

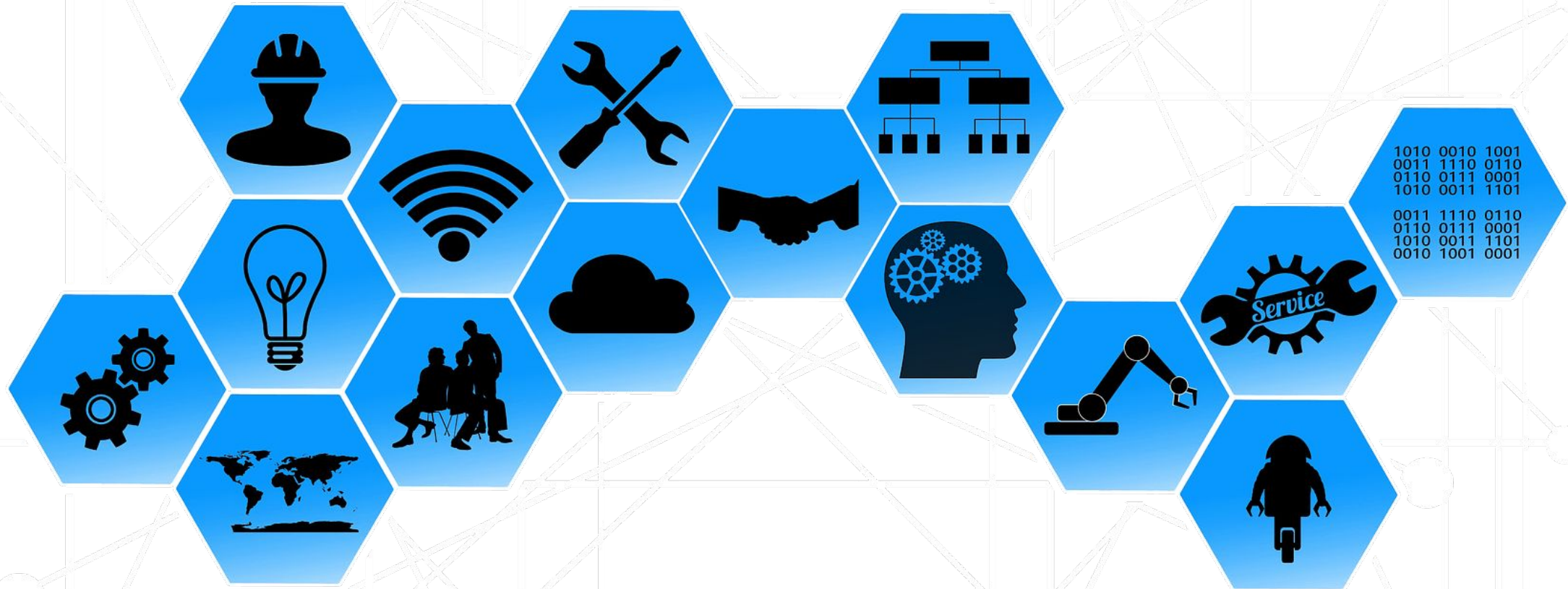
Privacy in Practice

Research, Technology and Future Trends

Punit Bhatia

October 2023

We are living in an increasingly digital and connected world...



We are a Global Learning Community of Digital Trust Leaders



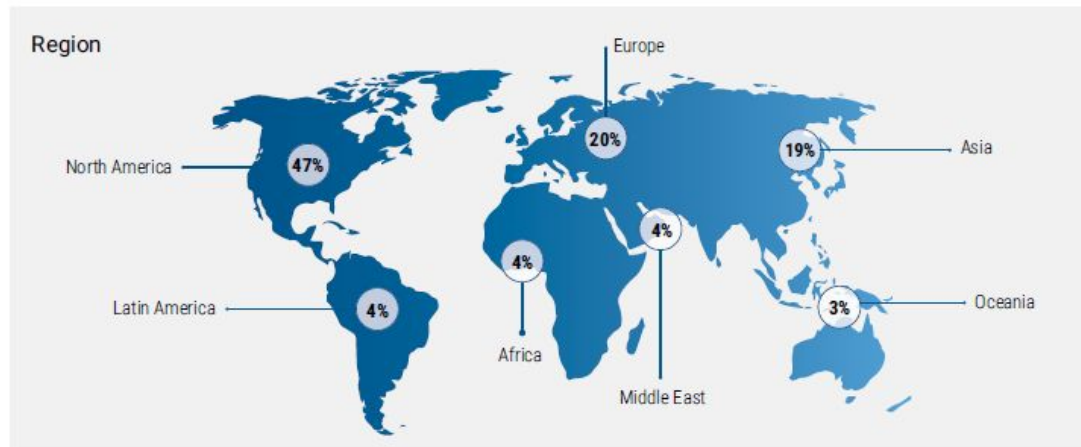
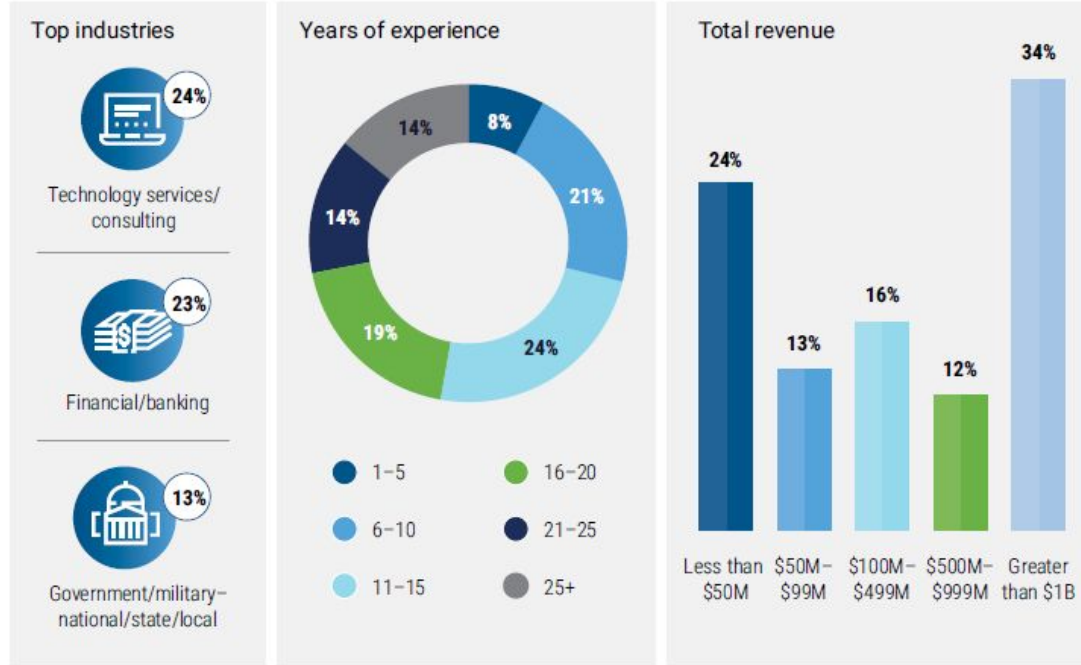
170k+
MEMBERS

