

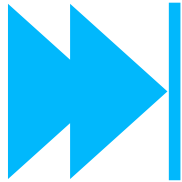
2024

FUTURE OF PRIVACY FORUM ANNUAL REPORT



CONTENTS

- About Future of Privacy Forum _____ 2
- FPF’s Workstreams & Regions _____ 3
- Leadership Letter _____ 4
- Overview Focused on Key Areas _____ 5
- U.S. Landscape _____ 5
 - Global _____ 9
 - Center for AI _____ 12
- FPF Analyses _____ 14
- Membership _____ 17
- FPF in the Media _____ 20
- Board of Directors _____ 21
- Advisory Board _____ 23



ABOUT FUTURE OF PRIVACY FORUM

Future of Privacy Forum (FPF) is a global non-profit organization that advances principled and pragmatic data practices in support of emerging technologies. We convene the leaders in privacy, AI, and digital governance by providing a platform for learning, benchmarking, policy analysis, and best practices.

We are a membership-focused 501(c)(3) that supports senior executives in privacy and AI governance while serving as a public voice for balanced, technology-optimistic policy.

FPF has offices in Washington D.C., Brussels, and Singapore.

Future of Privacy Forum is incorporated as the FPF Education and Innovation Foundation (FPFEIF), a 501(c)(3) non-profit.

FPF'S WORKSTREAMS & REGIONS

Workstreams

Ad Tech
Age Tech
Artificial Intelligence
Biometrics
Global
Health & Wellness
Immersive Technologies
Mobility & Location
Open Banking
Privacy & Cybersecurity
Privacy Enhancing Technologies
Research & Ethics
U.S. Federal & State Legislation
Youth & Education

Offices & Regions

U.S.
Europe
Asia-Pacific
Latin America
Israel
Africa

FROM LEADERSHIP

Dear Supporters, Members, and Friends,

2024 was a memorable year, filled with discussions of how AI innovations will transform the world's operations. Large Language Models (LLMs) continued to dominate discussions, with the rise of agentic AI—AI systems capable of autonomous task completion—and a continuous newscycle of new LLM models released with improved reasoning and problem-solving capabilities. There was also excitement about AI's use in scientific discovery: accelerating medical diagnoses, neuroscience, and quantum computing. Amid the innovation, new questions have been raised in existing global policy discussions around privacy, data ownership, synthetic data generation, and security. Landmark AI Laws were also passed, with Colorado passing the first comprehensive AI law for the United States, and the EU's widely anticipated EU AI Act passing in March.

FPF's Policy team was immersed in these discussions in 2024, with the launch of FPF's Center for Artificial Intelligence and our new flagship D.C. conference, the DC Privacy Forum. The Center for AI launched to cover the intersection of data privacy and AI with the global community of privacy and governance leaders. At our inaugural DC Privacy Forum, we discussed these critical areas, including the future of AI innovation and practical approaches to AI governance. We also awarded the Government of Singapore the inaugural Global Responsible AI Leadership Award.

Our Privacy Executives Network for Advisory Board Members has grown significantly since its initial announcement at the end of 2023. In-person meetings in cities around the U.S. covered different topics and sectors, culminating with an inaugural Privacy Executives Summit in Berkeley, California, in the fall.

Around the globe, our leaders hosted privacy symposiums in Tokyo, Japan, and Brussels, Belgium. They expanded FPF's on-the-ground engagement in Africa and India, while tracking global AI and privacy legislative and governance trends. In the U.S., our teams continued to track new privacy regulations and AI regulatory developments and provide expert testimony to policymakers on draft legislation.

A core part of FPF's focus in 2024 included innovations and research in Privacy Enhancing Technologies (PETs). In addition to hosting global convenings of regulators to discuss PETs, we started a PETs Research Coordination Network, shared research from our experts on confidential computing and data clean rooms, and led a series of conversations with leading experts on encryption policies in Australia.

Launching our Center for AI and our continued work in many strategic areas would not be possible without our board of directors, advisory board, corporate members, and foundation supporters. Thank you for your support and partnership.

