



Competition Bureau
Canada

Bureau de la concurrence
Canada

Canada

A New Era for Competition in Canada

Commissioner of Competition
2024-25 Annual Report

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Message from the Commissioner



I'm happy to present the Competition Bureau's Annual Report for 2024–2025, a year of continued momentum for competition policy and enforcement in Canada. The progress outlined in this report reflects our commitment to becoming a world-leading competition agency – one that embraces innovation, supports fair and open markets, and champions a culture of competition for the benefit of all Canadians.

The Government of Canada enacted significant legislative reforms to the *Competition Act* that came into force this year, strengthening our ability to tackle harmful conduct and promote competitive markets. These changes, which follow years of advocacy by the Bureau, give us more effective tools to protect competition and better serve Canadians.

On the enforcement side, we reached agreements to preserve competition in important sectors like housing, grocery, and energy, helping to protect choice and fairness for Canadians. We advanced new court actions against Google and Rogers to address concerns about potentially anti-competitive and misleading practices. We also secured an important legal victory against Cineplex, with the court finding the company engaged in deceptive marketing – an outcome that reinforces our commitment to protecting consumers and holding businesses accountable.

On the promotion side, we hosted our annual Competition Summit, bringing together leaders from across government, business, and academia to discuss the evolving challenges and opportunities in artificial intelligence. The event underscored the value of a whole-of-government approach to promoting competition.

We launched an examination of the state of competition in Canada's domestic air travel – our first market study conducted under new powers introduced by *Competition Act* amendments in 2023. The airlines industry provides Canadians with an essential mode of transportation, particularly given our country's vast distances. Our goal is to identify concrete actions that governments can take to improve competition in the industry for the benefit of Canadian air passengers, as well as the workers and entrepreneurs who support these services.

Throughout the year, we also contributed to key policy discussions, released research and reports, and offered practical recommendations to enhance competition in important sectors. We engaged directly with regulators, government departments, and parliamentary committees to ensure competition remained a central focus in economic policymaking.

This was another dynamic year for the Bureau. We're proud of the work we've done, and the results we outline in this report speak for themselves. Looking ahead, we remain focused on using all the tools at our disposal to protect and promote competition, so that Canadians can benefit from lower prices, better products and services, and more choices in the marketplace.

A handwritten signature in black ink, appearing to read 'Matthew Boswell'.

Matthew Boswell,
Commissaire de la concurrence

About the Competition Bureau

The Bureau is an independent law enforcement agency that protects and promotes competition for the benefit of Canadian consumers and businesses. We are headquartered in the National Capital Region, with regional offices in Montreal, Toronto, and Vancouver.

Gatineau



Montreal



Toronto



Vancouver

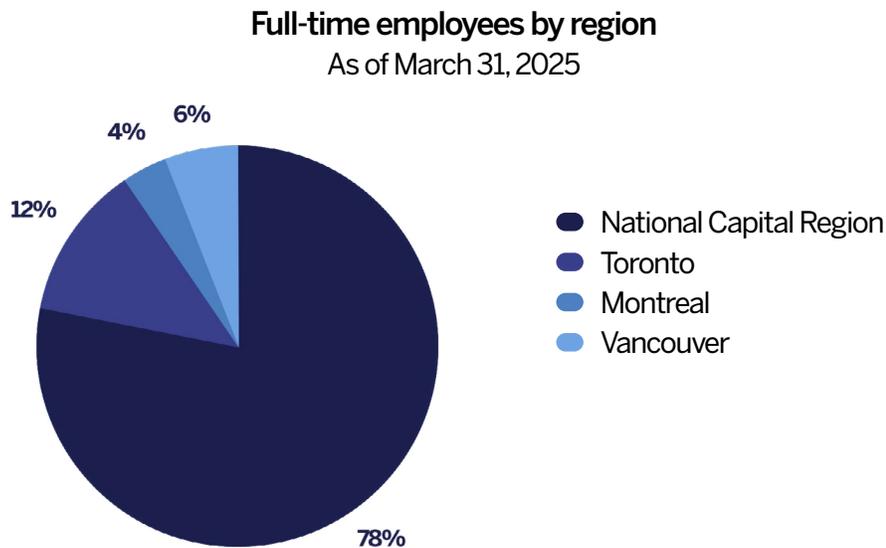


Responsibilities

Headed by the Commissioner of Competition, the Bureau administers and enforces the *Competition Act*, the *Consumer Packaging and Labelling Act*, the *Textile Labelling Act*, and the *Precious Metals Marking Act*.

