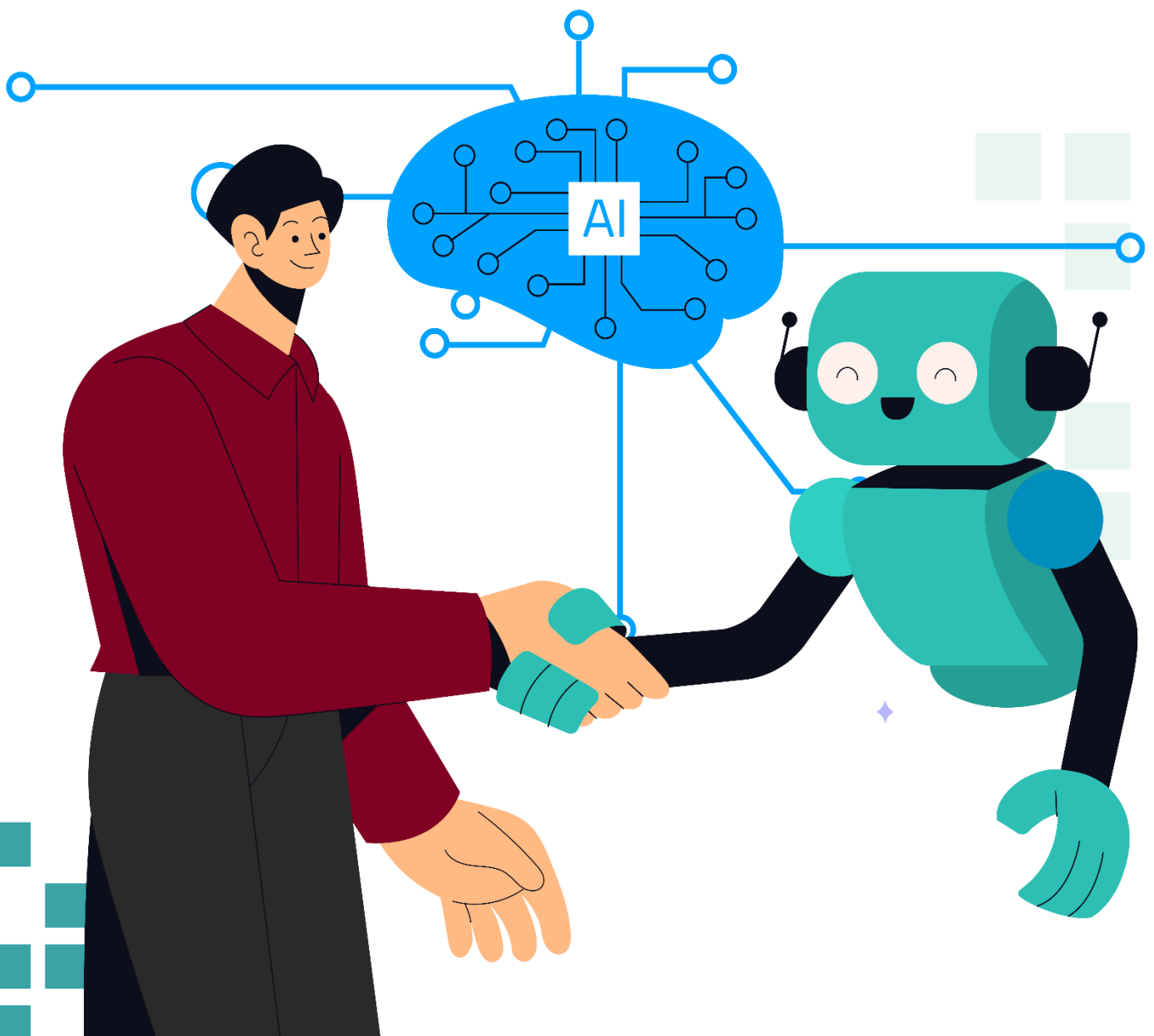


Scaling Governance: The Privacy & Responsible AI Champions Playbook

A Strategic Whitepaper for
Privacy and Responsible AI Leaders

WHITE PAPER



Executive Summary

This whitepaper, "The Privacy & Responsible AI Champions Playbook," is a strategic resource for Privacy and Responsible AI Leaders. It addresses the critical challenge of proactively embedding robust data privacy and ethical AI considerations into the very fabric of business decision-making, especially vital in an era of rapid AI adoption. This playbook outlines a proactive approach, drawing from our experience in creating over **10,000 Privacy and AI Champions** and delivering more than **2 million privacy and AI awareness trainings**.

