



W E S L E Y R I C H

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PROFILE

Senior Legal and Compliance leader with significant expertise building global teams, scaling operations, and delivering business value while protecting users. I have a track record of deep collaboration with product, sales, and engineering teams to implement trust strategies that support business goals. And significant experience working with executive teams and technical stakeholders to build innovative solutions to novel trust & safety issues, including spearheading the development of AI automation technologies. I am passionate about quantifying and communicating the commercial value of trust & safety to stakeholders by blending my legal, business, and operational backgrounds to build tech platforms that harmonize user trust with commercial success.

CORE COMPETENCIES

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|---------------------|-------------------------|----------------------------------|
| • Vision & Strategy | • Empathetic Management | • Cross-Functional Collaboration |
| • Scaled Operations | • Automation | • Data Driven Decision-making |

LEADERSHIP EXPERIENCE

Google

Boulder, CO

I have built and grown large globally dispersed teams of up to 150 people (FTEs and contractors), heading multiple verticals within Google's Legal Content Policy & Standards team in Trust & Safety based on an organization structure I proposed in 2018. My teams successfully scale operations through automation to meet growing demand despite increasingly limited resources. I manage a complex relationship between Google's business units and major customers to enhance compliance, combat fraud, and protect users from illegal and harmful content. My work is frequently subject to external press and regulator inquiries, and I regularly work with Senior Google Leadership to represent our policies and processes externally.

Head of Product - Legal Content Policy & Standards

Apr. 2023 – Present

- Head a team of product specialists representing each Google Product Area, who are tasked with developing technical solutions for content moderation across a wide variety of platforms, including generative AI. My teams interface with product managers, engineers, and executives on the safe design of new product features to minimize legal risk and user harm.
- Established annual business review process to share commercial success of content moderation operations with senior product leadership.
- Imbued team with a new culture of data-driven strategy to enhance collaboration between T&S teams by instituting data sharing practices for proactive identification of business risks.
- Negotiated with legal and product engineers to secure optimal outcomes for trust & safety operations in line with regulatory requirements, resulting in minimal OpEx increases to comply with major regulations such as the EU Digital Services Act.
- Managed implementation of new AI products into trust & safety compliance ecosystem, including large language models (LLMs), generative imagery, music, and productivity software

Head of Global Copyright Policy & Operations

Sept. 2018 – Present

- Head of world's largest copyright notice and takedown system, overseeing a massive operation to review and respond to growing demand, which increased from 600 million to 1.3 billion instances of alleged copyright infringement since 2020.
- Established a transformational vision for team that instituted strategic use of 3rd party vendors and new engineering solutions to reduce manual enforcement, while simultaneously replacing an outdated team model with new globally applicable policies that aligned business needs with T&S enforcement.
- Increased fraud detection over 300% in first two years with iterative gains of 20-30% YoY and worked with Comms teams to address [Wall Street Journal investigation into fraudulent legal complaints](#). In 2023, our fraud prevention efforts uncovered a scheme resulting in \$3M in losses to Google and \$10M in client losses, then successfully convinced [Google Legal to sue the fraudsters](#).
- Oversaw initiative to reduce livestream copyright infringement across various Google products and influenced executive adoption of program leading to >\$10M in annual bandwidth savings for Google Cloud and new mitigations to prevent fraudulent credit card sign-ups.
- Moved 40 contractors from the US to India in 2023 resulting in \$6M in annual OpEx savings.

Interim Head of Americas and Russia Region

Sept. 2021-April 2022

- Interim Head of Google Legal Removals Americas and Russia team with oversight for legal content policy and operations in North America, South America, and Russia
- Assumed role in Sept. 2021 and immediately lead the riskiest executive escalation ever encountered by our team regarding a [Russian order to censor political opposition content from Alexei Navalny](#). Advocated for human rights based approach, and collaborated with regional based stakeholders to maintain access to political content and avoid negative user impacts.
- Hired and onboarded an entirely new team of Latin American, US, Canadian, and Russian regional policy leads over the course of 7 months.
- Led my organization's response to the outbreak of conflict in Ukraine. Setup customized T&S workflows to address conflict driven user complaints; established 24/7 staff coverage to respond to urgent demands; and worked with senior Google leadership to [respond to various sanctions against Russian state-sponsored content](#).

Interim Head of South EMEA Region

Sept. 2020 - May 2021

- Interim Head of Google's South EMEA Privacy (GDPR) and Right to be Forgotten operations, where I proposed new machine learning model to automate 25% of privacy complaints from EU based users.

Manager - Legal Removals Tooling & Infrastructure

Sept. 2018 - June 2020

- Managed T&S tools and infrastructure for content moderation team, including web intake systems, case management systems (CRMs), and enforcement mechanisms for global organization; owned relationship with all central engineering, UX, and product management teams.
- Co-wrote data literacy training program, presented proposal to senior leadership, and instituted as required training for all new hires. Established new lead role for data analysis and built internal team to handle data related projects. Led to complete overhaul of our productivity tracking and SLA evaluation for content moderation queues.
- Stewarded technical compliance plans for various content moderation regulations, including EU Platform-to-Business, EU Copyright Directive, Protection from Online Falsehoods and Manipulation Act, and French Hate Speech.
- Created and managed project team to handle end-to-end implementation of new CRM system, and negotiated 6-month extension of existing system to allow time for new implementation. Team migrated all data and workflows ahead of schedule against tight 8 month deadline by fostering close collaboration between technical and operational teams.

ExxonMobil

Houston, TX

Team Lead – Terms & Conditions Center of Excellence

2016 – 2018

- Managed international team to develop contracting and compliance procedures for procurement organization of 2500 employees managing >\$350B in annual spend. Provided consultation and strategic project management for all ExxonMobil contracting processes. Oversaw global training programs for legal and contracting topics, delivering training to 250+ employees around the world.
- Formed and led project to develop comprehensive risk assessment process for contracting. Collaborated with counsel and business units to draft modular contract templates that adapt to different risk scenarios, resulting in 10% reduction of total cycle time for new contracts.
- Coordinated change management for implementation of new CLM contract management system to ensure system functionality, policy logic, and and metadata integrity.

Senior Procurement Associate – Transportation & Logistics

2015-2016

- Managed global downstream packaging contract portfolio valued at over \$500M.
- Drafted and negotiated innovative \$111M supply contract, resulting in 4% cost reduction and 6-month price stability periods, which reduced price fluctuations in volatile commodity market.
- Received Global Sustainability Advocate Award for support of supplier diversity and environmentally sustainable procurement practices.

EDUCATION

University of Tennessee College of Law

Knoxville, TN

J.D.

2015

University of Tennessee Haslam College of Business

Knoxville, TN

M.B.A.

2014

Birmingham-Southern College

Birmingham, AL

B.A., Interdisciplinary History & Political Science; Minor in German

2010

Universität Erfurt

Erfurt, Germany

Scholarship Exchange Student in History and Global Politics

2008

St. John's College, Oxford University

Oxford, England

Diploma in British Studies

2007

PROFESSIONAL LICENSES

State Bar of Texas

Licensed Attorney, Member 24101142

2016

AWARDS & VOLUNTEERISM

2021 University of Tennessee Volunteer 40 Under 40

The Volunteer 40 Under 40 recognizes forty alumni under the age of 40 who have excelled personally and professionally since completing their degree at the University of Tennessee. [Link to Class of 2021](#).

2021 Haslam College of Business Young Alum Award

The [Outstanding Young Alum Award](#) recognizes alumni aged 40 or younger who have demonstrated records of achievement, leadership and promising futures in business disciplines.