Budget and people

During the 2024-2025 fiscal year (April 1, 2024 - March 31, 2025), the Bureau had an operating budget of \$58,884,257 and a staff of 527 full-time employees. Annex A to this report contains more details about the Bureau's financials.



Vision and priorities

Our [Strategic Vision](#) is to be a world-leading competition agency, one that is at the forefront of the digital economy and champions a culture of competition for Canada.

Our annual priorities, as seen in our [2024-2025 Annual Plan](#):

- To protect Canadians through enforcement action:
 - By using all the tools at our disposal to prevent, detect, and address anti-competitive activity.
 - By focusing on sectors of the economy that matter to Canadians.
- To promote competition in Canada:
 - By encouraging policy makers and regulators to adopt pro-competitive policies that drive Canada's inclusive economic growth.
 - Through advocating for increased competition in sectors that matter to Canadians.
 - By creating and deepening international and domestic relationships.
 - By expanding our outreach and promotion efforts to reach a broader, more diverse audience of Canadian consumers and businesses.
- To invest in our organization:
 - By continuing to place employee health and safety at the forefront of our work.
 - By achieving greater reconciliation, equity, accessibility, diversity, inclusion, and commitment to official languages across our organization.

- By ensuring that our capabilities keep pace with new business practices, enforcement strategies, and technological advancements, particularly within the digital age.

Addressing our priorities

Protecting Canadians through enforcement action

- 8** guilty pleas by individuals
- 13** court orders obtained under section 11 of the *Competition Act*. Section 11 allows the Commissioner to obtain information from persons who have or are likely to have information relevant to a matter under inquiry by applying to the court.
- 17** production orders under the *Criminal Code* of Canada
- 14** alternative case resolutions

Total Administrative Monetary Penalties – Corporations: **\$42,278,000**

Total fines imposed – Individuals: **\$216,000**

Promoting competition in Canada

- 7** appearances before parliamentary committees
- 6** representations before regulatory bodies
- 90** publications
- 6,753** people reached through Bureau compliance presentations
- 58** meetings with Bureau executives and foreign law enforcement agencies
- 35** bid rigging awareness presentations

Canada's Competition Summit

Hosted: September 16, 2024

Investing in our organization

86% of all staffing actions in 2024-2025 prioritized recruiting candidates from underrepresented communities.

We established the Inclusive Competition Unit, a team that works to integrate inclusive thinking into our work while also strengthening efforts on equity, diversity, inclusion, accessibility, mental health, reconciliation, and official languages

Our Digital Enforcement and Intelligence Branch launched the Behavioural Insights Unit. This new branch helps us understand how people and businesses make decisions. The unit supported 25 cases and projects.

Bureau by the numbers

Mergers

- 253** merger reviews commenced
- 237** merger reviews concluded
- 100%** of noncomplex mergers reviewed within the service standard
- 92%** of complex mergers reviewed within the service standard

Non-merger enforcement

- 81** investigations commenced
 - 42** relating to cartels
 - 28** relating to deceptive marketing practices
 - 11** relating to monopolistic practices
- 52** investigations closed
 - 27** relating to cartels
 - 15** relating to deceptive marketing practices
 - 10** relating to monopolistic practices

Enforcement outcomes (merger and non-merger)

- 3** consent agreements
- 14** alternative case resolutions
- 8** guilty pleas
- \$42,278,000** in administrative monetary penalties