The Privacy and Responsible AI Champions program identifies individuals who **start with a deep, inherent knowledge of their specific business processes, departmental nuances, and data landscapes, coupled with proactive, influential, and strong communication traits**. The program educates them with specialized privacy and AI expertise. This cultivation of dual-domain expertise (business and governance) allows them to act as influential internal guides, shaping decisions and project trajectories towards compliance and ethical best practice before critical choices are solidified.

This guide provides a practical framework for establishing such a network. It highlights how these champions, by leveraging their combined business and newly acquired governance expertise, can significantly reduce risks. The program also offers significant professional development benefits to the champions themselves, with a manageable time commitment (initial training under 2 hours, followed by minimal monthly engagement). All content is framed from the user's perspective, ensuring relevance and practicality.

Key takeaways include:

- **Strategic Imperative:** The program leverages existing deep business acumen by layering tailored privacy and AI expertise, creating highly effective internal influencers for proactive compliance.
- **Tangible Value (Organization & Champion):** Champions drive organizational value by ensuring earlier alignment of projects with privacy and AI principles. For champions, it offers enhanced, role-relevant skills and visibility.
- **Actionable Framework:** The whitepaper details best practices for selecting individuals, delivering a structured and tailored curriculum (emphasizing user-centric content and concise training), motivating and sustaining their engagement through proven tactics, and measuring the program's impact.

By cultivating Privacy and Responsible AI Champions, leaders build an invaluable internal network that proactively embeds governance into the operational DNA of the organization.




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1. Introduction: Embedding Proactive Privacy and AI Governance Through Business Insight

As a leader shaping your organization's privacy and responsible AI landscape, you understand that true governance maturity is achieved when ethical considerations and compliance requirements are not afterthoughts, but integral to the initial stages of decision-making.

Especially with the pervasive integration of AI, the ability to proactively guide development and operational choices is paramount. Your central office sets the standards, but embedding this foresight *within* business units, leveraging individuals who deeply understand their operational context and possess innate leadership qualities, is the key to truly proactive governance. Our experience in developing over **10,000 Privacy and AI Champions** globally underscores the power of this approach.

This guide provides a practical framework for developing and deploying a Privacy and Responsible AI Champions program. This program distinctively focuses on identifying individuals who *already possess significant expertise in their specific business processes, departmental operations, and data intricacies, alongside a proactive mindset and strong communication skills*. By layering specialized, role and geography-specific privacy and AI knowledge onto this existing business acumen and natural influence, you create powerful internal catalysts capable of steering decisions towards compliance and ethical best practices from their very inception.



2. Defining the Privacy and Responsible AI Champion

Proactive Influencers, Grounded in Business Acumen, Empowered by Governance Expertise

A Privacy and Responsible AI Champion is an employee who is first and foremost **deeply embedded and knowledgeable within their specific business domain, possessing an innate and comprehensive understanding of their team's processes, data intricacies, and departmental objectives.** They are not just passive recipients of information but are **proactive by nature, often forward-thinkers who can anticipate challenges and opportunities.** Crucially, they are **respected by their peers and possess inherent influential capabilities,** making them natural agents for positive cultural change. They are **strong communicators,** adept at translating complex ideas into practical, understandable terms for their colleagues.

The Champions program then formally **educates these business-savvy individuals, empowering them with specialized knowledge** of privacy laws, AI ethics, and your organization's governance processes, all tailored to their specific role and region.



This model focuses on identifying these high-potential individuals, leveraging their existing business insight, and equipping them with targeted governance knowledge to become proactive influencers from within.

