



Office of the Commissioner
of Lobbying of Canada

Commissariat au lobbying
du Canada



ANNUAL REPORT

2025-26



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Preface

This report is submitted to the Parliament of Canada pursuant to section 11 of the *Lobbying Act* R.S.C., 1985, c. 44 (4th Supp.).

Within three months after the end of each fiscal year, the Commissioner must prepare a report about the administration of the *Lobbying Act* during that fiscal year. The Commissioner is required to submit the report to the Speaker of the Senate and the Speaker of the House of Commons. Each Speaker tables the report in the Chamber over which they preside.

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Commissioner's message

"Lobbying is a legitimate activity, but **transparency is essential** so Canadians know who is lobbying whom and on what issues.

Transparency should not be optional."



Since I was appointed Commissioner of Lobbying in late 2017, I have been preparing for a review of the *Lobbying Act*. That review is now underway.

In February 2026, ETHI was formally designated by the House of Commons to lead a review of the Act. The Committee subsequently invited me to appear on March 9, 2026. Ahead of my testimony, I shared 21 recommendations informed by my eight years of experience in administering the federal lobbying regime that would improve and modernize the *Lobbying Act*.

As the study continues, I remain committed to supporting the Committee in identifying legislative improvements that can keep Canada at the forefront in lobbying transparency for years to come.

Lobbying is valuable and necessary. However, it is important that it be done transparently and ethically, and that the rules be simple, clear and enforceable.

I issued a new interpretation bulletin in July 2025 which lowered the registration threshold for organizations and corporations, effective January 19, 2026. Much of 2025-26 was dedicated to the implementation of the new threshold. Even as service volumes increased, the team reinforced its reputation for dependable, high-quality advisory support and its commitment to continuous improvement.

In addition, my team and I remain committed to our ongoing work to improve the Registry of Lobbyists, to increase stakeholder understanding of the lobbying framework and to verify that registrants, lobbyists and former designated public office holders comply with the Act and Code.

Our work is rooted in all public sector values. I am very mindful of our stewardship of public resources as we administer the *Lobbying Act*. The ever-increasing costs, including those related to information technology, puts pressure on our human resources to continue to meet the mandate that Parliament entrusts to our organization.

I am always very proud of my team and the work we do. According to a study based on the most recent Public Service Employment Survey, our office was the top-ranked federal organization, reflecting our collective sense of shared purpose, collaboration and integrity. I am proud that our office was one of only two organizations with 100% of employees responding that their office is a great place to work.

As we begin a new fiscal year, it is my hope that the review of the *Lobbying Act* will lead to changes that will further transparency. We must continue to advocate for increased transparency and ethical behaviour in the lobbying of federal officials to support public trust in our democracy.

Nancy Bélanger
Commissioner of Lobbying

What we do

The federal lobbying regime sets requirements and standards for the transparent and ethical lobbying of federal officials. The Commissioner of Lobbying, with the support of the Office, administers the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

The Commissioner is an independent Agent of Parliament and reports directly to parliamentarians.

Mandate and role

Our primary responsibilities include:

- maintaining and enhancing the Registry of Lobbyists
- developing and offering education and information to expand awareness and understanding of the lobbying framework and compliance obligations
- conducting compliance work that supports respect of the *Lobbying Act* and the *Lobbyists' Code of Conduct*



Why transparent and ethical lobbying matters

When done transparently and ethically, lobbying is legitimate work and can support officials in making informed decisions.

Transparency also empowers Canadians to know, to analyse and to question the effect of the lobbying of federal officials.

Enabling transparency

Registry of Lobbyists

The [Registry of Lobbyists](#) is the primary tool for ensuring transparency in lobbying, allowing Canadians to explore and scrutinize the information that lobbyists are required to disclose when they lobby federal officials.

It provides access to a wealth of information and tools including statistics, search alerts and downloadable [data sets](#). Registrations contain a wide range of information about lobbying activities, including:

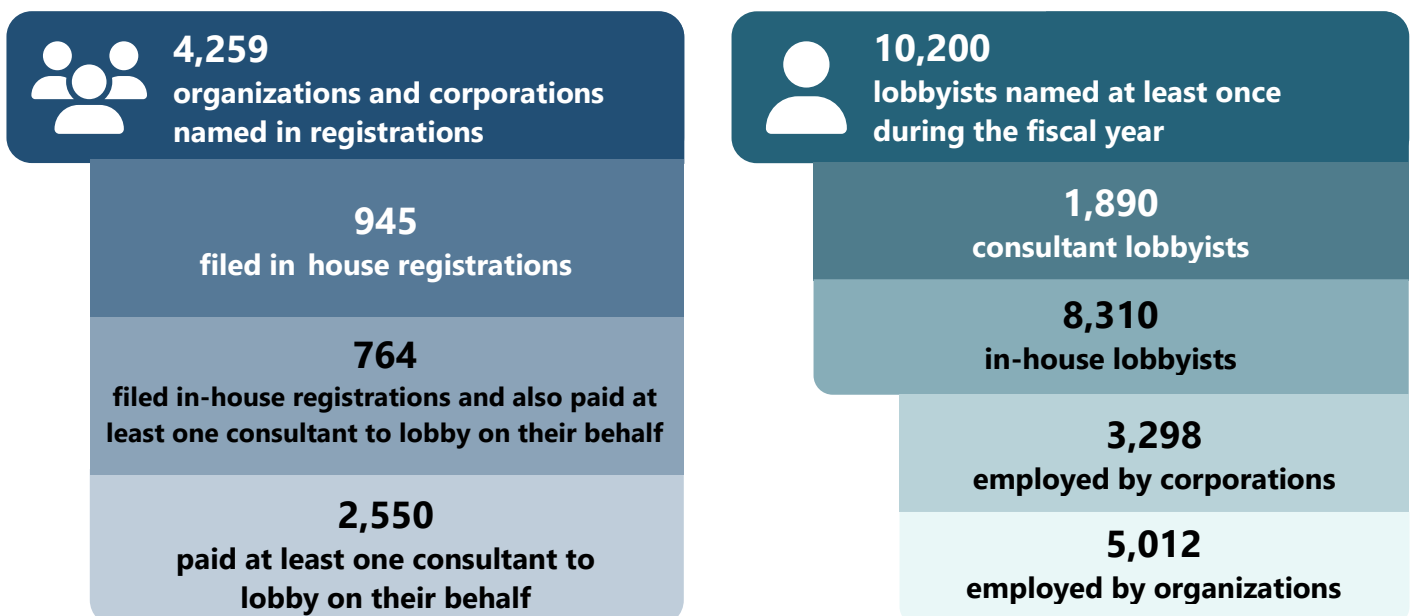
- client/employer information, including parent and subsidiary companies
- names of lobbyists and any previous federal public offices held
- federal institutions lobbied
- details about the lobbying itself, including subject matters and their descriptions
- lobbying techniques used (i.e. verbal, written, grassroots campaigns), and
- domestic and foreign government funding, if any.