With gratitude,



Alan Raul
FPF BOARD
CHAIR



Jules Polonetsky
CHIEF EXECUTIVE
OFFICER

OVERVIEW FOCUSED ON KEY AREAS:

U.S. LANDSCAPE



2024 saw the expansion of comprehensive privacy laws across U.S. states, including Rhode Island, Vermont, Minnesota, New Hampshire, and New Jersey. Colorado's adoption of the Global Privacy Control (GPC) as a Universal Opt Out Mechanism (UOOM) was a critical development for vendors, publishers, advertisers, and users. The state was also the first to enact state AI legislation.

At FPF, U.S. legislative experts were available to testify, provide informative analysis, submit regulatory comments, and track the regulatory updates for FPF members.

Top Resource

How are states approaching AI legislation?
Learn the trends in FPF's comprehensive [State AI Report](#)



Pictured left to right: Miranda Bogen, Claire McKay Bowen, and Joshua Snoke presenting at the 14th annual Privacy Papers for Policy Makers event.

14th Annual Privacy Papers for Policymakers

FPF hosted the 14th edition of its annual Privacy Papers for Policymakers event in two parts: one in-person on Capitol Hill and another virtual session. The event celebrated authors whose groundbreaking research is essential for policymakers in the U.S. and globally. On February 27, the Capitol Hill session brought together a distinguished group of authors—Mislav Balunović, Emily Black, Albert Fox Cahn, Brenda Leong, Hideyuki Matsumi, Claire McKay Bowen, Joshua Snoke, Daniel Solove, and Robin Staab—for a series of insightful discussions. Moderated by experts from academia, industry, and government, including Michael Akinwumi, Didier Barjon, Miranda Bogen, Edgar Rivas, and Alicia Solow-Niederman, the discussions explored critical topics such as algorithmic systems in civil rights, privacy-preserving techniques, AI audits, and pre-trained LLMs.

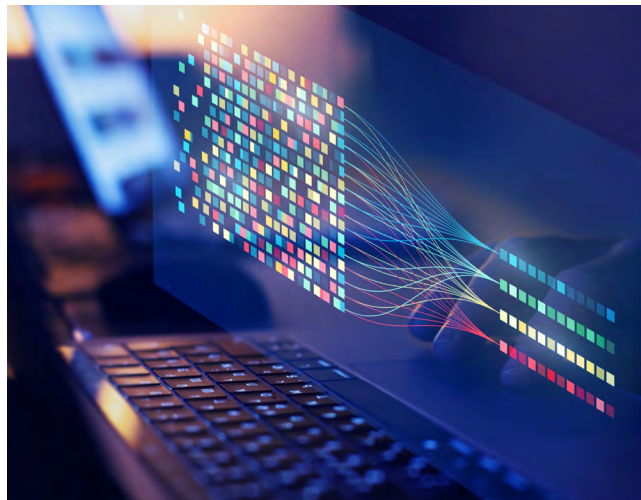
The virtual session on March 1 focused on internationally relevant papers, with authors Pablo Palazzi, Luca Belli, and Catherine Jasserand sharing their perspectives on global data transfer mechanisms, the need for regional adequacy frameworks, and the regulation of facial recognition technologies under data protection law. The virtual event is available for [online viewing](#), and all winning papers can be accessed [here](#).

Research Coordination Network for Privacy-Preserving Data Sharing and Analytics

Supported by grants from the U.S. Department of Energy (DoE) and the U.S. National Science Foundation (NSF), FPF launched a Research Coordination Network (RCN) for Privacy-Preserving Data Sharing and Analytics to advance the development, deployment, scaling, and adoption of Privacy Enhancing Technologies (PETs) to increase the amount of beneficial data sharing and analytics across industry and government.

In July, the RCN brought together experts from industry, civil society, government, and the technical community for a hybrid workshop to identify promising avenues for the RCN's work, as well as to begin identifying, categorizing, and analyzing use cases to identify ways that PETs have enhanced privacy in the context of data analysis and sharing.