3. The Imperative: The Strategic Advantage of Early Compliance Influence in the Age of AI

Cultivating Privacy and Responsible AI Champions who can exert proactive influence from within their business units offers a distinct strategic advantage, especially as AI technologies become more integrated:

- **Minimizing Costly Rework and Delays:** When champions, armed with business and governance knowledge, guide projects from the start, potential compliance or ethical issues are identified and addressed early. This dramatically reduces the likelihood of expensive redesigns, project halts, or tool withdrawals identified only at later, formal review stages. Organizations that "Educate around why, what, & how around processes" early can see substantial savings.
- **Accelerating Responsible Innovation:** Teams that can confidently navigate privacy and AI ethics internally, with guidance from a knowledgeable champion, can innovate more quickly and responsibly. The champion helps ensure that new ideas are developed with "Privacy by Design" and "Responsible AI by Design" from the outset, rather than these being perceived as obstacles.
- **Enhancing the Quality of Decisions:** By providing an early lens on privacy and AI implications, champions improve the quality of their team's strategic and operational decisions, ensuring they are not just effective but also ethical and compliant.
- **Reducing Burden on Central Governance Teams:** While champions don't replace the central office, their proactive influence in ensuring foundational compliance within teams means that formal reviews by the central privacy/AI office can be more focused, efficient, and strategic, rather than bogged down in correcting basic errors. "Data Privacy Champions can assist with tactical aspects of privacy program operations, brings higher level of privacy knowledge".
- **Strengthening Overall Risk Posture:** Proactive identification and mitigation of risks at the team level, guided by champions, contribute significantly to a stronger enterprise-wide risk posture. This is particularly critical with evolving AI risks, where early contextual understanding is key. Aiming for a 10-15% reduction in issues flagged during later-stage formal reviews due to this early influence is a realistic target. The "Privacy office...can't be everywhere at once", making this distributed vigilance essential.

Investing in champions who can provide this early, embedded influence is an investment in more agile, resilient, and inherently compliant operations.

4. The Transformation: How Proactive Champion Influence Delivers Measurable Value

The true transformation offered by this model of Privacy and Responsible AI Champions lies in shifting governance from a predominantly reactive or checkpoint-based function to a continuous, proactive influence embedded within business operations:

From Late-Stage Correction to Early-Stage Alignment:

- **Champion's Impact:** Instead of privacy and AI reviews being a gate at the end of a development cycle, the champion's influence ensures that projects are conceived and designed with compliance already in mind. They act as an internal compass, constantly guiding their team's work toward these principles.
- **Business Value:** This drastically reduces wasted effort, accelerates timelines by avoiding late-stage roadblocks, and ensures that resources are invested in inherently compliant solutions from day one.

Enhanced Inherent Quality and Compliance of Team Outputs:

- **Champion's Impact:** Because the champion deeply understands both their team's work and the relevant governance, the products or processes developed are more likely to be compliant by default, requiring less remediation.
- **Business Value:** This leads to higher quality outputs, reduced risk of non-compliance findings, fewer privacy-related complaints or AI bias incidents, and a stronger reputation for responsible practices.

A Culture of Proactive Responsibility, Not Reactive Adherence:

- **Champion's Impact:** The consistent, early influence of champions fosters a team environment where privacy and ethical AI considerations become a natural part of the planning and execution process, rather than an external mandate to be addressed. They help "drive privacy culture by enabling teams to take proactive privacy measures".
- **Business Value:** This cultural shift is invaluable, leading to more sustainable compliance, greater employee engagement with ethical principles, and a more resilient organization. The aim is to "CREATE Privacy CULTURE TOGETHER!".

This model transforms champions from mere "liaisons" to integral strategic influencers who elevate the baseline of privacy and AI governance within their operational spheres.

5. The Champion's Value Proposition: What's In It For Them (And How to Motivate Participation)

To attract and retain high-caliber individuals as Privacy and Responsible AI Champions, it's crucial to articulate the compelling benefits this role offers them personally and professionally. This isn't just an extra responsibility; it's a significant development opportunity.

Enhanced Skillset & Career Advancement:

- **In-Demand Expertise:** Champions gain deep, practical knowledge in the rapidly growing and critically important fields of data privacy and responsible AI. This expertise is highly valued across industries. Professionals with demonstrated capabilities in AI governance and privacy can often command higher market value and are frequently sought for strategic roles.
- **Marketability:** This specialized knowledge makes them more versatile and marketable, both internally for new opportunities and externally. Industry often reports a significant talent gap, placing individuals with such skills at an advantage.

