



Piotr Pietrzyk

Data Governance & Data Management Leader



Summary

Data governance and management leader with more than 20 years of experience across banking and global consumer businesses. Combines strategic leadership with detailed business and technical delivery to make data reliable, traceable and fit for business and regulatory use.

Experienced in establishing governance frameworks, policies and operating models from the ground up, defining ownership and implementing data management technology. Career includes Deutsche Bank, HSBC, Philip Morris International, AVON and Luminor Group.

Led teams of up to 30 employees and external consultants. Works across business, risk, compliance and IT, from executive priorities to critical data elements, system requirements and implementation controls.

Member and former President of DAMA Poland, with the presidency ending in June 2026. Founder of Data Governance Universe. Holds DAMA CDMP, SAFe Agilist and ISTQB certifications.

Core expertise

Governance and ownership. Data strategy, policies, standards, stewardship, governance bodies, metrics and maturity assessments.

Quality, metadata and lineage. Data profiling, quality rules and issue management, catalogues, critical data identification and end-to-end impact analysis.

Privacy and lifecycle. Classification, retention, disposal, DPIAs, processing activities and EUC lifecycle controls.

Business and technology delivery. Business process analysis, data models, requirements, project and change management, data migration and testing.

Risk and regulatory reporting. BCBS 239, RDA&RR, DORA, GDPR, Basel/IRBA and IFRS 9, with experience of supervisory and audit expectations.

Selected technology

Solidatus, Collibra, Ataccama, Actian, DAWISO, Anomalo, Microsoft Purview, Datactics, OneTrust, Snowflake, AWS, SAP, SAS, Power BI, Tableau, LeanIX, ServiceNow, Signavio, ADONIS, SQL, VBA, Jira and Confluence.



Personal Info

Location

Krakow, Poland

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Skills

Data governance and management

Data quality and lineage

Metadata, catalogues and MDM

Business processes and systems analysis

Data delivery and testing

Project and team management

Regulatory compliance and credit risk



Languages

English - C2

German - B1



Interests

Travel, motorcycling and technology in business



Work History

Current



Member

DAMA Poland, Warsaw

2024-06
to 2026-06



Poland Chapter President

DAMA Poland, Warsaw

Scope and responsibilities

- Set the chapter vision and strategy and led initiatives aligned with DAMA International guidelines.
- Promoted data management standards, professional knowledge exchange and a data-driven culture. Joined the chapter in January 2023 and remains a member following the presidency.

2025-03
to present



Founder / Chief Data Leader (B2B)

Data Governance Universe (DGU), Poland

Scope and responsibilities

- Advises organisations on governance and data management foundations, linking business priorities with policies, ownership and implementation roadmaps.
- Covers data catalogues, quality, lineage and privacy, including retention and classification, alongside tool implementation and stakeholder management.
- Specialises in end-to-end lineage across business processes and IT, connecting source systems to business and regulatory reporting.

2023-10
to 2025-03



Head of Data Governance & Data Management Unit Data Governance Officer (CDO structure)

Luminor Group (Blackstone), Tallinn

Scope and responsibilities

- Led around 20 data experts and external consultants across governance, cataloguing, quality, lineage, classification and MDM.
- Defined ownership and stewardship, governance forums, KPIs and critical data assets. Worked with IT on business data architecture using BIAN and on data products across domains.
- Acted as Data Privacy Product Owner, translating business and technical requirements into privacy and retention solutions.
- Supported audits, non-financial risk validation and regulatory alignment, including DORA, BCBS 239, RDA&RR and GDPR.
- Evaluated data management tools and technologies, defining how they would support cataloguing, quality and lineage across the organisation.
- Organised training and awareness programmes and coordinated communication through governance committees and working groups.

Selected achievements

- Developed the data strategy, management policy, standards and principles, including critical data elements (CDEs) and end-user computing (EUC) controls.
- Established Solidatus lineage and Datactics quality MVPs, including custom connectors for data products.
- Defined the governance vision, roadmap and pillars to guide delivery.



Work History

2022-02
to 2023-09

● Head of Data Governance

AVON, Warsaw

Scope and responsibilities

- Led a strategic approach to data as an asset across functions and markets. Defined ownership, stewardship and accountability for quality and sensitive data.
- Established escalation and approval processes for data and KPI changes, with cross-market visibility and coordination across related projects.
- Worked with data architects and system owners on integration models and aligned roadmaps. Developed data dictionaries, schemas, KPI definitions and lineage.
- Acted as Data Privacy Digital Product Owner, covering DPIAs, records of processing, personal data identification, classification and retention.

Selected achievements

- Established the data governance framework and supporting models.
- Defined a lineage approach aligned with the data cloud.

