



8th

TALK TO THE BOARD CISO + CSO 360

Balancing Innovation with Resilience

The ground-breaking reciprocal discussion between The Board,
CISOs/Security Directors and C-Suite.

**Security leaders
talk risk face-
to-face with
CEOs and Board
Directors:**

- Strategy
- Team tactics
- Innovation
- Trust
- Resilience
- Leadership
- Investment
- Culture

**TIME TO TALK
TACTICS**

**TALK TO THE
BOARD**

CYBERSECURITY AND
RESILIENCE AS BUSINESS
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CISO + CSO 360

Hosted and created by

**PULSE**
CONFERENCES

Welcome to 8th Talk to the Board: CISO + CSO 360

The Only Event where Directors of Security Talk Candid Business with Enterprise CEOs, Board Directors and NEDs

Dear Colleagues,

We are thrilled to invite you to participate in the 8th Talk to the Board: CISO + CSO 360! Join fellow CISOs and security directors to discuss smarter security governance and to exchange strategies for balancing innovation, trust and resilience. Ask CEOs and Board Directors from enterprise the questions you'd like to ask your own Boards. This truly 360 cross-functional dialogue bridges gaps as different angles clash and complement each other in one engaging space!

Connecting...

- CEOs, Board Directors, NEDs
- CISOs, CSOs and security practitioners
- GRC C-Suite
- Security Supply Chain

What's New for 2026

- Fresh Boardroom Perspectives - new voices including critical CEO, CFO, CIO, Chief Risk Officer views!
- CISO + CSO 360 Strategy Playbooks: Input to roundtable benchmarking discussions in the morning.
- Inside the Boardroom. Real decks, real dialogues.
- AI safety and security through the Board's Eyes. How do Board Directors view risk-reward trade-offs and competitive advantage?
- Bring a Board Director - CISOs, CSOs, we invite you to invite one of your own Board members. The aim is to actively support CISOs and security directors by enabling dialogue.
- Networking: As always with a Pulse event, look forward to a dedicated evening reception to wrap up the day!

Many thanks. We look forward to meeting you in London.

CISO+ CSO 360 Team

Pulse Conferences



Why Join Talk to the Board: CISO + CSO 360?

A great chance to talk to a board frankly and ask questions you would like to ask of your own boards! Find out what the candid risk perspectives are of Board directors towards cybersecurity. Speak to the board in a way that makes them understand and care. Develop key metrics and communication tools.

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

For CSOs, Geopolitical Intelligence Risk teams:

Benchmark foresight and context with peers. Get direct answers from Board directors.

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 learn more about how CISOs/Security leaders as a group think.

Integrated Risk Narrative - New for 2026!

The 8th Talk to the Board reflects the evolving reality of enterprise risk. For the first time, alongside Chief Information Security Officers and cybersecurity practitioners, we are inviting Directors of Corporate Security and leaders in geopolitical intelligence.

Today's boards no longer view risk in silos - cyber threats, physical security, supply chain exposure, organised crime, and geopolitical instability are deeply interconnected. By convening both CISO and CSO perspectives, this year's edition delivers a more integrated, forward-looking dialogue on resilience, governance, and strategic readiness. The result is a richer, more holistic board-level conversation, one that mirrors how risk truly manifests in a volatile world.

Cyber leaders bring digital resilience. Corporate security leaders bring physical and operational protection. Geopolitical intelligence risk leaders bring foresight and context. Together, they help boards understand: convergence risk, cascading impact, systemic vulnerability.

Amidst the backdrop of AI acceleration, organised crime networks, geopolitical volatility and supply chain fragility - security leadership must be unified.



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CONFERENCES**Wednesday 4 November 2026**

CISO 360 Case Stories and Panels

08:30 Arrivals, Coffee, Refreshments, Networking**08:55 Chairperson's Welcome****09:00 Spotlight: Cybersecurity in sport: protecting the fixture, the fans and the franchise**

Sports organisations now carry the risk profile of a media company, a payments business and a critical venue operator at once, and this session looks at what that means in practice — ransomware against ticketing and broadcast, stadium systems and matchday continuity, athlete and fan data, betting-related manipulation, and the long tail of third parties who hold access on matchday. If you want it shorter still, or pitched at a governing body rather than club audience, say which and I will cut it down. I can also offer alternative titles — "Matchday resilience", or "No postponements: security in a business that cannot reschedule"

09:15 Panel: Balancing Innovation with Resilience**09:30 Panel: How I Talk to My Board About Cybersecurity**

CISOs walk through recent Board interactions explaining the 'whys and hows' of what worked and what they would change next time. Refreshing and real.

10:00 Morning Coffee Break, Networking + 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.

11:30 Panel: PQS Updates and Readiness

Post-quantum cryptography readiness, Q-day timelines) has moved from horizon-scanning to a practical planning question.

CISO 360 Playbooks - Cross-Industry Insights

12:30- CISO 360 Playbooks**13:10**

CISOs and luminaries will break into smaller table groups to share live cases on top priority areas nominated in advance by CISOs. Each table is co-led by a CISO and a Strategist. At the close, table hosts will take to the stage to share key takeaways and standout innovations.