Increased Visibility and Recognition:

- **Leadership Exposure:** The role often provides champions with greater visibility among departmental leadership and potentially senior management, as they become go-to people for critical compliance and ethical considerations.
- **Expert Status:** They are recognized as subject matter resources within their teams and the broader organization, enhancing their reputation. "Privacy Process Pro Badges to recognize competence" can further formalize this.

Tangible Influence and Impact:

- **Shaping Key Decisions:** Champions have a direct opportunity to "influence the direction to compliance even before the decisions are made," impacting how their team and the organization approach vital projects and adopt new technologies.
- **Driving Positive Change:** They play a crucial role in fostering a more ethical and responsible data and AI culture within the organization, contributing to its long-term success and trustworthiness.

Significant Professional Development:

- **Broadened Perspective:** They deepen their understanding of risk management, corporate governance, legal frameworks, and cutting-edge AI technologies like "ethics and bias", "data minimization", and "transparency and explainability".
- **Strategic Thinking:** The role encourages them to think more strategically about the implications of their team's work. Participation in programs like this, which can form part of broader awareness initiatives reaching, in some cases, over 2 million individuals, demonstrates an ability to contribute to large-scale organizational improvement.

Valuable Networking Opportunities:

- **Cross-Functional Connections:** They connect with other champions from different departments, the central privacy/AI office, and potentially legal and IT leadership, expanding their professional network and understanding of the wider organization.

Contributing to Meaningful Work:

- **Purpose-Driven Role:** Many individuals seek purpose in their work. Being a champion allows them to contribute directly to ethical practices, protect individuals' rights, and safeguard the company's reputation, which can be highly motivating. Employees engaged in impactful work often report notably higher job satisfaction.

Convincing and Motivating Champions:

- **Frame it as a Development Opportunity:** Emphasize the skill enhancement and career benefits during recruitment.
- **Secure Managerial Support:** Ensure managers understand the value and agree to integrate this enhanced capability within the champion's role.
- **Recognize and Celebrate Their Contributions:** Acknowledge their efforts and successes publicly.
- **Offer a Clear Path for Growth (if possible):** Show how this role can lead to further opportunities or increased responsibility.
- **Emphasize the Impact:** Help them see the real difference they are making to the organization and its ethical standing.

By highlighting these benefits, you can attract highly motivated individuals who see the champion role as a valuable step in their own professional journey and a chance to make a significant impact.

6. The Profile: Identifying Individuals with Business Insight and Influence Potential

Selecting the right individuals is paramount. You are looking for people who not only can learn privacy and AI principles but can effectively marry this new knowledge with their existing, deep understanding of their business domain to influence their peers proactively.

Key attributes to seek:



Deep Existing Business and Data Acumen: This is foundational. They must *already* have a strong, often intuitive, grasp of their team's processes, data flows, key objectives, and departmental operations. They "understand privacy implications for a given role, regions and business".



Proactive and Forward-Thinking: They naturally anticipate issues, ask "what if" questions, and consider implications beyond the immediate task.



Respected by Peers & Natural Influencers: They are already seen by their colleagues as knowledgeable, credible, and reliable in their current role. Their opinions carry weight, and they can often persuade others without formal authority. They are potential agents for positive "cultural change."



Strong Communicators: They are adept at explaining complex concepts clearly and concisely, translating technical or legal jargon into practical business terms, and facilitating constructive dialogue.



Analytical and Critical Thinkers with Problem-Solving Skills: They can dissect business proposals or new tech adoption plans, identify potential privacy/AI touchpoints, and help their teams find workable, compliant solutions.



High Integrity and Commitment to Ethical Practices: A genuine interest in "doing the right thing" and a strong ethical compass are non-negotiable.

