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Institute of Enterprise Risk Practitioners

GLOBAL CONFERENCE 2025

ENTERPRISE RISK MANAGEMENT: RISING FROM THE ASHES

FORGING A RESILIENT SECURITY CULTURE: STRATEGIES FOR ENGAGEMENT

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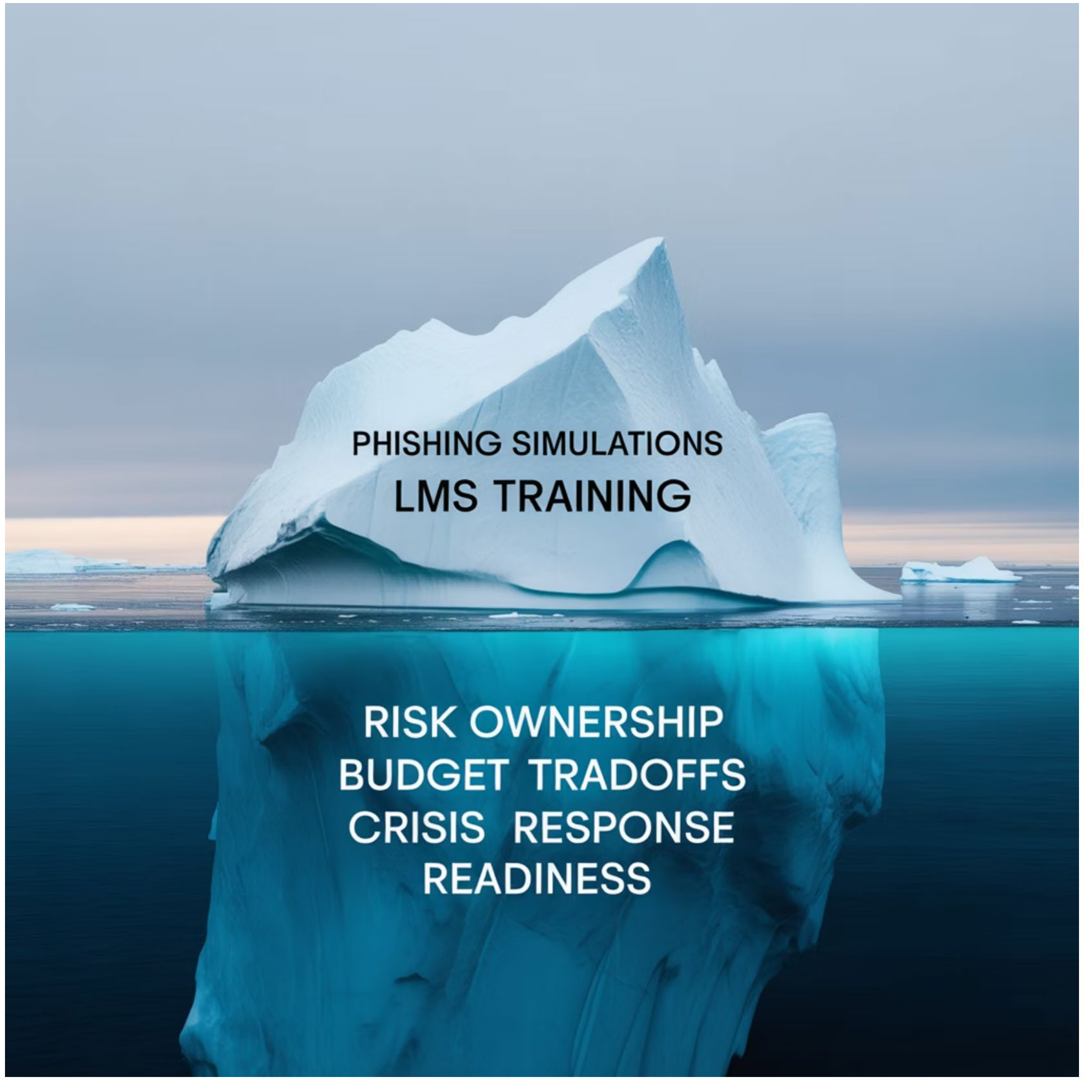
Security Awareness ≠ Cyber Risk Culture

- Most organizations rely on mandatory trainings & phishing simulations
- Culture isn't built through checkboxes, it's tested in crisis
- The way risk is accepted or escalated by decision makers plays a critical role in shaping cyber exposure.