Learn more about the Research Coordination Network [here](#).



The Research Coordination Network (RCN) for Privacy-Preserving Data Sharing and Analytics is supported by the U.S. National Science Foundation under Award #2413978 and the U.S. Department of Energy, Office of Science under Award #DE-SC0024884.

SafeInsights

In May, FPF received a subaward on the National Science Foundation (NSF) SafeInsights project, a five-year, \$90 million research and development (R&D) infrastructure grant. Led by OpenStax-Rice University, SafeInsights is a large-scale education research hub that will securely connect digital learning platforms and educational institutions to study learning across different contexts efficiently. This initiative represents the NSF's largest single investment in R&D infrastructure for education at a national scale. SafeInsights will be the first national infrastructure of its kind and will deploy new techniques to ensure that research benefits are maximized while risk is minimized.

To learn more about SafeInsights and stay informed of future progress, please visit safeinsights.org.

Youth & Education

The Gates Foundation and the Chan Zuckerberg Initiative are supporters of FPF's Youth & Education Privacy program.

Federal and state policymakers continued work on legislation in 2024 that protected children online, including the Kids Online Safety and Privacy Act (KOSPA), Children and Teens Online Privacy Protection Act ("COPPA 2.0"), and the California Age-Appropriate Design Code Act (AADC). With the increased number of enacted and evolving legislation, FPF's work included a breakdown of bills related to children's online safety, including the status quo of knowledge standards currently under COPPA, and provided key observations on the current knowledge standards in various state privacy laws.

FPF's Youth & Education team also released a checklist and accompanying policy brief designed specifically for K-12 schools to help them vet generative AI tools for compliance with student privacy laws. The brief outlines key considerations when incorporating generative AI into a school or district's edtech vetting checklist.

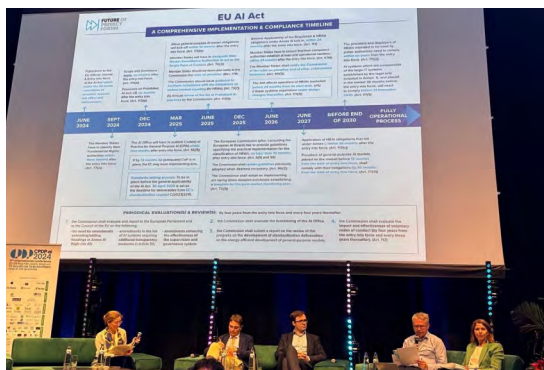
OVERVIEW FOCUSED ON KEY AREAS: GLOBAL

Shaping the Future of Global Privacy: Key Developments in AI Governance, Cross-Border Data Transfers, and Emerging Technologies in 2024

In 2024, FPF's efforts centered on facilitating a global dialogue around the intersection of **privacy, technology, and regulation**. From the regulation of AI to the promotion of privacy-enhancing technologies and the governance of cross-border data flows, FPF's work highlighted the urgent need for global collaboration in the face of rapid technological change. FPF is well-positioned to continue its leadership in advocating for privacy protections while enabling innovation in the global digital economy.

AI Governance and Privacy Protection

A central theme throughout FPF's work in 2024 was the regulation and governance of AI. As AI technologies, particularly generative AI and large language models, continued to advance, concerns around privacy, transparency, and accountability heightened. FPF contributed significantly to global conversations on AI, advocating for a regulatory approach that balances innovation with protecting fundamental rights.



FPF's Bianca-Ioana Marcu presenting at the EU CPDP conference.

the governance of generative AI systems, producing reports that analyzed how countries like Australia, China, Japan, and South Korea were approaching the regulation of these technologies. These findings underscore the diverse, yet increasingly urgent, need for regulatory frameworks that address the implications of AI across different jurisdictions.

A notable development in AI governance was the EU AI Act, which became a critical focus of FPF's efforts. The EU's approach to regulating AI raised a wide range of compliance obligations. FPF's work included providing resources on how the AI Act intersects with data protection laws such as the GDPR, and facilitating discussions around its implementation at events like the Brussels Privacy Symposium.