Consultant lobbyists must file a separate registration for each client. For in-house lobbyists (corporations and organizations), the most senior paid officer must file a registration if the corporation or organization meets the [significant part of duty threshold](#). A lower registration threshold of 8 hours collectively spent over a 4 consecutive week period took effect on January 19, 2026.

Corporations must list all senior officers who lobby and all employees whose lobbying activities constitute a significant part of their duties, while organizations must list every employee who lobbies.

Overview

Who engaged in lobbying in 2025-26



Who was lobbied through an oral communication arranged in advance

Designated public office holder	Number of filed communications
Members of Parliament	13,752
Deputy ministers, associate deputy ministers and assistant deputy ministers	9,541
Chiefs of Staff	3,609
Officials in the Prime Minister's Office (including when the prime minister participates)	3,009
Ministers	2,843
Senators	1,845
Prime Minister only	170

Government institutions and subject matters in registrations and communication reports

Top 5 government institutions		
	Registrations	Communication reports
1	House of Commons	House of Commons
2	Prime Minister's Office	Innovation, Science and Economic Development Canada
3	Innovation, Science and Economic Development Canada	Finance Canada
4	Finance Canada	Natural Resources Canada
5	Senate of Canada	Prime Minister's Office

Top 5 subject matters		
	Registrations	Communication reports
1	Economic development	Economic development
2	Industry	Industry
3	Taxation and finance	Environment
4	Environment	International trade
5	Infrastructure	Taxation and finance

Spotlight

New registration threshold

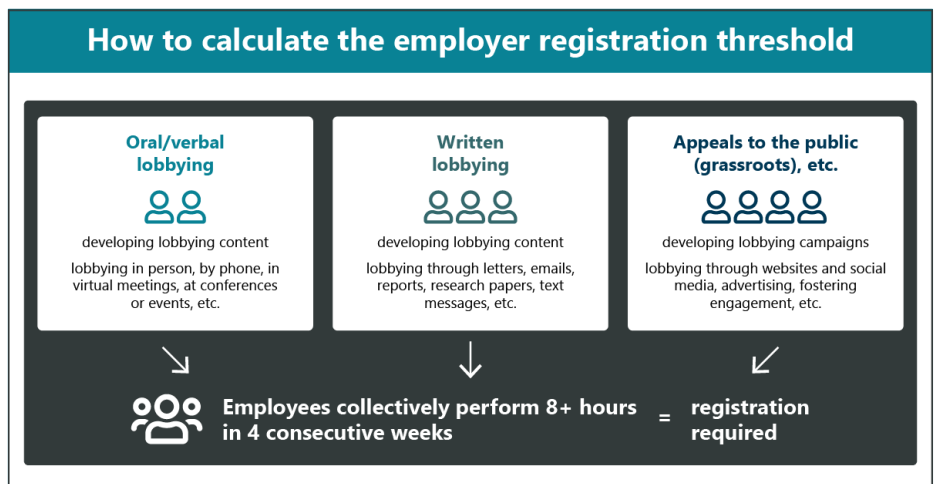
On January 19, 2026, a new registration threshold came into effect, increasing the number of organizations and corporations required to register their lobbying. The threshold for what constitutes a “significant part of the duties” was reduced from 32 hours to 8 hours over a four-week period.

Commissioner Bélanger’s new interpretation aligns more closely with the principles of the *Lobbying Act* — to ensure that Canadians know who is lobbying federal government officials and on what issues.

Dating back to 2009, the previous interpretation allowed a considerable amount of lobbying by in-house lobbyists to go unregistered, thereby hindering transparency. Additionally, it was drawn from a standard provided for in American legislation that does not include or make reference to the term “significant part of the duties”.

The change does not affect consultant lobbyists, who must continue to register any undertaking to lobby on behalf of a client.

As a similar expression (i.e. “significant part of the individual’s work”) is also referenced in the five-year restriction on lobbying for former designated public office holders (DPOHs), a corresponding interpretation was also issued. Similar to the new registration threshold, this interpretation sets out that a former DPOH employed by a corporation cannot reach or exceed eight hours of lobbying in any four consecutive weeks.



To support compliance, the Office undertook targeted outreach to raise awareness of the changes, including a combination of paid advertising, new published educational material, and info sessions. These efforts primarily focused on organizations and corporations who may not have previously been subject to the Act. More activities are described in the *Expanding awareness and understanding* section of this report.

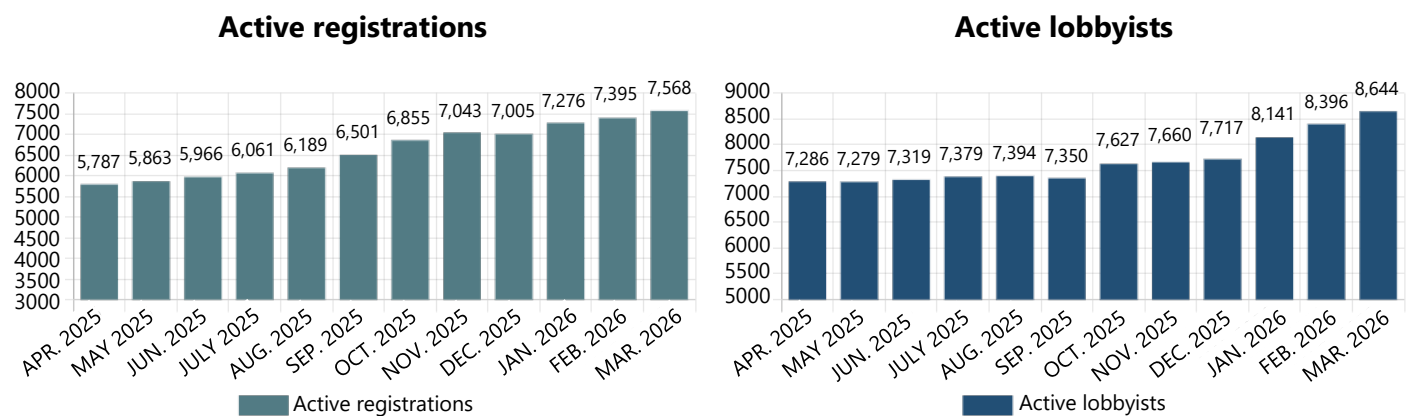
Maintaining transparency requires relatively little effort, yet it is vital to sustaining public trust in our federal institutions.

Active registrations and active lobbyists

Despite the April 2025 election, the upward trend in the number of active registrations and active lobbyists continued in 2025-26. Except for the months of April and May 2025, new records for active registrations were set for each month, culminating in an all-time record in March 2026 with 7,458 active registrations, smashing the previous record of 6,223 in November 2024. The 17% increase in active registrations may be attributable in part to the lower registration threshold that took effect in January 2026. Indeed, between January 19, 2026, and May 5, 2006, there have been 211 new organizations and corporations added to the Registry.

