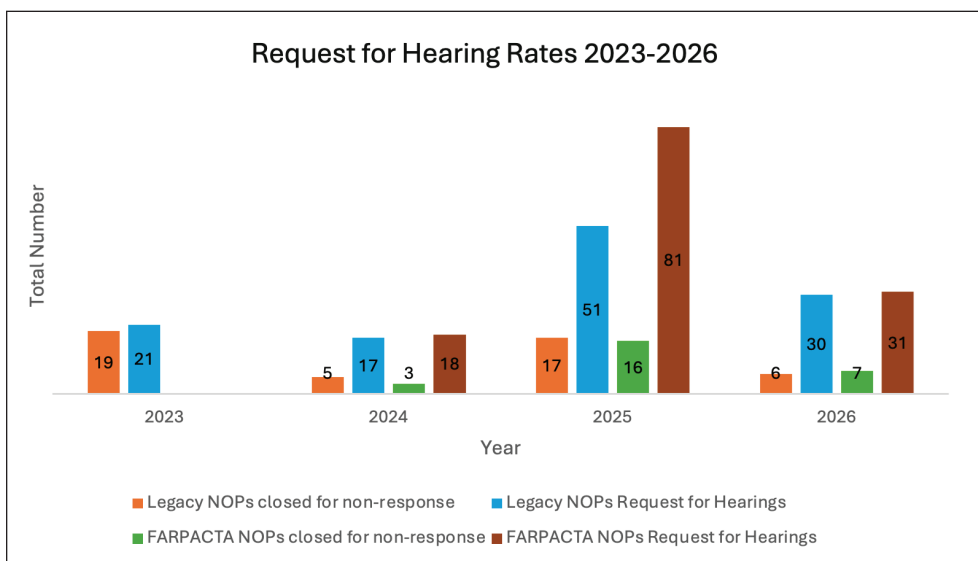


Figure 7: Request for Hearing Rates 2023-2026

61

Hearing requests to date (nearly 3x last year)

Finance

For the four months ending April 30, total revenues amounted to \$12.2 million, while total expenses were \$11.5 million. This resulted in an excess of revenue over expenses of \$672,668, as shown in Table 5.

Total revenues were \$310,582 unfavourable to budget. This unfavourable variance is primarily due to lower-than-budgeted investment returns, partially offset by higher-than-budgeted examination and registration fees.

Total expenses were favourable to budget by \$1,588,257. This positive variance is primarily driven by lower-than-budgeted spending across operations expenses as well as strategic plan expenditures.

Most notably, salaries and benefits were lower than budgeted due to staff vacancies, and computers and telephone were lower than budgeted due to timing of service contracts.

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,277,675.

Table 6 shows cash of approximately \$7.2 million and an investment portfolio of approximately \$37.7 million as of April 30, compared to cash of \$6.6 million and an investment portfolio of \$35.6 million as of April 30, 2025.

	2026 Actual	2026 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$12,197,790	\$12,508,372	(\$310,582)
Operations expenses	\$11,192,884	\$12,515,379	\$1,322,495
Sp. projects and strategic plan exp	\$332,238	\$598,000	\$265,762
TOTAL EXPENSES	\$11,525,122	\$13,113,379	\$1,588,257
EXCESS OF REV OVER EXP	\$672,668	(\$605,007)	\$1,277,675

Table 5: Revenues and Expenses as of April 30, 2026

	2026 Actual	2025 Actual	Variance Actual Vs Actual
Cash	\$7,171,187	\$6,565,923	\$605,264
Other current assets	\$1,124,312	\$692,234	\$432,078
Marketable securities	\$37,679,549	\$35,554,609	\$2,124,940
Capital assets	\$24,324,248	\$25,541,906	(\$1,217,658)
TOTAL ASSETS	\$70,299,296	\$68,354,672	\$1,944,624
Current liabilities	\$15,975,792	\$14,461,118	\$1,514,674
Employee future benefits	\$6,141,000	\$8,428,500	(\$2,287,500)
Net assets	\$48,182,504	\$45,465,054	\$2,717,450
TOTAL LIABILITIES & NET ASSETS	\$70,299,296	\$68,354,672	\$1,944,624

Table 6: Revenues and Expenses as of April 30, 2026

Remissions and Resignations

Table 7 shows that, as of April 30, the estimated total number of P.Engs in fee remission was approximately 13,908, compared to 13,450 for the same period in 2025. The number of resignations as of April 30 was estimated to be 355, compared to 352 resignations as of April 30, 2025. Overall, the estimated total number of P.Engs as of April 30 was 92,368, compared to 88,788 reported on April 30, 2025.