In the APAC region, FPF also focused on

Cross-Border Data Transfers and Global Regulatory Alignment



FPF's annual Brussels Privacy Symposium

Another significant focus for FPF in 2024 was the ongoing issue of cross-border data transfers. FPF's research explored how countries are navigating this tension, particularly through the lens of new data protection laws in regions such as APAC and Africa.

A key development in 2024 was FPF's work on Privacy Enhancing Technologies (PETs), particularly in managing cross-border data transfers. FPF highlighted the emerging trends and regulatory challenges countries face as they implement diverse data protection laws. Through participation in forums and symposia in regions like Japan, India, Israel, and South Korea, FPF emphasized the need for global cooperation in managing data flows. These discussions underscored the importance of aligning regulations to avoid fragmentation and ensure the smooth exchange of digital services and innovation.

Privacy Enhancing Technologies (PETs) and Their Role in the Future of Privacy

As concerns around data privacy and security continue to rise, PETs emerged as a critical tool in protecting personal data while enabling the use of data for legitimate purposes. FPF's initiatives in this area included research and advocacy for the development and deployment of technologies that can help safeguard privacy while preserving the utility of data.

One key initiative was the launch of a [PETs repository](#), which consolidated resources and developments around PETs. This repository is a comprehensive hub for stakeholders interested in understanding and leveraging PETs for privacy protection. FPF also led discussions on adopting PETs in Latin America, where they were seen as essential for advancing privacy standards while promoting innovation.

Through its work on PETs, FPF also engaged in conversations about privacy risks in the context of emerging technologies such as AI and neurotechnology. FPF contributed to the global dialogue on the regulation of neurotechnology, emphasizing its legal, ethical, and privacy implications, and advocating for responsible governance of this emerging field.

Multistakeholder Dialogue and Global Cooperation

Throughout 2024, FPF emphasized the importance of multistakeholder dialogue—bringing together regulators, industry experts, academics, and civil society to shape the future of privacy and data governance. FPF's participation in international events, such as the Singapore Personal Data Protection (PDP) Week, the Japan Privacy Symposium, and the Computers, Privacy, and Data Protection Conference Latin America (CPDP LatAm), allowed for in-depth discussions on the regulatory challenges and opportunities presented by emerging technologies. Moving forward, FPF is well-positioned to continue its leadership in advocating for privacy protections while enabling innovation in the global digital economy.



FPF's Japan Privacy Symposium

OVERVIEW FOCUSED ON KEY AREAS:

CENTER FOR AI

This year, we announced the FPF Center for Artificial Intelligence, expanding FPF's role as the leading pragmatic and trusted voice for those who seek impartial, practical analysis of AI-related regulation, governance, and compliance. The Center is supported by a Leadership Council of experts from around the globe, consisting of members from industry, academia, civil society, and current and former policymakers.



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*Data, privacy, and AI are intrinsically interconnected issues that FPF experts have worked on for **more than 15 years**. We look forward to the Center for AI's contribution to expanding FPF's work serving as a **trusted, nuanced, and practical source** for our members and stakeholders.”*

