

Regulatory expectations are accelerating faster than most boards realize

May 08, 2025

This article is part of BLG's 12-part series: [12 Strategic Priorities for Privacy, Cybersecurity, and AI Risk Management](#). Designed for both management and boards, the series offers practical insights to help Canadian organizations stay ahead of shifting regulatory landscapes, and build future-ready governance frameworks.

Canada's regulatory environment is evolving – rapidly. Boards that do not stay ahead risk exposing their organizations to non-compliance, reputational damage, and enforcement action. In privacy, cybersecurity, and AI, the pace of change is significant and uneven across jurisdictions, creating complexity for management and governance teams alike.

Why it matters

Privacy laws are advancing province by province. Québec's Law 25 imposes robust obligations that have shifted the standard for privacy compliance nationally. Other provinces are following suit, and with the April 2025 election now behind us, federal legislation is likely to be updated under the new government.

Meanwhile, regulators expect boards to provide direct oversight. A growing body of guidance – both in Canada and internationally – targets the boardroom, reinforcing that data governance and cyber risk are no longer just operational concerns, but core governance responsibilities.

What management and boards must prioritize

1. **Regular board engagement on cyber, privacy, and AI**
Governance in these areas must be built into the board agenda, not pushed to the margins. Directors must stay current on emerging risks and regulatory trends.
2. **National strategy for privacy compliance**
With differing timelines and requirements across Canada, compliance cannot be tackled piecemeal. Organizations need a coordinated approach that addresses Québec, federal, and other provincial obligations.

3. **Third-party oversight**

Vendors, suppliers, and technology partners introduce material risk. Boards must understand how these relationships are assessed and monitored, particularly where sensitive data or AI technologies are involved.

4. **Internal accountability structures**

Boards must ensure that internal roles and responsibilities – between legal, IT, privacy, and compliance – are clearly defined and resourced. Regulators are increasingly asking who is accountable, and how.

Final thoughts

Compliance is no longer a matter of box-checking. It requires active, informed leadership from both management and boards to ensure the organization is not just meeting today's expectations, but anticipating tomorrow's.

By

[Hélène Deschamps Marquis](#)

Expertise

[Cybersecurity, Privacy & Data Protection, Artificial Intelligence \(AI\)](#)

BLG | Canada's Law Firm

As the largest, truly full-service Canadian law firm, Borden Ladner Gervais LLP (BLG) delivers practical legal advice for domestic and international clients across more practices and industries than any Canadian firm. With over 725 lawyers, intellectual property agents and other professionals, BLG serves the legal needs of businesses and institutions across Canada and beyond – from M&A and capital markets, to disputes, financing, and trademark & patent registration.

[blg.com](#)

BLG Offices

Calgary

Centennial Place, East Tower
520 3rd Avenue S.W.
Calgary, AB, Canada
T2P 0R3
T 403.232.9500
F 403.266.1395

Ottawa

World Exchange Plaza
100 Queen Street
Ottawa, ON, Canada
K1P 1J9
T 613.237.5160
F 613.230.8842

Vancouver

1200 Waterfront Centre
200 Burrard Street
Vancouver, BC, Canada
V7X 1T2
T 604.687.5744
F 604.687.1415

Montréal

1000 De La Gauchetière Street West
Suite 900
Montréal, QC, Canada
H3B 5H4
T 514.954.2555
F 514.879.9015

Toronto

Bay Adelaide Centre, East Tower
22 Adelaide Street West
Toronto, ON, Canada
M5H 4E3
T 416.367.6000
F 416.367.6749

The information contained herein is of a general nature and is not intended to constitute legal advice, a complete statement of the law, or an opinion on any subject. No one should act upon it or refrain from acting without a thorough examination of the law after the facts of a specific situation are considered. You are urged to consult your legal adviser in cases of specific questions or concerns. BLG does not warrant or guarantee the accuracy, currency or completeness of this publication. No part of this publication may be reproduced without prior written permission of Borden Ladner Gervais LLP. If this publication was sent to you by BLG and you do not wish to receive further publications from BLG, you may ask to remove your contact information from our mailing lists by emailing unsubscribe@blg.com or manage your subscription preferences at blg.com/MyPreferences. If you feel you have received this message in error please contact communications@blg.com. BLG's privacy policy for publications may be found at blg.com/en/privacy.

© 2026 Borden Ladner Gervais LLP. Borden Ladner Gervais LLP is an Ontario Limited Liability Partnership.