Complaints and requests for information

- 7,091** complaints received
- 3,275** questions received
- 369** tips received through the Federal Contracting Tip Line

Outreach

- 527** media requests
- 90** publications
- 111** presentations and speeches
- 988,110** web visits

Advocacy

- 7** appearances before parliamentary committees
- 6** representations before regulatory bodies
- 33** other advocacy interventions

Protecting Canadians through enforcement action

Merger reviews

Bell Media to divest outdoor advertising assets

In June, we reached an [agreement](#) with Bell Media Inc. related to its proposed acquisition of Outedge Media Canada LP. Our review found that the proposed deal was likely to substantially lessen competition for outdoor advertising in Québec City, Trois-Rivières, Sherbrooke, the Greater Montréal Area and the Greater Toronto Area—areas where few competitors operate and businesses face high barriers to entry and expansion. The agreement resolved our competition concerns over outdoor advertising services provided by Bell and Outedge using their respective inventories of billboards and transit displays in Ontario and Quebec. As part of the agreement, Bell agreed to sell 669 advertising displays, including certain digital displays, across the five markets. This divestment will help ensure that advertisers still have meaningful choices and that prices remain competitive. The agreement, which has the force of a court order, reflects our ongoing efforts to protect fair competition and prevent market dominance in sectors where choice is already limited.



Protecting competition in Alberta's electricity market

To safeguard competition in Alberta's electricity market, the Bureau [took action](#) following our review of TransAlta Corporation's proposed acquisition of Heartland Generation Ltd. We found that the merger of these two key wholesale electricity providers was likely to reduce competition, particularly during peak demand periods. This could have resulted in higher prices or a less reliable electricity supply for Albertans. To address our concerns, TransAlta agreed to sell three power generation facilities to independent purchasers. The agreement, registered with the Competition Tribunal and legally binding, represents a proactive measure to protect consumers and support a competitive energy sector in Alberta.

Agreement preserves competition in Saskatchewan's truss market

We reached an [agreement](#) that resolved our concerns with RONA Inc.'s proposed acquisition of All-Fab Building Components LP. Our review found that the deal would likely reduce competition in the

Saskatoon area for the design, supply, and manufacturing of roof and floor trusses – key components in housing construction. With the loss of a competitor in the market, customers would likely face higher prices and fewer choices. To address this, RONA agreed to sell its truss manufacturing facility in Martensville, Saskatchewan, to an independent buyer we approved. This sale is meant to preserve competition and ensure that builders in the region continue to have affordable options. The agreement is legally binding and reflects our efforts to keep Canada’s building materials sector competitive.

Enforcement action in key sectors

The Bureau sues Google for anti-competitive conduct in online advertising

We [took legal action](#) against Google for anti-competitive conduct in online advertising technology services in Canada. The application filed with the Competition Tribunal alleges that Google abused its dominant position in ad tech through conduct that locks market participants into using its own ad tech tools, prevents rivals from being able to compete on the merits of their offering, and otherwise distorts the competitive process. This includes tying its various ad tech tools together, giving its own tools preferential access to ad inventory, taking negative margins in certain circumstances to disadvantage rivals, and dictating the terms on which its own publisher customers could transact with rival ad tech tools. Through the conduct, it is the Bureau’s position that Google has been able to entrench its dominance, prevent rivals from competing, inhibit innovation, inflate advertising costs, and reduce publishers’ revenues. We’re asking the Tribunal to stop the conduct, require Google to sell parts of its ad tech business, and impose a financial penalty. The final decision in the case rests with the Tribunal.

Cineplex ordered to pay \$38.9 million for drip pricing

After we sued Cineplex in 2023, the Competition Tribunal [ruled](#) in September 2024 that the theatre operator had used a deceptive marketing tactic called drip pricing by adding a mandatory \$1.50 online booking fee for movie tickets. The Tribunal ordered Cineplex to pay a \$38.9 million penalty, equivalent to the amount Cineplex collected from consumers from the introduction of the online booking fee in June 2022 until December 2023. This case is a reminder that businesses should always display their full prices upfront.