2021-10
to 2022-01

● Data Management & Governance - Metadata Product Lead

Philip Morris International, Enterprise Data Analytics / CDO Team

Scope and responsibilities

- Defined enterprise metadata standards and communicated requirements to architects, engineers, analysts and other data stakeholders.
- Developed metadata-driven governance for the Data Ocean within the Data Fabric and Data Mesh approach.
- Worked with MDM and quality teams to document critical master/reference data, quality rules and source information, integrating results with lineage.

Selected achievements

- Designed metadata harvesting concepts and aligned the Data Lake / Data Ocean management approach with them.

2019-09
to 2021-09

● P&C Operations Lead - Data Governance

Philip Morris International, Krakow

Scope and responsibilities

- Led governance standards, working groups and data quality improvement around the Data Lake. Maintained data model inventories with service leads.
- Served as P&C Data Privacy Product Owner and built awareness of governance across the organisation.

Selected achievements

- Built the P&C governance framework and quality, architecture and governance operating models from the ground up.
- Introduced Solidatus lineage and Power BI quality reporting, including quality rule monitoring and issue management.
- Connected critical data to processes, interfaces, ownership, privacy and IT change, using lineage to visualise impact.



Work History

2018-05
to 2019-08

● **Head of Data Management - Global Risk Analytics**

HSBC GSC EU, Krakow

Scope and responsibilities

- Led subfunction governance, architecture and quality reporting within the global data governance programme.
- Ensured alignment with Group Data Policy and BCBS 239. Represented the Global Risk Analytics data team in risk and finance governance and data change forums.

Selected achievements

- Created lineage for GRA data assets and containers using Atlas, and monitored quality issues through DQIM.
- Oversaw data quality rules for LGD, EAD, PD, EL and VaR models in the Data Lake.
- Established a governance and quality repository using Collibra, Jira and Confluence.

2009-11
to 2018-04

● **Head of Quality Assurance & Data Governance Office (VP)**

Deutsche Bank Polska, Krakow

Scope and responsibilities

- Led credit risk data governance and quality assurance with up to 15 FTE. Owned business requirements, solution design and IT coordination.
- Oversaw data integrity, lineage and EUC lifecycle controls supporting rating and risk models, including LGD, EAD, PD, EL, RWA and IFRS 9.
- Supported BCBS 239 and regulatory controls, non-financial risk work and functional/regression testing. Coordinated with global data integrity and risk reporting functions.

Selected achievements

- Delivered the assigned IRBA implementation scope without significant audit findings from ECB, BaFin or KNF.
- Managed a 30-person team recovering critical data elements during IRBA Step 1, including requirements, testing and implementation.
- Defined consumer finance rating changes and testing across front-end systems, DWH, ETL and SAS during IRBA Step 2.
- Established automated and manual data quality and integrity checks aligned with global standards and local requirements.

2006-06
to 2009-11

● **Quality Assurance & Data Integrity Manager (AVP)**

Deutsche Bank PBC, Krakow

Scope and responsibilities

- Managed a five-person team overseeing credit decision controls, control reporting and quarterly/annual business reviews.

Selected achievements

- Built the quality assurance team and control processes within Credit Risk Management.
- Developed review tools using Access, Crystal Reports, Excel and DWH/SQL.



Work History

2003-09
to 2006-06

● Specialist, Work-Out Team (Associate)

Deutsche Bank 24, Krakow

- Managed customer recovery activities, external agency contacts and reporting. Developed EUC tools for customer relationship management.
- Completed the DB Talent Management Programme, including a two-month exchange in Germany.

2001-06
to 2003-08

● Junior Specialist

Bank Polskiej Spoldzielczosci, Krakow

- Supported retail and business credit services, prepared credit committee submissions and handled recovery activities and reporting.
- Created Access tools to support customer relationship management during recovery.

1999-07
to 2001-05

● Temporary Student Role

Libri GmbH, Frankfurt am Main

- Collected and sorted customer orders.



Education

2000-2002

Master's degree, Marketing & Administration

AGH University of Science and Technology, Krakow

1997-2000

Bachelor's degree, Banking

School of Banking and Management, Krakow



Courses

2017

Jira in Project Management, including Big View

2017

ISTQB Foundation Level: testing methods and approaches

2008

Credit Rating Model Building and Business Customer Financial Analysis

2007

Project Management & Team Building

2005

Six Sigma Green Belt Introduction, Total Quality Management and Bank Process Optimisation



Certificates

2024

DAMA Certified Data Management Professional (CDMP)

2023

SAFe 5 Agilist

2017

ISTQB Tester Foundation Level

2016

TOEIC B2, score 840 - ETS Global

2006

Deutsche Bank Talent Management Programme

2002

Chartered Bank Employee - Polish Bank Association (ZBP)

2000

Zertifikat Mittelstufe 1 - Sprachschule am Industriehof, Frankfurt