

ZOE STRICKLAND

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Intelligent, energetic, and pragmatic senior executive. Obtains high performance ratings and seeks to drive real and practical improvements in company programs, the regulatory landscape, and teams' career success. Understands challenges across industries and effectively tailors solutions for business priorities, risks, and culture.

WORK EXPERIENCE:

SENIOR FELLOW, FUTURE OF PRIVACY FORUM (FPF)

2021- present

Heads the FPF Open Banking Program, convening stakeholders across the ecosystem to deep dive into public policy and privacy issues globally. Key accomplishments are:

- Held a joint conference with the Organization for Economic Cooperation & Development and issued a white paper on open banking approaches (2022-23).
- Conducted an industry and policy-maker event in 2024 regarding the EU Open Banking regulatory initiative known as Financial Data Access (FIDA); and
- Focused heavily on the U.S. open banking environment, including creating a consumer infographic and engaging in the CFPB's Section 1033 rulemaking process via meetings, white papers, and comment letters.

**VICE PRESIDENT, GLOBAL CPO & HEAD OF US COMMERCIAL COMPLIANCE
CIGNA**

Mar 19 – Dec 20

Responsible to head the enterprise privacy function (both legal and compliance professionals), and the compliance program for the domestic private sector health plans and life insurance businesses. For both the privacy and healthcare functions, developed and implemented effective governance infrastructure, processes, audit response, and operating models for roles and responsibilities. Oversaw and managed legal and compliance solutions for emerging risks and regulatory requirements, such as regarding COVID-19, telehealth, and new interoperability data exchange rules. Developed and conducted status briefings to the compliance committee of the Board.

- Specific accomplishments in privacy are: Served as privacy advisor to shape developing enterprise legal structures and data strategy. Integrated and overhauled policy suites for the EU and US, which facilitated regulatory compliance (e.g. HIPAA, GDPR, and CCPA), clarified accountabilities and requirements, and supported the enterprise data strategy. Reinvigorated and co-chaired the Cyber & Privacy Council with CEO-1 executive sponsorship and participation. Oversaw development of enterprise breach policies and systems.
- Specific accomplishments for domestic commercial compliance are: With business partnership, developed and implemented the three lines of defense operating model for compliance, including business and compliance roles/responsibilities and governance. Updated the risk taxonomy and risk assessment processes across commercial businesses. Identified and established risk-based programs for areas of need, such as for predictive models (to address possible inadvertent bias) and mental health parity. Oversaw the compliance program for the group disability and life insurance business, including issues related to its planned transfer to NY Life.

**MANAGING DIRECTOR, CHIEF PRIVACY OFFICER
JPMORGAN CHASE**

Oct 13 – Mar 19

Responsible to develop and manage the firmwide privacy program for JPMC. Established privacy governance framework, including developing privacy expertise within each LOB/region, and setting up operating models in the businesses. Served as the firm's privacy lead on enterprise risk and key initiatives including data protection; risk

assessments; international and cross-border rules; and data uses and controls across the firm such as for Big Data, cloud platforms, and emerging risks and technologies. Key accomplishments are:

- Managed the firm's breach management function, including its policy, procedures, infrastructure, and SLAs. Led the response for significant incidents including the 2014 event impacting over 70M households.
- Established firm-wide privacy policies, standards, and reporting, including reporting to the firm's control committee and risk committee of the Board, and developing the enterprise risk appetite and metrics for privacy. Set global standards for information classification and deidentification. Led cross-compliance team on managing all information risks.
- Co-sponsored and implemented the firm's EU's GDPR Program. Established how the firm addresses developing regulations (centrally and locally) across 60+ countries including the US, Asia, the EU, Latin America, the Middle East, and Canada.
- Served as global privacy lead for government relations and regulatory affairs, and interfaces with global and domestic regulators. Led bank subgroup of the Business RoundTable regarding possible changes to the domestic regulatory landscape. Provided key input included in the Federal Cybersecurity Information Sharing Act, which limited liability regarding personal data sharing with the government.

**VICE-PRESIDENT, CHIEF PRIVACY OFFICER
UNITEDHEALTH GROUP**

Aug 11 – Sept 13

Responsible to build, implement, and manage the domestic and international privacy program for UHG at the enterprise level. Responsibilities include all aspects of privacy program development and management, including strategy, governance, privacy policies, procedures, advocacy, training, and metrics and reporting. Developed and co-chaired the senior executive Privacy & Security Steering Committee, which set privacy and security priorities and goals, monitored operational execution, and reported to COO oversight. Developed framework with the business privacy offices to cover all aspects of the company's privacy program. Led cross-functional committees to develop and monitor international compliance. Established first-ever set of enterprise privacy priorities, with project plans and workstreams for each initiative, such as regarding data governance and compliance; client contractual obligations; HIPAA minimum necessary requirements; website and mobile governance and policies; teleworker rules; and program components for communications, processes, and reports. Led the firm-wide breach response function, including infrastructure, reports to the Board, and response to major firmwide events. Led the firm workgroup to conduct program build and prepare for the proactive HIPAA audit program by OCR. Supported new Chief Data office regarding data priorities and goals.

