

# Culture determines whether cyber policies succeed or fail

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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.

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