



7th

TALK TO THE BOARD CISO 360

6 November 2025
St Pancras Renaissance | London | United Kingdom

**Bridging CISOs, Security Leaders and The Board:
Strategy, Innovation, Trust and Resilience.**

Hosted and created by



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TALK BUSINESS WITH CISOs

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Welcome to 7th Talk to the Board: CISO 360

Talk to the **Board**. Directors Talk Business with **CISOs** and their Technology **Partners**.

Dear Colleagues,

We are thrilled to invite you to actively participate in the **7th Talk to the Board: CISO 360 Conference**, the only event that puts **CISOs and CEOs, CFOs, and Board Directors together on stage**, openly sharing perspectives.

There has never been a better time to see how the cybersecurity conversation is developing in boardrooms.

As the CISO role continues to evolve covering AI, digital transformation impact, governance, compliance, Board relationships are more important than ever as CISOs move from being technical guardians to strategic advisors. Ultimately, CISO success in building organisational resilience increasingly depends on demonstrating security's value to the board. In October 2025, the UK government issued a [Ministerial letter](#) calling upon CEOs and Directors of UK Companies to make cybersecurity a board responsibility. **CISOs are keen to progress the dialogue.**

Connecting CISOs, Boards and Third Parties for smarter security governance.

NEDs and other non-security C-Suite partake in 360 cross-functional dialogue to share candid 360 perspectives, where different angles clash and complement each other in this engaging and educational format.

What's New for 2025

- ★ *Fresh Boardroom Perspectives* - new voices including, for the first time, the critical CFO view.
- ★ *Inside the Boardroom. Real Decks, Real Dialogues* - CISOs share their real board decks, revealing the key messages and reasoning behind decisions.
- ★ *AI Through the Board's Eyes* - How do Boards view AI for security and security for AI? Do both parties truly understand the trade-offs? How does the Board see cybersecurity as a competitive advantage?
- ★ *Bring a Director* - CISOs are invited to invite Board members. Our aim is to actively support CISOs and directors by enabling dialogue on cyber risk.
- ★ *CISO 360 Boardroom Insights Report*: CISOs share biggest board communication challenges.
- ★ *CISO 360 Playbooks*: Input to table benchmarking discussions in the morning.
- ★ *Networking*: A dedicated evening reception in the Ladies' Smoking Room wraps up the day socially, an integral part of any CISO 360 experience!

Areas to cover:

- Leadership and Growing a Function
- Business Innovation
- Delivering Change
- Leading Cultural Change

CISO 360 Team

Pulse Conferences

Why Join Talk to the Board: CISO 360?

For CISOs, Cybersecurity teams: Benchmark with peers. Get direct answers from Board directors to ease your own internal journey and scale up

For Cybersecurity Providers / Supply Chain:

Understand and be part of important CISO-Board dialogue and meet CISOs in a productive setting

For Directors: Better understand the trade-offs between business innovation and resilience and understand how CISO think as a group!





OUR SPEAKERS (PARTIAL LIST)



Susan Hooper

Non Executive Director,
Uber, Non Executive
Director, Chair of the
Remuneration Committee,
ESG Lead, DNED Workforce
Moonpig



Carolyn Brown

Chief Information
Officer British
Medical Association



Steve Hill

Former Group CISO
Credit Suisse



Lady Olga Maitland

President
Defence and Security
Forum



Michael Colao

Former Chief
Underwriter Direct
and Indirect Risks
AXA XL



Martyn Booth

CISO
dunnhumby



Chris Gunner

VCISO
Thrive



Jonny Herd

CISO
Zenobe



Alan Jenkins

CISO/ NED



**Jonathan
Armstrong**

Partner
Punter Southall



Vasilis Razos

Head of Information
Security Risk
Informa



Matt Middleton-Leal

MD
Qualys



Antonio Ramos

Global Head of
Cybersecurity
LEET Security



James Duggan

Solutions Architect
Lead
Synack



Justin Kuruvilla

Chief Cyber
Security Strategist
Risk Ledger



Dr. Oliver Farnan

Head of Research
Reliance Cyber





Tackling the Burning Questions at 'Talk to the Board'



Recent directors have included:

- Lorraine Heggessey, Former Controller of **BBC One**
- Josephine Fairley, Co-Founder, **Green & Black's**
- Dame Inga Beale, former CEO, **Lloyd's of London**
- Mike Coupe, Former CEO, **Sainsbury's**
- Roger Flynn, Former CEO and leader in transformation change, **Virgin, British Airways, Prudential**
- Rupert Lee-Browne, Group Chief Executive, **Caxton**
- Daniel Bobroff, Founder and CEO, DUWL, and Former Co-Founder, **ASOS Ventures**
- Laura Tenison MBE, Former Founder & CEO, **JoJo Maman Bébé**
- Haydn Brooks, CEO & Co-Founder, **Risk Ledger**
- Dr. Alan Knight OBE, Group Director of Sustainability, **Drax**
- Julian Wheatland, former Chair of **SCL Group** and COO and CFO of **Cambridge Analytica**

Our brand new 2025 'Talk to the Board' panel will be announced soon!