When Cyber Hits the Boardroom

Marks & Spencer (2025)

- £300M in operating profit lost
- £1B+ market value wiped out
- Major cyber insurance gap exposed

23andMe (2023-2025)

- Valuation crash from $6B to <$15M
- $30M class-action settlement
- CEO resignation & bankruptcy in 2025

Target (2013-2014)

- 110M customer records compromised
- $200M+ in breach costs
- CEO and CIO resigned

Risk Score Status Compliant
87
Endpoint Security Status:
87
Endpoint Status Compliant
09

The Current Reality

CISOs and Management + Boards experience a significant communication disconnect, leading to reactive approaches and confusion around cybersecurity priorities.

The Strategic Vision

When aligned through shared strategy, Boards, Management and cyber leaders can transform confusion into confidence with a proactive, resilient approach.

What is said Vs What is heard

What CISOs say	What the Management/Board hears
CVSS 9.8 vulnerability	Are we going to get fined or sued?
We blocked 400,000 alerts last month	Are we under attack right now?
APT group from Eastern Europe	Is this connected to any geopolitical threat?
Dwell time is 43 days	Are we already breached and unaware?
Ransomware detected in sandbox	Do we have to shut down operations?
Our SIEM flagged lateral movement	Are our internal systems compromised?
MFA bypass technique observed	Is executive access at risk?
Exfiltration attempt blocked by DLP	Was any customer or financial data leaked?
Incident Response Plan needs rehearsal	What happens if this goes public tomorrow?
Threat actor active on the dark web	Is someone selling our data or credentials?

From Awareness to Action: A Maturity Journey

Culture Maturity Curve

Awareness

LMS, phishing simulations

Participation

Manager accountability

Co-Ownership

Board involvement in simulations

Resilience

Embedded culture across all levels

> "Culture is not a program. It's the sum of repeated behaviors."

Risk Translation

Translate technical cyber risks into business language

Executive Simulation

Build decision-making capabilities through crisis exercises

Outcome-Based Metrics

Focus on security posture, response time, and business impact

Cyber Strategy Ownership

Elevate the board from recipient to strategic co-owner

Engage the Management & Board

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Key Indicators	Company 1	Company 2	Company 3							
Major incidents & threats – May 2025										
• Incidents detected (P1 to P4) • Open • Closed • AVG MTTR of Closed Incidents										
• Threats (Open): • Credential Leaks • Fake domains/ impersonations • Source Code leaks • APIs • S3										
• Internet Exposed Vulnerabilities • Weaponized • Exploitable										
Incidents reported to regulators										
Compliance Violations										
• Ongoing Regulatory Investigations										
• Open (Actionable) Threat Advisories by CERT										

Key Indicators (Information)	Company 1	Company 2	Company 3							
• Internet-facing Critical Assets										
• Internet facing applications without MFA/ SSO										
• Internet-facing applications with CVSS >8.0 open vulnerabilities										
• Internet facing applications with weaponized vulnerabilities										
• Internet facing applications with weaponized vulnerabilities										

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Build a Risk Aware Culture Across Levels

1

Employee

Role-specific training + nudge-based reminders

- Tactical: Implement contextual security nudges in workflows
- Strategic: Measure behavioral change, not completion rates

2

Management

Cyber risks added to scorecards & budget justifications

- Tactical: Add cyber metrics to quarterly business reviews
- Strategic: Embed cyber impact tables in decision frameworks

3

Board

Annual cyber crisis simulation with business continuity impact

- Tactical: Schedule first board-level cyber simulation
- Strategic: Develop board-specific cyber risk dashboard

A breach tests your tech capabilities. A crisis tests your boardroom.

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