



Office of the
Commissioner of
Official Languages

Commissariat
aux langues
officielles

Annual Report 2025–2026



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The Speaker of the House of Commons

Ottawa

Mr. Speaker,

Pursuant to section 66(1) of the *Official Languages Act*, I hereby submit to Parliament, through your good offices, the annual report of the Office of the Commissioner of Official Languages covering the period from April 1, 2025, to March 31, 2026.

Yours respectfully,

A handwritten signature in black ink, reading "Kelly Burke". The signature is written in a cursive style, with the first letters of "Kelly" and "Burke" being capitalized and prominent.

Kelly Burke

The Speaker of the Senate

Ottawa

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A handwritten signature in black ink, reading "Kelly Burke". The signature is written in a cursive, flowing style with a large, prominent "K" and "B".

Kelly Burke

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A WORD FROM THE COMMISSIONER

I am honoured to succeed Raymond Th  berge as Commissioner of Official Languages of Canada and to table in Parliament this annual report covering his final year in that role. Commissioner Th  berge's term ended in late January 2026, and I took office on March 30, 2026.

During his eight years as head of the Office of the Commissioner of Official Languages of Canada (the Office of the Commissioner), Mr. Th  berge actively contributed to the advancement of Canada's official languages policy, notably by playing a key role in modernizing the *Official Languages Act* (the Act) in June 2023 alongside official language minority communities and, of course, Canadian parliamentarians. Commissioner Th  berge successfully guided the transformation of the Office of the Commissioner to lay the necessary groundwork for exercising the new powers conferred by the modernized Act. I am therefore confident as I begin my term, building on the solid foundation he has left me.

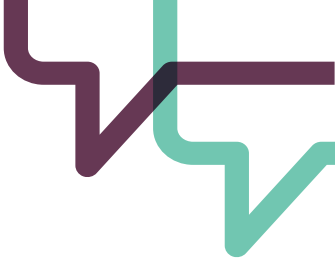
The Office of the Commissioner's 2025–2026 annual report highlights a number of challenges that federal institutions have faced over the past year in complying with their language obligations. It also notes the efforts of the Treasury Board of Canada Secretariat and the Department of Canadian Heritage to introduce tools that will help to support the new provisions of the Act. In addition, the report examines major trends that are transforming the operations of the federal public service, including the integration of artificial intelligence and the latest round of budget cuts.

I took office determined to continue the work accomplished by my predecessors. Throughout my term, I will be committed to monitoring federal institutions' compliance, to ensuring the full implementation of the modernized Act and to promoting a bilingual and inclusive Canada where English and French are substantively equal.

My bilingual and bicultural family background, along with my professional experience as a French immersion teacher, lawyer and senior civil servant, and as Ontario's Commissioner of French Language Services, have prepared me well for the task ahead.

I intend to lead my office with transparency, teamwork and respect, and I look forward to engaging with official languages stakeholders across Canada, whether they represent federal institutions, provincial and territorial governments, or community organizations. I am confident that, together, we will continue to champion our official languages, which are the cornerstones of Canadian identity and culture.





HIGHLIGHTS

PUBLICATIONS IN 2025–2026

Three of the publications released by the Office of the Commissioner of Official Languages (the Office of the Commissioner) in 2025–2026 received considerable attention.

Emergency situations. In June 2025, the Office of the Commissioner published [the results of a follow-up](#) to the recommendations made in its October 2020 report, [A Matter of Respect and Safety: The Impact of Emergency Situations on Official Languages](#). The follow-up analyzed the responses received from the federal institutions involved—including the Translation Bureau, the Treasury Board of Canada Secretariat (TBS), the Privy Council Office and Public Safety Canada—regarding the three recommendations made in the 2020 report. It highlighted not only the successes, but also the difficulties and even the unwillingness of some institutions to implement the recommendations. While recognizing the work they have accomplished in recent years, the follow-up encouraged the institutions to take decisive action to address the challenges that are preventing the simultaneous delivery of emergency communications of equal quality in both official languages.

Language of work. In September 2025, the Office of the Commissioner published [Managing Language of Work: Survey of federal public service supervisors on their familiarity with the Official Languages Act, Part V – Language of Work, and on their experiences and needs](#). The exploratory survey was conducted among more than 4,200 supervisors whose employees are located in regions designated as bilingual for language-of-work purposes. According to the survey results, a large majority of respondents were familiar with most of the language-of-work provisions mentioned in the questionnaire. However, a smaller proportion said that they had actually implemented the best practices described in the questionnaire. Most respondents felt that all public servants should be required to take training on language of work. The results also showed how much leadership and having role models at all levels matters to employees and how important they are in creating the right culture for a work environment that fosters the use of both official languages. The survey results highlighted the importance of supervisors' second official language skills in terms of their responsibilities toward their employees. They also confirmed the importance of the initiative to raise the standard BBB linguistic profile of supervisors to CBC, which was implemented by TBS in June 2025.

Official language minority communities. In November 2025, the Office of the Commissioner published [Taking Action for Strong and Resilient Communities: Observations at the midpoint of the Action Plan for Official Languages 2023–2028](#). Six topics related to the 2023–2028 Action Plan were addressed in the report, but the findings were mixed. Despite positive progress, recurring problems continue to affect official language minority communities and their future, including administrative burdens, accountability issues and delays in the allocation of funds. The report suggests possible solutions for the federal institutions concerned so that they can respond positively and effectively to the communities' changing needs and priorities.

BUDGET MEASURES

It is still too early to accurately assess the impact of the 2025 federal budget on federal institutions' compliance with their language obligations or on official language minority communities. Cutbacks in the public service also continue to be a concern. In the past, spending on official languages-related activities has often been targeted during periods of fiscal restraint. It should be emphasized that a bilingual public service is not a burden, but rather a strength that ensures effective and equitable services for all Canadians and respects federal public servants' right to work in the official language of their choice.

The [2024–2025 annual report](#) of the then Commissioner, Raymond Th  berge, recommended that the deputy heads of federal government institutions take the necessary measures before May 30, 2027, to ensure that their institutions' language obligations and their employees' language rights are respected and taken into account during any budget reduction exercises in the federal public service.

The additional \$150 million in funding announced for CBC/Radio-Canada in fiscal year 2025–2026 is good news, however. Canada's national public broadcaster plays an essential role in promoting English and French across the country and in maintaining the vitality of official language minority communities, as recognized in section 42.1 of the modernized Act. In her appearances before various parliamentary committees, CBC/Radio-Canada's new president and CEO said that she wanted to strengthen her organization's commitment to covering rural and community news and to providing content that represents these communities. The vitality of Canada's official language minority communities must continue to feature prominently in discussions about the future of CBC/Radio-Canada's mandate.