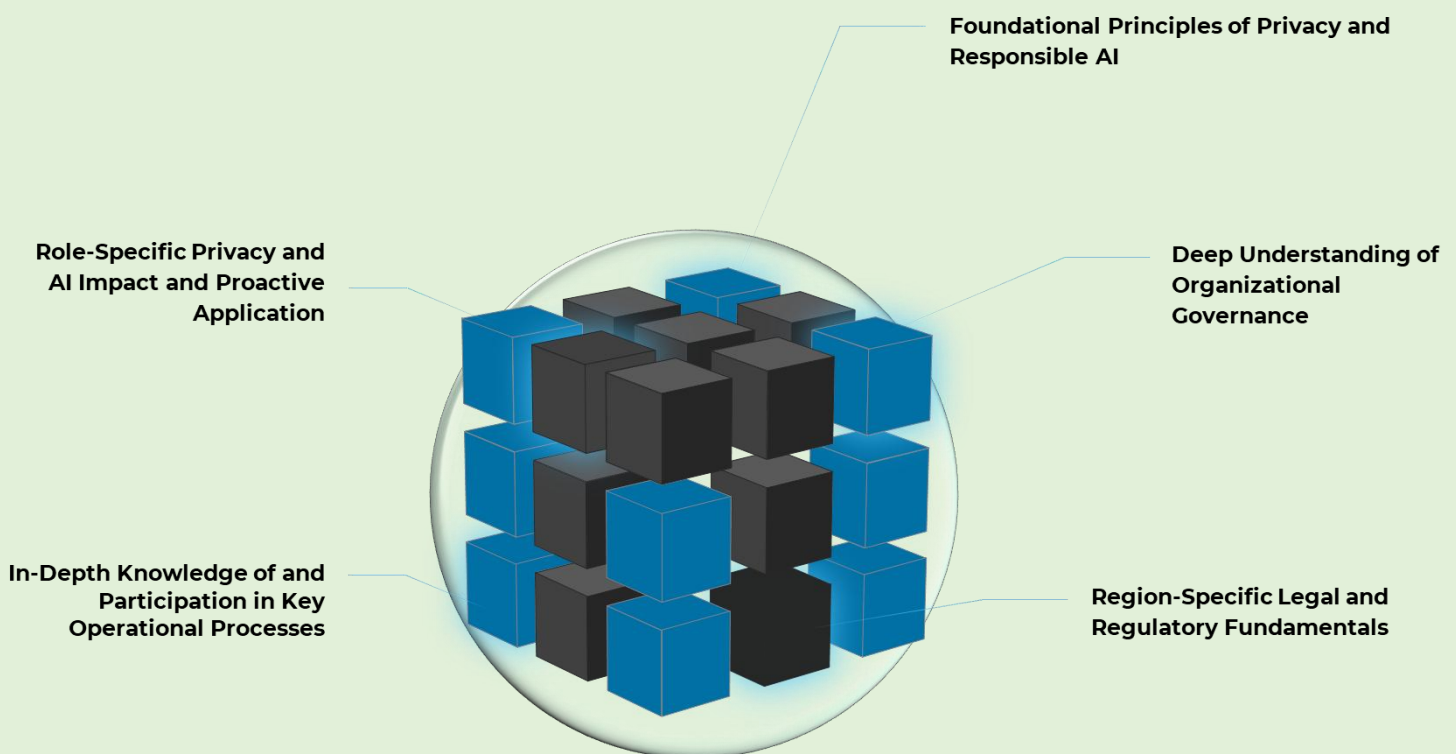


Collaborative Team Players: They work well with others, fostering a sense of shared responsibility for ethical and compliant practices.

These individuals are often the informal leaders or go-to problem-solvers within their teams, already demonstrating the ability to guide and influence.

7. The Champion's Curriculum: Building Blocks for Tailored Governance Expertise

The curriculum for a Privacy and Responsible AI Champion is not one-size-fits-all. It's architected to build upon their existing deep business knowledge by layering targeted privacy and AI governance expertise. The goal is to equip them with the precise knowledge needed to proactively influence compliance and ethical practices within their specific role, department, and geographical sphere of influence. "Training based on role, region & business vertical" is paramount.



A. Foundational Principles of Privacy and Responsible AI:

- This cornerstone ensures all champions share a common understanding of universal privacy concepts (e.g., data minimization, purpose limitation, consent, transparency, security, accountability) and the core tenets of responsible AI (e.g., fairness, transparency, explainability, human oversight, safety).
- It covers basic terminology and the fundamental importance of these principles to the organization and its stakeholders. This serves to "Strengthen privacy fundamentals".

B. Deep Understanding of Organizational Governance:

- Champions must master your organization's specific privacy policies, AI ethics guidelines, data handling standards, information security protocols, and the overall data governance framework. This includes "DPP governance" and "Normative Framework (policies, standards)".
- This includes understanding the roles and responsibilities within the governance structure, particularly the DPO/Privacy Office and AI Governance Board, and how to interact with them effectively. "Promoting DPO Office as a go to resource" is key.

