
5 Aldermanbury Square
London
EC2V 7HR

T: +44 20 3932 9721
M: +44 7795 108 302
ckalmus@compasslexecon.com

EDUCATION

1997, *MSc in Economics*, London School of Economics
1992-1995, *MA Hons (Class 1) in Philosophy, Politics, and Economics*, Oxford University

PROFESSIONAL EXPERIENCE

2021 – Present, *Senior Vice President*, Compass Lexecon
2014-2021, *Economic Director*, OFCOM
2011-2014, *Principal*, OFCOM
2004-2011, *Principal*, Compass Lexecon (previously LECG)
2003-2004, *Senior Associate*, OFCOM
1997-2003, *Senior Consultant*, NERA
1995-1996, *Research Analyst*, Lexecon Ltd

SELECTED PROFESSIONAL EXPERIENCE

Telecoms

- Expert testimony in arbitration proceedings on the decisions of the Serbian regulator on duct and pole access.
- Report on the impact of a mobile network sharing agreement on competition in Australia
- Report for an association of telecom operators on the impact of video streaming on costs
- Report for Telefonica on the appropriate design of a margin squeeze remedy by the Spanish regulator, the CNMC.
- Report for a fibre operator on the competitive impact of Telecom Italia's co-investment offer.
- Represented Ofcom with external stakeholders, the European Commission and before the Competition Appeals Tribunal and the Competition Commission.
- Economic Director for Ofcom's 2019 Business Connectivity market review (Market 4 of the European Commission's Regulatory Framework).
- Acted as Expert Witness for Ofcom before the Competition Appeals Tribunal in the Appeal of Ofcom's 2019 BCMR market review of high-capacity telecoms services. Provided an expert report, concurrent evidence and was cross-examined in this successful defence of Ofcom's market review statement.
- Economic Director for Ofcom's investigation into BT's conduct in relation to a large public procurement contract for telecoms services in Northern Ireland. The investigation found that BT was in breach of its regulatory obligations
- Economic Director for Ofcom's review into the prices for Directory Enquiry services.
- Economic Director for Remedies for Ofcom's 2016 Business Connectivity Market Review (Market 4), including setting access prices

- Led Ofcom's changes to switching processes for telecoms services, including the switching process for fixed network and changing the mobile network to a Text-to-Switch process.
- Economic director on Ofcom's project to impose Automatic Compensation for consumers for failures by loss of service by communications providers

Broadcasting

- Report considering the impact of changes to BBC funding on commercial rivals
- Report for Finnish broadcaster, Sanoma, on the impact of the Video on Demand activities of the Finnish Public Service Broadcaster, Yle, on commercial rivals

Ofcom Economic Director responsible for broadcasting work. Ciara led the economic analysis on:

- Ofcom's review into Public Service Broadcasting. This included recommendations to government on the terms on which PSB content should be made available and prominent on Connected TVs and streaming sticks.
- Ofcom's production sector review, including review of IP rights for broadcasters and the production sector.
- Economic Director on the review of whether BBC Studios complies with the BBC's regulatory obligations.
- Economic Director on Ofcom's review of the market impact of BBC Sounds, BBC Three and Radio 1 Dance.

Abuse of Dominance/market investigations/Digital Markets Regulation

- Report for a Very Large Online Platform on whether the additional provisions of the EU's Digital Services Act should apply to online marketplaces.
- Directed the economic analysis on several Ofcom competition investigations including an alleged margin squeeze on superfast broadband resulting from the inclusion of 'free' BT Sport with broadband packages and an investigation into BT's conduct in large public sector bids.
- Advised Ofgem in an investigation as to whether the withdrawal of generation capacity by Scottish generators constituted a market abuse.
- Acted for Marks and Spencer in the Competition Commission's Groceries enquiries.
- Advised IDEXX in a Competition Act investigation by the OFT in relation to suspected breaches of competition law in the veterinary diagnostics market.
- Advised the electricity generator, AES in its successful appeal against the decision by the electricity regulator, Ofgem, to insert a 'Market Abuse Licence Condition' into its generation licence.
- Advised Birds Eye Walls in the UK competition investigation into freezers exclusivity.

Merger Experience

Ciara has provided economic advice to clients before European Commission and UK competition authorities, including:

- Advised Glencore in its acquisition of metallurgical coal mine operator Teck Resources.
- Advised Lufthansa/United Airlines and Air Canada in relation to their joint venture in transatlantic flights.
- Advised Schneider in its appeal of the Legrand merger
- Advised Greif on its acquisition of rival steel drum manufacturers, Blagden.
- Advised Heinz in its acquisition of HP Foods
- Advised Nokia in its acquisition of EADS
- Advised Areva on its joint venture with Urenco and ETC

Cartels

- Advised clients on cartel investigations in fuel surcharges, toys, glass.