With respect to active lobbyists, new monthly records were set each month from August 2025 to March 2026. A new all-time record was recorded in March 2026, with 8,644 active lobbyists — 14% higher than the previous record of 7,421 in January 2025.

The figures below represent the number of registrations and lobbyists registered in each month.

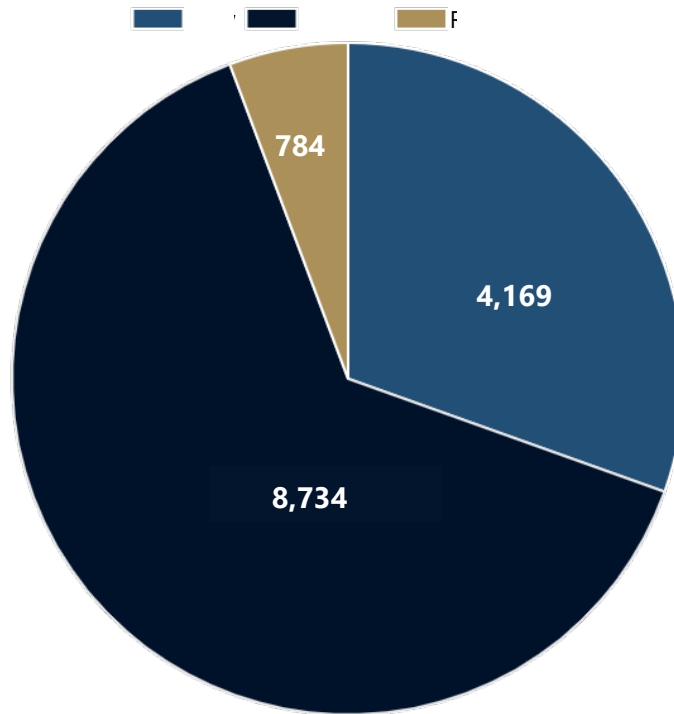


Reviewing registrations

Between April 1, 2025, and March 31, 2026, the Office reviewed and published 13,687 registrations, including new, reactivated, and updated registrations. This corresponds to an average of 1,141 registrations reviewed and processed each month.

While the total number of reviewed and published registrations in 2025-26 was roughly 500 lower than in the previous year, the volume of new and reactivated registrations increased by approximately 30%. The 23% decrease in updated registrations reflects a return to more typical levels. In 2024-25, the number of updates were unusually high due to a change to the Registry of Lobbyists that required registrants to update their active registration by linking subject matters to their details. This change was made to make the information available in registrations and communication reports more comprehensive.

Registration activity



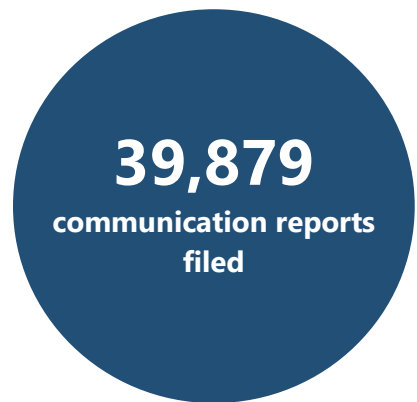
Communication reports

A total of 39,879 of verbal, pre-arranged communications occurred during the fiscal year. Not only was this an increase of more than 8,800 over the previous year, but it also set a new all-time record by surpassing the previous record of 34,490 set in 2023-24, by 13.5%.

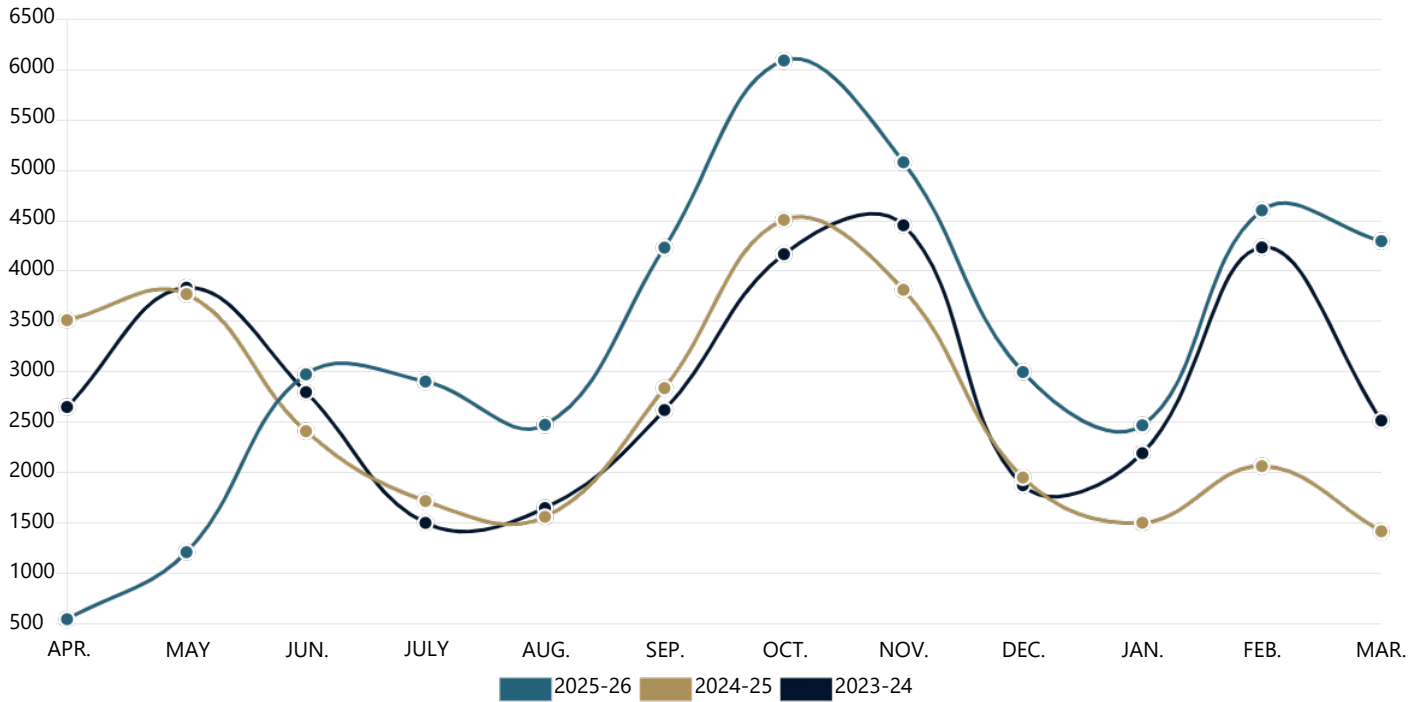
From June 2025 to March 2026, new monthly records were set for each corresponding month.

October continued to stand out, establishing a new all-time record for the second consecutive year. In October 2025, 6,093 reports were filed—more than 1,500 above the previous record of 4,509 set in October 2024.