C. Region-Specific Legal and Regulatory Fundamentals:

- Champions need a working knowledge of the key data privacy laws (e.g., GDPR, CCPA, HIPAA, etc.) and emerging AI regulations that are directly applicable to their team's operations and the data they handle, based on their geographical area of responsibility or the location of data subjects they impact. This covers "Applicable laws & regulations".
- The depth here will vary; a champion in a marketing team dealing with EU customer data needs deeper GDPR understanding than one in a purely domestic US operational role with no PII.

D. In-Depth Knowledge of and Participation in Key Operational Processes:

- This block focuses on the practical application of governance through your organization's specific procedures. Champions require in-depth training on processes they will actively participate in or guide their teams through. This means understanding the "why, what, & how around processes".
- Examples include:
 - Data Privacy Impact Assessments (DPIA) / AI Impact Assessments (AIAs)
 - Record of Processing Activities (RoPA) maintenance for their area
 - Data Subject Access Request (DSAR) handling procedures relevant to their team's data
 - Incident Response and Data Breach Management protocols.

E. Role-Specific Privacy and AI Impact and Proactive Application:

- This is the most highly customized component, directly linking the champion's existing business expertise with their new governance knowledge.
- It involves analyzing specific departmental workflows, common projects, data sets frequently used (e.g., "Understand different types of data"), and AI tools

being considered or deployed by their team. This should also cover "Data classification".

- Training focuses on identifying privacy touchpoints and AI ethical considerations *within their specific context* and developing strategies for proactive influence and early-stage guidance. For example, an HR champion would explore "Handling Employee Health Information" or "Normative framework around handling CVs", while an IT champion would cover "Application Development".

Curriculum Delivery and Time Commitment:

- **User-Centric Content:** Crucially, all training and communication materials *must* be developed from the champion's perspective as a business user, not from the viewpoint of a privacy or AI specialist. Content should be practical, use business-relevant language, and clearly connect governance principles to their daily operational context and decision-making.
- **Concise Initial Training:** The initial core training for champions should be designed to be concise and highly focused, ideally not exceeding **2 hours**. This initial session would cover foundational principles (Block A), an overview of the organizational framework (Block B), and how to access further role-specific learning resources. "10 mins training on each privacy process" can be a good model for breaking down complex topics into digestible e-learning.
- **Ongoing Engagement:** Beyond this, the expected engagement is typically around **1-2 hours per month**. This time accommodates reviewing newsletters, participating in clinics/meetings, and applying learnings contextually. This amounts to approximately **15-25 hours per year**—a manageable investment for the significant returns in proactive governance.
- **Tailoring the Approach:** The principle of "Role Based Awareness" is central. While all champions cover blocks A and B, the intensity and specific content within blocks C, D, and E are meticulously tailored. "A good Privacy awareness program should be able to contextualize privacy as per the role". This approach is "Designed to create privacy champions in each team" by delivering relevant, actionable training.



8. Sustaining Influence: Strategies for Long-Term Champion Effectiveness

Once champions are equipped with tailored expertise, sustaining their influence and keeping their knowledge current is crucial for long-term program success. The goal is to "Ensure multiple touchpoint throughout the year".


Continuous Learning and Updates:

- **Monthly Newsletter:** Distribute a dedicated "Privacy newsletter to keep knowledge Up to Date" for champions, covering privacy and AI updates, regulatory changes, internal policy revisions, and best practices. "Regular newsletters to keep organizations up to date about Data Privacy".
- **Prioritizing E-learning Content for Scalability and Consistency:** Utilize SCORM-based e-learning modules for ongoing training, refreshers, and new topics. This approach ("15 min training based on SCORM" or "30 min training based on SCORM") is effective for scalability, especially with employee movement where purely physical sessions can become ineffective over time.

Interactive Engagement and Support:

- **Monthly Champions Clinic/Open Hour:** Host a regular one-hour virtual "Privacy/AI Champions clinic" where champions can ask questions directly to the DPO/Privacy Office or AI Governance experts, discuss challenges, and share experiences. This fosters "Online + Offline discussions".
- **Dedicated Communication Channel:** Maintain a specific channel (e.g., Slack, Teams) for ongoing peer-to-peer support and quick queries.