EXTENDED DEADLINE FOR THE REAPPLICATION OF THE REGULATIONS ON COMMUNICATIONS WITH AND SERVICES TO THE PUBLIC

Every 10 years, TBS is required to review the application of the *Official Languages (Communications with and Services to the Public) Regulations* based on data from the most recent decennial census in order to update the list of federal offices that are required to provide services in both official languages. However, as part of its [initiatives to reduce the administrative burden](#), TBS initially proposed amending the [directive on the implementation of the regulations](#) in order to give federal institutions more flexibility and time to complete some of the steps in this review exercise.

Of course, efforts to reduce the administrative burden are meant to make federal institutions more efficient so that they can better serve the Canadian public. However, extending the already lengthy review period for the regulations would have deprived official language minority communities of some of the services they are entitled to under the Act for even longer. Access to government services in both official languages contributes directly to the vitality of these communities while strengthening the ability of their members to lead their lives in the official language of their choice.

Official languages are not an administrative burden and should never be compromised for the sake of efficiency. TBS's proposal implied that language rights can vary, depending on administrative and budgetary constraints, which is a troubling message in a period of budget cuts. In October 2025, the then Commissioner, Raymond Th  berge, voiced his concerns about the proposal in a letter to Treasury Board President Shafqat Ali. Minister Ali responded positively to the points raised in the letter, reversed the decision and informed the Office of the Commissioner that the Treasury Board would not implement the proposal. This is reassuring news for official language minority communities' access to federal services, and TBS's cooperation in this matter is greatly appreciated.

CBC SECOND-LANGUAGE REQUIREMENT INITIATIVE AND RECOGNIZING THE LANGUAGE RIGHTS OF FEDERAL PUBLIC SERVANTS

On June 20, 2025, TBS implemented its “CBC initiative,” which raised the minimum second language proficiency requirement from BBB to CBC for bilingual supervisory positions that have staff in designated bilingual regions. This change, which has been requested by several commissioners over the years, is excellent news.

However, for positions currently held by supervisors who do not meet the new CBC second language requirement, the incumbents will retain their acquired right, and the linguistic profile will not be raised until after they leave the position. This means that full implementation of the CBC initiative will take several years.

This transitional measure is cause for concern, especially since the Office of the Commissioner’s investigations have shown that a number of federal institutions do not fully understand their language-of-work obligations. It is therefore important to send a clear message that all employees working in designated bilingual regions have the right to be supervised in the official language of their choice, regardless of the linguistic identification of their position, and that supervisors must have CBC-level second language skills to ensure that this right is respected.

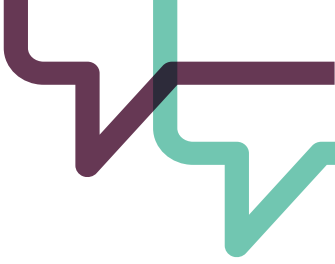
ENGLISH-ONLY MESSAGE FROM AIR CANADA’S PRESIDENT AND CEO

In March 2026, the Office of the Commissioner received a large number of complaints in response to a condolence video by Air Canada’s President and Chief Executive Officer. The complaints alleged that the video was delivered almost entirely in English. The video was posted on Air Canada’s social media platforms after the crash that claimed the lives of two of its pilots at New York’s LaGuardia Airport. The complaints were filed at the end of the fiscal year and are currently being processed.

First and foremost, my office and I would like to extend our sincere condolences to the families of the victims of this tragedy. Despite the ongoing language debate, which is still a serious issue, this was a terrible accident in which two people died and many others were injured.

It is worth repeating, however, that in times of crisis, it is important for Canadians to hear and see their leaders speaking equally in both official languages, and not solely through an interpreter or subtitles. Beyond the language obligations under the Act, bilingualism is clearly an essential skill for any leader, whether in politics, in the federal public service or even in the private sector.

The intensity of the reactions and the high volume of complaints received in response to this video show that our official languages genuinely matter to the public, that they are a core part of our identity, and that we must continue to protect them.



MODERNIZATION: YEAR 3

IMPLEMENTATION OF THE COMMISSIONER'S NEW POWERS

This past fiscal year saw the progressive implementation of the Commissioner's new powers.

Compliance agreements. In 2025–2026, the Office of the Commissioner continued to systematically offer compliance agreements to federal institutions. These agreements are an effective tool for helping institutions to achieve compliance by meeting clear terms and conditions within a well-defined time frame agreed upon between the Office of the Commissioner and the federal institution. They also make it possible, where appropriate, for institutions to avoid the more restrictive measures that the Commissioner could take. After receiving information through workshops and outreach, institutions seem to be increasingly willing to explore this option through ongoing dialogue with the Office of the Commissioner's compliance team. As of March 31, 2026, seven agreements have been signed with federal institutions that have committed to complying with the Act under specific terms.

Mediation. The Office of the Commissioner has been adjusting its mediation program as it has been rolled out in order to take into account the feedback received from all stakeholders. Despite these adjustments, complainants are not generally showing much interest in mediation. Many of them file a complaint solely to report a contravention of the Act and do not wish to be involved in the resolution process. Some complainants do not want to disclose their identity to the federal institution, particularly out of fear of reprisal. Many federal institutions are also reluctant to participate for various reasons. Some have internal delegation and approval processes or a business model with regional offices that are too complex to provide timely authorization for a mediation process. Some think that the process is too formal and demanding, and others want certain complaints to be formally investigated. Given these different factors, the Office of the Commissioner will continue to improve the mediation process to make it more accessible and effective.

Investigation summaries. The Act now gives the Commissioner the express authority to publish a summary of an investigation once it has been completed. The Office of the Commissioner has established criteria for determining which investigations will be summarized, such as the importance of raising public awareness about the nature of a complaint, the national scope of the situation or the impact of the complaint on official language minority communities. As of March 31, 2026, we have published four investigation summaries and selected a number of other ongoing investigation files for summaries.

Orders. No orders were made in 2025–2026. However, several cases were reviewed to determine whether they met the criteria for taking such action. For example, the complaint must relate to Part IV or Part V of the Act and be founded; the incident must have occurred after June 20, 2023; the investigation report must contain recommendations; and an offer must have been made to enter into a compliance agreement. To date, the Office of the Commissioner has prioritized tools other than the order, which is a highly coercive measure to be used as a last resort. However, the simple fact that it is an option can result in increased motivation for some institutions to meet their official languages responsibilities.

ADMINISTRATIVE MONETARY PENALTIES REGULATIONS

The draft regulations on administrative monetary penalties were tabled in November 2025 and include several elements requested by the Office of the Commissioner. Nearly all of Part IV of the Act is included in the three types of violations, and the maximum penalty imposed is now \$50,000 for certain types of violations, which is double what was initially proposed. It should be noted that the effectiveness of this threshold, as well as various other provisions of the regulations, may be subject to evaluation during their decennial review.

The draft regulations published in the Canada Gazette, Part I, on March 7, 2026, do have certain shortcomings, however.

Excluded institutions. First, several key entities in the transportation sector are not included in the regulations, even though complaints received by the Office of the Commissioner show that they should be. Specifically, it is important to make port authorities subject to administrative monetary penalties—on the same basis as airport authorities—as well as the Canadian Air Transport Security Authority.

