

Culture determines whether cyber policies succeed or fail

October 09, 2025

This article is part of BLG's 12-part series: [12 Strategic Priorities for Privacy, Cybersecurity, and AI Risk Management](#). The series offers Canadian boards and leadership teams practical guidance to embed resilience, trust and accountability into their organizations.

No matter how well-crafted your policies are, they will fail without a culture that supports them. Culture influences whether employees follow procedures, speak up about risks, or become the entry point for a breach.

Why it matters

A recent study found that human error remains a top cause of data breaches. Clicked links, ignored protocols, and unauthorized access often come down to lapses in **awareness – not technology**. Cybersecurity is as much about behaviour as it is about infrastructure.

Culture begins with leadership. Boards and executives set the tone through actions, resource allocation, messaging, and prioritization. A healthy privacy and security culture empowers employees, reduces risks, and boosts compliance with laws such as Law 25 and PIPEDA.

What management and boards must prioritize

1. Ongoing training and awareness

Cybersecurity training must be continuous, role-specific, and reinforced regularly. Annual checkbox training is no longer sufficient in the face of evolving threats.

2. Clear roles and expectations

All employees should know their privacy and security responsibilities. Leadership must clearly communicate what is expected, especially in high-risk departments such as finance, legal, IT, and operations.

3. Measuring and managing culture

Boards should request regular updates on security awareness metrics, phishing simulation results, and cultural assessments. Tracking these indicators helps identify where reinforcement is needed.

Final thoughts

Culture is the invisible infrastructure that supports your privacy and cybersecurity goals. Investing in awareness, leadership modelling, and clear expectations can transform your governance from reactive to resilient.

By

[Hélène Deschamps Marquis](#)

Expertise

[Cybersecurity, Privacy & Data Protection, Artificial Intelligence \(AI\)](#)

BLG | Canada's Law Firm

As the largest, truly full-service Canadian law firm, Borden Ladner Gervais LLP (BLG) delivers practical legal advice for domestic and international clients across more practices and industries than any Canadian firm. With over 725 lawyers, intellectual property agents and other professionals, BLG serves the legal needs of businesses and institutions across Canada and beyond – from M&A and capital markets, to disputes, financing, and trademark & patent registration.

blg.com

BLG Offices

Calgary

Centennial Place, East Tower
520 3rd Avenue S.W.
Calgary, AB, Canada
T2P 0R3

T 403.232.9500
F 403.266.1395

Ottawa

World Exchange Plaza
100 Queen Street
Ottawa, ON, Canada
K1P 1J9

T 613.237.5160
F 613.230.8842

Vancouver

1200 Waterfront Centre
200 Burrard Street
Vancouver, BC, Canada
V7X 1T2

T 604.687.5744
F 604.687.1415

Montréal

1000 De La Gauchetière Street West
Suite 900
Montréal, QC, Canada
H3B 5H4

T 514.954.2555
F 514.879.9015

Toronto

Bay Adelaide Centre, East Tower
22 Adelaide Street West
Toronto, ON, Canada
M5H 4E3

T 416.367.6000
F 416.367.6749

The information contained herein is of a general nature and is not intended to constitute legal advice, a complete statement of the law, or an opinion on any subject. No one should act upon it or refrain from acting without a thorough examination of the law after the facts of a specific situation are considered. You are urged to consult your legal adviser in cases of specific questions or concerns. BLG does not warrant or guarantee the accuracy, currency or completeness of this publication. No part of this publication may be reproduced without prior written permission of Borden Ladner Gervais LLP. If this publication was sent to you by BLG and you do not wish to receive further publications from BLG, you may ask to remove your contact information from our mailing lists by emailing unsubscribe@blg.com or manage your subscription preferences at blg.com/MyPreferences. If you feel you have received this message in error please contact communications@blg.com. BLG's privacy policy for publications may be found at blg.com/en/privacy.

© 2026 Borden Ladner Gervais LLP. Borden Ladner Gervais LLP is an Ontario Limited Liability Partnership.