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- Privacy
- Making change happen
- Understanding life

ISACA Global Survey Privacy in Practice 2023



- 1,890 respondents
- ISACA certified (e.g. Certified Information Security Manager® (CISM®) or Certified Data Privacy Solutions Engineer™ (CDPSE™))
- “privacy” in their job title

ISACA Global Survey Privacy in Practice 2023

Privacy Skills Gap

Privacy Program Management

Privacy Awareness Training

Privacy Failures

Privacy by Design

1. Privacy Skills Gap



Anatomy of the Privacy Skills Gap

63%

Lack of experience with different types of technologies and/or applications

46%

understanding the laws and regulations to which an enterprise is subject

34%

Soft skills, such as communication, flexibility and leadership

39%

Business insight

54%

Lack of experience with frameworks and/or controls

38%

IT operations knowledge and skills

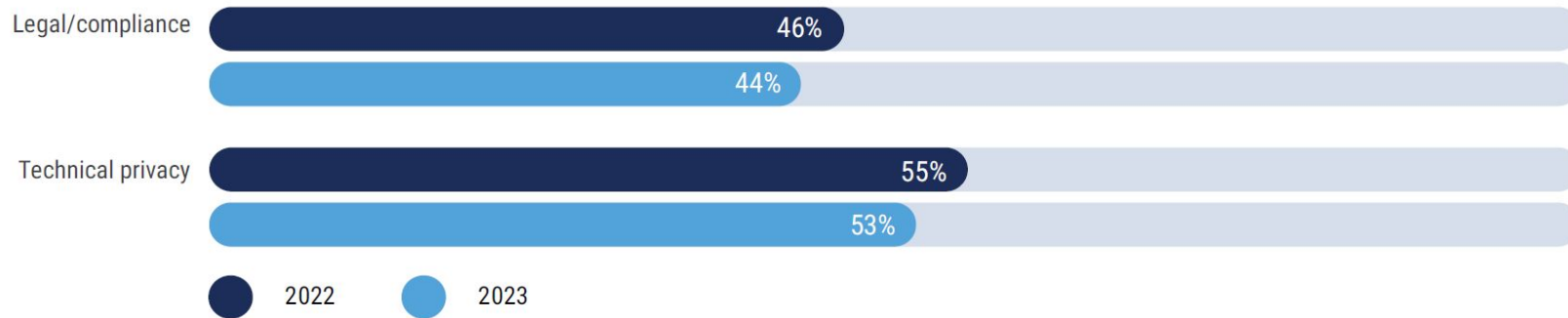
45%

Technical expertise

18%

Business Ethics

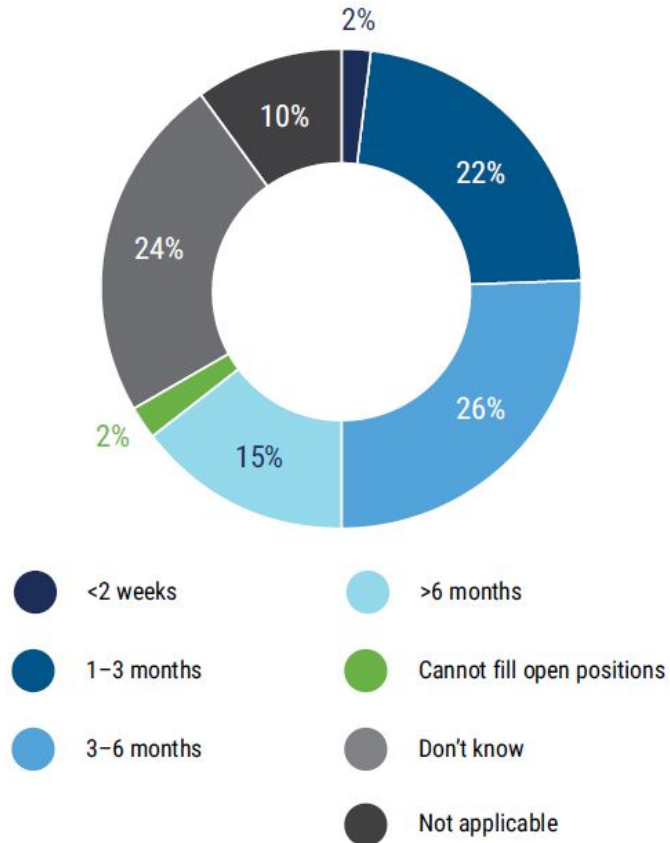
Privacy Understaffing Trend



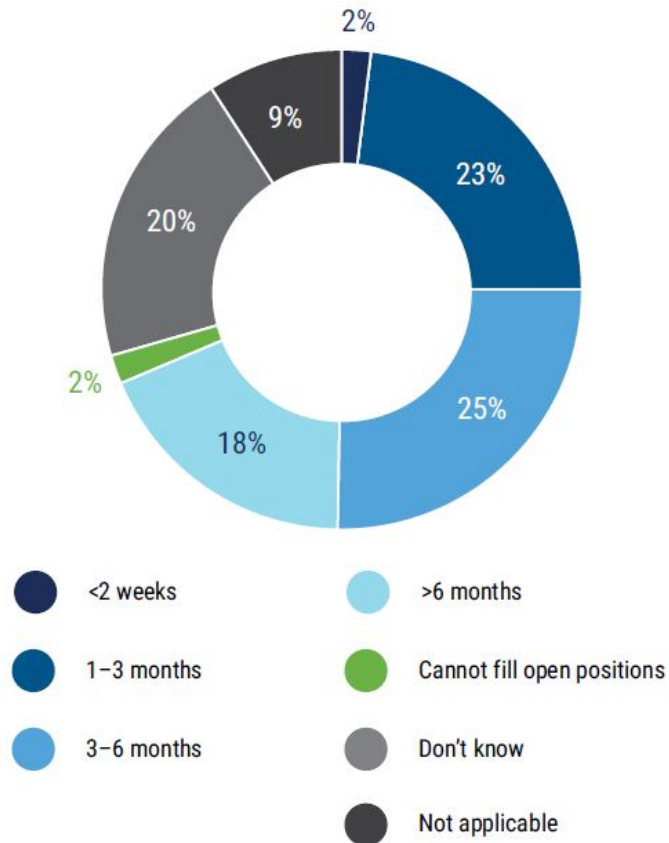
- Privacy skills gap is still a large problem
- Little improvement compared with last year
- Technical Privacy profiles are more difficult to attract compared with Legal/Compliance Privacy profiles
- Demand expected to grow

