

What's Driving the Job Market?



eDiscovery, Legal AI, Data Privacy & AI Gov, and Cybersecurity Staffing

Top 4 Trends in the Data Privacy Job Market

01

Hyper use of contract privacy talent

02

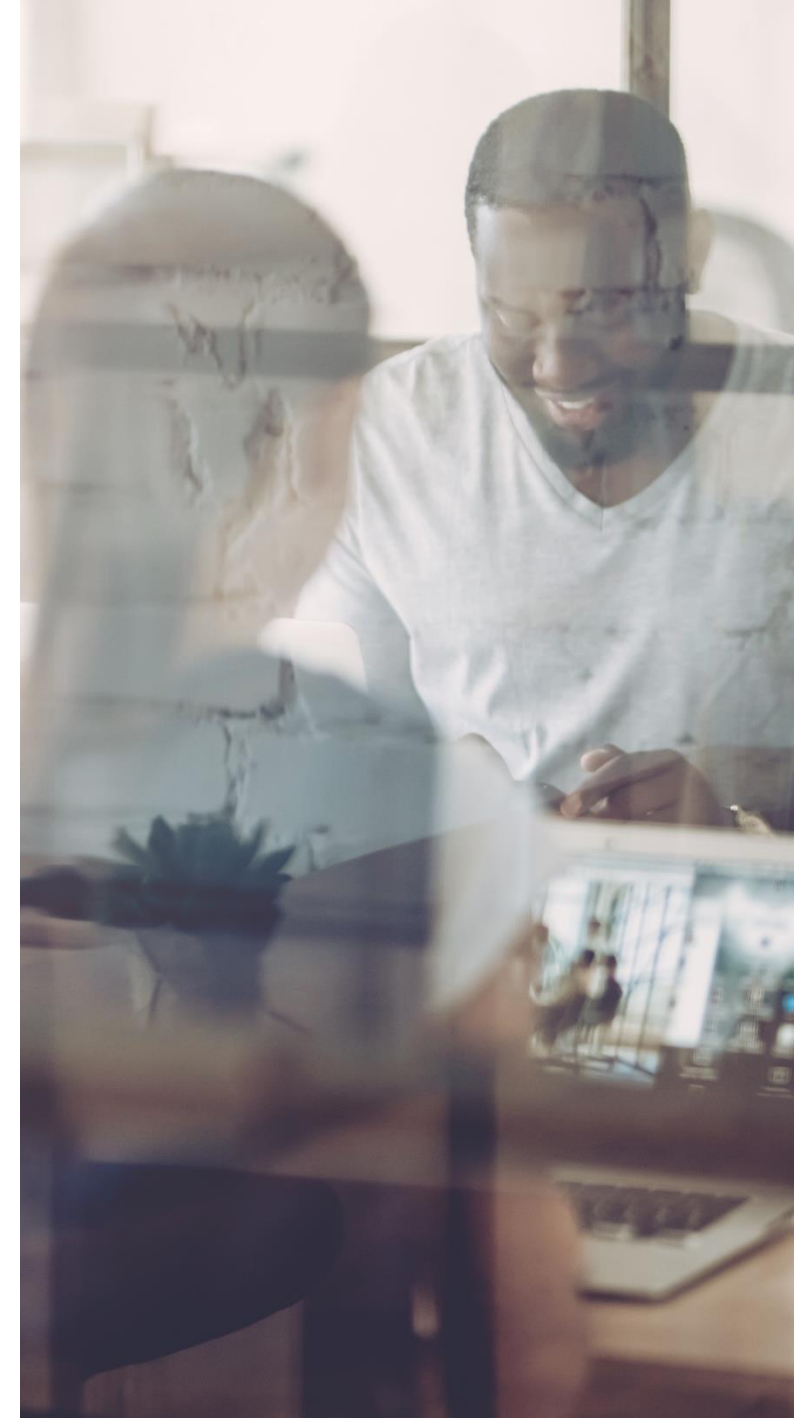
Slowest speed of hire for FTEs in 11 years

03

Salary stagnation or misalignment

04

Money and mission drive job seekers today



What's driving the job market?