Flawed reasoning. The Canadian Air Transport Security Authority plays a critical role in the passenger experience and in the provision of air travel services by screening passengers, baggage and certain airport workers. Canadian Heritage maintains that this institution should not be subject to administrative monetary penalties, because it is a Crown corporation financed entirely by public funds. The Office of Commissioner disagrees with this reasoning. We maintain that making the Canadian Air Transport Security Authority subject to administrative monetary penalties would encourage it to better comply with the obligations set out in the Act, as is the case for other federal institutions subject to various administrative monetary penalty systems under federal law, such as those under the *Accessible Canada Act* or the *Office of the Superintendent of Financial Institutions Act*.

Administrative burden. Some of the requirements imposed by the draft regulations and the Act are also significantly heavier and detailed than those imposed by other similar administrative monetary penalty systems. Typically, a notice of violation is fairly simple and straightforward. It is left to the discretion of the entity imposing the penalty and does not constitute a detailed justification of the decision, because the decision is a predictable consequence of a legislative violation following the conclusion of an investigation. It is therefore surprising to see that the draft regulations impose more cumbersome administrative requirements than those imposed by other systems in similar circumstances.

However, the regulatory process is not yet complete, and we hope that the government will incorporate the Office of the Commissioner's suggestions into the final version of the regulations. The Commissioner also welcomes the recommendations of the Standing Committee on Official Languages and the Standing Senate Committee on Official Languages, which are in line with her vision for the application of the administrative monetary penalty policy.

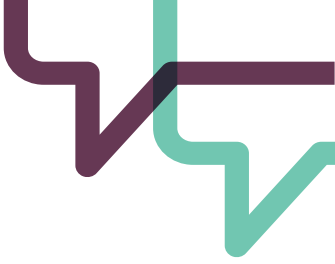
REGULATIONS ON THE USE OF FRENCH IN FEDERALLY REGULATED PRIVATE BUSINESSES

During the 2023 modernization of the Act, the legislature established a framework for a separate language policy for federally regulated private businesses. The entry into force of the *Use of French in Federally Regulated Private Businesses Act* is pending an order of the Governor in Council and the adoption of regulations.

The draft regulations, however, were tabled in Parliament in April 2026. The Office of the Commissioner still expects that the parliamentary committees on official languages will conduct an in-depth study of them, given their impact on the implementation of this new language policy. In-depth public discussions would help to ensure that all stakeholders have a common understanding of the obligations and rights arising from the *Use of French in Federally Regulated Private Businesses Act* and its regulations. Of course, the Office of the Commissioner is ready and willing to contribute to these discussions with parliamentarians, official language minority communities and affected businesses.

The Office of the Commissioner is aware of the tight budgetary constraints and is fully aligned with government guidelines on fiscal discipline and expenditure optimization. That said, the implementation of the *Use of French in Federally Regulated Private Businesses Act* and its regulations cannot reasonably be carried out without additional resources.





ARTIFICIAL INTELLIGENCE

Artificial intelligence is a highly topical issue, particularly in Parliament, where it featured prominently in both the 2025 budget and the Prime Minister's mandate letter to his cabinet. This technology presents not only opportunities, but also challenges, as the then Commissioner noted in a letter to the then President of the Treasury Board in 2024.

Artificial intelligence offers promising potential for language learning. The federal government can use it as a tool to promote bilingualism and to create opportunities for people to learn, communicate and work in both official languages on a daily basis.

This technology also offers myriad possibilities in terms of translation and interpretation. In informal settings, it can foster an environment where more people feel comfortable using French, whether it is their first or second official language. However, in a formal context, a qualified professional needs to be involved in the use of these tools so as to avoid serious errors such as mistakes or misinterpretation in meaning, spelling, vocabulary, grammar, context or cultural codes and references.

It is common knowledge that the use of artificial intelligence is prone to language bias. For example, if someone were to ask for a list of the 10 best Canadian authors, the response may, depending on the tool, include only English-speaking authors. This is to be expected because of the predominance of English-language content and perspectives on the Internet. Any initiative using this technology must take this bias into account so as not to sideline either of Canada's official languages or the perspectives and realities of its official language minority communities.

TBS's [Guide on the Use of Generative Artificial Intelligence](#) notes the potential for biases in artificial intelligence-generated content and analyses to the detriment of diversity, and advises employees to use gender-based analysis plus (GBA Plus) to mitigate these biases. Although the inclusion of these clarifications is encouraging, it should be noted that the guide makes comparatively little mention of how to address biases that might disproportionately represent English-language perspectives at the expense of French-language ones. We encourage TBS to do more to ensure that official language groups are taken into account when addressing inherent biases in artificial intelligence. For example, the guide's section on best practices to counter bias could include consulting experts on official languages, just as it includes experts on GBA Plus.

As the government adopts its [Artificial Intelligence Strategy for the Federal Public Service 2025–2027](#) (the Strategy), it is important to ensure that official languages are taken into account, both in the Strategy itself and in its guiding principles, in order to help public service employees use the technology effectively. For example, the federal government should ensure that any artificial intelligence tool it acquires has been adapted to the linguistic reality of its public service, including by providing interfaces and features that are equally user-friendly in both English and French. It would also be advisable for simultaneous interpretation tools to be able to dynamically detect and switch between English and French while recognizing the various accents that make up Canada's linguistic landscape. In addition, the *Official Languages Act* must be included in the list of laws and policies through which the Strategy is interpreted, which was not the case at the time of writing this annual report.

It is essential that the development of any new program, policy, strategy, directive or legislation for implementing artificial intelligence take official languages systematically into account. Although this technology can help to reduce certain administrative burdens and costs within the federal government, it should never come at the expense of ensuring services of equal quality in both official languages. Artificial intelligence must be used to advance, not hinder, individual bilingualism and cannot replace efforts to provide access to high-quality language resources, services and training.

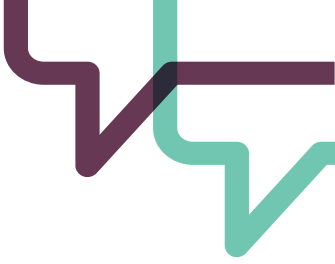
The Office of the Commissioner is pleased to see that after initial discussions between our teams in the spring of 2025, TBS's Official Languages Centre of Excellence explored the topic of artificial intelligence at its Official Languages Symposium in November 2025. It is encouraging that, during the event, our questions about substantive equality and cultural and language biases in artificial intelligence were addressed. In the same vein, we find it positive that some of the principles we discussed with TBS have been incorporated into [Canada's National Artificial Intelligence Strategy: AI for All](#). We will of course follow with great interest the concrete measures and new tools that will result from this national strategy, which aims to promote the responsible adoption of artificial intelligence across the country.