The notably lower number of communication reports in April and May 2025 is likely attributable to the general election held at the end of April. Such decreases in communication reports are typical during election periods as the dissolution of Parliament leads to members of Parliament no longer being designated public office holders.

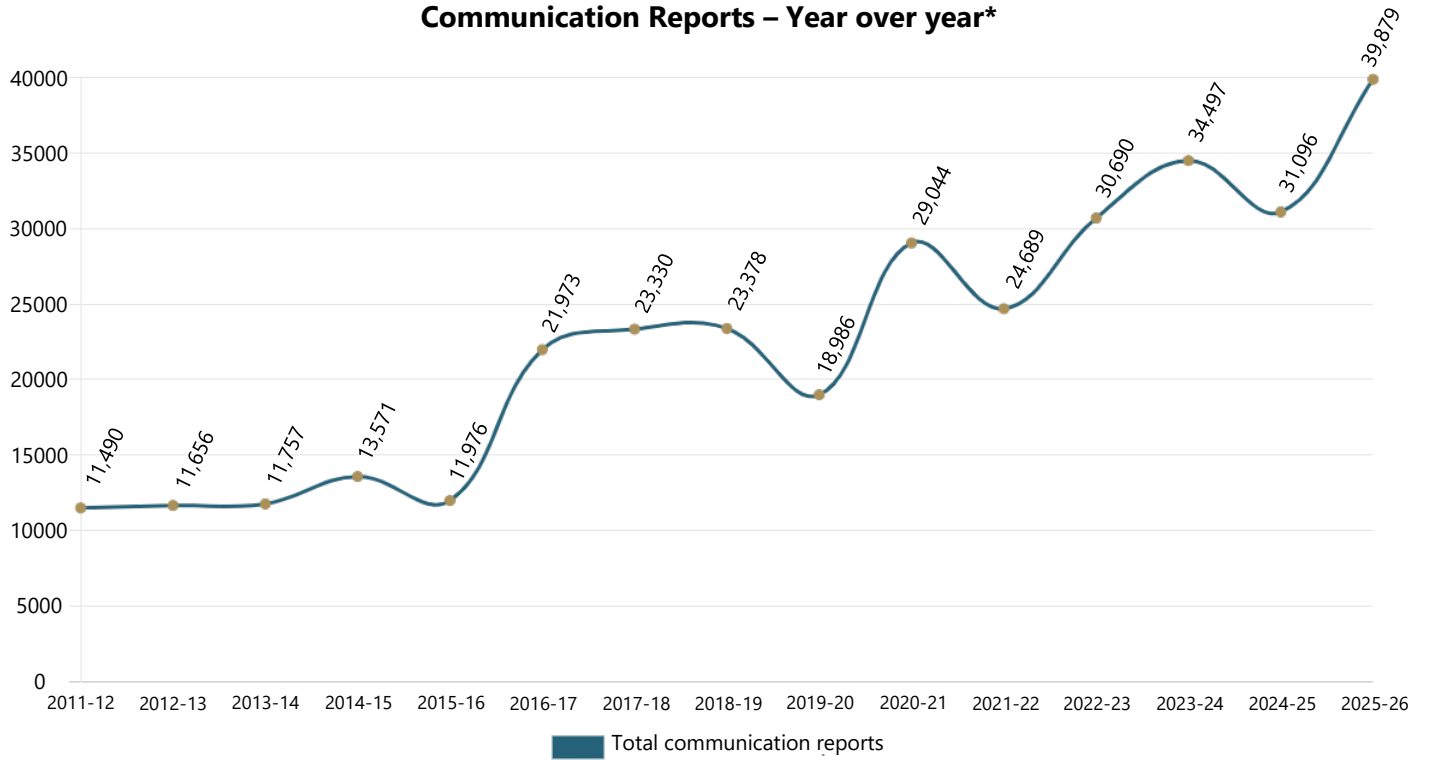


Communication reports – Month over month



i These are the number of communications that took place between April 1 and March 31 and were filed in the Registry by May 1 of the given year. This ensures a more accurate reflection of communications that occurred during the fiscal year since they include the March communications that must be submitted by the 15th day of April.

Communication Reports – Year over year*



*Slight difference over previous reported yearly totals may occur due to late communication reports or deletions of erroneous reports following verifications.

Spotlight

Late registrations and communication reports

As the expression goes, “Transparency delayed is transparency denied”.

The effectiveness and credibility of the federal lobbying regime depend on timely and accurate disclosure. Registrations provide Canadians with insight into who is lobbying federal public office holders and on what issues. When filings are late, this transparency is undermined.

Under the *Lobbying Act*, failing to register within prescribed timelines or to file communication reports later than 15 days after the end of the month in which the communication occurred is an offence. While the Office accepts late filings to preserve transparency, such delays limit the public’s ability to access information when it matters most. Investigations are conducted only where it would be necessary to ensure future compliance.

Late filings remain a persistent issue. Each year, approximately 8% of registrations and 6% of communication reports are submitted late. While overall compliance rates are high, it still represents thousands of late filings annually. In 2025-26 alone, a total of 1,148 registrations (new registrations, reactivations, and updates) and 2,037 communication reports were filed late.

Consultant lobbyists account for 95% of the 212 late new registrations. As a result, there was a delay in public disclosure of the undertakings consultants had entered with their clients.

To strengthen the lobbying framework, the Commissioner has put forward several recommendations to the Standing Committee on Access to Information, Privacy and Ethics (ETHI) in its study of the *Lobbying Act*. These include introducing additional compliance measures such as mandatory training, administrative monetary penalties, and temporary prohibitions on lobbying. Together, these tools would allow for more timely, flexible and proportionate responses to non-compliance, while creating stronger incentives to meet legal obligations.

Timely registration is not an administrative formality. It is essential to maintaining public trust in the lobbying transparency regime. Ensuring the timely registration of lobbying activities remains a priority for the Office. Although legislative modernization could strengthen the Office’s ability to respond effectively, in its absence the Office will continue to focus on education, monitoring, and enforcement where necessary to improve compliance.

1,148

**Registrations
filed late**

2,037

**Communication
reports filed late**

Late registrations and late communication reports table

	2025 26	2024 25	2023 24	2022 23
Late registrations	8.4%	7.4%	8.3%	8.1%
Number of late registrations	1,148	1,048	894	741
Late communication reports	5.5%	6.6%	6.2%	6.2%
Number of late communication reports	2,037	2,120	2,140	1,864

Type of late registrations

Type	Consultants	Organizations	Corporations	Combined
New	202	3	7	212
Reactivations	44	5	2	51
Updates	327	363	195	885
Total	573	371	204	1,148

Data captured on 2026-05-01, for registrations filed between 2025-04-01 and 2026-03-31.

Late registrations table

Period	Consultants	Organizations	Corporations	Combined
1-15 days	222	116	67	405
16-30 days	89	78	43	210
31-90 days	162	119	61	342
91-180 days	70	47	29	146
More than 180 days	30	11	4	45
Total	573	371	204	1,148

Data captured on 2026-05-01, for registrations filed between 2025-04-01 and 2026-03-31.