Legal action initiated against Rogers for alleged misleading ‘unlimited data’ claims

In December 2024, we took [legal action](#) against Rogers Communications Inc. (Rogers), alleging the company misled consumers by falsely advertising its Infinite wireless phone plans as offering unlimited data. Rogers’ advertisements gave the impression that the plans provide consumers with limitless data, allowing them to use as much data as they want. Once customers reach a certain amount of data usage, the data speed is reduced by over 99%, a practice also known as throttling. The Bureau filed an application with the Competition Tribunal seeking that Rogers stop the misleading advertising, pay a monetary penalty, and compensate affected customers. The case, which remains before the Competition Tribunal, reflects our strong commitment to ensuring that claims in the Canadian marketplace are accurate.

SiriusXM Canada paid a \$3.3 million penalty for misleading subscription pricing

In June 2024, we reached an [agreement](#) with SiriusXM Canada to settle concerns over subscription price representations. The Bureau found that they charged a Music Royalty and Administrative fee that increased the monthly cost of a plan by 10% to 20%, a practice known as drip pricing. As part of this agreement, SiriusXM paid a \$3.3 million penalty. The company also agreed to update its pricing practices so that all advertised prices reflect the actual service cost, as well as strengthen its compliance program. This case demonstrates our ongoing commitment to protect consumers from deceptive marketing and ensure pricing in the Canadian marketplace is clear and accurate.

Protecting the grocery industry in Alberta and Nova Scotia

We took [action](#) to protect competition in Crowsnest Pass, Alberta, where Empire Company Limited (the parent company of Sobeys) used a property control agreement that restricted retail grocery store competition in the community. This restriction had been in place since 2017, and left Empire's IGA store as the only full-service grocery option in the community. After our investigation, Empire agreed to remove the restriction.

A new grocery store competitor can move forward with plans to open a second store in Crowsnest Pass in 2025, providing residents with more options and helping to restore competition in the area. We are continuing to investigate the use of property controls in the retail grocery sector to ensure fair and open competition in grocery markets across Canada.



In June 2024, we [obtained two court orders](#) to advance our investigations into the use of property controls by Sobeys' and Loblaw's parent companies in the Halifax Regional Municipality. These controls, such as exclusivity clauses or restrictive covenants in real estate agreements, may block competing grocery stores from opening nearby. This practice can limit consumer choice and reduce competition in local food retail markets. Our investigation also seeks to determine the nature and extent of property controls in Canada. The investigations are ongoing and there is no conclusion of wrongdoing at this time.

Construction

Bid rigging penalties in Québec

Pavages Maska Inc. [was ordered](#) to pay \$100,000 for its involvement in a bid-rigging scheme for public paving contracts awarded by the Ministère des Transports du Québec (MTQ) in the Granby region between 2008 and 2009. The settlement, filed in the Superior Court of Québec, considered Pavages Maska's implementation of a corporate compliance program and the limited role of the individual involved in the scheme, who no longer works for the company.

As part of the broader investigation, Serge Daunais, former Vice-President, Secretary and General Manager for Pavages Maska Inc., [was fined](#) \$20,000 for his role in the scheme. Construction DJL Inc., another key participant in the conspiracy, was previously ordered to pay \$1.5 million in January 2024 after admitting to conspiring with Pavages Maska Inc. and Sintra Inc. to submit rigged bids in

response to a call for tenders from the MTQ. These actions harmed fair competition and undermined the integrity of the MTQ's public procurement process.

Former construction executive sentenced for bid rigging in Québec

Marcel Roireau, former Vice-President of Operations at Construction DJL, was [sentenced](#) to 12 months of house arrest after pleading guilty to rigging bids for paving contracts awarded by the ministère des Transports du Québec in and around the Granby region. Between 2008 and 2009, Roireau colluded with competitors Sintra Inc. and Pavages Maska Inc. to submit rigged bids. This illegal arrangement allowed the companies, rather than market forces, to dictate contract winners and prices, and reduce competition. This drove up costs for taxpayers and undermined the integrity of the public procurement process. Roireau's conviction follows a long-running Bureau investigation into bid-rigging in Québec's construction industry.