Time to fill a position

Legal/Compliance functions

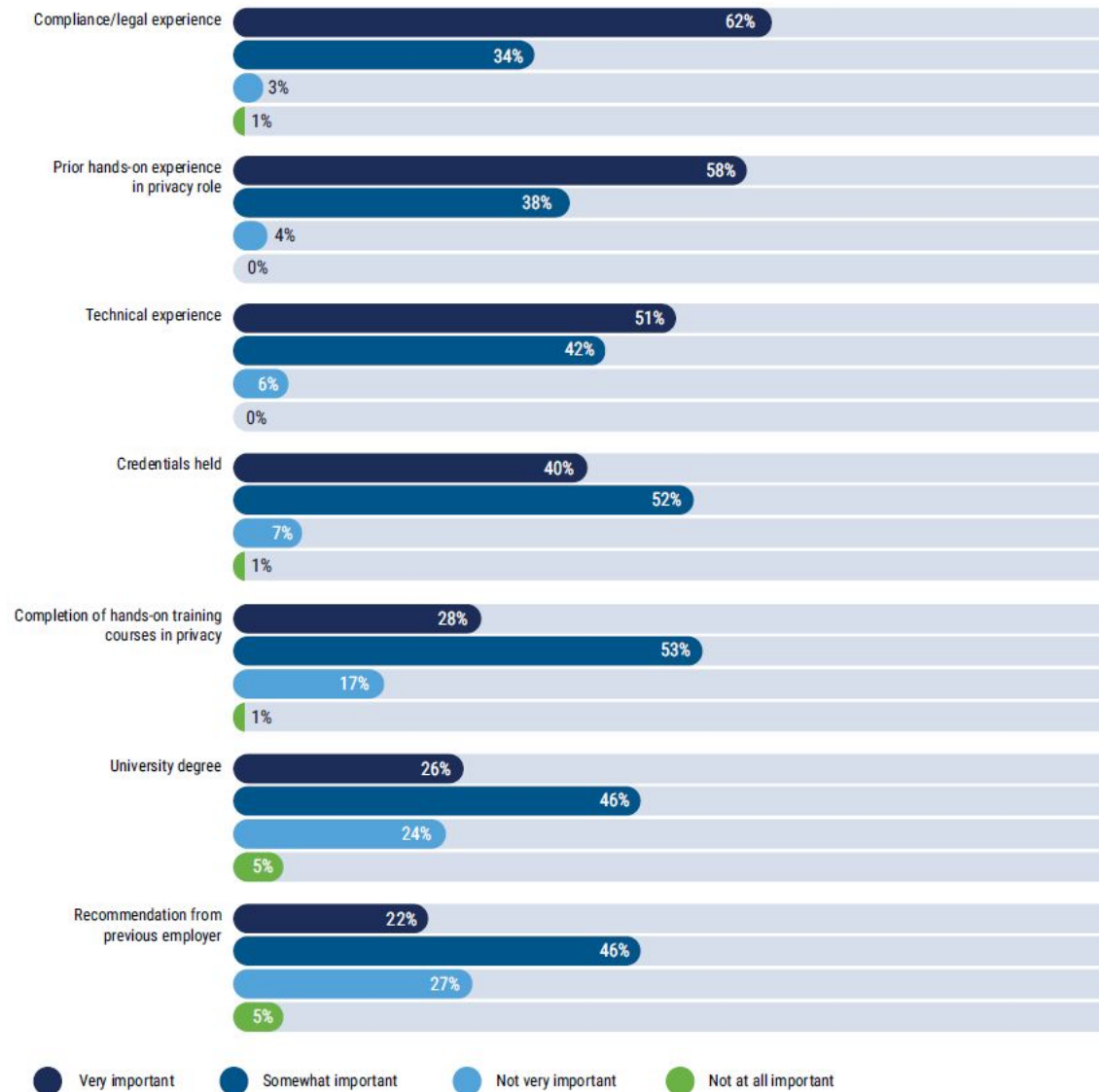


Technical Privacy functions



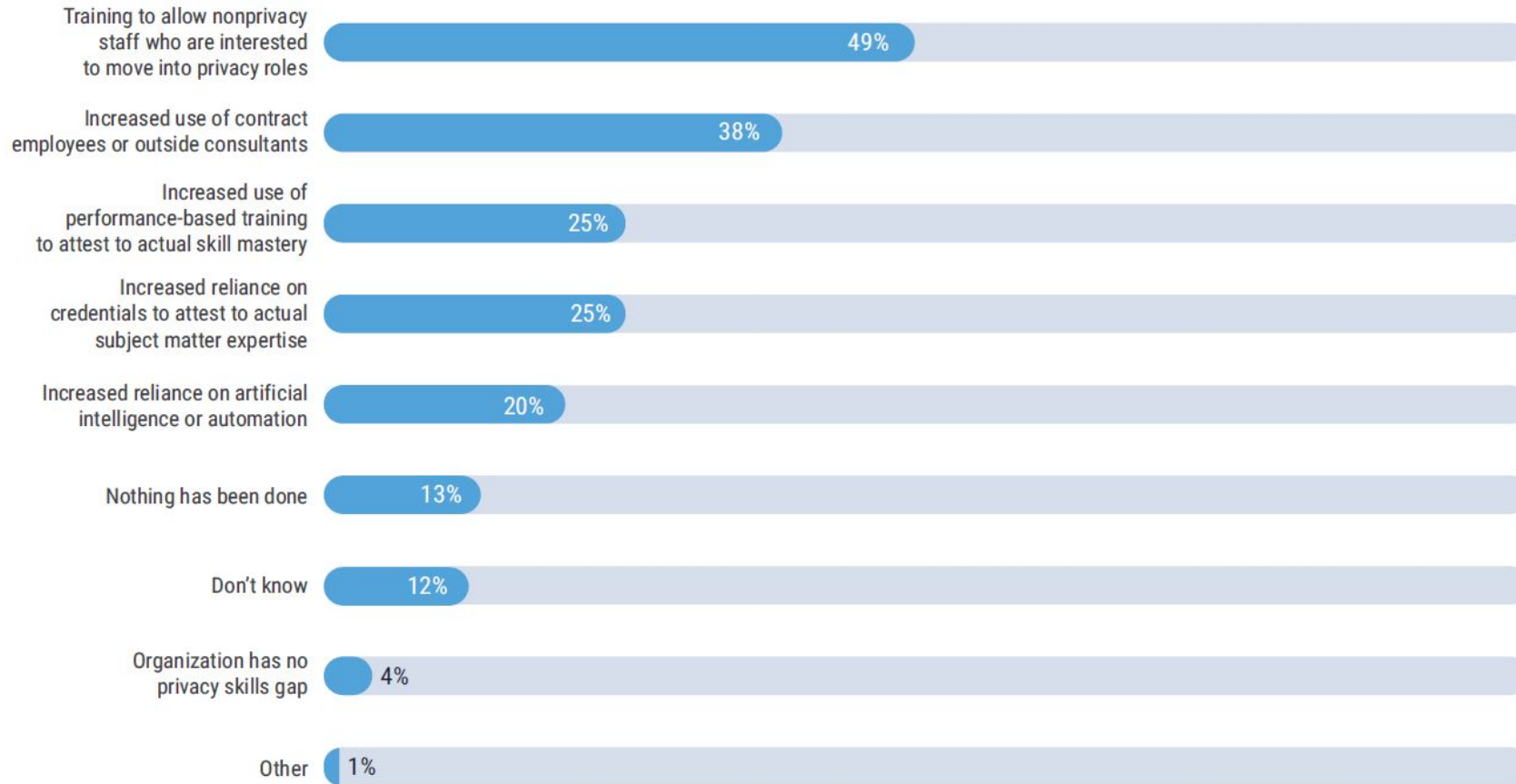
- Privacy functions are difficult to fill, irrespective of whether a Legal/Compliance or technical profile is sought
- The average duration to fill an open position might take several months (often + 3months)
- One challenge to quickly filling roles is a lack of qualified applicants

Factors to qualify a candidate



- Prior experience is the primary factor in determining an applicant's qualifications
- According to 76 percent of ISACA survey respondents, expert-level privacy roles are the most difficult level to hire, followed by the practitioner knowledge level (51 percent) and entry-level/foundational knowledge level (12 percent)