	APRIL 2026	APRIL 2025
Members seeking remission (year to date)	1020	1082
Total members in fees remission	13,908	13,450
Members resigned (year to date)	355	352
Total P.Engs	92,368	88,788

Table 7: Estimated Remissions and Resignations as of April 30, 2026

Customer Service

Currently, PEO’s 2026 customer satisfaction score is 7.2 out of 10 (n=234), with strong results in issue resolution and response times (see Figure 8).

From January to April, the Level 1 Customer Service team managed 9469 inquiries. The team continues to maintain results as PEO’s first point of contact, resolving over 90 per cent of inquiries without escalation to our Level 2 teams (see Table 8).



Figure 8: Level 1 Customer Experience Survey Feedback

2026 Level 1 Customer Service Delivery Overview

Mode	Inquiries by Mode
TOTAL INQUIRIES	9469
Emails	7204
Phone Calls	2256
Other	9

94%
Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (8913/9469)
Level 1 resolution rate by Top 3 subjects:
Technical Support Inquiries = 98% (3295/3369)
PEAK Inquiries = 99% (3275/3305)
FARPACTA Inquiries = 80% (465/655)

Table 8: Level 1 Customer Service Delivery overview

Volunteer Engagement

In May, the Volunteer Engagement team improved onboarding for committees, tribunals, advisory groups and chapter volunteers by centralizing all onboarding documents and training in the PEO portal. This provides easier access to requirements, enables progress tracking and supports expanded training opportunities.

Chapters

This month, the Chapter Office and Digital Transformation teams launched Microsoft 365 across PEO's 36 chapters. This multi-month initiative standardizes how chapters communicate, securely store information and access key resources, while enabling new channels for collaboration across chapters and with staff. All chapter communications will now be issued from dedicated PEO email addresses ending in @peochapters.on.ca.

External Relations

Government Liaison Program

The Government Liaison Program (GLP) engagement model presented to Council in the fall of 2025 continues to support a more centralized, coordinated approach to guide volunteer interactions with public office holders.

Support materials for volunteers are in development, with an updated GLP manual expected by the end of Q3 and new training and messaging tools by the end of Q4. In the interim, volunteers continue to connect with local MPPs. Support is provided by both Wellington Advocacy and External Relations staff, using a framework that is aligned with current government decision-making processes and buttressed by consistent messaging.

GLP volunteers remain a key part of our government relations strategy. The updated structure is designed to strengthen their impact through clearer messaging, improved coordination and better insight into government priorities.

Advisory Groups

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 our Engineering Student Advisory Group (ESAG). Following a comprehensive recruitment process, the following individuals have been selected to form the group:

- Madison Sylvester, electrical and AI engineering, Western University
- Iyinoluwa Esther Ajayi, mechanical engineering, Lakehead University
- Elaine Xu, mechanical engineering, University of Guelph
- Jacqueline Zenobio, environmental engineering, University of Guelph
- Dylan Maczko, civil engineering, University of Calgary
- Luka Labus, electrical engineering, Western University
- Sophie Constantino, civil engineering, University of Toronto
- Emily Wang, chemical engineering, University of Waterloo
- Luca Scanga, physics and biomedical engineering, McMaster University
- Melissa Fruci, chemical and biomedical engineering, Western University
- Tali Sacke, chemical engineering, University of Toronto
- Chloe Kenebe, computer engineering, University of Toronto
- Ainoor Arora, chemical and biomedical engineering, McMaster University
- Marlena Mustac, electrical engineering, University of Windsor



- Akshayan Rajendran, computer engineering, Toronto Metropolitan University
- Kusali Palihawadana, physics, nuclear specialization, McMaster University

The ESAG complements our two other related initiatives, the Strategic Stakeholder Advisory Group (SSAG) and the Employer Advisory Group (EAG). Members of the inaugural SSAG completed their two-year term on May 1, and recruitment for the next iteration of the group has been completed. The following individuals comprise the SSAG until May 1, 2028:

- Eva Wu, P.Eng., lead software development engineer, PICCO Engineering
- Inga Hipz, P.Eng., VP, strategic development, standards, CSA
- Colleen Manto, P.Eng., responsible tailings facility engineer, Vale Base Metals
- Heather Swan, P.Eng., president, Swan Planning Consultancy
- Ghulam Khawaja, P.Eng., senior manager, enterprise emergency management, Ontario Power Generation
- Bill Stamatopoulos, P.Eng., deputy chief building official, City of Toronto (retired)
- Michael Chiu, P.Eng., owner and principal, MSC Consulting, and adjunct professor, Queen's University (semi-retired)
- Andrew Ibey, P.Eng., senior business analyst, digital solutions, Ottawa Hospital
- Laura Fuentes de Maria, P.Eng., sustainability technical lead, Aviva Canada
- Sylvia Gaidauskas, P.Eng., stakeholder advisor, Electrical Safety Authority
- Idorenyin Usua, P.Eng., mechanical project engineer, Tetra Tech
- Shahd Elshafei, P.Eng., lead project engineer, WSP
- Lindsay Banks, P.Eng., vice president, Vipond
- Rishad Irani, P.Eng., associate professor, Carleton University