Addressing territory allocation in Saguenay–Lac-Saint-Jean

Pavex Ltd. [agreed to pay](#) \$150,000 to settle claims that it broke the law by allocating territories for paving contracts in the Saguenay-Lac-Saint-Jean region. Between 2008 and 2010, Pavex entered into illegal agreements with other paving businesses, through a former employee, to split up contracts from the ministère des Transports du Québec. As part of the settlement, Pavex implemented a corporate compliance program to prevent its employees from engaging in other anti-competitive activities. Another company involved in this scheme, Inter-Cité Construction Ltée, reached a settlement with the Public Prosecution Service of Canada and was ordered to pay \$150,000 in 2023.

Real Estate

Ensuring fair competition in Yukon's real estate market

In April, we entered into a [consent agreement](#) with the Yukon Real Estate Association (YREA) to address concerns about unfair membership rules that limited competition. Our investigation found that YREA required some prospective members to live in Yukon for at least one year before they could join the association. This created unnecessary barriers for new entrants and reduced options for consumers. We found this conduct contrary to the *Competition Act's* abuse of dominance provisions. As part of the agreement, YREA removed the residency requirement and committed to providing fair, equal access to membership in the future. This is one of several agreements we've reached with real estate associations nationwide to help promote open and fair competition in the industry.



Investigating CREA's commission rules and cooperation policy

We obtained a court order to continue our investigation into the Canadian Real Estate Association's (CREA) commission rules and REALTOR® Cooperation Policy. Many real estate professionals nationwide follow these rules, which may harm competition. For example, we're assessing whether the rules discourage buyers' agents from competing on commissions or make it harder for alternative business models, like flat-fee or limited-service models, to compete. With over 160,000 members, CREA plays a significant role in shaping the delivery of real estate services in Canada. We've been

speaking with stakeholders and gathering information to better understand the broader impact of these policies on competition in the real estate industry.

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Conspiracy impacting social housing projects in Manitoba

As the result of a Bureau investigation, five contractors in Brandon, Manitoba, [pleaded guilty](#) to conspiring to divide up among themselves 54 social housing refurbishment contracts awarded between 2011 and 2016. The contractors coordinated to decide in advance who would win each contract and set project prices. The Manitoba Court of King's Bench imposed \$196,000 in fines on those involved, clearly conveying that manipulating contracts is a serious offence with real consequences. Fairness in public contracting will continue to be something the Bureau works to protect.

Promoting competition in Canada

Appearances before parliamentary committees

We appeared before various parliamentary committees seven times to provide expert testimony to lawmakers on a range of competition-related issues. These appearances included discussions on proposed amendments to the *Competition Act*, open banking, airline competition, credit card practices, digital health services, and access to services in minority language communities. We provided evidence-based insights to help Parliamentarians assess the impact of existing and proposed policies on competition and consumer choice across key sectors of the economy.



Strengthening the *Competition Act*

On June 20, 2024, significant [changes](#) to the *Competition Act* became law, giving the Bureau more power to protect competition in Canada. These changes, made through Bill C-59, strengthen provisions related to merger control, deceptive marketing practices, anti-competitive agreements, and harm where a business refuses to deal with another business. The changes also expand private access to the Competition Tribunal. We began updating our [guidance](#) to reflect these changes and consulting with Canadians to ensure our enforcement approach is clear and transparent. These reforms follow earlier updates from June 2022 and December 2023 that modernized Canada's competition law and strengthened the Bureau's ability to protect competition.

