

Karen Shepherd has more than 30 years of federal Public Service, more than half of which was spent in the ethics field.

As a bilingual executive, she built a reputation for outstanding public sector leadership and contributed to the effective management of the Public Service by improving ethics and transparency so that Canadians may have confidence in the integrity of public decisions.

In June 2009, she was appointed as Canada's first Lobbying Commissioner. She established a fully independent Office while ensuring a professional and respectful working relationship with Parliamentarians, lobbyists, colleagues and other stakeholder groups. She successfully managed a two-year national consultation process that resulted in a stronger federal *Lobbyists Code of Conduct*.

During her tenure, she was instrumental in creating a Canada-wide forum for inter-jurisdictional discussion amongst provincial and municipal lobbying regulators through the Lobbying Commissioners and Registrars Network. Such a forum is fundamental supporting a culture of compliance in those jurisdictions. Additionally, building such a network of professional regulators ensured that a learning culture was established to support better decision-making.

She was an advocate for international collaboration on ethics and lobbying with likeminded countries. She was an active member with the Council on Government Ethics and Law (COGEL). As Commissioner of Lobbying, she created strong bilateral ties with several countries including the United States, Chile and Peru.

Given her experience in ethics, she was asked to join the Senior ranks at Health Canada as Executive Advisor to the Deputy Minister and provided advice on engagement and transparency issues on key files such as the Opioid Crisis. Before retiring in 2020, she assumed the role of Ombudsman for Health Canada and the Public Health Agency and took pride in creating a safe space for employees and strengthening relationships with key partners including bargaining agents.

Over the span of her career, she worked in several departments and gained experience in policy, operational and social responsibility units. She provided strategic, confidential and fearless advice to many including lobbyists, elected and senior public officials, and built strong and collaborative partnerships both inside and outside of Government. In 2010, she received the Bissett Alumni Award from Carleton University for Distinctive Contributions to the Public Sector.

She holds a Master's Degree in Public Administration from Carleton University and a Baccalaureate of Arts (Economics and Administration) from Concordia University.

She has been happily married to her husband, Robert, for more than 30 years.