Finally, we hope that official languages, Francophone perspectives, and communities will be at the heart of advances in artificial intelligence, particularly in the federal public service, whether in terms of training, tools, products, guidelines, policies, or strategies.

Recommendation 1

Official languages are a key aspect of Canadian identity, and the procurement, development and implementation of artificial intelligence tools must reflect this fundamental part of Canada's culture. Ensuring substantively equal services must be a priority for all Canadians, and federal public servants need technologies that can function simultaneously and consistently in both languages. They also need training to learn how to identify the language and cultural biases that artificial intelligence tools may introduce.

The Commissioner recommends that by March 31, 2027, the Treasury Board of Canada Secretariat incorporate official languages throughout its *Artificial Intelligence Strategy for the Federal Public Service* and its *Guide on the Use of Generative Artificial Intelligence* so that they are systematically taken into account during the development, implementation and use of any tools, training, programs, policies or guidelines aimed at deploying artificial intelligence across the public service.



PART VII OF THE ACT

REMINDER OF THE OBLIGATIONS UNDER PART VII OF THE ACT

Part VII of the Act sets out the federal government's commitment to enhancing the vitality of the English and French linguistic minority communities in Canada, to supporting and assisting their development and to fostering the full recognition and use of both English and French in Canadian society.

One of the Office of the Commissioner's responsibilities is to ensure compliance with this part of the Act, whose objective is to promote official languages and advance toward substantive equality for official language minority communities relative to the linguistic majority. However, progress toward this equality has stalled, as many federal institutions struggle to grasp Part VII's meaning and scope.

Part VII requires federal institutions to take positive measures to ensure the implementation of the Government of Canada's commitments set out in the Act. This is an ongoing obligation that implicitly includes a duty not to hinder the fulfillment of these commitments.

Part VII also imposes specific and detailed requirements regarding impact assessments, both in terms of what they include and how they are conducted.

The [*Roadmap for federal institutions' obligations under Part VII of the Official Languages Act*](#), published by the Office of the Commissioner in May 2024, is a practical tool designed to help federal institutions understand the meaning and scope of Part VII. Federal institutions are strongly encouraged to familiarize themselves with this tool.

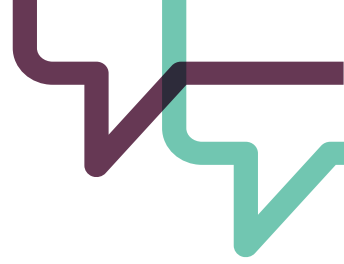
At the time of writing this report, parliamentary committees were reviewing the *Regulations for Advancing the Equality of Status and Use of English and French* (Part VII Regulations), which were tabled as draft regulations in Parliament in December 2025. To clarify the obligations arising from Part VII, the Office of the Commissioner encourages the government to amend this draft to achieve two objectives that are as crucial as they are urgent: first, to specify how federal institutions must proceed to comply with Part VII of the Act; and second, to ensure that the regulations are consistent with a broad interpretation of the Act.

COMPLAINTS ABOUT THE CAP ON THE NUMBER OF INTERNATIONAL STUDENTS

The Office of the Commissioner received two complaints in April 2024 alleging that Immigration, Refugees and Citizenship Canada (IRCC) failed to consider the specific realities of post-secondary institutions in official language minority communities when it imposed a cap in January 2024 on the number of study permit applications that could be accepted.

The complaints were deemed founded under Part VII of the Act, and the investigation report included recommendations regarding IRCC's failure to follow the proper impact assessment process before deciding to impose the cap.

According to IRCC, its new [Francophone Minority Communities Student Pilot](#), announced in August 2024, is one measure to mitigate the potential impacts of the cap. However, the investigation report concluded that IRCC failed to ensure proper dialogue and consultations as part of its impact assessment. The report found that the consultations focused on the Pilot's design and parameters rather than on the imposition of the cap, which meant that IRCC failed to provide key stakeholders with the relevant information that would have enabled them to contribute meaningfully to the consultation process.



INVESTIGATIONS

PROFESSIONAL DEVELOPMENT IN FEDERAL INSTITUTIONS

The Office of the Commissioner received 73 complaints in 2025–2026 about the training available to federal employees from a number of different institutions. Most of the complaints were about the lack of professional development activities or learning resources in one of the official languages, usually French. Complaints also alleged that the quality of the resources in French and the frequency of activities offered in French were not the same as in English.

Training programs are often developed in unilingual regions and then delivered across the country, even if the trainers are not capable of delivering the training in both official languages. The Office of the Commissioner also noted that these complaints involved other language-of-work aspects, such as work tools, communications or supervision in the employees' preferred official language.

Failing to respect official language preferences when providing work tools and training to employees working in regions designated as bilingual for language-of-work purposes not only infringes on their language rights but can also hinder their performance, cause them to feel excluded or create linguistic insecurity. It is therefore essential for federal institutions to respect the language rights of their employees.

INTERDEPARTMENTAL COMMITTEES

A number of complaints received in 2025–2026 concerned the language used in certain federal interdepartmental committees. The complaints alleged that meetings, presentations or documents were solely in English or were of inconsistent quality in French. However, this was more a case of networks of federal employees that received no funding, support or oversight from federal institutions. Therefore, the employees involved were participating voluntarily outside of working hours, rather than as part of their official duties, and were not required to report their activities.

Although the investigations into these complaints found that the federal institutions had not contravened the Act, this situation is still cause for concern, as the use of both official languages appears to be declining within these interdepartmental bodies that are playing an increasingly influential role in the federal public service. The concern is that these complaints may be just the tip of the iceberg. It is important to prevent these practices from becoming the norm in the years to come.

Federal institutions should provide leadership in interdepartmental committees and play a key role in promoting a workplace that is truly conducive to the use of both official languages. Promoting and using both official languages in the workplace sends a message of leadership and respect.

SPEECHES, PRESENTATIONS AND INFORMATION SESSIONS IN ONLY ONE LANGUAGE

Several complaints were filed in 2025–2026 about information sessions, presentations or speeches delivered entirely or almost exclusively in only one official language by public servants representing federal institutions subject to the Act. These complaints cited the lack of interpretation services and the fact that question-and-answer periods were in only one official language. Most of the complaints were founded, and recommendations were made to the federal institutions concerned.

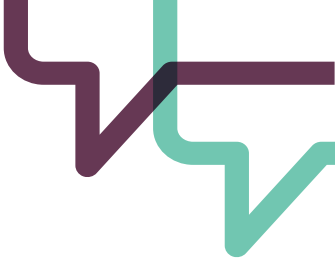
These incidents point to a troubling trend of federal officials making public presentations solely or predominantly in only one official language. Yet these are people in leadership positions who have a responsibility to promote a bilingual workplace that encourages the use of both official languages. These kinds of incidents set a bad example for employees and perpetuate the existence of unilingual government workplaces where employees do not feel comfortable communicating in the official language of their choice. The Canadian public has a right to expect more inclusive behaviour from these representatives.