Assessing competition in Canada's airlines industry

In July, we [began a market study](#) to examine the state of competition in Canada's domestic air travel market, barriers to airline entry and expansion, and the impediments to Canadians seeking to make informed choices for air travel. This is the first study conducted [under the new framework and information-gathering powers for market studies](#) brought in by the *Competition Act* amendments in 2023. We used these new powers in October when we obtained two court orders requiring Air Canada and WestJet Airlines Ltd. to provide us with information relevant to the study. Following the study, we will publish a final report with recommendations to governments on increasing competition in Canada's airline industry.



Fraud Prevention Month shined a light on impersonation scams

The 21st Fraud Prevention Month (FPM) focused on impersonation fraud, one of the fastest-growing threats facing Canadians. This annual campaign is a joint effort by the Bureau, the Canadian Anti-Fraud Centre, and the Royal Canadian Mounted Police. Its goal is to inform the public about current scams targeting consumers and businesses across Canada. The campaign helps Canadians learn how to recognize, reject, and report fraud to avoid becoming victims.



The 2025 campaign raised awareness about various impersonation tactics, including those involving individuals posing as government officials, businesses, or trusted contacts to trick people. It also addressed scams using fake websites, AI-generated fraud, and deceptive telemarketing scams.

Promoting competition in pet medication sales

In October, we released a [report](#) called “Pets, Vets and Meds: The Case for More Competition,” which pointed out that pet medications in Canada are often only available from veterinarians. This limits choice and can mean higher prices for pet owners. Our report recommends that provinces and territories consider mandating that pet medications be made available to pharmacists. This change could boost competition, make it easier to get pet medications, and lower costs for Canadians. We based this recommendation on broad consultations with vets, pharmacists, regulators, and consumer groups nationwide. By lowering barriers to competition, we aim to support making pet medications more accessible and to help pet owners make informed choices.

Key takeaways from Canada’s Competition Summit

In September, we hosted Canada’s Competition Summit 2024: Market Dynamics in the AI Era. Over 500 participants attended to discuss how artificial intelligence is affecting competition in different sectors. Experts and policymakers discussed the challenges of the digital economy, current antitrust laws, and how to support fair competition.

Canada’s Competition Summit



In November, we released a [report](#) summarizing the key points of the Summit. It highlighted calls in the Summit for:

- updated regulatory frameworks for AI,
- more global collaboration,
- more transparent AI systems,
- action on challenges concerning big tech, and strong efforts to keep competition fair and protect consumers.

Expanding our reach

Canada participates in the G7 Summit to address AI-related competition concerns

In October, we participated in the [G7 Competition Authorities and Policymakers' Summit in Rome](#), where countries came together to discuss the competition concerns raised by the rapid development and uptake of AI. The Summit included Canada, France, Germany, Italy, Japan, the United Kingdom, the United States, and the European Union. Along with our G7 partners, we discussed the importance of guiding the development of AI in a responsible and ethical manner. We committed to advancing global cooperation to ensure that AI systems are developed and used in ways that respect human dignity, promote fairness, and foster inclusive economic growth.



Canadian Digital Regulators Forum expands

The [Canadian Digital Regulators Forum](#), initially comprised of the Competition Bureau, the Canadian Radio-television and Telecommunications Commission and the Office of the Privacy Commissioner of Canada, welcomed the Copyright Board of Canada as a new permanent member in the Forum's second year. The Forum works together to better respond to the rapid changes in digital markets in a coordinated way. This teamwork shows a shared commitment to protecting Canadians' online rights and interests. The forum leadership rotates yearly, and Privacy Commissioner Philippe Dufresne took over the role of chairing the Forum in 2024.

Updated Immunity and Leniency Programs

We've updated our [Immunity and Leniency Programs](#), in partnership with the Public Prosecution Service of Canada, to reflect new criminal provisions under the *Competition Act* that ban wage-fixing and no-poaching agreements between employers. These agreements, where companies agree to set or limit salaries or avoid hiring each other's employees, are now criminal offences. The updated

Programs give individuals and businesses more clarity and predictability when applying for immunity or leniency in exchange for cooperating with our investigations.