Late communication reports table

Period	Consultants	Organizations	Corporations	Combined
1-15 days	469	595	256	1,320
16-30 days	43	257	61	361
31-90 days	53	124	65	242
91-180 days	7	51	7	65
More than 180 days	15	29	6	9
Total	587	1,056	394	2,037

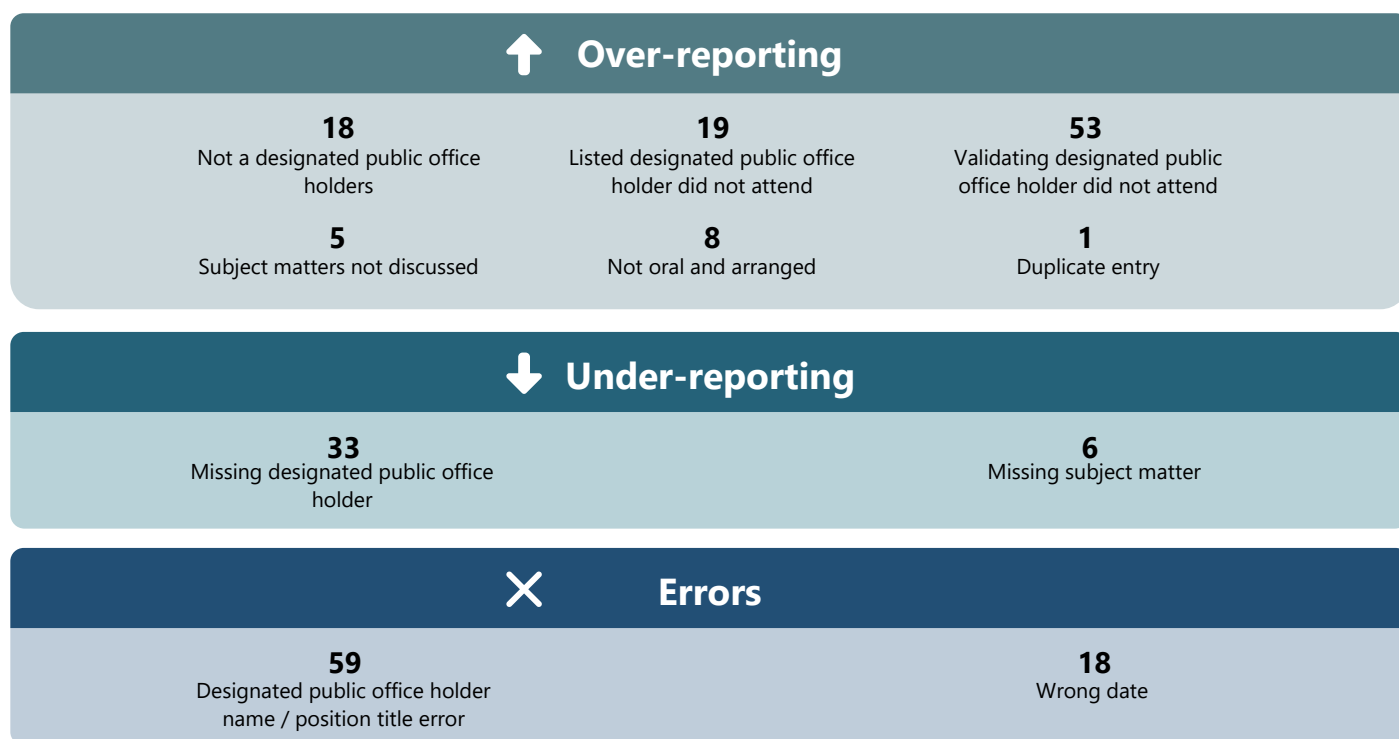
Data captured on 2026-05-01, for reports filed between 2024-04-01 and 2025-03-31.

Verification of communication reports

To ensure accurate reporting by lobbyists, the Office extracts a sample (5%) of new communication reports filed in the Registry of Lobbyists every month. The designated public office holders named in these reports are required under the *Lobbying Act* to confirm whether the information submitted in the reports is complete and accurate. They must do so in the prescribed time of 30 days. The Commissioner may report any failure to do so in a report.

In 2025-26, the Office requested the verification of 1,833 communication reports to 207 of designated public office holders named in these reports. Of these 1,545 were confirmed complete and accurate while another 191 contained some inaccuracies, which were then corrected. Some reports contained multiple inaccuracies.

Common inaccuracies in communication reports







Advisory services





In 2025-26, the Office saw an increase in both the number of individual stakeholders (13%) reaching out and in the total number of inquiries (9%) it received.

This increase is undoubtedly attributable to a new registration threshold coming into effect in January 2026, requiring a larger number of organizations and corporations to register. The April 2025 election also resulted in a higher number of former designated public office holders wanting to better understand their obligations under the 5-year restriction on lobbying.

Inquiries by source

Type	 Calls	 Emails	 Combined	 Percentage
Lobbyist (incl. representatives)	3,130	2,657	5,787	82.8
Potential lobbyist or client of a lobbyist	109	239	348	5.0
Public office holder (current and former)	172	305	477	6.8
General public	189	165	354	5.1
Other (e.g. academics)	12	9	21	0.3
Total	3,612	3,375	6,987	100

Inquiries by topic



Type	 Calls	 Emails	 Combined	 Percentage
Support with registration, technical issues	2,301	1,951	4,252	50.5
<i>Lobbying Act</i> and regulations	822	954	1,776	21.1
Registration details and guidance	919	580	1,499	17.8
<i>Lobbyists' Code of Conduct</i>	73	246	319	3.8
Other (mandate, allegations, outreach requests)	196	375	571	6.8
Total	4,311	4,106	8,417	100

Service standards for advisory services

The Office continued to deliver strong results in 2025–26, showing consistent performance across all areas, with near-perfect or perfect results throughout.

Email responsiveness remained a key strength, with 99.6% of simple inquiries answered within two business days and 100% of complex requests completed within 10 business days.

Overall, the results reflect sustained excellence, reinforcing the Office's commitment to high-quality, timely service despite increasing demand.

2025 26 Service standards for advisory services	 Target	 Result
Respond to simple email within 2 business days	90%	99.6%
Respond to complex emails within 10 business days	85%	100%
Respond to telephone calls within 30 seconds	80%	89.7%
Review new registrations within 3 business days	100%	100%
Process voicemails within 1 business day	85%	100%

Highlights

10,200 lobbyists
in active
registrations

13,687
registrations

39,879 record
communication
reports

100% service
standards
met

Ensuring compliance

Compliance

The Office ensures that registrants, lobbyists, and former designated public office holders meet their obligations by conducting a variety of activities to enforce the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

In addition to 37 compliance files carried over from the previous year, which included 2 investigations, the Office initiated 20 preliminary assessments during the 2025-26 fiscal year.

In 2025-26, the RCMP returned 3 files referred by the Commissioner without laying charges. As of March 31, 2026, the Commissioner had ceased those investigations.

