

Cyber Risk Director Network



CRDN

The Cyber Risk Director Network (CRDN)

Vision

Cyber risk presents unique challenges to the world's largest enterprises. They are often the targets of state-sponsored cyber threats. The economic and political impact of a successful attack on a giant company is disproportionately significant. The scale and scope of the risk is heightened by legacy environments and complex supply chains. Effective response will likely require greater engagement outside of the enterprise, with other companies and with the public sector.

In the largest enterprises, board oversight of cyber risk and cybersecurity demands distinctive approaches, which must evolve quickly. Directors serving on the boards of large enterprises are keen to learn from their peers about enhancing and improving governance.

Through CRDN, Tapestry Networks is creating a program of ongoing learning, problem-solving, communication, and policy development aimed at enhancing national cybersecurity. The network's inaugural meeting was held on December 11, 2019.

Program

Up to 40 non-executive directors of globally significant companies will become members of the network. Other senior business and public-sector leaders, academics, and subject matter experts have agreed to join them in conversation. Tapestry Networks organizes CRDN and leads its meetings. CRDN members and sponsors meet twice a year.

CRDN was launched by a generous grant from the Hewlett Foundation and the sponsorship of King & Spalding. In 2020, King & Spalding is sponsoring the network's ongoing program. Members and the network's sponsors play a vital role in steering CRDN and shaping meeting agendas.

Confidentiality

The network uses a modified version of the Chatham House Rule, whereby names of members and their affiliations are a matter of public record, but comments made during the meetings are not attributable to individuals or their organizations. Comments can also be entirely off the record.

Discussion topics

Members have prioritized several discussion topics, including:

- **The future of cyber risk.** How will consumer and customer trust and expectations evolve in a cyber environment of greater insecurity? How will technologies like artificial intelligence and machine learning play a role the risk landscape?
- **Oversight of privacy.** How can boards most effectively exercise oversight as shifting consumer expectations alter the terms for the collection, storage, and use of personal data?
- **Cyber risk and the corporate COVID-19 pandemic response.** Companies face increased levels of cyber threat activity with the shift to remote work. Have best practices for risk mitigation emerged? What are the implications of “restart”?
- **Cybersecurity governance.** How can boards most effectively oversee cyber risk and cybersecurity? Which board committee should take the lead? What does an effective management dashboard look like? Is there a board maturity model for cybersecurity oversight?
- **Public-private collaboration in managing cyber risk.** How can companies go beyond information sharing when collaborating with government agencies? What are the opportunities and risks in doing so? Can private sector companies work more effectively together?
- **The board’s role in incident response.** How can board most effectively engage with management during a major cybersecurity incident? How can boards plan and prepare for their role?

Participant value

- **Peer interaction.** Directors of large multinationals face unique challenges in fulfilling their governance and risk oversight responsibilities and highly value opportunities to engage with their peers and share experiences.
- **Opportunity to influence policymakers and regulators.** Directors want public policy and regulation to be informed by their experiences, and welcome opportunities for dialogue to help shape sensible solutions.
- **A program customized to their interests and needs.** Meetings will be customized to reflect the reality that directors have broad oversight responsibilities but are not managing the organization.
- **Increasing their confidence and competence.** Directors are under increasing scrutiny from investors and regulators on how they discharge their responsibilities. They welcome the opportunity to benchmark their performance with their peers and to find ways to become more effective in their roles.
- **A trusted environment.** Directors and senior leaders have few opportunities, outside their own boardrooms, to engage each other on critical topics. A carefully curated discussion reduces barriers to meaningful, sometimes difficult conversations and problem solving.

Members

Joan Amble: Booz Allen Hamilton, Sirius XM, Zurich Insurance Group

Marianne Brown: Akamai, Charles Schwab, Northrop Grumman, VMWare

Les Brun: Broadridge Financial Solutions, Corning, Merck

David Ching: TJX

Pam Craig: 3M, Merck, Progressive

Frank D'Souza: General Electric, MongoDB

Bill Easter: Concho Resources, Delta Air Lines, Grupo Aeroméxico

Joe Echevarria: Bank of New York Mellon, Pfizer, Unum Group, Xerox Holdings

Jason Few: Marathon Oil

Linda Gooden: General Motors, Home Depot

Fritz Henderson: Marriott International

Chris Inglis: FedEx, Huntington Bancshares

Leslie Ireland: Citigroup

Tom Killalea: Akamai, Capital One Financial, MongoDB

Holly Keller Koeppel: AES, British American Tobacco

Jane Holl Lute: Marsh McLennan, Union Pacific

Dambisa Felicia Moyo: 3M, Chevron

Stuart Russell: Intact Financial

Risto Siilasmaa: F-Secure OYJ

Sherry Smith: Deere & Co.

Mona Sutphen: Pioneer Natural Resources

John Thompson: Norfolk Southern

Jan Tighe: Goldman Sachs Group, Huntsman, Progressive

Suzanne Vautrinot: CSX, Ecolab, Wells Fargo

John Veihmeyer: Ford

Ashok Vemuri: Kroger

Sue Wagner: Apple, BlackRock, Swiss Re

Greg Weaver: Verizon

Al Zollar: Bank of New York Mellon, Nasdaq, Public Service Enterprise Group

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