- Macroeconomics
- Geopolitical tensions
- Litigation/innovation over regulation
- Competition over capitulation
- AI race
- Privacy AND...or...AND privacy
- Disproportionate increase in responsibility relative to increase in compensation



CPO Survey 2025

TRU's ongoing conversations with more than 250+ CPOs

90%

Of CPOs are involved in AI Governance

25-50%

Time spent on A.I. Governance by CPOs
(Up from 15-25% in 2023)

5%

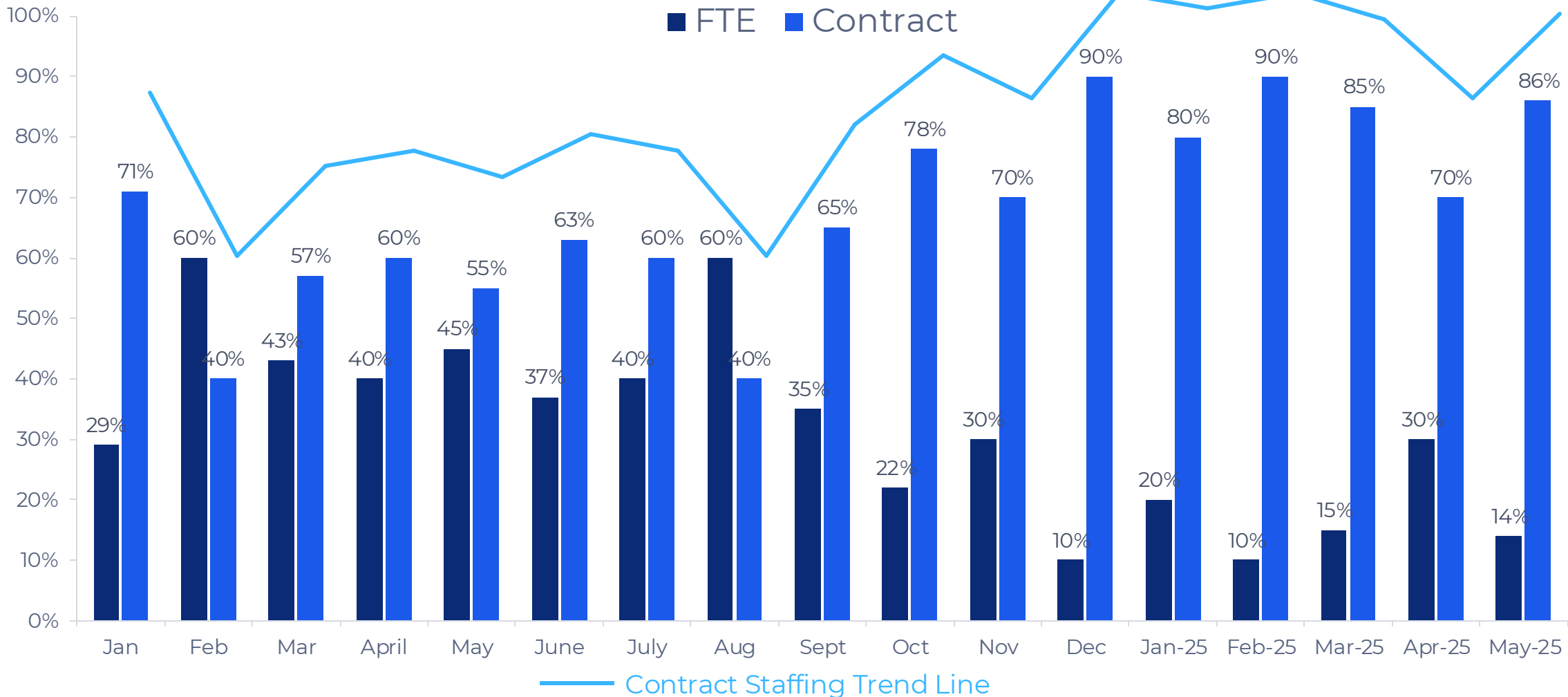
CPOs that say their programs are adequately staffed