Strengthening cross-border cooperation on competition enforcement

In February, we [signed](#) a Memorandum of Understanding (MOU) with the United Kingdom Competition and Markets Authority. The MOU strengthens our ability to share information, discuss competition enforcement policy issues, and support efforts to promote fair competition in Canada and the United Kingdom. Since business activities often cross borders and can raise similar competition concerns, the MOU will help us cooperate in addressing potential anti-competitive practices that can harm consumers and businesses in both countries.



Cartels Directorate Outreach Program

In 2024-25, the Cartels Directorate gave 34 bid rigging awareness and prevention information sessions to an audience of over 1,400 procurement professionals across all levels of government. Bid rigging undermines the value of the competitive bidding process and increases the cost of public procurements, diverting public funds to colluding bidders. These information sessions equip procurement authorities with the necessary knowledge to help them recognize, prevent, and report bid rigging.

Investing in our organization

A growing role for the Digital Enforcement and Intelligence Branch

The Digital Enforcement and Intelligence Branch (DEIB) kept growing and helped us tackle new challenges in a fast-changing, data-driven world. The DEIB brings together experts in behavioural science, data analysis, intelligence, and remedies to support the Bureau's competition promotion and enforcement work.

Here's how the branch helped strengthen our work:

- **Launching the Behavioural Insights Unit:** In March 2024, we created a new team to help us understand how people and businesses make decisions. The unit supported 25 cases and projects and played a key role internationally by helping launch a working group at the Organisation for Economic Co-operation and Development (OECD). The goals of the working group include: international knowledge exchange and evidence building, feedback, and sharing lessons learned.
- **Strengthening proactive enforcement across the Bureau:** The Central Intelligence Unit's proactive work led directly to more than ten enforcement or disruption efforts across multiple areas of the Bureau's mandate.
- **Expanding our team of Data Scientists:** Our data scientists are proficient in over 20 programming languages, machine learning, data and text analysis, data visualization, web scraping, geospatial analysis, natural language processing, and process automation, among other skills.
- **Advancing our understanding of AI and competition:** We asked the public for feedback on how AI is affecting competition. People from across Canada and around the world—including tech companies, researchers, lawyers, and consumer groups—sent us their views. In January 2025, we published a [What We Heard](#) report to share what we learned. This input is helping shape our approach to AI and competition.
- **Developing tools to support competition promotion and enforcement:**
 - We created an email alert to help staff quickly find public consultations where we can speak up for competition.
 - Our Eagle Eye tool helps teams analyze local markets by showing how much market share businesses hold in different areas.
 - We also built an interactive tool that uses open data to flag suspicious spatial and temporal bidding patterns and help detect possible collusion.
- The Remedies Unit continued its involvement in all merger cases where remedies are needed or where there is ongoing monitoring of merger remedies. It also expanded its involvement to begin supporting abuse of dominance cases with the Monopolistic Practices Directorate.

The DEIB is helping us use modern tools and knowledge to stay ahead. Whether it's spotting signs of collusion, making sense of AI, or understanding how people make choices, the branch is at the centre of our efforts to protect competition in the digital age.

Heski Bar-Isaac appointed special economic advisor for digital and platform markets

We welcomed Dr. Heski Bar-Isaac as Special Economic Advisor for Digital and Platform Markets in July. He is a professor at the Rotman School of Management at the University of Toronto and is well known for his expertise in digital markets. Dr. Bar-Isaac's research has been widely published in leading academic journals, and he has much experience studying how businesses act in complex, technology-driven fields. In his new role, Dr. Bar-Isaac has given expert advice on digital market issues, helping us advance investigations and create policies that support innovation and competition, and protect Canadian consumers as the digital economy grows and changes. Additionally, Dr. Bar-Isaac has provided training and mentorship to Bureau staff on digital markets.