Initiatives to decrease the skills gap



- Only 4% of organizations has no 'privacy skills gap'
- Most organizations take defined measure to close the 'privacy skills gap'
- However, ≈25% do not really take measures...

2. Privacy Program Management



Support from the Board of Directors

55%

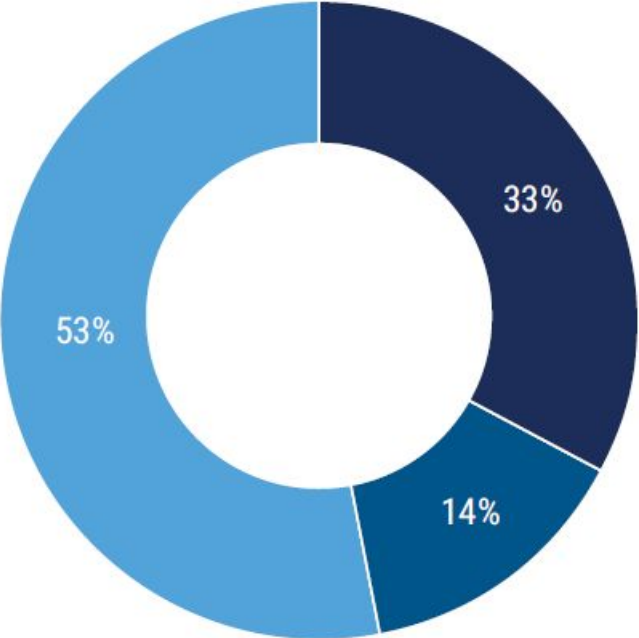
... percent of respondents that believe that their board adequately prioritizes privacy

22%

... percent of respondents that do not believe that their board adequately prioritizes privacy

Note: 22% Answered do not know / 3 % answered not applicable

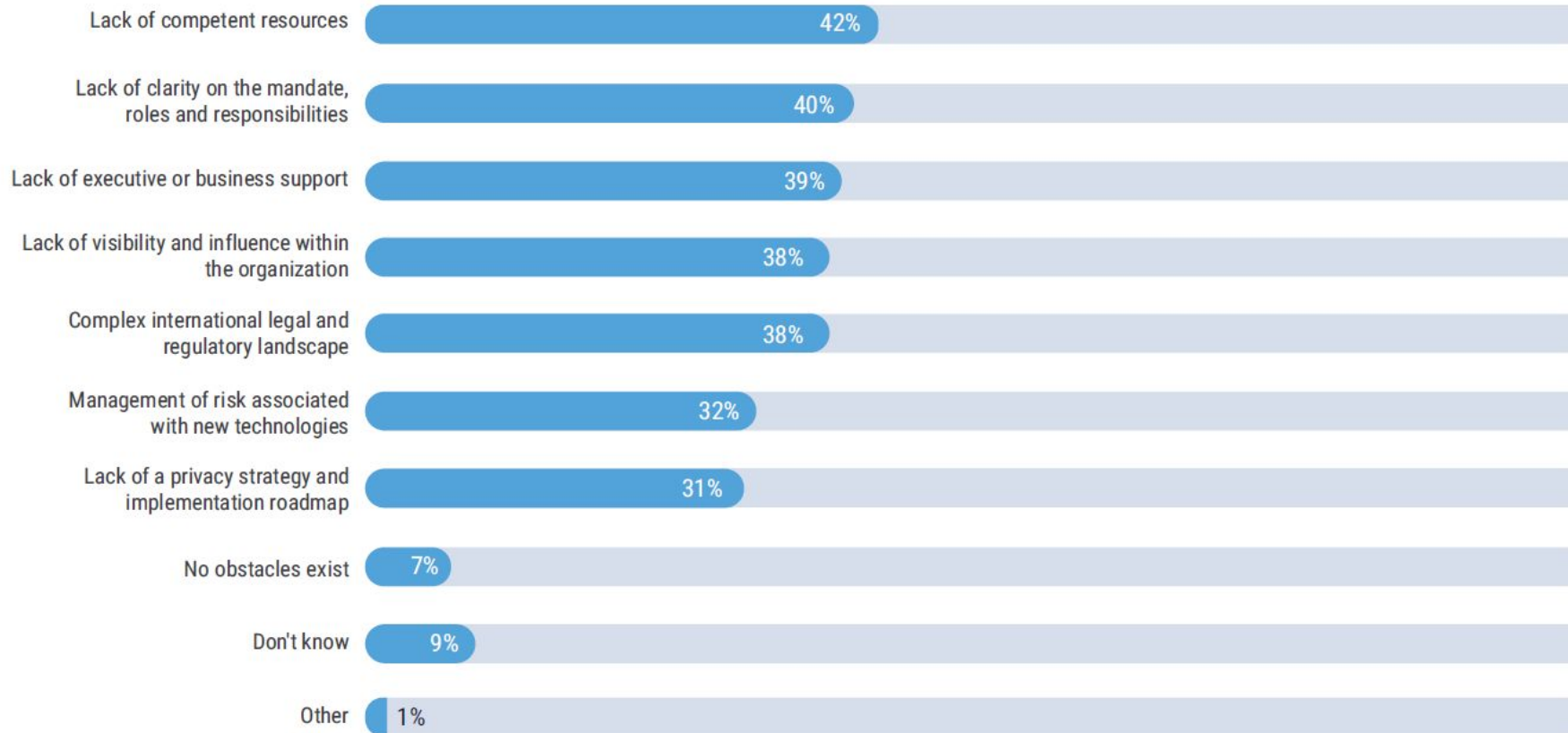
Board of Directors views of Privacy Program mgt