Privacy: Contract vs. Direct Hire

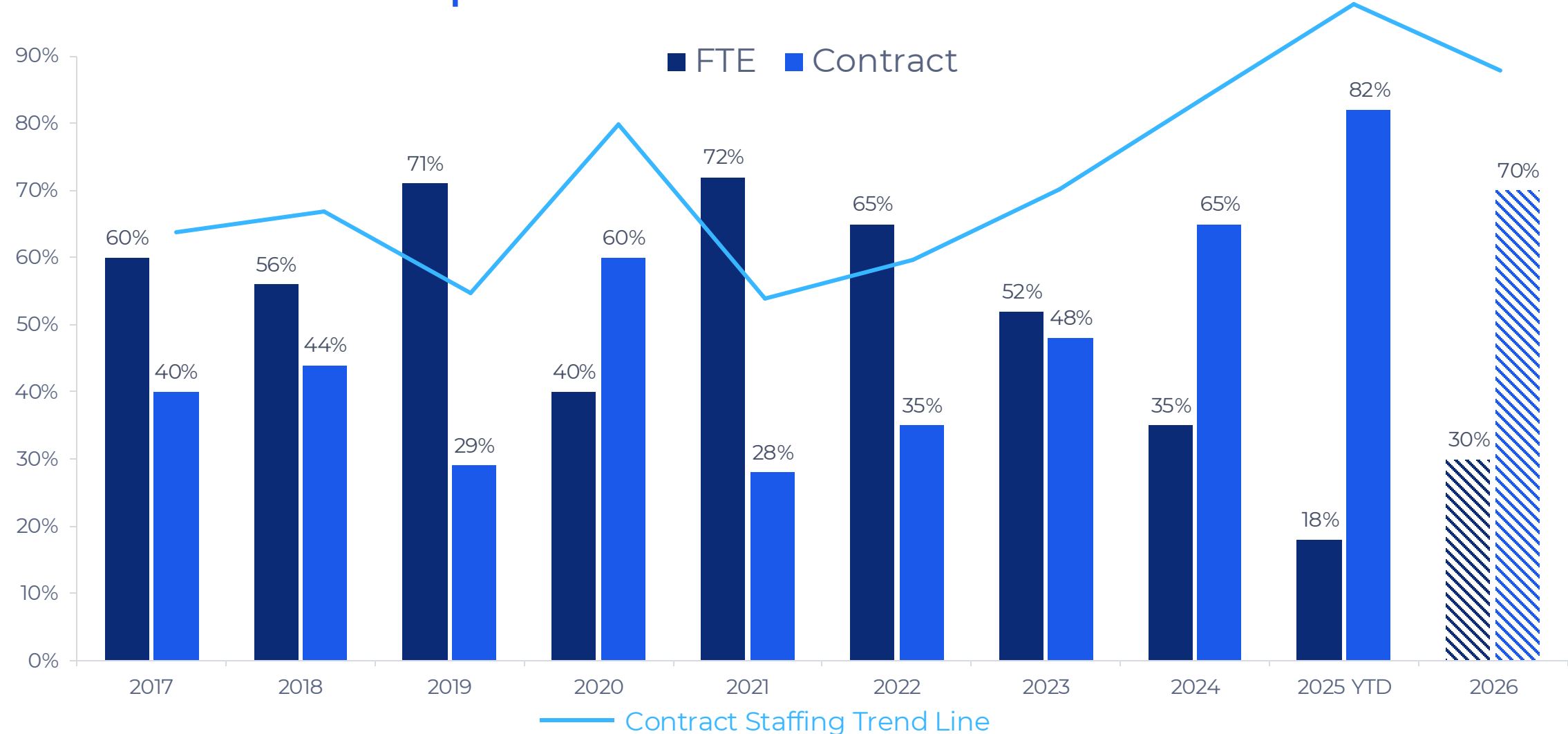


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Privacy Contract vs. Direct Hire Staffing Trends (MoM 2024-YTD) Based on Offers Accepted



Privacy Contract vs. Direct Hire Staffing Trends (Last 8 Years) Based on Offers Accepted



Contractor Utilization, Retention, & Attrition

80%

Of TRU customers engage in both contract and direct hire modalities

90%

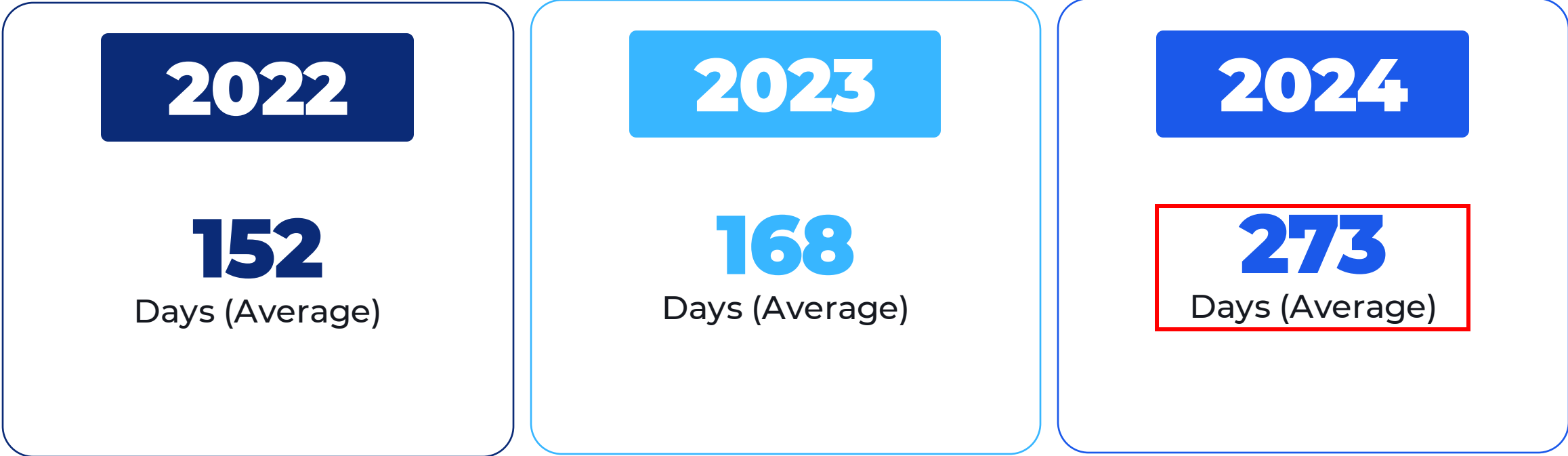
Of TRU contractors finish their assignment, convert to direct hire, or are still on assignment