"Talk to the Board - a great turnout of fellow CISOs from all industries. The content of the Pulse events is way up there compared to other industry events."

Deborah Saffer, Director Information Security Liberty Specialty Market

"Cybersecurity started to appear as a postscript on the board agenda a few years ago. However, as concern over data breaches and their serious consequences has gained momentum, the priority level has increased. Today it should be top of the agenda, especially for consumer facing omni-channel businesses which rely on consumer confidence and customer data."

Laura Tenison MBE, Founder & Director, Wonderful Escapes. Former Founder & CEO, JoJo Maman Bébés

"I'm pleased to attend Talk to the Board. As somebody who has been on the receiving end of a cybersecurity incident, I know how devastating cyberattacks can be and how they affect the team and the ability to trade. Cybersecurity is a subject that boards should take much more seriously. To be in a room full of engaged people, but perhaps working in organisations that are not yet taking it as seriously as it should be, I hope that listening to us – board members – will give them more ammunition to make themselves heard. I'm pleased that Pulse put these conferences on."

Josephine Fairley, Co-Founder, Green & Black's

"We must stop thinking of CISOs as somehow in this satellite going around the world who are only pointed at when something goes wrong. We need to bring them into the fold. They need to start educating and bringing the rest of the workforce. Clearly, they are suffering from burnout and stress, and that's because they're up against it; they are playing a game of "whack-a-mole". It's time for CISOs to redefine their purpose."

**Daniel Bobroff,
Former Co-Founder,
ASOS Ventures**



AGENDA - 6 NOVEMBER 2025

CISO 360 Case Stories and Panels

08:30 Arrivals, Coffee, Refreshments, Networking

08:55 Chairperson's Welcome

09:00 **Spotlight: Don't Panic! Translating Geopolitics into Enterprise Risks and Actions for the Board**
Steve Hill, Former Group CISO, Credit Suisse

09:20 The Emerging Risks Shaping AI, Quantum, and Web3

Thought-leadership on AI-adaptive malware, post-quantum transition timelines, and trust models in decentralised ecosystems.

Michael Colao, Former Chief Underwriter Direct and Indirect Risks, AXA XL

09:50 **Case Story: "How I Talk to My Board About Cybersecurity"**

Chris will walk through his recent Board slides to a Private Equity group function, explaining the 'whys and hows' of what he presented, his and his team's objectives from the session, and advice on how to tailor updates to your Board, what worked, what didn't! Refreshing and real.

Chris Gunner, CISO, Thrive

10:20 **Panel 1: Bridging the Leadership Gap in Cyber: CISOs as a Business Transformation Enabler**

- Are today's risk models fit for the AI era?
- Which TPRM tools deliver real efficiency and insight?
- Quantifying cyber risk – how mature are current models
- How can organisations prioritise investments and collaborate effectively with third parties on security posture — and which governance, TPRM, and compliance tools truly deliver efficiency and insight?
- Bridging leadership communication gaps

Moderator: **Jonathan Armstrong, Partner, Punter Southall**

Panellists: **Vasilis Razos, Head of Information Security Risk, Informa**

Antonio Ramos, Global Head of Cybersecurity, LEET Security

Lee Morton, Head of Cyber Security, GBG Plc.

10:50 Morning Coffee Break + CISO 360 1-2-1 Speed-Meetings!

Connect with technology luminaries in our dynamic informative 'speed-meeting' setting to discover key technology market movers and shakers, in an efficient and engaging way for 5-minute voluntary door-openers. You'll be pre-matched based on your mutual interests. A unique opportunity to evaluate new tools and strategies, discuss real-world challenges, and directly influence the technologies that will shape the future of cybersecurity.

11:40 **Panel 2: Fireside Chat: AI, SaaS and the Great Consolidation. AI as a Cost Optimiser - or a False Economy for CISOs? What's Next?**

CISOs explore how AI, automation, and platformisation are reshaping budgets, resilience, and supply chain assurance.

- Will AI make defence cheaper - or riskier? At what risk to transparency, control, & supply chain trust?
- Are we simplifying our stacks or reshuffling them? Are CISOs ready to own AI-driven security pipelines?
- What does the "AI decade" mean for the next-gen CISO and Vendors?
- Build vs. buy: Is AI driving a new era of platformisation?