- Compliance driven: The privacy program serves to achieve compliance with applicable laws and regulations
- Ethically driven: The need to protect privacy is important to the enterprise's mission regardless of existing laws and regulations
- A combination of both

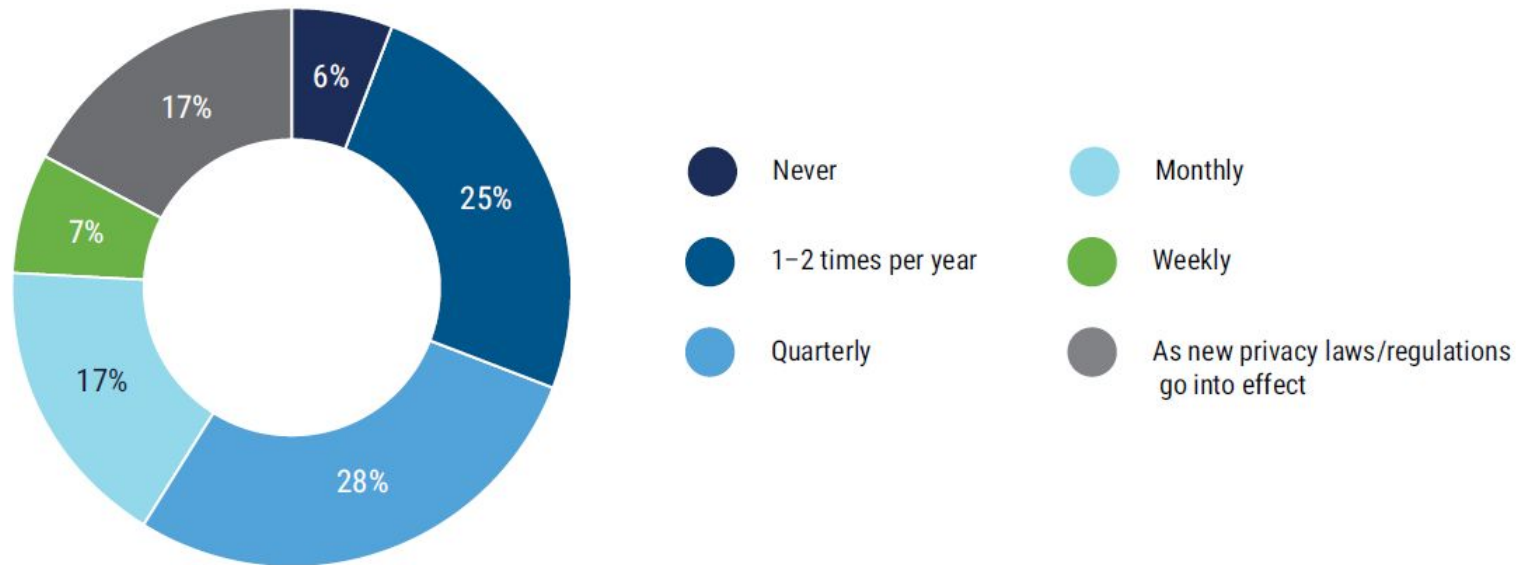
- **Most Board of Directors choose a privacy program reflecting a combination of Legal and Ethical objectives**

Important challenges for Privacy Program Mgt



- Lack of resources as N° 1 concern
- Executive management support often lacking
- Risk of using innovative technologies
- Multinationals face additional challenges due to complex legal and regulatory landscape