Recommendation 2

Given the persistence of contraventions of language-of-work rights and obligations over the years, it is clearly high time to introduce mandatory training on this subject for federal public servants in leadership positions. This is even more essential now that the CBC initiative has come into effect.

The Commissioner recommends that by March 31, 2028, the Treasury Board of Canada Secretariat make the following Canada School of Public Service training course (or its equivalent, if it is replaced or discontinued) mandatory for public service managers:

- **FON 413: Managing Official Languages Obligations**



COURT CASES

Legal proceedings involving language rights were also in the spotlight in 2025–2026. Three cases in which Commissioner Thériault intervened were before the Supreme Court of Canada.

APPOINTMENT OF UNILINGUAL ENGLISH SPEAKER AS NEW BRUNSWICK'S LIEUTENANT GOVERNOR

We intervened in *Société de l'Acadie du Nouveau-Brunswick v The Right Honorable Prime Minister of Canada, et al.*, a Supreme Court of Canada case regarding the constitutionality of appointing a Lieutenant Governor who was not bilingual in the province of New Brunswick, which is Canada's only officially bilingual province. Our intervention focused on the concepts of institutional bilingualism, substantive equality and the public's right under the *Canadian Charter of Rights and Freedoms* (the Charter) to communicate with and receive services from the government of New Brunswick in both official languages. We argued that language requirements applicable to specific positions within an institution covered by the Charter may prove essential to the full achievement of substantive equality for both official languages and language communities in New Brunswick. On June 12, 2026, the Supreme Court of Canada ruled that the Lieutenant Governor of New Brunswick must be able to communicate and provide services in both official languages. This decision also confirms the equal status and use of English and French in New Brunswick. This represents a step forward for the province's language rights and a major victory for official language minority communities.

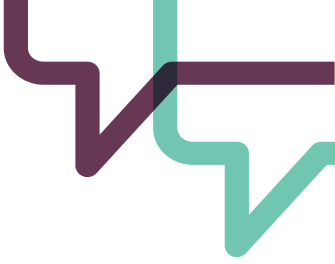
QUEBEC'S ACT RESPECTING THE LAICITY OF THE STATE

We also intervened before the Supreme Court of Canada in *English Montreal School Board, et al. v Attorney General of Quebec, et al.*, a case that concerns the constitutional validity of Quebec's *Act respecting the laicity of the State*. In addition to participating in the proceedings in March 2026, we filed our intervener's brief, which states that section 23 of the Charter protects Quebec's English-speaking minority community and its culture. We maintained that any legislation that interferes with the linguistic minority's legitimate cultural concerns infringes upon its right under section 23 of the Charter to manage and control its minority language educational facilities.

ST. JOHN'S INTERNATIONAL AIRPORT AUTHORITY

In February 2026, we filed an intervener's brief with the Supreme Court of Canada in *St. John's International Airport Authority v Michel Thibodeau*, a case in which we had participated as an intervener since 2022, when it first came before the Federal Court of Canada. The brief argued that the term "travelling public" used in section 23 of the Act must be interpreted broadly and liberally to include not only those who are travelling, but also those who use the services with the intention of travelling. We are still awaiting a decision for this file.





CONCLUSION

After several years of transition, the modernized *Official Languages Act* finally took effect in 2025–2026. TBS and Canadian Heritage, which play key roles in implementing the Act, have increased their efforts to recognize and strengthen the language rights of federal public servants by raising the linguistic profile for supervisory positions and by making progress on updating the relevant regulations.

In 2026–2027, the government is expected to adopt and implement three new sets of regulations that will be instrumental for federal official languages policy. Two sets of regulations relate to the modernized Act: one concerning the Commissioner’s authority to impose administrative monetary penalties, and the other concerning the implementation of Part VII (Advancement of Equality of Status and Use of English and French). The third set of regulations relates to the *Use of French in Federally Regulated Private Businesses Act*. The Office of the Commissioner trusts that TBS and Canadian Heritage will take into account the considerations it has raised so far, as it is crucial that the regulations strike the right balance from the outset. We will be closely monitoring the impact of these regulations on the respect for the language rights of official language minority communities and the general public. If necessary, the new power to impose administrative monetary penalties will be exercised. With regard to the Part VII regulations, we hope that they will finally clarify how federal institutions must apply this part of the Act.

In light of the rapid growth in the use of artificial intelligence, the federal government will implement its *Artificial Intelligence Strategy for the Federal Public Service 2025–2027*. This strategy will likely lead to a number of innovations whose design will need to take into account the official languages perspective that TBS has promised to incorporate into its implementation plan. The Office of the Commissioner will monitor how the government’s implementation affects its commitment to official languages.

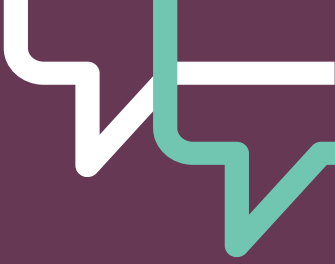
The past fiscal year has also been marked by the launch of a series of budget cuts, the effects of which will begin to be felt in 2026–2027. The Office of the Commissioner will, of course, continue to monitor the impact of these measures on official languages in the federal public service.

Throughout these changes, the Office of the Commissioner will keep a close watch on developments. It will also continue to monitor complaints that, year after year, highlight the challenges institutions are facing in meeting their official languages obligations. These complaints will serve as key indicators for assessing the success of the changes currently under way.

The introduction of tools such as the modernized Act, new regulations and guidelines that provide a framework for progress toward substantive equality between the two official languages, including the protection of French, has been a defining feature of recent years. The work accomplished and the structural changes achieved are encouraging. In addition to these major changes, measures have also been implemented on a smaller scale. For example, after a discussion with the Office of the Commissioner, the Administrative Tribunals Support Service of Canada, National Defence, Women and Gender Equality Canada, Environment and Climate Change Canada, Global Affairs Canada and other federal institutions changed their automated email invitations

to virtual meetings so that they are now bilingual. Although they do not require significant resources, measures like these make a real difference in creating a workplace that is conducive to the use of both official languages.

However, it is important to continue to be careful and vigilant. Only time will tell whether these advances will truly become part of federal institutions' corporate culture and, by extension, of Canadian society. It is now up to the institutions to embrace this new legislative, regulatory and promotional framework for official languages as they carry out their mandates. The Office of the Commissioner is confident that they will succeed, and we will continue to do everything in our power to support them in their efforts.



RECOMMENDATIONS

Recommendation 1

Official languages are a key aspect of Canadian identity, and the procurement, development and implementation of artificial intelligence tools must reflect this fundamental part of Canada's culture. Ensuring substantively equal services must be a priority for all Canadians, and federal public servants need technologies that can function simultaneously and consistently in both languages. They also need training to learn how to identify the language and cultural biases that artificial intelligence tools may introduce.