Moderator: **Martyn Booth, CISO, dunnhumby**

Panellists: **Matt Middleton-Lead, MD, Qualys**

Dr. Oliver Farnan, Head of Research, Reliance Cyber

James Duggan, Solutions Architect Lead, Synack



AGENDA - 6 NOVEMBER 2025

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CISO 360 Playbooks - Cross-Industry Insights

12:10-13:00 **CISO 360 Playbooks: AI in Action - Real Security Use Cases that Work.**

AI for Security. What are we seeing that works?

CISOs and luminaries will break into **six smaller table groups** to exchange their **most effective and practical business case uses of AI in cybersecurity** - from **supply chain risk/ TPRM, automation to anomaly detection, threat intel to incident response**. Each table is co-led by a CISO and a senior strategist, ensuring a balanced mix of practitioner insight and strategic perspective. At the close, table hosts will take to the stage to share key takeaways and standout innovations, creating a collective CISO 360 Playbook of AI security strategies.

Led by: **Justin Kuruvilla, Chief Cyber Security Strategist, Risk Ledger** and **CISOs**

Timing breakdown: 12:10-12:40 Discussions start. 12:40-13:00 Table Hosts are invited to the stage to present back key findings (2 minutes per table).

13:00-14:00 **Lunch**

Talk to the Board Panel of Board Directors

14:00-15:30 **Reciprocal Panel Discussion: Talk to the Board - Part One**

Board Directors and Non-Executive Directors cover the various functional roles that make up a typical board for a rare reciprocal conversation with CISOs and cybersecurity leaders. What we really want to know but are afraid to ask. CISOs ask questions to Board Directors on key strategic areas, and vice-versa.

Panellists including:

Carolyn Brown, CIO & Director, British Medical Association:

Susan Hooper, Non Executive Director, Uber, Non Executive Director, Chair of the Remuneration Committee, ESG Lead, NED Workforce Engagement, Moonpig

Board Directors and Non-Executive Directors from Large Enterprise and Technology Companies

Core Areas including:

- **Financials and Communication** - What makes a CFO say "yes" to a security budget? How do boards interpret cyber risk metrics? Is cybersecurity viewed as a cost centre or value protector?
- **AI, Innovation, Growth, Transformation** - CISO-Board understanding of risk reward trade-offs
- **Crisis Response** - Real-world decision-making and what Board directors really want to know.

15:30-15:50 **Afternoon Tea Break and Sponsors' Prize Draw**

15:50-17:00 **Reciprocal Panel Discussion Continuation: Talk to the Board - Part Two**

Core Areas including:

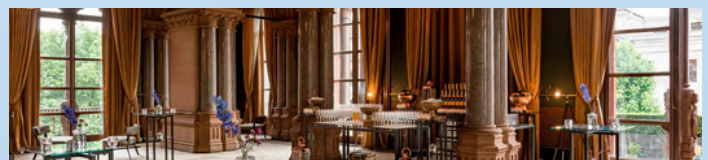
- **Risk and Governance** - How do Directors think about cyber risk compared to other competing risks?
- **Scaling Culture and Well-Being** - Leadership tips and inspiration for managing teams

Example Talking Points:

How to position your security team as revenue enablers and protectors - in language that resonates? What ROI metrics resonate with board members? How to compete for resources and attention against other risks and revenue-generating initiatives? What's the board's perspective on security vs. innovation trade-offs? Do directors view security as a business enabler vs. cost centre? What keeps board members awake at night?

Networking Reception

17:00-22:00 **Talk to the Board Networking Reception**
Continue the conversations up the iconic grand stair case over drinks and canapes in the Ladies' Smoking Room & heated terrace at St. Pancras Renaissance!





VENUE INFORMATION

St. Pancras Renaissance London

Euston Road, London, NW1 2AR

ICONIC. A UNION OF HISTORY & INNOVATION

For over 152 years, the hotel has stood as a stunning testament to Victorian Gothic revival architecture – a beacon of pioneering design and elegance. It was designed not only as a place of luxury but also as a bold symbol of innovation. From the introduction of hydraulic lifts to the first revolving door in the UK, the building was ahead of its time. Its soaring vaulted ceilings, majestic Grand Staircase and the iconic clock that towers above the city continue to shape the London skyline.

CONFERENCE SPACE: HANSOM HALL

The main conference and networking hub for coffee breaks and 1-2-1 meetings will be hosted in Hansom Hall. The Hall is steeped in the rich history of the Hansom Cab. Invented by Joseph Hansom in 1834, the Hansom Cab was a lightweight, two-wheeled carriage designed for speed and manoeuvrability, a staple of London's streets until 1947. The St. Pancras Renaissance Hotel's Hansom Hall and Bar occupies what was once the cobbled driveway where these carriages would collect passengers arriving at the station.

NETWORKING RECEPTION: LADIES' SMOKING ROOM

The networking reception will be hosted in the historic Ladies' Smoking Room and on the heated terrace. A distinctive setting. Every corner of the hotel reflects a sense of connection, from its original architectural details to its role as a meeting point for ideas and cultures, much like it was in its Victorian heyday.