The EAG was formed in June 2025 with nine individuals comprising the inaugural group. We have since added 14 members to the group, which now features the following members:

- Catherine Mammoliti, HR manager, CSA Group

- Peter Purdy, P.Eng., division manager, Bruce Power
- Sue Fortin, program manager, organizational design/ job evaluation and pay equity, City of Ottawa
- Lisa Doucet, P.Eng., business excellence manager, Siemens Canada Limited
- Rohan Service, P.Eng., supervisor low carbon infrastructure (CNG & RNG) operations, Enbridge Gas Inc.
- Sheeba Paul, P.Eng., senior associate, senior acoustic engineer, HGC Engineering
- Oladewa Adekola, P.Eng., program lead, engineers-in-training, Toronto Transit Commission
- Phil Jones, P.Eng., vice president, engineering & logistics, Ellis Don
- Monica Danon-Schaffer, senior manager, Global Health & Safety, Kinross Gold
- Aidan Vandersteen, P.Eng., principal, Oakstone Engineering
- Frankie Chui, P.Eng., engineering manager–mech component eng & licensing support / senior project engineer, GE Vernova Hitachi SMR Technologies Canada
- Kiarash Rabi, P.Eng., vice president of engineering and technology, Hodess
- Kristin McCartney, director of people & culture, J.L. Richards & Associates Limited
- David Carnegie, P.Eng., senior environmental engineer/ partner, Malroz Engineering Inc.



**External initiatives that the
Prelicensing Outreach team has
participated in since January 2026**

Pre-licensing Outreach

The Pre-Licensing Outreach team continues to expand engagement with individuals and organizations connected to PEO's licensure process. Since January, the team has participated in approximately 50 external initiatives, reaching more than 2000 attendees, including about 30 presentations on the path to licensure.

Engagements have included sessions with engineering employers, collaboration with eight PEO chapters and outreach to 10 newcomer-serving organizations. Partnerships with approximately 15 universities have also strengthened awareness, including support for Brock University and Conestoga College as they prepare for future accredited programs. Notable events in which PEO has participated have included the University of Toronto Women in Science and Engineering (WISE) Conference, Ontario Society of Professional Engineers Symposium, Toronto Metropolitan University (TMU) Women in Engineering Conference, Engineering Student Societies' Council of Ontario (ESSCO) Conference on Advocacy and Leadership in Engineering, ESSCO Ontario Engineering Competition and the University of Ottawa Iron Ring Ceremony.

The team continues to track common questions and themes, supported by an action matrix to guide follow-up, clarify issues and drive continuous improvement in outreach.



Practice Advisory Services

Practice Advisory Services continues to play a key frontline role. Experienced professional engineers are able to respond to a steady volume of inquiries by email and phone across a range of professional practice topics. Recurring issues, particularly related to seal use and assumptions of professional responsibility, are tracked and will inform future policy development and eventual legislative reform. Analysis of our inquiries also provides insight into emerging trends, common misunderstandings and gaps in guidance. The goal is to support a more strategic, risk-based and better-informed approach to practice support.

In parallel, an ongoing review of the Code of Ethics, in collaboration with the Policy team, is helping shape future guidance priorities and ensure resources align with evolving professional and regulatory expectations. These insights continue to inform refinements to practice guidance. The goal is to promote greater clarity, consistency and understanding across the profession.

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 proportion of newly licensed women engineers to 30 per cent by 2030.

Recent data is provided below and excludes Canadian P.Eng. mobility applications:

- 20.5%—2026 (January to April)
- 20.1%—2025
- 20.3%—2024

PEO remains committed to fostering gender equity within the engineering profession. This includes ongoing reporting, targeted pre-licensing outreach and participation in events that support women pursuing engineering careers, such as the University of Toronto WISE Conference and the TMU Women in Engineering Conference, both of which are referenced above. PEO also continues to collaborate with Engineers Canada to strengthen national alignment and advance shared goals under 30 by 30.

Human Resources

The Human Resources team continues to support PEO’s operational needs through strategic support of each division and the organization as a whole. Various programs to enhance the people experience at PEO are planned for rollout this year. Focused training initiatives have been developed in-house with a planned launch in Q2. These initiatives will be foundational in the ongoing professional advancement of staff, specifically in the areas of service delivery and development of key leadership behaviours.

