

Your CISO's top concern should already be on your board's radar

May 08, 2025

This article is part of BLG's 12-part series: [**12 Strategic Priorities for Privacy, Cybersecurity, and AI Risk Management**](#). The series explores key areas where management and boards must collaborate to protect enterprise value in an increasingly complex risk environment.

Cybersecurity can no longer exist in a silo. It is a strategic enterprise risk that must be **embedded into the board's agenda, and integrated into overall risk governance**. Increasingly, chief information security officers (CISOs) are raising alarms not just about **threats, but about organizational misalignment** – between cyber planning and enterprise risk, continuity strategies, and crisis response.

Why it matters

Many boards still see cybersecurity as a technical issue or an IT responsibility. But cyberattacks now have direct implications for operational continuity, investor confidence, and brand reputation. Ransomware can halt operations. Data breaches can trigger class actions. In short, cyber threats are business threats.

Boards that treat cybersecurity as a governance priority – and that demand alignment across leadership functions – are better positioned to weather disruptions and maintain stakeholder trust.

What management and boards must prioritize

1. **Integration of cyber risk into enterprise risk management (ERM)**
Cyber must be part of the broader risk conversation. Boards need to see how it ranks among other risks, and how it is being managed across the organization.
2. **Ransomware in continuity planning**
Business continuity and disaster recovery plans must reflect ransomware as a distinct threat vector. Plans should address operational shutdowns, data restoration, and communication strategies.
3. **Crisis playbook that includes legal, PR, and ops**
A well-coordinated response requires cross-functional collaboration. Boards

should ask whether legal, communications, and operations leaders have practised a breach scenario together – and whether the plan is regularly refreshed.

4. Clarity on CISO reporting and authority

Boards should understand to whom the CISO reports, how empowered they are to escalate concerns, and whether their voice carries the necessary weight in executive discussions.

Final thoughts

Strong board engagement on cyber risk is not just good governance – it is a competitive advantage. In a volatile risk environment, alignment between the CISO, executive team, and board is essential for confident decision-making.

By

Hélène Deschamps Marquis

Expertise

Cybersecurity, Privacy & Data Protection, Artificial Intelligence (AI)

BLG | Canada's Law Firm

As the largest, truly full-service Canadian law firm, Borden Ladner Gervais LLP (BLG) delivers practical legal advice for domestic and international clients across more practices and industries than any Canadian firm. With over 725 lawyers, intellectual property agents and other professionals, BLG serves the legal needs of businesses and institutions across Canada and beyond – from M&A and capital markets, to disputes, financing, and trademark & patent registration.

blg.com

BLG Offices

Calgary

Centennial Place, East Tower
520 3rd Avenue S.W.
Calgary, AB, Canada
T2P 0R3

T 403.232.9500
F 403.266.1395

Ottawa

World Exchange Plaza
100 Queen Street
Ottawa, ON, Canada
K1P 1J9

T 613.237.5160
F 613.230.8842

Vancouver

1200 Waterfront Centre
200 Burrard Street
Vancouver, BC, Canada
V7X 1T2

T 604.687.5744
F 604.687.1415

Montréal

1000 De La Gauchetière Street West
Suite 900
Montréal, QC, Canada
H3B 5H4

T 514.954.2555
F 514.879.9015

Toronto

Bay Adelaide Centre, East Tower
22 Adelaide Street West
Toronto, ON, Canada
M5H 4E3

T 416.367.6000
F 416.367.6749

The information contained herein is of a general nature and is not intended to constitute legal advice, a complete statement of the law, or an opinion on any subject. No one should act upon it or refrain from acting without a thorough examination of the law after the facts of a specific

situation are considered. You are urged to consult your legal adviser in cases of specific questions or concerns. BLG does not warrant or guarantee the accuracy, currency or completeness of this publication. No part of this publication may be reproduced without prior written permission of Borden Ladner Gervais LLP. If this publication was sent to you by BLG and you do not wish to receive further publications from BLG, you may ask to remove your contact information from our mailing lists by emailing unsubscribe@blg.com or manage your subscription preferences at blg.com/MyPreferences. If you feel you have received this message in error please contact communications@blg.com. BLG's privacy policy for publications may be found at blg.com/en/privacy.

© 2026 Borden Ladner Gervais LLP. Borden Ladner Gervais LLP is an Ontario Limited Liability Partnership.