Motivation and Recognition:

- **Gamify Awareness Programs:** Implement gamification elements (quizzes with leaderboards, points for completing modules or identifying proactive measures) within the broader privacy/AI awareness program, with champions often leading or excelling in these.
 - **Reward Program Winners:** Publicly or privately reward champions who demonstrate exceptional engagement, proactive influence, or contribute significantly to awareness initiatives.
 - **Recognize in Newsletter:** Feature "Best Privacy Champions" or highlight champion success stories in the monthly newsletter to provide visibility and acknowledge their contributions.
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9. Annual Plan & Your First 90 Days: Launching Your Champions Program

A structured rollout is key to building a successful and sustainable Privacy and Responsible AI Champions program. Here's a sample annual plan, emphasizing a focused 90-day launch:

Overall Goal: To establish a thriving, effective network of Privacy and Responsible AI Champions who proactively embed governance and ethical considerations into their teams' operations.

Phase 1: Foundation & Pilot (First ~90-120 Days)

- **Month 1: Strategic Alignment & Design**
 - Secure/reconfirm executive sponsorship and articulate the program's strategic value.
 - Define clear program objectives & scope (initial departments/regions).
 - Establish the core team responsible for program management and curriculum development.
 - Develop selection criteria for champions (Section 6).
 - Outline the core building blocks of the curriculum (Section 7).
- **Month 2: Recruitment & Initial Curriculum Build**
 - Communicate the program and its benefits (Section 5) to departmental heads and potential champions.
 - Initiate the nomination and selection process for the first cohort.
 - Develop foundational training materials (Blocks A & B from curriculum) and initial role/region-specific content for the pilot group, ensuring initial core training is concise (e.g., under 2 hours).
- **Month 3: Launch & Initial Training (90-DAY GOAL)**
 - **GOAL: Onboard, train, and officially launch the initial cohort of Privacy and Responsible AI Champions (e.g., 20-50 individuals).** This involves delivering the foundational and initial tailored training.
 - Establish initial communication channels (e.g., newsletter, dedicated group for the Champions Clinic).
 - Gather immediate feedback from the pilot cohort on training and program structure.

Phase 2: Refinement & Expansion (Months 4-6)

- Refine curriculum and training materials based on pilot cohort feedback and early experiences.
- Begin rolling out broader engagement activities: launch the monthly newsletter and the "Champions Clinic."
- Identify and begin recruiting the next cohort of champions, expanding to additional targeted departments or regions.
- Develop more in-depth role-specific and region-specific e-learning modules.

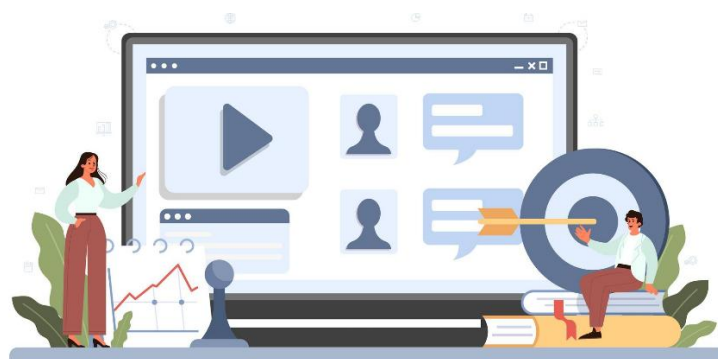
Phase 3: Embedding & Scaling (Months 7-9)

- Continue training new champion cohorts.
- Implement gamification strategies and reward mechanisms for champions.
- Focus on initial measurement of program impact (Section 11), collecting data on proactive interventions and process improvements.
- Encourage champions to lead small awareness initiatives within their own teams, distributing swag and reinforcing key messages.

Phase 4: Maturing & Sustaining (Months 10-12)

- Conduct a comprehensive annual program review based on metrics and qualitative feedback.
- Showcase program successes and formally recognize outstanding champion contributions (e.g., in newsletters, company meetings).
- Plan for the following year, identifying areas for curriculum enhancement, program expansion, or new engagement strategies.
- Solidify long-term support and resource allocation for the program.

This phased approach allows for learning and adaptation, ensuring the program is built on a solid foundation and scales effectively across the organization.