— Jules Polonetsky
Chief Executive Officer, Future of Privacy Forum

FPF Center for AI | Founding Leadership Council

- › **Jocelyn Aqua**
Principal, Data, Risk, Privacy and AI Governance, PricewaterhouseCoopers LLP
- › **Estela Aranha**
Member of the United Nations High-level Advisory Body on AI; Former State Secretary for Digital Rights, Ministry of Justice and Public Security, Federal Government of Brazil
- › **John Bailey**
Nonresident Senior Fellow, American Enterprise Institute
- › **Lori Baker**
Vice President, Data Protection & Regulatory Compliance, Dubai International Financial Centre Authority (DPA)
- › **Cari Benn**
Assistant Chief Privacy Officer, Microsoft Corporation
- › **Andrew Bloom**
Vice President & Chief Privacy Officer, McGraw Hill
- › **Kate Charlet**
Head of Global Privacy, Safety, and Security Policy, Google
- › **Prof. Simon Chesterman**
David Marshall Professor of Law & Vice Provost, National University of Singapore; Principal Researcher, Office of the UNSG's Envoy on Technology, High-Level Advisory Body on AI
- › **Barbara Cosgrove**
Vice President, Chief Privacy Officer, Workday
- › **Jo Ann Davaris**
Vice President, Global Privacy, Booking Holdings Inc.
- › **Elizabeth Denham**
Chief Policy Strategist, Information Accountability Foundation, Former UK ICO Commissioner and British Columbia Privacy Commissioner
- › **Lydia F. de la Torre**
Senior Lecturer at University of California, Davis; Founder, Golden Data Law, PBC; Former California Privacy Protection Agency Board Member
- › **Leigh Feldman**
SVP, Chief Privacy Officer, Visa Inc.
- › **Lindsey Finch**
Executive Vice President, Global Privacy & Product Legal, Salesforce
- › **Harvey Jang**
Vice President, Chief Privacy Officer, Cisco Systems, Inc.
- › **Lisa Kohn**
Director of Public Policy, Amazon
- › **Emerald de Leeuw-Goggin**
Global Head of AI Governance & Privacy, Logitech
- › **Caroline Louveaux**
Chief Privacy Officer, MasterCard
- › **Ewa Luger**
Professor of human-data interaction, University of Edinburgh; Co-Director, Bridging Responsible AI Divides (BRAID)
- › **Dr. Gianclaudio Malgieri**
Associate Professor of Law & Technology at eLaw, University of Leiden
- › **State Senator James Maroney**
Connecticut
- › **Christina Montgomery**
Chief Privacy & Trust Officer, AI Ethics Board Chair, IBM
- › **Carolyn Pfeiffer**
Senior Director, Privacy, AI & Ethics and DSSPE Operations, Johnson & Johnson Innovative Medicine
- › **Ben Rossen**
Associate General Counsel, AI Policy & Regulation, OpenAI
- › **Crystal Rugege**
Managing Director, Centre for the Fourth Industrial Revolution Rwanda
- › **Guido Scorza**
Member, The Italian Data Protection Authority
- › **Nubiaa Shabaka**
Global Chief Privacy Officer and Chief Cyber Legal Officer, Adobe, Inc.
- › **Rob Sherman**
Vice President and Deputy Chief Privacy Officer for Policy, Meta
- › **Yeong Zee Kin**
Chief Executive of Singapore Academy of Law and former Assistant Chief Executive (Data Innovation and Protection Group), Infocomm Media Development Authority of Singapore
- › **Dr. Anna Zeiter**
Vice President & Chief Privacy Officer, Privacy, Data & AI Responsibility, eBay

FPF ANALYSES

Diverse Privacy Reports Covering Emerging Technologies

FPF published thoughtful analyses throughout 2024 to inform and support those working on privacy and data protection. These timely and forward-looking resources help organizations and governments shape best practices and policies. Below is a sampling of just some of these projects from FPF experts.

Navigating Governance Frameworks for Generative AI Systems in the Asia-Pacific

This report explored how Australia, China, Japan, Singapore, and South Korea are approaching the governance of generative AI. While regulatory responses vary, ranging from voluntary guidelines to binding rules, common concerns include bias, misinformation, and data misuse. This study highlights opportunities for alignment to reduce fragmentation and recommends robust internal governance, privacy protections, and transparency as key pillars for responsible AI development in the region.

Colorado Enacts First Comprehensive U.S. Law Governing AI Systems

In May of 2024, Colorado became the first U.S. state to sign a comprehensive AI act into law, explicitly establishing guardrails against discriminatory outcomes from the use of AI. FPF released a two-page Fact Sheet summarizing the key definitions, consumer rights, and business obligations established by the law.

The World's First Binding Treaty on Artificial Intelligence, Human Rights, Democracy, and the Rule of Law: Regulation of AI in Broad Strokes

The Council of Europe's (CoE) Framework Convention on Artificial Intelligence and Human Rights, Democracy, and the Rule of Law (Framework Convention on AI) was adopted on May 17, 2024. FPF published a Fact Sheet explaining the overview of the Framework Convention on AI, along with the framework's key terms, requirements, and methods for governance.