Knowledge exchange between Legal/Compliance and Technical staff



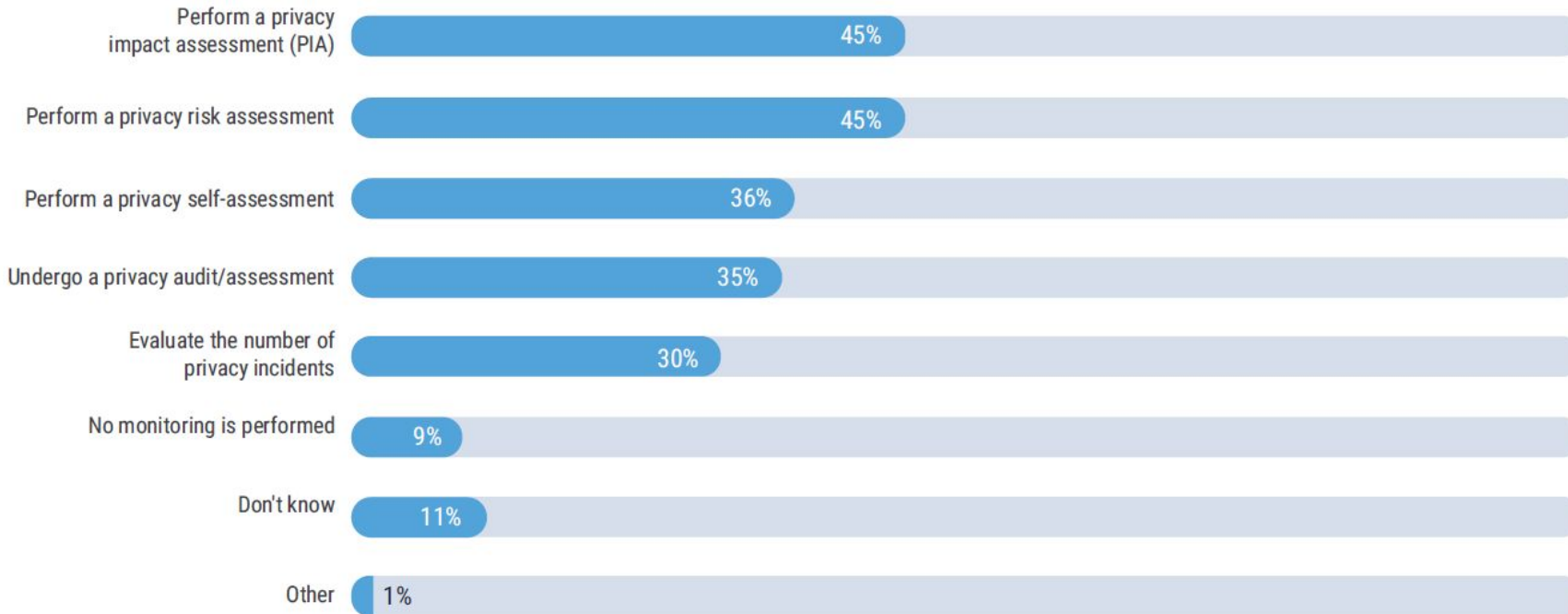
- Only a minority of Legal/Compliance teams regularly meet with Technical staff

“Privacy teams must work cross-functionally to ensure privacy considerations exist throughout the enterprise

Survey respondents report that their privacy teams continually interact with **information security** (32 percent of respondents), **legal and compliance** (29 percent of respondents) and **risk management** (22 percent of respondents)

Privacy teams also interact regularly with **IT operations and development, procurement, internal audit, human resources, sales/marketing/customer relations, finance, product/business development and public and media relations**”

Monitoring effectiveness of a Privacy program

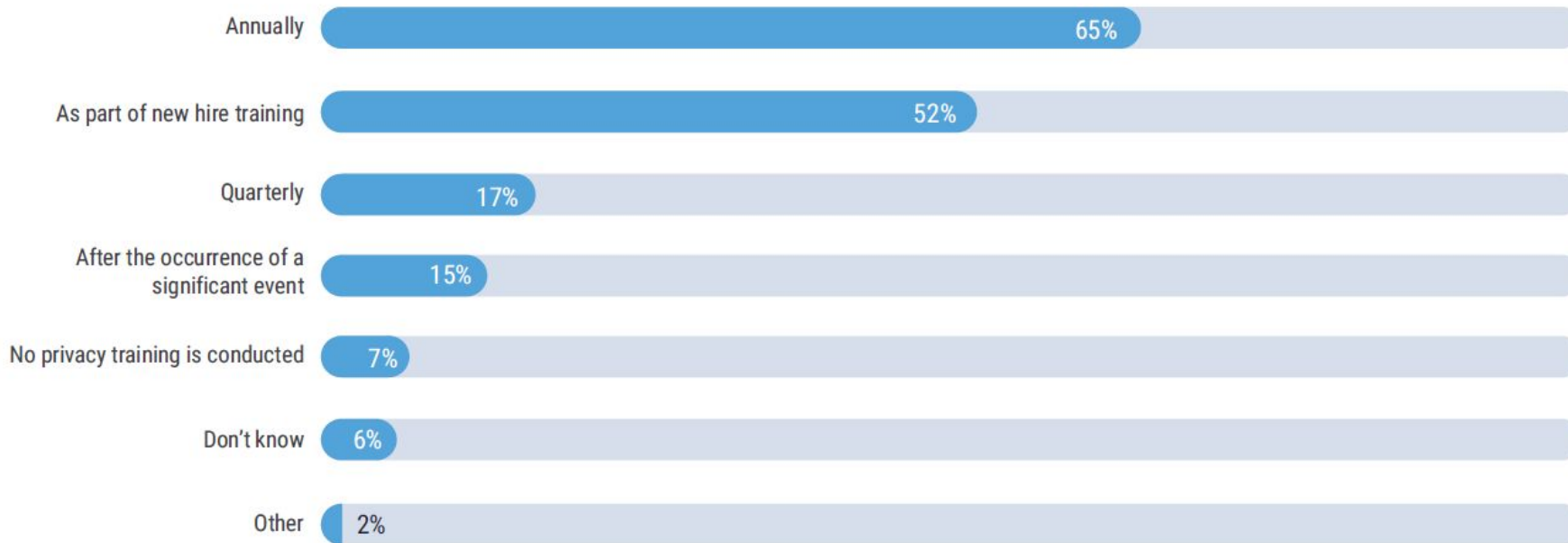


- Measures for monitoring the effectiveness of a Privacy Program seems to be lacking in many organizations

3. Privacy Awareness Training

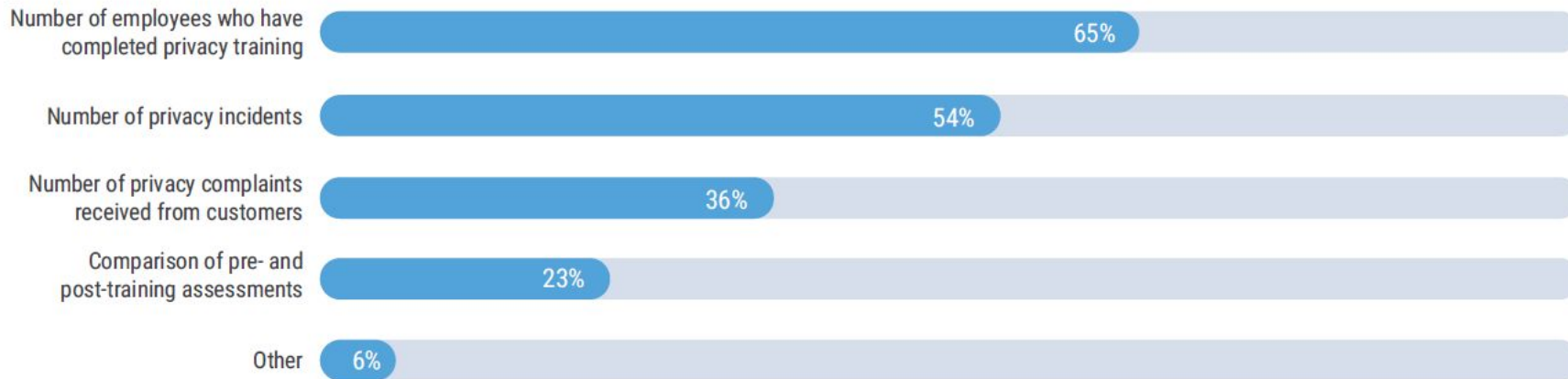


Provisioning of Privacy Training



- 85% of organizations provides Privacy Trainings
- 15% of companies train on ad hoc basis
- Only 7% of companies do not train their staff