The Commissioner recommends that by March 31, 2027, the Treasury Board of Canada Secretariat incorporate official languages throughout its *Artificial Intelligence Strategy for the Federal Public Service* and its *Guide on the Use of Generative Artificial Intelligence* so that they are systematically taken into account during the development, implementation and use of any tools, training, programs, policies or guidelines aimed at deploying artificial intelligence across the public service.

Recommendation 2

Given the persistence of contraventions of language-of-work rights and obligations over the years, it is clearly high time to introduce mandatory training on this subject for federal public servants in leadership positions. This is even more essential now that the CBC initiative has come into effect.

The Commissioner recommends that by March 31, 2028, the Treasury Board of Canada Secretariat make the following Canada School of Public Service training course (or its equivalent, if it is replaced or discontinued) mandatory for public service managers:

- **FON 413: Managing Official Languages Obligations**
-

FIGURE AND TABLES

Figure 1 presents general data on admissible complaints by the part of the Act under which they were filed.

Figure 1
ADMISSIBLE COMPLAINTS IN 2025-2026,
BY PART OF THE ACT (AS OF MARCH 31, 2026)

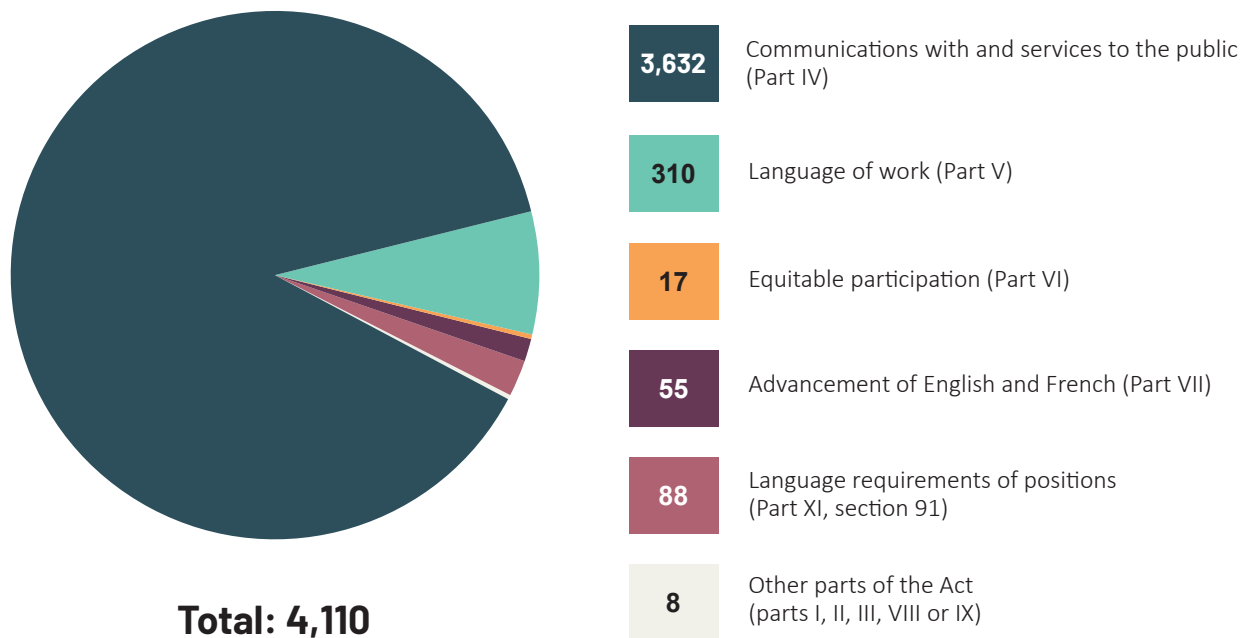


Table 1 shows all admissible complaints by the location of the incident cited by the complainant or the location of the federal institution's head office, and by the part of the Act under which they were filed.

Table 1

ADMISSIBLE COMPLAINTS IN 2025-2026,

BY PROVINCE AND TERRITORY AND BY PART OF THE ACT (AS OF MARCH 31, 2026)

LOCATION OF INCIDENT OR HEAD OFFICE	SERVICES TO THE PUBLIC (PART IV)	LANGUAGE OF WORK (PART V)	EQUITABLE PARTICIPATION (PART VI)	ADVANCEMENT OF ENGLISH AND FRENCH (PART VII)	LANGUAGE REQUIREMENTS OF POSITIONS (PART XI, SECTION 91)	OTHER PARTS (PARTS I, II, III, VIII OR IX)	TOTAL
NEWFOUNDLAND AND LABRADOR	23	0	0	1	1	0	25
PRINCE EDWARD ISLAND	122	1	0	0	0	0	123
NOVA SCOTIA	67	0	0	0	0	0	67
NEW BRUNSWICK	102	14	4	6	7	1	134
QUEBEC	2,493	51	1	8	0	0	2,553
NATIONAL CAPITAL REGION (QUEBEC)	63	56	3	19	15	1	157
NATIONAL CAPITAL REGION (ONTARIO)	316	157	9	7	54	6	549
ONTARIO	273	15	0	8	8	0	304
MANITOBA	20	4	0	4	0	0	28
SASKATCHEWAN	23	1	0	0	0	0	24
ALBERTA	26	1	0	0	1	0	28
BRITISH COLUMBIA	79	1	0	0	1	0	81
YUKON	4	0	0	0	0	0	4
NORTHWEST TERRITORIES	1	1	0	1	1	0	4
NUNAVUT	1	0	0	0	0	0	1
OUTSIDE CANADA	19	8	0	1	0	0	28
Total	3,632	310	17	55	88	8	4,110

Table 2 shows all admissible complaints over the past 10 years by the location of the incident cited by the complainant or the location of the federal institution’s head office, and by province and territory where the incident occurred.

Table 2

ADMISSIBLE COMPLAINTS

OVER 10 YEARS (2016–2017 TO 2025–2026), BY PROVINCE AND TERRITORY (AS OF MARCH 31, 2026)

LOCATION OF INCIDENT OR HEAD OFFICE	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026
NEWFOUNDLAND AND LABRADOR	28	16	24	32	11	22	14	11	16	25
PRINCE EDWARD ISLAND	5	2	7	4	4	7	7	1	12	123
NOVA SCOTIA	10	20	22	60	11	17	21	8	33	67
NEW BRUNSWICK	87	51	65	62	47	40	78	31	52	134
QUEBEC	148	129	166	213	239	3,047	306	175	211	2,553
NATIONAL CAPITAL REGION (QUEBEC)	92	96	156	163	293	127	109	68	89	157
NATIONAL CAPITAL REGION (ONTARIO)	429	307	336	500	883	1,778	893	216	307	549
ONTARIO	106	124	153	192	148	175	165	162	197	304
MANITOBA	13	18	11	9	25	24	19	19	18	28
SASKATCHEWAN	6	25	14	6	23	10	17	20	39	24
ALBERTA	43	49	56	48	120	37	37	25	87	28
BRITISH COLUMBIA	25	33	25	30	52	89	74	47	54	81
YUKON	1	1	5	6	2	3	1	0	1	4
NORTHWEST TERRITORIES	2	4	7	6	4	3	3	0	1	4
NUNAVUT	0	0	0	0	1	0	1	0	2	1
OUTSIDE CANADA	23	19	40	30	7	30	43	64	44	28
Total	1,018	894	1,087	1,361	1,870	5,409	1,788	847	1,163	4,110

Table 3 shows the total number of admissible complaints over the past 10 years by the parts of the Act they cover.