[Register](#)





AGENDA AT A GLANCE

6 November 2025

Morning (08:30-13:00)	Innovation Case Stories, Fireside Chats, CISO AI Playbooks
Lunch (13:00-14:00)	Lunch is served!
Afternoon (14:00-17:00)	Talk to the Board Board Directors' Panel
Evening (17:00-22:00)	Networking Reception: Ladies' Smoking Room

INVESTMENT OPPORTUNITIES

All Participant Places Include:

- ✓ Entry to 7th Talk to the Board: CISO 360 Conference
- ✓ Lunch, coffee breaks and refreshments
- ✓ Invitation to join the evening Talk to the Board Reception
- ✓ Post-event presentation materials (subject to speaker opt-out) and output reports

REGISTER DELEGATE PASS

£0

Complimentary code for
Practitioners + Corporate
C-Suite

- ✓ **Apply for a COMPLIMENTARY PASS** - for CISOs, security practitioners, corporate C-suite.
- ✓ Invitation to join the Security 360 Circle – a rapidly growing and international trusted.
- ✓ Certificate of attendance soft copy provided post-event on request.

REGISTER NETWORKING PASS

£1,000

Network and learn

- ✓ We have ring-fenced a limited number of Networking Passes, designed for executives working as **independent advisors or at provider, vendor, reseller or distributor companies.**
- ✓ Network with participants, to learn and meet new prospective customers and to join the discussions – with a view to sponsorship of a future Pulse conference.

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- ✓ Discussions, **branding, impactful 1-2-1 meetings** and networking with CISOs and cybersecurity practitioners.
- ✓ **Contact us today to arrange a meeting:**
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REFLECTIONS FROM TALK TO THE BOARD

+12%

Increase in CISOs YOY

+156

One-to-One Meetings

98%

Networking Satisfaction Rate

99%

Recommend event to
colleagues and peers

90%

Attending CISOs, Senior
Cybersecurity, Directors

INSIGHTS

-  Watch video highlights
-  View testimonials
-  Report Insights

"The emerging consensus from Talk to the Board was how challenging it is for CISOs to present cyber risk to the board in an intelligible way for non-technical people. The challenge for the board is then to understand that and take action. Having a plan prioritising, getting the basics right, not trying to do everything or running off in different directions demands some follow through, both by boards and CISOs. It's great to have board and CISO side of the equation together at this event. It shows the maturity of the board-CISO relationship that we're having much better conversations about this now than we were 10 years ago."

Robert Hannigan, Former Director, GCHQ

"I wanted to be part of the Talk to the Board event because I've always been so fascinated by technology, particularly what it brings on the dark side – the dark underbelly of technology being cyber attacks and the cyber risk. Being from the world of insurance, I was hoping to share some of my experience with assessing risk and managing risk because, fundamentally, this is what the CISOs are trying to do. I think they're doing an amazing job, but cybercriminals are always faster and quicker than any of us, so we must stay alert. From this event, I've learnt more about how lonely and vulnerable the CISO feels. I've been a CEO a few times and always felt the CEO took the can for everything. I thought then that people working lower in the organisation wouldn't feel so vulnerable. But I was hearing that from some of the attendees, and as boards, we need to think about how we can be more of a support for them so that they don't feel so lonely and perhaps under threat. If your world is looking at cyber risk and you're a CISO, I would come to this event and get involved because you are sharing and gaining simultaneously."

Dame Inga Beale, Former CEO, Lloyd's of London

"Talk to the Board was a rich discussion with two interesting themes emerging for myself. The primary ask from the Board is for them champion the importance of cybersecurity and employee cyber vigilance across the organisation as a cultural norm. To secure this commitment the audience noted the value of having a standing agenda item on the Board annual agenda. The panel also encouraged the audience to craft carefully any presentation to the Board to focus on what outcome they were asking for and to avoid just an information update. Both the audience and directors on the panel found the event very interesting and informative!"

Jeremy Schwartz, Former CEO, The Body Shop





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Pulse Conferences is an independent, self-owned B2B company that connects professionals in security, cyber, risk, resilience and intelligence through trusted, practitioner-led events worldwide. Our focus is to connect, inform and inspire. We do not sell security products.

With hubs in London, Europe, Dubai, Singapore, New York and now Latin America, Pulse creates high-level conferences, roundtables and networking experiences under the Chatham House Rule for CISOs, CSOs and security resilience leaders.

Guided by our Four Pulse Pillars - **Global Intimacy, Cross-Security Bridge, Practitioner-Led, Innovation-Supported, and Independent & Authentic Voice** - we unite the global security community to share real-world insights and build trusted relationships across disciplines and borders.