**VICE-PRESIDENT, CHIEF PRIVACY OFFICER
WALMART STORES, INC**

Sept 06 – July 11

Responsible for developing and implementing first-ever privacy program for Walmart and Sam's Club domestic and international operations. Responsible for all privacy policies, processes, training, and solutions relating to data protection, marketing, global privacy and data flows, online privacy, investigations, customer complaints and inquiries, employee privacy, integration with regulated privacy areas in finance and health, and external outreach to stakeholders, policymakers, and the privacy community. Expert at matrix management and operational integration of wide privacy practice, such as retail, global, and online operations; financial privacy and FCRA compliance; health privacy including regulated and non-regulated areas; CRM and direct marketing; IT governance, systems, and design; and new technologies. Responsible for company records program, including policies, warehouse management, retention periods, and records destruction. Key accomplishments include:

- Developed suite of policies, processes, training, and tools, including integration into product development and system designs). Initiated global privacy framework and approach for international markets.
- Led cross-functional executive privacy committees for Walmart, Sam's Club, and internationally, and actively served on senior leadership Information Assurance Committee.

- Provided full-service support for GLB requirements for money service centers, including advising on data rights and sharing, contract negotiations, and customer notice and choices.
- Supported strategic corporate goals for customer relationships and modernized customer policies and practices for Walmart and Sam's Club online and retail operations, including integrating all Walmart customer privacy policies, creating an online marketing preference center, updating back-end processes, and developing policies for online behavioral advertising and online/offline data sharing.
- Developed company records program, including records retention periods, storage, and disposal.
- Led privacy work for significant company initiatives including launch of ehealth personal health records and RFID. Leader of the industry group that developed self-regulatory principles and a privacy impact assessment for RFID, which were approved by the EU Article 29 Working Party.

CHIEF PRIVACY OFFICER (EXECUTIVE)

Nov 00 – Aug 06

UNITED STATES POSTAL SERVICE

Responsible for developing first-ever privacy program, and managed records program, for retail organization that had \$65 billion yearly revenues, over 35,000 outlets, and 650,000 employees. Became responsible for all consumer policies for the enterprise such as regarding insurance appeals. Key accomplishments include:

- Developed all policies and procedures for privacy and instituted processes to ensure compliance.
- Developed and implemented privacy assessment tool for IT systems and design.
- Integrated privacy into marketing initiatives such as opt-in/out, online registration, new product development, direct marketing via all channels, customer ID, CRM, and data warehouse efforts.
- Developed GLB compliance model for electronic bill pay, including integration of privacy notices.
- Managed and overhauled records management program and streamlined retention periods.
- Received award from all Vice-Presidents three times in CPO tenure, and privacy program received positive findings in a GAO audit of e-commerce.
- Served in field operations detail, including in the Baltimore plant and as Acting Postmaster of Sterling, VA.

ATTORNEY, OFFICE OF GENERAL COUNSEL

Oct 91 – Nov 00

UNITED STATES POSTAL SERVICE

Conducted varied practice covering policy and regulation writing, management advice and training, and litigation in numerous forums. Specialized in contracts; facilities and design/construction; handicap accessibility; privacy, records, and ethics; and complex litigation. Served in details in employment appellate litigation, torts, and field legal office management.

EDUCATION:

University of North Carolina School of Law, JD, 1991

- Active in law school leadership and managed the Prisoners Rights Project.

University of North Carolina, BA in Political Science, 1988

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES:

- Memberships have included: Board of Directors, Financial Data Exchange; Board of Directors, International Association of Privacy Professionals; Advisory Board of the Future of Privacy Forum; Center for Information Policy Leadership; the AHIP Privacy & Confidentiality Work Group; the Confidentiality Coalition; Responsible Information Management Council; RILA privacy and security workgroup; co-chair of the GS-1 privacy workgroup; co-chair of privacy/security subcommittee of the Council for Excellence in Government; Employer's Working Group on Personal Health Records, and various industry trade associations.
- Frequent speaker at privacy, security, and industry conferences, including keynotes at the IAPP Asia-Pacific conference (2015) and the Executive Women's Forum (2016), and the 2022 FDX Global Summit.

- Provided testimony at subcommittees of the House Energy and Commerce Committee.
- Winner of IAPP Privacy Innovations Award in 2004 for work on privacy impact assessments, and holds CIPP, CIPP/G, and CIPP/IT privacy certifications.

Quoted in several national news and media sources such as *The New York Times*, *Wall Street Journal*, *Computerworld*, *Government Executive*, *Economist*, and National Public Radio. Featured in the 2002 book, "Privacy Payoff: How Successful Businesses Build Consumer Trust.