At the close of the fiscal year on March 31, 2026, there were 19 files at the preliminary assessment stage and 5 suspended files, 4 of which were with the RCMP while 1 continues to be suspended pursuant to subsection 10.4(8) of the *Lobbying Act* because the Commissioner became aware of an ongoing parallel investigation on the same subject matter.

Assessing potential non-compliance



3

Investigations referred to the RCMP



20

Preliminary assessments

7 from external referrals

13 from internal monitoring



4

Investigations ceased



33

Files closed at the preliminary assessment stage

5 no evidence of registrable lobbying

7 no evidence that significant part of duties was met

7 investigations not necessary to ensure compliance under the *Lobbying Act*

14 investigations not necessary to ensure compliance under the *Lobbyists' Code of Conduct*



19

Active files as of March 31, 2026

19 at the preliminary assessment stage

Update on charges laid in 2024 under the Lobbying Act

Gerald Paulin

As mentioned in the previous two annual reports, the RCMP formally charged Gerald Paulin in March 2024 under the *Lobbying Act* following a referral by the Commissioner of Lobbying in September 2020.

Mr. Paulin is alleged not only to have failed to file a return after undertaking to communicate and to arrange a meeting with a public office holder, but also to have received a payment contingent on the outcome of a registrable matter.

Proceedings were instituted against Mr. Paulin in the Ontario Court of Justice in Thunder Bay in March 2024. The next step in these proceedings is a trial confirmation hearing set to take place on December 11, 2026.

Compliance assessments and letters

In addition to its investigation efforts, the Office undertakes a variety of activities to verify compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

Throughout 2025-26, the Office sent 27 compliance letters to lobbyists to ensure compliance with various rules or requirements. These letters addressed the potential need to register, missing subject matters in registrations and the rules related to gifts and hospitality under the Code.

The Office also conducts compliance assessments to address late filings of registrations and late filings of communication reports. Regular monitoring is conducted for a period of 1 year to ensure continued compliance. In 2025-26, 7 lobbyists were monitored.

Gifts and hospitality exemptions requests

The *Lobbyists' Code of Conduct* prevents lobbyists from providing gifts or hospitality — directly or indirectly — to an official they lobby or expect to lobby, other than a low-value gift that is a token of appreciation, or promotional item and a low-value instance of hospitality for consumption during an in-person gathering.

The Commissioner may grant an exemption to the gift and hospitality rules by considering any relevant factors.

In 2025-26, the Office received 12 requests for exemptions related to limits on gifts and/or hospitality. While 7 were granted — 4 with conditions —, another 4 were denied and 1 was withdrawn.

Requests are submitted through a standardized online form and are typically processed within 10 business days of the Office having received all relevant information.

Exemption requests for the five-year restriction on lobbying



In 2025-26, the Office received 23 applications for exemptions to the [five-year restriction on lobbying](#) from former designated public office holders, the highest number received to-date. One additional application was carried over from the previous year.

Of these 24 exemption requests:

- 6 were granted
- 12 were denied
- 4 were withdrawn
- 2 were carried over to 2026-27

All [granted exemptions](#) are published in the Registry of Lobbyists, along with relevant information and any conditions that may apply.

Service standards for requests for exemptions to the 5-year restriction on lobbying

 Standard	 Performance
A letter sent by the Commissioner within 60 days of receiving an accurately completed application to either grant or to obtain further representations*.	96%**
Applicant informed in writing of the Commissioner's final decision within 30 days of the applicant's submitting further representations.	100%
Exemptions granted are made publicly available within 48 hours of its effective date.	100%

* Where the provisional decision is to deny the request, the applicant is offered the opportunity to submit additional information.

** A requester delayed their interview by three weeks due to personal reasons, extending the process slightly beyond the 60-day service standard.

Highlights

3
files referred to
the RCMP

12 exemption
requests for gifts
and hospitality

27
compliance letters
sent

23 exemption
requests for 5 year
restriction

Expanding awareness and understanding

Outreach and education

The Office actively engages with lobbyists, public office holders, members of media, and the general public to raise awareness of the *Lobbying Act* and the *Lobbyists' Code of Conduct*. These outreach efforts foster understanding and support compliance with both the Act and the Code.

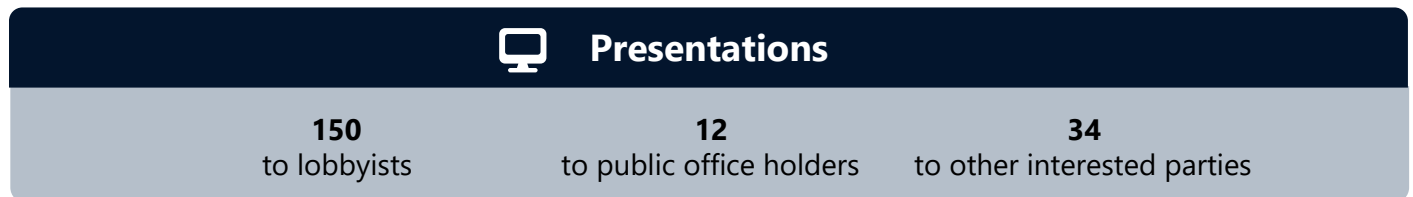
In 2025-26, the Office met with 1,981 stakeholders through 196 presentations to lobbyists, public office holders, international organizations, students, and other interested parties.

Presentations to stakeholders



1,981

stakeholders reached



Proactive info sessions

The coming into effect of a lower registration threshold provided the perfect opportunity for the Office to proactively offer info sessions. In late November 2025, the Office hosted its first *Do you need to register your lobbying: Understanding the new registration threshold* session, which focused on providing an overview of the lobbying framework and the threshold for registration. By March 31, 2026, the Office had hosted 14 of the pre-scheduled sessions, 8 in English and 6 in French, which were attended by approximately 500 participants.

Given the success of these sessions, the Office will continue to proactively offer info sessions in addition to on-demand sessions requested by individuals or groups and will explore additional topics for new regular sessions.

Advisory letters

The Office issued advisory letters to 5 individuals identified in media reports following announcements of their employment with government relations firms, organizations, or corporations engaged in federal lobbying. These letters serve to inform potential lobbyists about registration and reporting obligations under the *Lobbying Act*, promoting compliance and transparency.

Additionally, the Office also reached out to 119 designated public office holders outlining the 5-year restriction on lobbying that applies to them after they cease to occupy their position. As a general election was held in April 2025, the majority of these letters were sent to those not seeking re-election or not re-elected to inform them of their obligations under the *Lobbying Act*.

Ways to stay informed

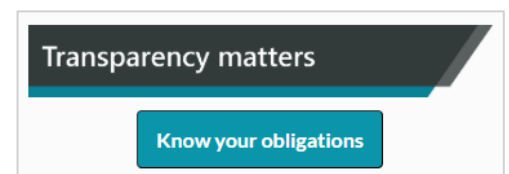
Launched in early 2025, the Office's LinkedIn page and email distribution list play an important role in expanding our reach and improving proactive communications.