FPF and Leading Companies Release Best Practices for AI in Employment Relationships

On February 20, 2024, FPF updated the Best Practices for AI and Workplace Assessment Technologies, made in collaboration with ADP, Indeed, LinkedIn, and Workday—leading hiring and employment software developers. The Best Practices guide makes key recommendations for organizations as they develop, deploy, or increasingly rely on AI tools in their hiring and employment decisions.

FPF Unveils Report on Emerging Trends in U.S. State AI Regulation

In 2024, AI became increasingly embedded in daily life and critical sectors like healthcare and employment. FPF released a report breaking down the legislative framework most frequently used by lawmakers to mitigate specific AI risks across various proposals and laws. The report also discussed alternative approaches focusing on particular technologies and offered key considerations for policymakers navigating the complexities of AI policy.



FPF's annual Spring Social

FPF's 15th Anniversary

To commemorate our 15th anniversary, we convened leading data protection regulators and FPF members at our Spring Social, a significant event that also marked the transition of our Board Chair, recognizing Christopher Wolf's foundational role and years of leadership. Christopher Wolf founded the Future of Privacy Forum in 2008, and as a leading attorney in privacy and data protection, Christopher helped pave the path for privacy law and the modern Internet. He has had a hand in advising and shaping thinking on many leading-edge tech issues, including Internet free speech, Internet hate speech, and the parameters of government access to stored information.

FPF staff who have known and worked with Christopher praised him as a friend, colleague, mentor, and role model.

MEMBERSHIP



FPF Brings Together Senior Privacy Executives from Leading Companies and Organizations

FPF provides privacy and data protection executives across diverse industries with a platform to discuss business practices alongside other leading experts around the globe. These executives also have the opportunity to collaborate with FPF's in-house experts to advance the development of best practices in addressing complex and high-stakes data protection issues.

As legislation and regulations evolve and impact a company's operations, FPF provides detailed compliance-focused legislative tracking and analysis to enable our 220+ member organizations to position themselves for future opportunities and challenges.

2024 Annual Advisory Board Meeting

Every year, FPF gathers its Advisory Board members for peer learning, networking, and sessions led by FPF experts at its Advisory Board meeting in Washington, D.C. At the 2024 meeting, 101 members gathered to hear expert analysis and discuss topics such as U.S. State and Federal Legislative Issues, the Evolving Role of CPOs in the Era of AI, Changes in Ad Tech, Sensitive Data, and Global AI Regulation.



FPF Member Meetings



In 2024, FPF provided a range of convenings for our members working on data protection and compliance issues. We hosted virtual privacy executive meetings on key topics of interest every other month, smaller meetings for sector-specific leaders, and in-person regional meetings. We also continued to deliver our monthly Privacy Landscape call and virtual meetings for our 10+ privacy communities.

➤ FPF hosted 75 in-person and virtual peer-to-peer meetings across the globe for intimate discussions among privacy executives focused on their top-of-mind issues.

➤ FPF hosted 92 calls for members at every level to engage on topics such as AI & Machine Learning, Ad Tech, Health & Wellness, Mobility & Location, Privacy & Cybersecurity, and U.S. Legislation.

Privacy Executives Network



Launched at the beginning of the year, the Privacy Executives Network (PEN) allows senior privacy leaders to connect in person and virtually with peers across various sectors and regions. PEN members benefit from bi-monthly virtual meetings, regional in-person gatherings, and quarterly industry-specific calls featuring robust, small group discussions on critical privacy and data protection topics.

Members of the PEN meet regularly in various industry groups, including:

- Auto Privacy Executives
- AI Privacy Executives
- Banking Privacy Executives
- Clinics, Telehealth, and Pharmacies Privacy Executives
- Pharmaceutical Privacy Executives
- Retail Privacy Executives
- Travel Privacy Executives

From San Francisco to Singapore, our PEN members also have the opportunity to meet in-person to share expertise and discuss timely, critical topics in privacy and data protection. In 2024, FPF debuted quarterly PEN meetings in 9 cities across the globe and will continue to expand and strengthen these regional networks in the coming year.