11. The Scorecard: Measuring the Impact of Proactive Compliance Influence

Measuring the impact of champions who focus on proactive, early-stage influence requires looking at leading indicators of risk reduction and improved decision quality, in addition to traditional compliance metrics.

Reduction in Issues Identified at Formal Review Stages:

- Track the number and severity of privacy or AI ethical issues identified during *formal* DPIA/AIA reviews or pre-launch checks for projects where a champion was actively involved in early-stage guidance. A key goal is a measurable decrease (e.g., 15-20%) in such findings, indicating issues were caught and remediated earlier.

Increased "Privacy/AI by Design" Maturity in Project Initiation:

- Assess project initiation documents or early-stage plans from championed teams for the inclusion and quality of privacy and AI ethical considerations. Use a maturity scorecard to track improvement over time.

Champion Activity and Engagement in Early Stages:

- Track the number of projects or initiatives where champions report having provided early-stage guidance or consultation.

Efficiency of Formal Review Processes:

- While not the primary goal, a secondary benefit might be a reduction in the time taken for formal reviews by the central office because projects arrive better prepared, thanks to early champion influence.

Surveys on Perceived Value of Early Guidance:

- Survey project managers and team members in championed areas on their perception of how the champion's early input helped them navigate requirements and avoid potential problems.

Uptake of Recommended Proactive Measures:

- If champions recommend specific proactive tools or checklist usage to their teams, track the adoption rate of these measures. This includes checking "Results of audits; Security incidents; Customer complaints; Access requests" for trends.

The focus of this scorecard is to demonstrate that by embedding knowledgeable influencers early in the process, the organization is making smarter, more compliant decisions from the start, reducing downstream risk and effort.

12. Conclusion: Leading Through Embedded Foresight and Proactive Governance

In an era where the velocity of innovation, particularly in AI, constantly tests the boundaries of ethical and compliant practice, your leadership in privacy and responsible AI must extend beyond centralized control to cultivate true organizational foresight. The Privacy and Responsible AI Champions program, designed to empower individuals who *already possess deep business acumen* through specialized governance knowledge, is your most potent strategy for embedding this crucial foresight directly into the DNA of your business operations.

These champions are not merely gatekeepers; they are "Privacy Ambassador[s]" and proactive influencers who guide their teams towards responsible choices from the earliest stages of ideation and planning. By leveraging their unique synthesis of contextual business understanding and nuanced privacy/AI expertise, they transform governance from a reactive checkpoint into a proactive, intrinsic component of how work gets done. This approach doesn't just mitigate risk; it unlocks the potential for more confident, agile, and ethically sound innovation. "Privacy is a Process Re-engineering Problem – Driven by humans and for humans", and these champions are the key human drivers at the operational level.

Investing in this network of internal influencers is an investment in a more resilient, adaptable, and intelligent approach to governance. It fosters a culture where compliance is not a hurdle, but a consequence of well-informed, early-stage decision-making. By championing these individuals, you are not just scaling your program; you are cultivating a powerful, distributed capability for proactive self-governance, positioning your organization to lead with integrity and foresight in the complex landscape of modern data and AI. **"LET'S INCREASE Privacy AWARENESS & CREATE Privacy CULTURE TOGETHER!"**.



13. About Us

Privacient is global leader in creating and nurturing robust Privacy and Security cultures within organizations. Our experience includes:

- **Awareness and Champion Program Scale:** Successfully developing over **10,000 Privacy and AI Champions** globally and delivering over **2 million privacy and AI awareness trainings** to employees across various sectors.
- **Strategic Guidance:** Conducting 150+ board-level workshops on privacy strategy and implementation.
- **Privacy Implementation:** Actively running privacy implementations in 50+ organizations. (Updated from 25+)
- **Engaging Events:** Designing and delivering the most engaging privacy and security events, featuring innovative concepts like privacy comedy shows, magic shows, and interactive fun & fairs with leading speakers.
- **Expert Content Creation:** Leveraging a dedicated team of 25+ members comprising of privacy experts & learning ninjas that creates the most interactive and engaging Privacy content.
- **Driving the Data Privacy Ecosystem:** Building privacy communities since 2018, advising leading privacy engineering companies, and shaping data protection policies with governmental bodies.

Our approach is "Designed to make privacy operations efficient", contextualize privacy according to roles, and humanize these critical concepts for every member of your organization.