Both platforms allow us to effectively reach stakeholders across Canada, in both official languages. In just over a year, our LinkedIn page grew to nearly 728 followers while our email distribution list has grown to 194 subscribers. The Office regularly publishes content on LinkedIn, including a monthly reminder to submit communication reports. Five messages were also sent to our mailing list subscribers notifying them of new developments, publications and information sessions throughout the year.

Complementing these tools, the Registry of Lobbyists' search alerts allow users to create alerts based on keywords such as names, subject matter, institutions, and other criteria. Whenever information matching the selected criteria is added to the Registry, a notification is sent. In 2025-26, 489 search alerts were created by 272 unique users, triggering more than 13,956 results. This marked a 28% increase in searches and 12% in users.

New and updated resources

Throughout 2025-26, the Office continued to create or update a variety of resources. In July 2025, the Commissioner issued a new interpretation of the [significant part of duties registration threshold for organizations and corporations](#) and a new interpretation bulletin with respect to the [five-year restriction on lobbying for former designated public office holders](#).



In support of the effective date of the new registration threshold and interpretation bulletin, a dedicated landing page, [Transparency matters: Know your obligations](#), was developed to help direct those who had little to no knowledge of the requirements of the federal lobbying framework.

Additionally, in anticipation that more organizations and corporations would need to register, the Office updated its guide on [How to register and report your lobbying activities](#).

Media engagement

The Office of the Commissioner of Lobbying remains committed to providing the media with accurate, appropriate and timely, information regarding Canada’s lobbying regime.

Media inquiries

In 2025–26, the Office responded to 98 media inquiries, a 58% increase over the previous year and the third-highest volume on record, just shy of the 100 inquiries received in 2019-20 and the 102 in 2020-21. Unlike earlier peak years, which were driven by high-profile issues, this year’s activity reflects a broader and more sustained interest in the Office’s mandate.

Notably, 39% (38) of all inquiries focused on the Registry of Lobbyists. These inquiries spanned a range of topics, including assistance with navigating and searching the Registry, requests for data extracts, and clarification regarding the type and scope of information publicly available.

Questions relating to the rules of Canada’s lobbying regime, namely the *Lobbying Act* and *Lobbyists’ Code of Conduct*, accounted for 25% (24) of the total number of inquiries. Compliance activities, including investigations, rounded up third place with 14% (14) of the questions received while questions about the statutory review of the *Lobbying Act* or its related regulations a notable 11% (11).

Overall, the distribution of inquiries highlights continued media interest in both the transparency tools and the regulatory framework supporting Canada’s lobbying regime.

Media interviews

Reinforcing the Office’s commitment to openness and accountability, the Office participated in 12 media interviews which included print, radio, television, multi-media and podcast. Commissioner Bélanger gave 10 media interviews and members of the Office participated in another 2, for a total of 12 media interviews.



Common goals of transparency and accountability

Canada's long-standing experience in regulating lobbying activities positions the Office well to share its experience and contribute to the discourse around transparency and ethical lobbying of government officials.

Common standards for lobbying transparency and accountability support the development of systems that can strengthen democracies. The ongoing collaboration with provincial and international counterparts provides opportunities to share expertise among participants to help foster effective, accountable, and inclusive institutions at all levels.

Lobbyists Registrars and Commissioners Network

Each year, Commissioner Bélanger and employees of the Office participate in two meetings with the [Lobbyists Registrars and Commissioners Network](#) (LRCN) to share best practices and provide updates related to their respective regimes.

This year, the in-person meeting took place in Saint Andrews, New Brunswick from September 29 to October 1, 2025. Members shared information and techniques on reaching lobbyists who may not currently be aware of their respective obligations. Additional topics of discussion included cooling-off periods for former officials, recent legal findings, and a more in-depth exploration of registration thresholds.

Members also agreed that the Office would host the LRCN's annual virtual meeting going forward. As in previous years, the 2026 annual virtual meeting was held in February.

In addition to the meetings, members of the LRCN issued a [joint news release](#) supporting the modernization of the Act proposed by federal Commissioner Bélanger following her appearance before parliamentary committee in relation to the statutory review of the *Lobbying Act*.

Council on Governmental Ethics Laws (COGEL)

The Council on Governmental Ethics Laws (COGEL) is a largely U.S.-Canada-based professional organization for government regulators and others working in ethics, elections, freedom of information, lobbying, and campaign finance.

Once again, Commissioner Bélanger provided an update on developments in the Canadian federal lobbying landscape at the virtual roundtable on lobbying held each May.

Organisation for Economic Cooperation and Development (OECD)



The Organisation for Economic Co-operation and Development (OECD) is an international organization that helps governments work together to improve economic and social well-being.

In March 2026, the Commissioner and the Office's Director of Registration, Policy and Public Affairs joined leaders from around the world for the [OECD Global Anti-Corruption & Integrity Forum](#), to discuss matters related to improving and transparency.

They also attended the annual in-person meeting of the OECD Network of Lobbying Regulators which included a presentation by the Commissioner on “Designing effective lobbying registration thresholds: what works, what doesn’t, and why.”

Parliamentary activities

The Commissioner of Lobbying reports to Parliament through the [Standing Committee on Access to Information, Privacy and Ethics](#) (ETHI). In 2025-26, Commissioner Bélanger testified before the Committee on two occasions.

Briefing session

First, on October 10, 2025, Commissioner Bélanger was invited to a [briefing session](#) with the new ETHI membership. During her testimony, Commissioner Bélanger stated she was pleased to see that the committee intended to study the *Lobbying Act*, as outlined in the motion passed on September 17 and looked forward to supporting the Committee in this work to identify important legislative and regulatory amendments. The Commissioner also advocated for a new funding process to preserve the independence of Agents of Parliament.

During the meeting, the Committee Chair invited the Commissioner to submit a list of proposed witnesses along with statistics for registration and communication reports for 2015 to 2025, which she promptly submitted to the Committee Clerk in the days following.

Statutory review of the Lobbying Act

On March 9, 2026, the ETHI Committee began its long awaited and long overdue [statutory review of the Lobbying Act](#). Commissioner Bélanger was invited as the first witness to discuss her [21 recommendations](#) for modernizing and improving the Act. At the time, the Commissioner expressed that it was her sincere hope that this study will lead to improvements to the *Lobbying Act*. During the meeting, the Chair indicated that he expected it may be the will of the Committee to have the Commissioner come back at the end of the study to review what the Committee has heard during the study.

At the time of publishing this annual report, the [Committee had held five meetings](#) and heard from 17 witnesses, including provincial lobbying regulators, the OECD and the RCMP.

Highlights

1,981
participants in
info session

196
presentations

10 interviews
with the media

119 advisory
letters sent

2 parliamentary
committee
appearances

Workings of the Office

A great place to work



In 2025, the Office of the Commissioner of Lobbying was ranked #1 among 85 federal departments and agencies in the [Ottawa Citizen's inaugural Best Public Service Workplaces ranking](#).