3%

Of TRU contractors take direct hire positions at different employers after an average of 260 days on assignment

Contractor Length of Assignment

Number of days year-over-year:



For contractors that convert to direct hire since Jan 1, 2023, typical length of assignment:

255
Days (Average)

Contractor Length of Assignment

Number of days year-over-year:

2022

152
Days (Average)

2023

168
Days (Average)

2025

285
Days (Average)

For contractors that convert to direct hire since Jan 1, 2023, typical length of assignment:

255
Days (Average)

Data Privacy Contractor Conversion Statistics

Conversion acceptance, utilization, & attrition metrics

42%

TRU privacy contractors who worked Jan 1, 2023-Jan 1, 2025, and were offered direct-hire conversions

95%

Of those contractors accepted the conversion

3%

TRU privacy contractors who started Jan 2, 2025-present and have since been direct hire conversions

100%

Of those contractors accepted the conversion

Top 10 Reasons Hiring Managers are Using Contractors

1. No full-time headcount approval
2. Check fit before you commit
3. Plug and play for high-impact projects
4. FTE hiring timeline too long/shorten time to hire
5. Covering a long-term leave
6. Circumvent in-office policy
7. Geographic talent shortage
8. Defense against FTE attrition/burnout
9. Upleveling existing staff
10. Culture of contractors

Privacy Contract Talent A La Carte Menu

Business-as-Usual (BAU)

- Consent and preference management (cookies, opt-in/out, etc.)
- Conduct data discovery for PII, PHI
- Data mapping
- DSAR program development
- Incident management
- PIA and DPIA execution and automation
- Policy and notice management
- Retention standards design and implementation
- AI policy creation

Product Engineering & Diligence

- Custom application development and deployment
- Privacy and security software engineering
- Privacy by design integration
- Privacy product enablement
- Privacy technology research and analysis
- Privacy by design integration
- Privacy product enablement
- Privacy technology research and analysis
- SDLC acceleration

Privacy Contract Talent A La Carte Menu

Legal

- Advisory: Counsel on compliance requirements
- Contract review and negotiation
- CPO-as-a-service
- Legal privacy consulting and transactional counsel
- M&A due diligence
- Managing obligations related to incident response
- Regulatory framework analysis: GDPR, PIPL, LGPD, PIPEDA, DSA, DPA
- Templating DPAs
- Updating SCCs (standard contractual clauses)

Enterprise Technology

- API creation and management
- Data migrations
- Exploring PETs (privacy-enhanced technology)
- Information governance for enterprise technology
- Selecting and implementing privacy management tools (OneTrust, TrusArc, WireWheel, BigID, etc.)
- Third-party software due diligence
- Technology customization and workflow creation
- Training new and existing staff

Privacy Contract Talent A La Carte Menu

Risk & Compliance (GRC)

- Audit and issue management
- Certification issuance (HITRUST)
- IT and security risk management
- Policy management (creation or revision)
- Risk management and assurance
- framework standardization (NIST)
- ROPA and third-party risk management

Strategic

- Board report preparation/executive debriefing
- Business intelligence/dashboarding (Power BI, Tableau, Hadoop)
- Creating a corporate privacy posture
- Creating a privacy program roadmap
- CPO-as-a-service
- Data monetization
- Gap assessments
- Geographic or service expansion

AI Governance Contract Talent A La Carte Menu

- Advisory: Responsible AI compliance guidance (AI/ML-specific)
- AI-specific regulatory analysis (EU AI Act, NIST AI RMF, OECD AI Principles, FDA/EMA)
- AI risk assessments
- Policy impact analysis for AI governance controls
- Negotiation and structuring of AI-related vendor and partner agreements
- RAI (Responsible AI) governance framework development
- Creation of AI governance playbooks, SOPs, and training content
- Tracking and documentation of AI program adoption and progress
- Integration of AI governance into broader compliance and risk functions
- Dataset audit design and support for third-party validation
- Coordinating governance tasks across business units, IT, legal, and cybersecurity