In the fall, the inaugural Privacy Executives Summit in Berkeley, California, brought together leaders from our member companies for dynamic peer-to-peer roundtables, elevated networking opportunities, and special sessions that fostered candid dialogue necessary to navigate the ever-changing privacy landscape.

Learn more about the [Privacy Executives Network](#).

FPF IN THE MEDIA

Asia-Pacific at Risk of AI Regulatory Fragmentation

Korea IT Times, September 2024

Regulatory fragmentation could create a complex patchwork of rules and policies across APAC, complicating compliance for businesses that operate across the region and potentially impeding the development and adoption of AI technologies.

Op-Ed by Josh Lee Kok Thong and Dominic Paulger

What we're hearing: A chief privacy officer's view of CAIOs

Axios Pro, May 2024

Before launching the Future of Privacy Forum 15 years ago, [Jules] Polonetsky served as CPO for major tech companies in the early 2000s. Polonetsky worked as CPO for DoubleClick—which was later acquired by Google—then AOL.

What they're saying: "It's critical to ensure these roles are set up in ways where they're actually empowered. Otherwise, they can just be for show," he said.

AI sector frustrated by Congress' slow pace keeping up with the advanced tech

Fox News, October 2024

Tatiana Rice, Deputy Director for U.S. Legislation at the Future of Privacy Forum (FPF), said, "In terms of the conversations I've had with the kind of companies that we work with, there certainly is a frustration there."

"In the absence of federal actions, we're seeing more states enacting their own laws, and, therefore, you see businesses are concerned about a forthcoming 'patchwork of regulation,' which makes compliance really difficult," Rice explained.

What you can do about political text messages

NBC Chicago, October 2024



Video Segment by John Verdi, SVP Policy

2024 Media Stats



286

Media Stories

172

Quotes from FPF



730M

impressions*



*Estimation based on available metrics. Impressions are likely higher.

BOARD OF DIRECTORS & LEADERSHIP

The Future of Privacy Forum is overseen
by independent boards of directors.

Christopher Wolf *President*

Stepped down from Board President in March 2024

Alan Raul *Board President*

Beginning April 2024

Dale Skivington *Vice President*

Debra Berlyn *Secretary-Treasurer*

Board Members

Agnes Bundy Scanlan

Anita L. Allen

Danielle Citron

David Hoffman

George Little

Jane Horvath

Mary Culnan

Olivier Sylvain

Peter Lefkowitz

Theodore Christakis

Tom Moore



FPF Advisory Board Annual Meeting Awards

At the FPF Advisory Board meeting, FPF presented the Government of Singapore with an inaugural Global Responsible AI Leadership Award for the country's prominent, pragmatic, and respected work in establishing AI regulation and governance frameworks and fostering international cooperation in this field.

FPF also granted privacy experts Jim Halpert and Patrice Ettinger its Career Achievement Award and Excellence in Career Award, respectively. The awards recognize leading U.S. cybersecurity and privacy professionals for their exemplary leadership in the field of data protection. In her roles as Chief Privacy Officer at Pfizer and Avon, Patrice blazed a trail for senior privacy executives as she built global data governance programs at her company and led efforts to support best practices across the pharma sector. Halpert served the United States as a White House cyber security legal advisor and for decades as trusted counsel to leading companies. Each mentored, trained, and supported numerous staff and colleagues who went on to also become leaders in data protection.

FPF Advisory Board

Members of the FPF Advisory Board receive increased engagement with our network of privacy and data protection leaders in industry, academia, and civil society. Advisory Board members provide input supporting transparency, user control, and the advancement of responsible data practices. By serving as advisors, they do not necessarily endorse the positions taken by FPF but serve in a personal capacity, and their affiliation does not indicate the endorsement of their corporation or organization.

Meet the [FPF Advisory Board](#).