Inclusive competition

This year, we established the Inclusive Competition Unit (ICU) to bring together and strengthen efforts on equity, diversity, inclusion, accessibility, mental health, reconciliation, and official languages. The ICU is a team dedicated to fostering a workplace where all employees feel supported, valued, and able to thrive. It plays a key role in advancing inclusion across the organization by supporting employee networks, helping managers track progress on goals, and promoting a culture that recognizes the importance of mental health, accessibility, language rights, and Indigenous reconciliation. The ICU also works to integrate inclusive thinking into our policies and enforcement work by encouraging the use of disaggregated data, exploring how identity influences markets, and applying inclusive competition principles, ensuring the Bureau's work better reflects and serves the diversity of Canadians.

Young Professionals Network

This year, we launched Young Professionals Network (YPN), a new community designed to connect, engage, and support students and early-career professionals across the organization. Composed of members from various branches and regional offices, the YPN provides a space to build connections, share knowledge about the Bureau's work, and promote a workplace culture rooted in inclusion, support, and community. The network organizes informal meetings and activities throughout the year. Through these networking events and knowledge-sharing initiatives, the YPN is helping to strengthen professional development and collaboration across the Bureau.

Annexe A

Financial Snapshot

These tables provide an overview of our financial information for the 2024–2025 fiscal year.

Total expenditures by Branch		
Branch	% of total expenditures	Expenditures by branch (in \$CAD)
Mergers and Monopolistic Practices Branch Includes: Mergers Directorate; Monopolistic Practices Directorate	24.44	18,370,255.86
Cartels and Deceptive Marketing Practices Branch Includes: Cartels Directorate; Deceptive Marketing Practices Directorate	30.14	22,659,323.96
Corporate Services Branch Includes: Enforcement Services Directorate; Finance and Administration Directorate; Talent Management and Development Directorate	21.84	16,416,525.10
Competition Promotion Branch Includes: Economic Analysis Directorate; Compliance Unit; International Affairs Directorate; Policy, Planning and Advocacy Directorate; Public Affairs and Outreach Directorate	13.46	10,122,273.90

Digital Enforcement and Intelligence Branch Includes: Intelligence, Behavioural Insights, and Remedies Directorate; Digital Enforcement Directorate	6.87	5,161,776.56
Office of the Commissioner	1.91	1,438,976.14
Legal Services	1.33	997,547.18
Total	100.00	75,166,678.70

Total operating expenditures		
Category	% of total operating expenditures	Operating expenditures (in \$CAD)
Salary	76.69	57,643,410.78
All other expenditures	2.81	2,110,001.33
Professional Services	14.67	11,028,030.96
Rentals	1.94	1,461,162.68
Other machinery acquisitions	0.81	608,432.70
Transportation and Communication	1.40	1,053,333.22
Information	0.75	566,713.40
Repair and Maintenance	0.84	628,992.52
Utilities, materials, and supplies	0.07	53,207.86
Capital asset acquisitions	0.02	13,393.25
Total	100.00	75,166,678.70

Revenues by Services

Type of Service Fee	% des recettes totales	Revenue (in \$CAD)
ARC* requests: non-complex	58.31	12,156,531.12
Merger Notification filings and ARC requests - Complex	16.97	3,537,069.52
ARC requests: Complex	19.47	4,058,861.72
Merger Notification filings and ARC requests - Non-complex	4.97	1,036,305.12
CA* Identification Numbers	0.26	59,300.00
Written Opinions for sections 52, 52.01, 52.1, 53, 54, 55, 55.1, 74.01(1)(a), 74.01(1)(c), 74.01(2), 74.01(3), 74.011, 74.02, 74.04, 74.05, and 74.06	0.03	7,000.00
Written Opinions for sections 45-49, 79, and 90.1	0.00	–
Written Opinions for Part IX	0.00	–
Written Opinions for charitable organizations	0,00	–
Written Opinions with respect to any other provision	0.00	–
Photocopies	0.00	–
Total	100.00	20,849,714.48

*ARC = Advance Ruling Certificate

*CA identification number = a five-digit identification number preceded by the letters CA (ex: CA00000).