



United States of America
FEDERAL TRADE COMMISSION
600 Pennsylvania Avenue, NW
Washington, DC 20580

Commissioner Christine S. Wilson

March 31, 2023

Dear Friends and Colleagues,

Today, my tenure as an FTC Commissioner draws to a close. It has been the highest honor of my professional career to serve with you, the dedicated professionals who work daily to improve the lives of consumers in America.

During the last few weeks, I have spent time reflecting on all that makes me proud of this agency and this community. The list is long, but let me give a few examples:

- Our perennial pursuit of learning, through hearings and workshops and rigorous 6(b) studies;
- Our commitment to educating businesses and consumers, as demonstrated by our rich body of business and consumer education materials;
- The common law of consumer privacy and data security we have built from scratch and that we continue to refine, including by fashioning new types of injunctive relief (the 2019 Facebook Order Violation Settlement is a great example) and demanding protections for sensitive data (check out our recent case against Kochava, a data broker);
- Our real-time responses to consumers' most pressing needs, as exemplified by our swift response to Covid-19 frauds and scams;
- Our continued challenges to monopolization attempts that would deprive consumers of the benefits of competition, including our victorious litigation against "Pharma Bro" Martin Shkreli and our ongoing cases against Surescripts and pesticides manufacturers;
- Our continued success in challenging unlawful hospital mergers;
- Our commitment to thoroughly vetting deals, even as HSR filings hit record levels;
- Our engagement in competition advocacy that spreads the gospel of competition to federal, state, and local governments, particularly with respect to occupational licensing issues, certificates of need, and certificates of public advantage;

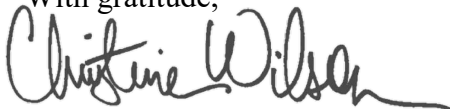
- Our commitment to sound enforcement premised on legal precedent and economic learning, as exemplified in the 2020 DOJ/FTC Vertical Merger Guidelines;
- The compassion we displayed for each other during the upheaval of 2020, perhaps best reflected in David Robbins' update e-mails;
- The adaptability and focus we displayed throughout the Covid-19 pandemic, pivoting overnight to working remotely in March 2020 (thank you, amazing IT folks!) and pursuing our mission with a vengeance even as we navigated the “new normal” of full-time telework; and
- Our dedication to the FTC mission when the volume of work seems endless and the accolades run dry.

Many thanks to all of you for making my tenure as a Commissioner such a vibrant, informative, and rewarding experience. Thank you for teaching me the facts of countless industries, the nuances of arcane legal doctrines, the implications of emerging technologies, and the economic incentives we create by not acting — or by acting. Thank you for keeping the computers running and the circulations moving; for listening to consumers and talking with stakeholders; for scheduling meetings and delivering mail; for organizing events and handling payroll; for building bridges to our counterparts abroad and our appropriators on the Hill. Thank you for showing me how to greet affronts with dignity, for underscoring the importance of listening, and for enriching my understanding of community.

Thank you, also, to the many professionals who took a leap of faith and joined my office. My team made me look smarter, wiser, and more prepared; they kept me grounded and made me laugh; they researched, analyzed, and drafted with insight, attention to detail, and good humor; they modeled integrity and professionalism; and they made coming to work each day a joy. Thank you to my assistants, Tina Lewis and Beverley Rogers; to my paralegals, C. Olivia Berry and Caelan Conant; to my economic advisors, Thomas Koch, Michael LeGower, and Jeremy Sandford; and to my attorney advisors, June Burton, Adam Cella, Jessica Drake, Nina Frant, Pallavi Guniganti, Tom Klotz, Keith Klovers, and Robin Spector.

Please know that what you do each day makes a meaningful difference in the lives of everyday Americans.

With gratitude,

A handwritten signature in black ink that reads "Christine Wilson". The signature is written in a cursive, flowing style with a long horizontal flourish at the end.

Christine S. Wilson