Metrics for evaluating privacy training program's effectiveness

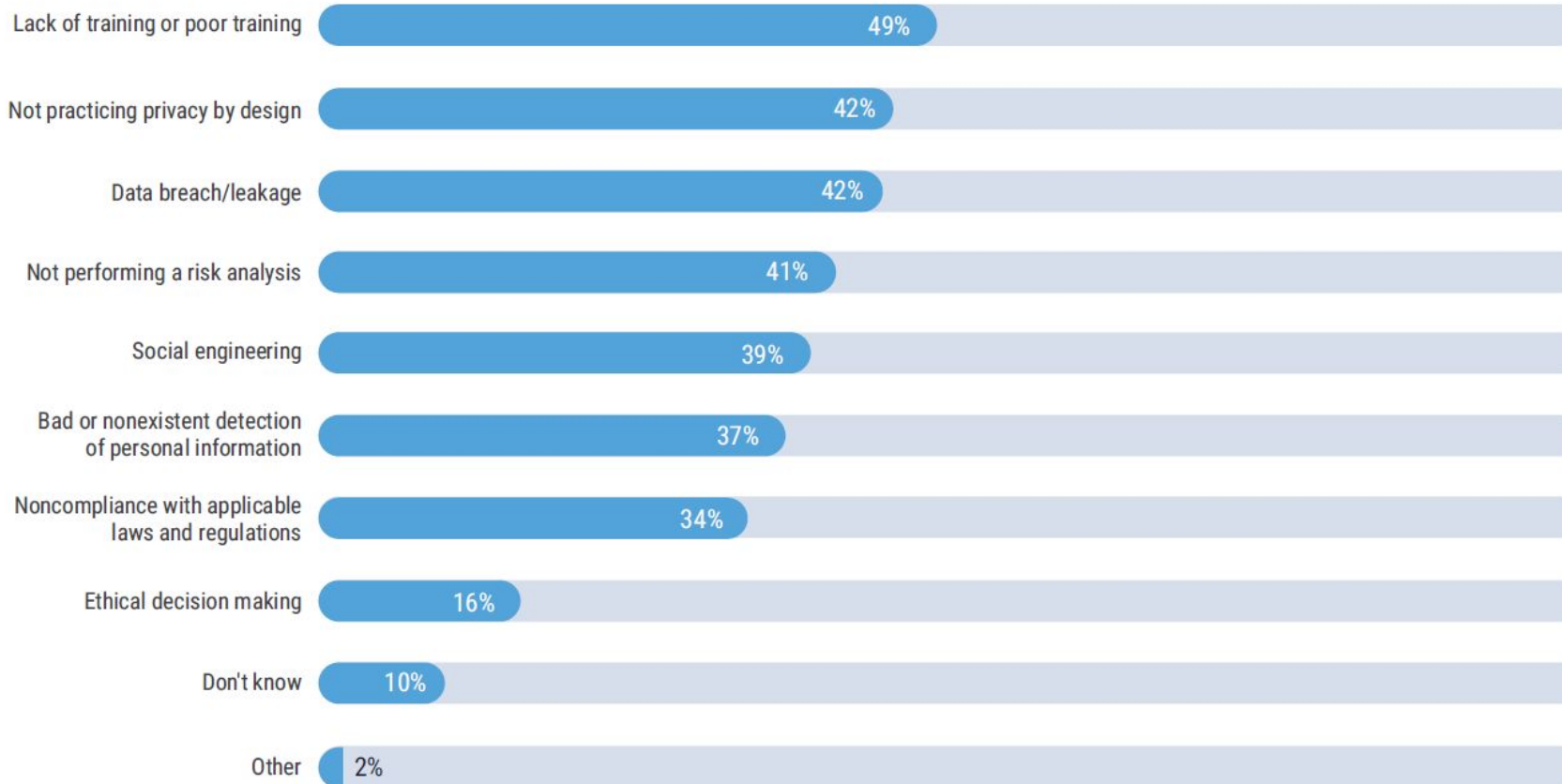


- Most organizations use some metrics to measure the program's effectiveness, albeit different measures might apply