Timing breakdown: 30 minute discussions. Table Hosts are invited to the stage to present back key findings (2 minutes per table). Example topics.

Roundtable 1 Vulnerability management pace**Roundtable 2 Supply chain security****Roundtable 3 Data governance and protection****Roundtable 4 Identity****Roundtable 5 Geopolitics, resilience and CNI****Roundtable 6 Cyber risk quantification****Cyber and geopolitical conflict****Operational Technology (OT): Emerging risks****13:10- Lunch****14:00**



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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.

Core Areas including:

- **Strategy**
- **Innovation**
- **Trust**
- **Resilience**
- **Leadership**
- **Investment**
- **Delivering Change**
- **Culture**

15:30 **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

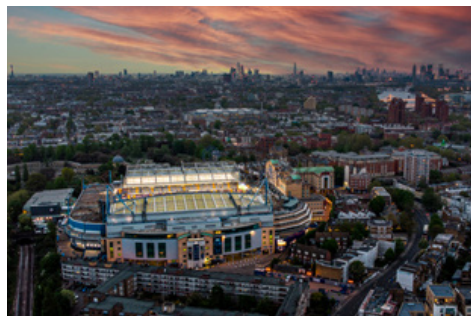
Example Talking Points:

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- **Talk to the Board Networking Reception**

22:00 Continue the conversations over drinks and canapés.





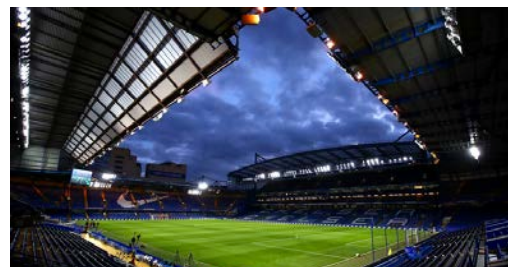
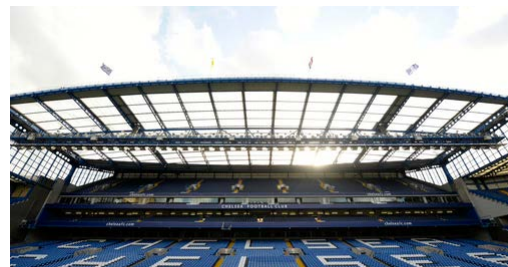
VENUE INFORMATION

Chelsea Football Club

Stamford Bridge, Fulham Road London SW6 1HS, UK

The iconic home of Chelsea Football Club.

Direct access to the stands where delegates can enjoy breath-taking views of the pitch.





AGENDA AT A GLANCE

4 November 2026 | London | UK

Morning (08:30-13:00) Innovation Case Stories, Fireside Chats, Roundtables

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

INVESTMENT OPPORTUNITIES

All Participant Places Include:

- ✓ Entry to **8th Talk to the Board: CISO + CSO 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, Corporate Security Directors, security practitioners, corporate GRC 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

£1,995

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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**Over-delivered by
271%**

99%

Would recommend event to
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Overall
Satisfaction Rate

INSIGHTS

-  Watch video highlights
-  View testimonials
-  Report Insights

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The Trusted Global Security Leadership Community
Join our community today. Connecting minds, securing the future.

connect | inspire | innovate

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.

Pulse Pillars:

1. Global Intimacy
2. Cross-Security Bridge
3. Practitioner-Led Innovation-Supported
4. Independent & Authentic Voice



Ask questions
to enterprise
board
directors that
you'd like to
ask your own
board



Board directors partaking on the Talk to the Board panel have included

- Susan Hooper, Non Executive Director, **Uber**, Non Executive Director, Chair of the Remuneration Committee, ESG Lead, DNED Workforce, **Moonpig**
- Dr Mark Carawan, Board Member and Chair of the Board Audit Committee, **The Bank of London Group**; Board and Chair of the Risk Committee, **Euroclear UK and International**
- Peter Davies, Former CEO, **Air Malta**. CEO, **Airline Management Group**
- Carolyn Brown, CIO, **British Medical Association** and Board Trustee, **Association for Project Management**
- Lorraine Heggeseey, Former Controller of **BBC One**
- Josephine Fairley, Co-Founder, **Green & Black's**
- Dame Inga Beale, former CEO, **Lloyd's of London**
- Robert Hannigan, Former Director, **GCHQ**
- Mike Coupe, Fomer 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**
- John Hutson, Chief Executive, Officer, **JD Wetherspoon plc**.
- Air Marshal Sir Christopher Coville, Senior Defence Advisor, **EMC** and **BT**. Former Chairman, **Westland Helicopters**
- Robin Dargue, Global CIO, **WPP**



Tackling the Burning Questions at 'Talk to the Board'

Cybersecurity and corporate resilience have moved from operational risk to the boardroom.

Questions every leadership team should be able to answer before the next disruption, not during it.



“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 Bébé

“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

“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. Great to have board and CISO side of the equation together. 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

“A rich discussion with very interesting themes emerging for myself. Both the audience and panel found the event very interesting and informative.”

Jeremy Schwartz, Former CEO, The Body Shop, Pandora and Conival plc, Current Chairman Sustainability and Inclusion Practice, Kantar

“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

“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

“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