Table 3

ADMISSIBLE COMPLAINTS

OVER 10 YEARS (2016–2017 TO 2025–2026), BY PART OF THE ACT (AS OF MARCH 31, 2026)

PART OF THE ACT	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026
SERVICES TO THE PUBLIC (PART IV)	565	457	550	731	693	3,398	810	533	766	3,632
LANGUAGE OF WORK (PART V)	183	138	212	172	173	233	207	227	255	310
EQUITABLE PARTICIPATION (PART VI)	34	16	22	11	13	21	10	9	20	17
ADVANCEMENT OF ENGLISH AND FRENCH (PART VII)	32	50	12	20	16	1,546	44	34	33	55
LANGUAGE REQUIREMENTS OF POSITIONS (PART XI, SECTION 91)	192	222	285	420	968	204	714	41	71	88
OTHER PARTS OF THE ACT (PARTS I, II, III, VIII OR IX)	12	11	6	7	7	7	3	3	18	8
Total	1,018	894	1,087	1,361	1,870	5,409	1,788	847	1,163	4,110

Table 4 shows the total number of complaints that were refused or whose investigations were ceased on the grounds set out in subsection 58(4) of the Act.

The Commissioner may refuse to investigate or cease to investigate any complaint if in the opinion of the Commissioner:

- (a) the subject-matter of the complaint is trivial;
- (b) the complaint is frivolous or vexatious or is not made in good faith;
- (c) the subject-matter of the complaint does not involve a contravention or failure to comply with the spirit and intent of this Act, or does not for any other reason come within the authority of the Commissioner under the Act;
- (d) the complaint was not made within a reasonable time after the subject-matter of the complaint arose;
- (e) the subject-matter of the complaint has already been the subject of a report under subsection 63(1);
- (f) the federal institution concerned has taken corrective measures to resolve the complaint; or
- (g) a compliance agreement has been entered into under subsection 64.1(1) in respect of the subject-matter of the complaint.

Table 4

CASES WHERE INVESTIGATIONS WERE REFUSED OR CEASED,

AS SET OUT IN SUBSECTION 58(4)(A), (B), (C), (D), (E), (F) OR (G) OF THE ACT, BY FEDERAL INSTITUTION
(AS OF MARCH 31, 2026)

FEDERAL INSTITUTION CITED IN THE COMPLAINT	58(4)(A) - SUBJECT MATTER IS TRIVIAL	58(4)(B) - COMPLAINT IS FRIVOLOUS OR VEXATIOUS OR NOT MADE IN GOOD FAITH	58(4)(C) - SUBJECT-MATTER DOES NOT INVOLVE A CONTRAVENTION OR FAILURE TO COMPLY WITH THE SPIRIT AND INTENT OF THIS ACT, OR DOES NOT FOR ANY OTHER REASON COME WITHIN THE AUTHORITY OF THE COMMISSIONER UNDER THE ACT	58(4)(D) - COMPLAINT WAS NOT MADE WITHIN A REASONABLE TIME AFTER THE SUBJECT-MATTER AROSE	58(4)(E) - SUBJECT-MATTER HAS ALREADY BEEN THE SUBJECT OF A REPORT UNDER SUBSECTION 63(1)	58(4)(F) - FEDERAL INSTITUTION CONCERNED HAS TAKEN CORRECTIVE MEASURES TO RESOLVE THE COMPLAINT	58(4)(G) - A COMPLIANCE AGREEMENT HAS BEEN ENTERED INTO UNDER SUBSECTION 64.1(1) IN RESPECT OF THE SUBJECT-MATTER	TOTAL
ADMINISTRATIVE TRIBUNALS SUPPORT SERVICE OF CANADA							1	1
AÉROPORTS DE MONTRÉAL			1			6		7
AIR CANADA	1	4	5			4		14
BELLEDUNE PORT AUTHORITY		51						51
CALGARY AIRPORT AUTHORITY	1					3		4
CANADA BORDER SERVICES AGENCY						4	1	5
CANADA LANDS COMPANY						1		1

CANADA LANDS COMPANY LIMITED			1			2		3
CANADA POST	1		2		1	3		7
CANADA REVENUE AGENCY	1					2		3
CANADA SCHOOL OF PUBLIC SERVICE						4		4
CANADIAN AIR TRANSPORT SECURITY AUTHORITY			1					1
CANADIAN FOOD INSPECTION AGENCY			1					1
CANADIAN HERITAGE						1		1
CANADIAN HUMAN RIGHTS COMMISSION			2					2
CANADIAN JUDICIAL COUNCIL						3		3
CANADIAN NATIONAL RAILWAY COMPANY			1					1
CANADIAN RADIO- TELEVISION AND TELECOMMUNICATIONS COMMISSION			4					4
CBC/RADIO-CANADA		1	6					7
CHARLOTTETOWN AIRPORT AUTHORITY INC.		117						117
CIVILIAN REVIEW AND COMPLAINTS COMMISSION FOR THE ROYAL CANADIAN MOUNTED POLICE			1					1
CORRECTIONAL SERVICE CANADA						2		2
COURTS ADMINISTRATION SERVICE	1	8	2			4		15
DEPARTMENT OF JUSTICE CANADA	7	5	4			1		17
ELECTIONS CANADA						31		31
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA	1			16	1	7		25
EXPORT DEVELOPMENT CANADA						1		1
FEDERAL BRIDGE CORPORATION LIMITED		13						13
FISHERIES AND OCEANS CANADA	7		5			4		16
FOREIGN INTERFERENCE COMMISSION					1			1
GLOBAL AFFAIRS CANADA						6		6
GREATER MONCTON INTERNATIONAL AIRPORT AUTHORITY	1					1		2
GREATER TORONTO AIRPORTS AUTHORITY		8	1			1		10