4. Privacy Failures

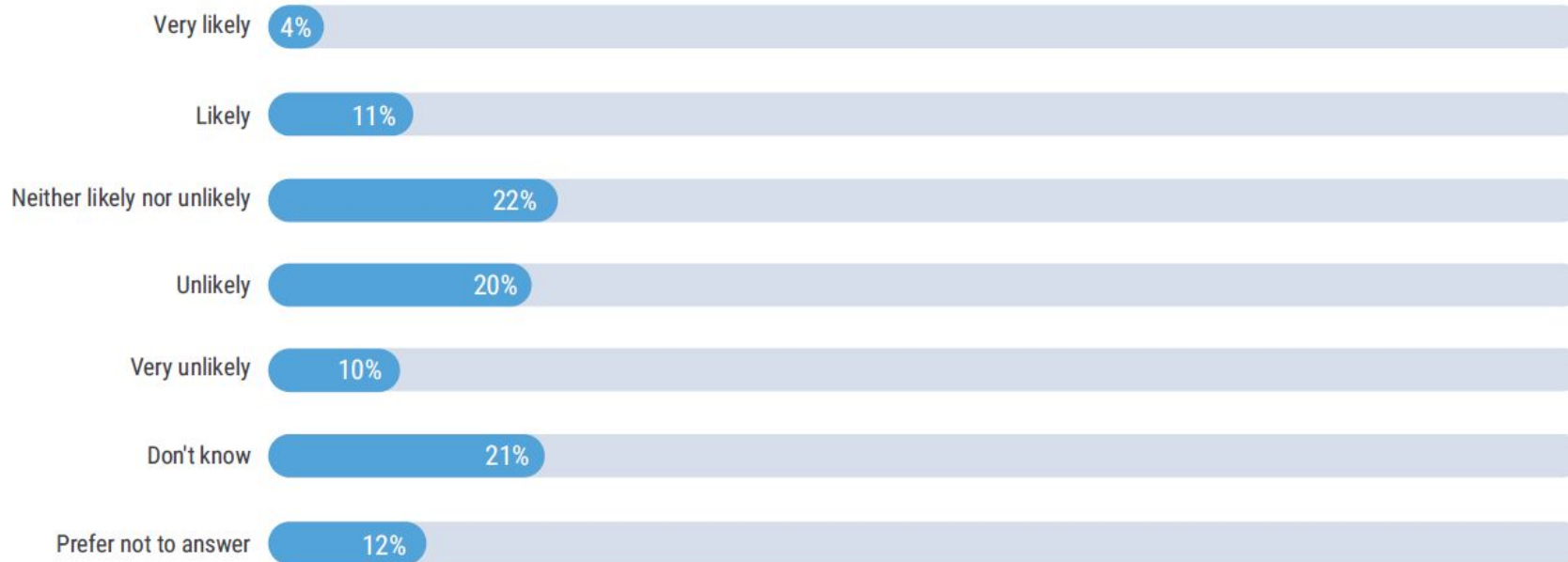


Most common privacy failures



- Notwithstanding positive outlooks on privacy training program effectiveness, it is still considered to be the most important failure factor
- Practicing 'Privacy by Design' continues to be a major failure in many organizations

Likelihood of a material privacy breach

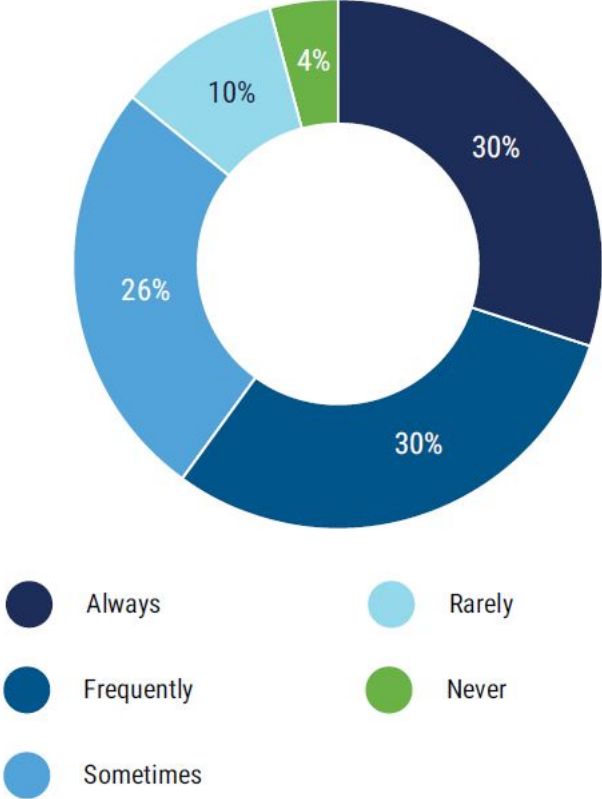


- Privacy breaches remain a severe risk for many organizations (see also the previous slide)
- No definitive consensus among survey participants about its likelihood of occurrence

5. Privacy by Design

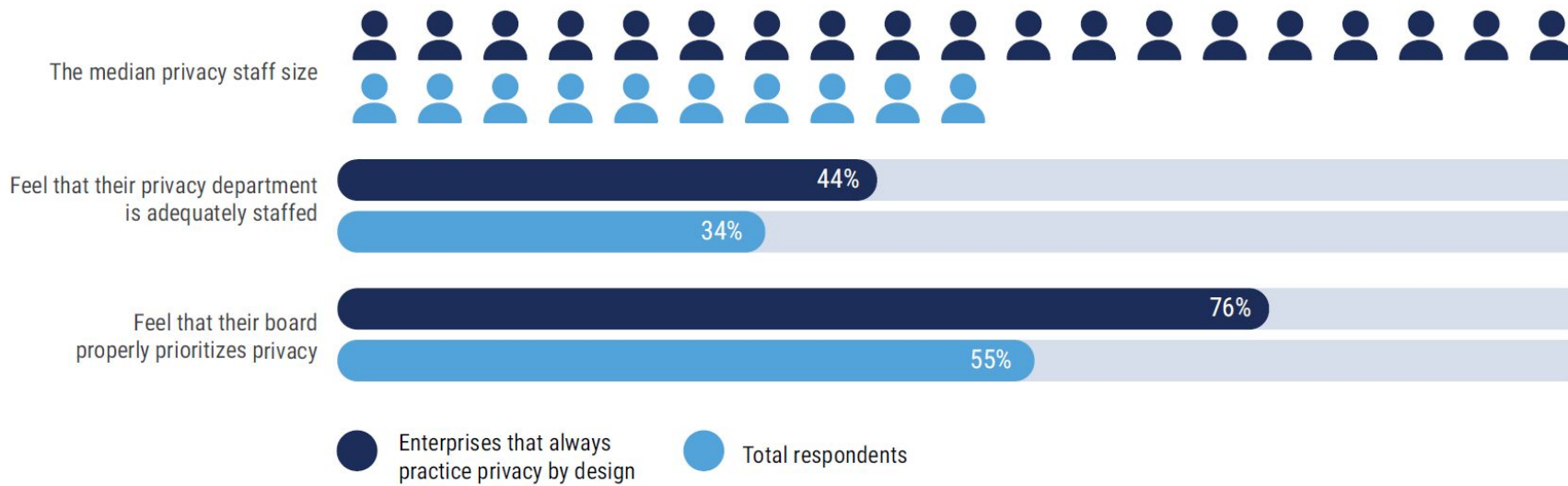


Frequency of practicing Privacy by Design



- 40% of organizations do not frequently practice 'Privacy by Design' (consistent with previous findings)

'Privacy by Design' and its antecedents



- Correlation with staff size, adequacy of staffing and support of the Board of Directors

Download the full survey!



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- Cybersecurity, Privacy & Risk Perspectives Online (Oct 26)
- Quantum Computing and Ethical Principles Online (Nov 16)
- ISACA New Year Networking in Brussels (Jan 19)

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Contact: punit.bhatia@isaca.be



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