The ranking drew primarily on an analysis of feedback from the [2024 federal Public Service Employee Survey \(PSES\)](#) and assessed organizations across 10 key performance indicators, including management, health and safety, work-life balance, accessibility, and overall employee engagement.

The *Ottawa Citizen* highlighted the Office's clear mandate, small and highly engaged workforce, and strong leadership under the Commissioner of Lobbying behind its top rankings. With a staff complement of approximately 33 employees at the time of the survey, the Office achieved a leading overall score of 77.94, the highest among all organizations assessed.

This recognition reflects the shared commitment of employees and leadership to fostering a respectful, supportive, and accountable workplace. It also underscores the Office's strong organizational culture and its dedication to excellence in advancing its mandate to promote transparency and ethical conduct in federal lobbying for the benefit of Canadians.



have confidence in senior management and agree that senior management leads by example in ethical behaviour



know how their work contributes to organizational goals



feel respected and would recommend their organization as a great place to work



feel they receive meaningful recognition



feel their voices are valued and that they can speak openly without fear of discrimination or harm to their mental health

Limited resources

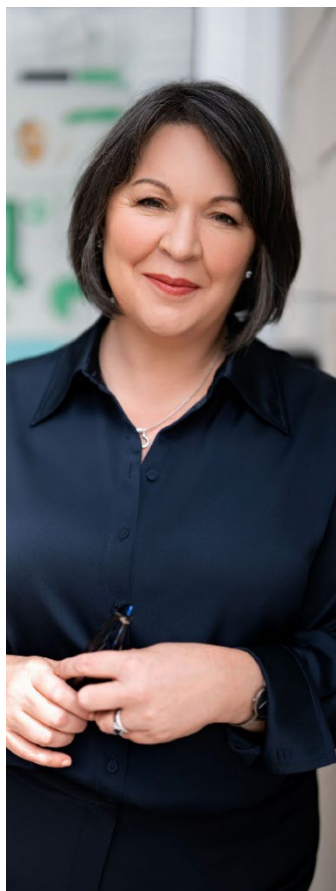
The Office's total budget in 2025-26 was approximately \$6.4 million. Roughly \$4.9 million went to salaries and benefits, leaving an operating budget of around \$1.5 million. About \$700 thousand of that operating budget was spent on obtaining services from other federal organizations, including services related to human resources, finances, procurement and information technology.

Unsurprisingly, the Office was not subject to the comprehensive expenditure review given its very small budget. However, the Office is always very mindful of its stewardship of resources. Ever rising costs, including expenses for the information technology, licenses and infrastructure needed to run our Office, are increasingly putting pressure on our budget and limit our flexibility in the allocation of funds.

Additionally, the Office is subject to the same corporate reporting requirements as large departments. However, with only 35 employees, these reports often do not contemplate or account for the size and resource capability of micro-organizations such as ours.

The Commissioner continues to highlight the challenges posed by the current funding model for Agents of Parliament. Currently, the Office is required to seek funding through a ministerial portfolio which undermines its independence. A new funding model that recognizes and reinforces the independence of Agents of Parliament should be considered. Any such new model should remain subject to parliamentary oversight.

Looking ahead



In 2026–27 and beyond, the Office will continue to support good governance and sustain public trust in federal institutions by strengthening Canada’s lobbying regime. Our work will remain focused on ensuring that lobbying activities are carried out transparently, ethically and in compliance with the *Lobbying Act* and the *Lobbyists’ Code of Conduct*.

A key priority in the coming year will be supporting Parliament, through the ETHI committee, in its study of the *Lobbying Act*. We will contribute our expertise and experience to assist parliamentarians in their review of the legislative framework, with a view to ensuring it remains effective, relevant and responsive to evolving expectations around transparency and accountability. Also, we will share possible updates to the *Lobbyist Registration Regulations* with the Treasury Board Secretariat.

This past year, we have put significant effort into reaching out to current and potential lobbyists and reaching new stakeholders. Building on this, we will continue to support compliance by expanding awareness and understanding of the Act and the Code. This includes plans to update various information resources, including advisory opinions, to simplify and increase clarity for stakeholders.

At the same time, we will maintain a strong compliance and enforcement function. This includes verifying that registrants, lobbyists and

former designated public office holders meet their obligations and conducting investigations when necessary to ensure compliance.

We will also continue to look at ways to improve the Registry of Lobbyists, both for those who consult the Registry and for those required to register their lobbying activities.

Internally, we remain committed to remaining a high-performing organization that delivers value to Canadians. We will continue to foster a workplace culture grounded in collaboration, innovation and respect, while supporting employees in developing the skills, knowledge, and engagement needed to achieve excellence.



Priorities

- **Statutory review of the Lobbying Act**
Supporting ETHI in developing recommendations to modernize the Act
- **Updating advisory opinions**
Improving clarity

Annex

Communication reports – Year over year

Year	Total
2025-26	39,879
2024-25	31,096
2023-24	34,497
2022-23	30,690
2021-22	24,689
2020-21	29,044
2019-20	18,986
2018-19	23,378
2017-18	23,330
2016-17	21,973
2015-16	11,976
2014-15	13,571
2013-14	11,757
2012-13	11,656
2011-12	11,490
2010-11	11,148
2009-10	8,049
2008-09	5,333

Total unique registrations by fiscal year

Year	Total
2024-25	8,829
2023-24	8,444
2022-23	7,681
2021-22	6,987
2020-21	6,820
2019-20	6,347
2018-19	6,426
2017-18	5,918
2016-17	5,404
2015-16	4,487
2014-15	4,278
2013-14	4,213
2012-13	4,072
2011-12	4,167
2010-11	4,479
2009-10	4,744

Active lobbyists by fiscal year

Year	Total
2024-25	8,934
2023-24	8,922
2022-23	8,531
2021-22	8,097
2020-21	7,954
2019-20	7,512
2018-19	7,351
2017-18	7,135
2016-17	6,651
2015-16	6,415
2014-15	6,321
2013-14	6,351
2012-13	6,301
2011-12	6,416
2010-11	6,503
2009-10	6,634

Active lobbyists by type by fiscal year

Year	In house lobbyists organizations	In house lobbyists corporations	Consultants
2024-25	4,309	2,944	1,681
2023-24	4,286	2,959	1,677
2022-23	4,120	2,832	1,579
2021-22	3,945	2,690	1,462
2020-21	3,820	2,646	1,488
2019-20	3,587	2,499	1,426
2018-19	3,559	2,384	1,408
2017-18	3,576	2,227	1,332
2016-17	3,422	2,000	1,229
2015-16	3,303	1,968	1,144
2014-15	3,168	2,043	1,110
2013-14	3,145	2,107	1,099
2012-13	3,083	2,146	1,072
2011-12	3,130	2,178	1,108
2010-11	3,264	2,107	1,132
2009-10	3,323	2,114	1,197