HALIFAX INTERNATIONAL AIRPORT AUTHORITY	1					1		2
HALIFAX PORT AUTHORITY	1	61	2					64
HAMILTON-OSHAWA PORT AUTHORITY		49						49
HEALTH CANADA						1		1
HOUSE OF COMMONS	2	5	35			2		44
IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA			1			8		9
IMPACT ASSESSMENT AGENCY OF CANADA						1		1
INDIGENOUS SERVICES CANADA						1		1
INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA						1		1
LIBRARY AND ARCHIVES CANADA						1		1
LIBRARY OF PARLIAMENT						3		3
MONTREAL PORT AUTHORITY		1						1
NANAIMO PORT AUTHORITY		9						9
NATIONAL CAPITAL COMMISSION		10		1		2		13
NATIONAL DEFENCE			1	1		27		29
NATIONAL SECURITY AND INTELLIGENCE REVIEW AGENCY SECRETARIAT						1		1
NATURAL RESOURCES CANADA						2	1	3
OFFICE OF THE AUDITOR GENERAL OF CANADA							3	3
OFFICE OF THE COMMISSIONER OF OFFICIAL LANGUAGES*	1		1			1		3
OFFICE OF THE INFORMATION COMMISSIONER OF CANADA						1		1
OTTAWA MACDONALD-CARTIER INTERNATIONAL AIRPORT AUTHORITY	1	8				1		10
PARKS CANADA	1			1		1	4	7
PARLIAMENTARY PROTECTIVE SERVICE CANADA		1						1
PAROLE BOARD OF CANADA						1		1

PORT ALBERNI PORT AUTHORITY		11				1		12
PRINCE RUPERT PORT AUTHORITY		7						7
PRIVY COUNCIL OFFICE			1					1
PUBLIC HEALTH AGENCY OF CANADA			1					1
PUBLIC SAFETY CANADA						2		2
PUBLIC SERVICE COMMISSION OF CANADA						3		3
PUBLIC SERVICES AND PROCUREMENT CANADA	2		4			12	1	19
QUÉBEC PORT AUTHORITY		31						31
REGINA AIRPORT AUTHORITY						4		4
ROYAL CANADIAN MINT						1		1
ROYAL CANADIAN MOUNTED POLICE	4		1			33		38
SAGUENAY PORT AUTHORITY		54						54
SAINT JOHN PORT AUTHORITY	1	32						33
SENATE OF CANADA (PARLIAMENTARY BUILDINGS)	1	2						3
SEPT-ÎLES PORT AUTHORITY		2						2
SHARED SERVICES CANADA			2			3	1	6
ST. JOHN'S PORT AUTHORITY		17						17
ST. LAWRENCE SEAWAY MANAGEMENT CORPORATION		19						19
SUPREME COURT OF CANADA			1					1
THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED						1		1
THUNDER BAY PORT AUTHORITY		25	12					37
TORONTO PORT AUTHORITY		45				1		46
TRANSPORT CANADA	2		2			2		6

TREASURY BOARD OF CANADA SECRETARIAT						3		3
VANCOUVER INTERNATIONAL AIRPORT AUTHORITY						1		1
VANCOUVER FRASER PORT AUTHORITY		9				2		11
VIA RAIL CANADA INC.		11				8		19
WINDSOR–DETROIT BRIDGE AUTHORITY						1		1
WINDSOR PORT AUTHORITY		16						16
Total	38	632	101	19	3	225	12	1,030

* Complaints received against the Office of the Commissioner are processed externally to ensure that there is no conflict of interest and that they are treated substantively in the same way as those processed by the Office of the Commissioner.

Note: In 2025–2026, the Office of the Commissioner received a high volume of complaints that were deemed frivolous, vexatious or not made in good faith under subsection 58(4)(b) of the Act. Commissioner Thériault therefore decided to exercise his discretion to refuse or discontinue investigations into these complaints. The decision was made in order to ensure the integrity of the complaint process, public confidence in investigations and the responsible use of the Office of the Commissioner's limited resources so that everyone in Canada has equal access to services.

Table 5**COMPLAINTS SUBMITTED FOR MEDIATION**

AND COMPLAINTS RESOLVED THROUGH MEDIATION (AS OF MARCH 31, 2026)

FEDERAL INSTITUTION	COMPLAINTS SUBMITTED FOR MEDIATION*	COMPLAINTS RESOLVED THROUGH MEDIATION
CBC/RADIO-CANADA	2	0
CORRECTIONAL SERVICE CANADA	1	1
CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA	1	1
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA	3	3
HALIFAX PORT AUTHORITY	1	0
HEALTH CANADA	1	1
NATIONAL DEFENCE	1	1
PUBLIC SERVICE COMMISSION OF CANADA	1	1
ROYAL CANADIAN MOUNTED POLICE	1	0
VANCOUVER AIRPORT AUTHORITY	1	0
TOTAL	13	8

* A complaint is considered to have been submitted for mediation if a mediation session has been held.

Table 6**INVESTIGATION INFORMATION**

MADE PUBLIC UNDER SUBSECTION 63.1(1) OF THE ACT (AS OF MARCH 31, 2026)

FEDERAL INSTITUTION	INVESTIGATION SUMMARIES PUBLISHED
GLOBAL AFFAIRS CANADA	1
IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA	1
NATIONAL DEFENCE	1
PUBLIC SAFETY CANADA	1

Table 7**COMPLAINTS SUBMITTED**

FOR A COMPLIANCE AGREEMENT UNDER SUBSECTION 64.1(1) OF THE ACT (AS OF MARCH 31, 2026)

The Office of the Commissioner would like to acknowledge the cooperation of federal institutions that entered into a compliance agreement with the Commissioner in 2025–2026. This cooperation demonstrates their commitment to complying with the Act and their ability to be agile in finding new ways to achieve results.

FEDERAL INSTITUTION	COMPLAINTS FOR WHICH A COMPLIANCE AGREEMENT WAS ENTERED INTO	COMPLIANCE AGREEMENTS	DATE OF COMPLIANCE AGREEMENT (YEAR-MONTH-DAY)	ALLEGED CONTRAVENTION RESULTING IN A COMPLIANCE AGREEMENT	DEADLINE EXPIRED	AGREEMENT COMPLIED WITH	MEASURES TAKEN IF AGREEMENT NOT COMPLIED WITH
ADMINISTRATIVE TRIBUNALS SUPPORT SERVICE OF CANADA	1	1	2025-11-27	Written communications	Yes	Compliant	n/a
CANADA BORDER SERVICES AGENCY	1	1	2025-05-14	Written communications	Yes	Compliant	n/a
NATURAL RESOURCES CANADA	1	1	2025-10-27	Internal communications (Part V)	Yes	Compliant	n/a
OFFICE OF THE AUDITOR GENERAL	3	1	2026-01-20	Personal and central services (Part V)	No		
PARKS CANADA	3	1	2025-08-25	Communications in media	Yes	Compliant	n/a
PARKS CANADA	1	1	2025-11-03	Written communications	No	Compliant	n/a
PUBLIC SERVICES AND PROCUREMENT CANADA	1	1	2025-08-07	Internal communications (Part V), supervision, work environment, work tools, written communications	Yes	Compliant	n/a
SHARED SERVICES CANADA	1	1	2025-08-12	Internal communications (Part V)	Yes	Follow-up ongoing	

Table 8

COMPLAINTS SUBJECT

TO AN ORDER UNDER SUBSECTION 64.5(1) OF THE ACT (AS OF MARCH 31, 2026)

No orders were made for complaints in 2025–2026.