

Director's Handbook on Cyber-Risk Oversight

FIFTH EDITION



Cyber Risk is Business Risk

A convergence of escalating threats, new technologies, and a transformed regulatory landscape has created this new cyber-risk reality. Effective cyber-risk governance is now a major, and direct, board responsibility.

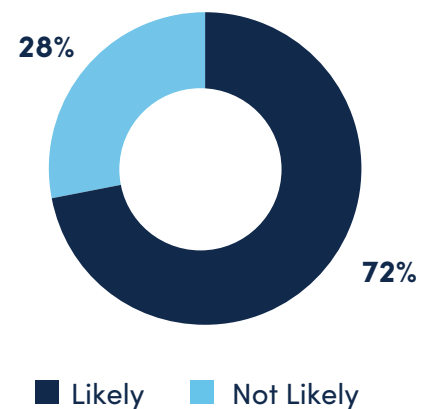
Four interconnected forces are defining the new cyber-risk oversight environment

1. Centrality of technology to strategic success
2. Increased sophistication of attackers and adversaries
3. Transformation of legal and regulatory liability
4. Expanded board responsibilities and expectations

“While directors correctly identify technology as a means to strategic success, failing to properly protect and secure these systems can quickly erode any expected growth based on these tools and investments.”

Data from the [NACD 2026 Governance Outlook Survey](#) highlights technology as a primary growth driver for many companies. Effective cyber-risk oversight is necessary to protect and support these strategies.

Directors Expect to Pursue Growth Through Technology Investments in 2026



Source: NACD 2026 Governance Outlook Survey, n=362

Q: What growth initiatives are your board and management team likely pursue in 2026?



Access the Full Report

Visit <https://www.nacdonline.org/> to access the full handbook and specialized toolkit. Given the commitment to elevating cybersecurity, this handbook is freely accessible to anyone who wishes to strengthen cybersecurity.

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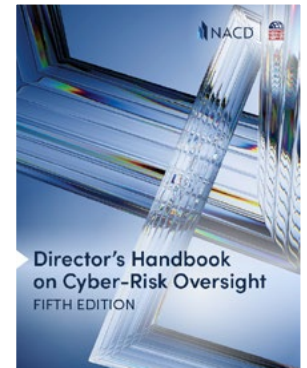
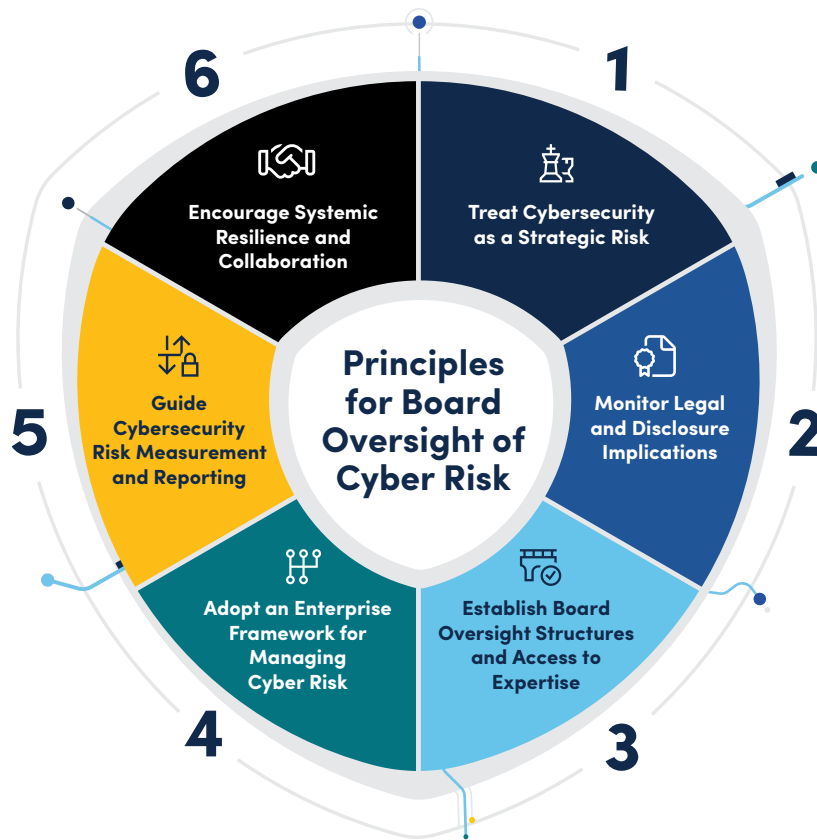
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Six Principles for Board Cyber-Risk Oversight

The handbook provides a framework built on six independently validated cyber-risk oversight principles that have previously been shown to improve security outcomes and budgeting decisions for organizations. Each principle includes board activities, success indicators, and questions to elevate and guide your cyber-risk oversight.



About the Handbook

The NACD-ISA *Director's Handbook on Cyber-Risk Oversight*, now in its fifth edition, continues a decade-long legacy as the definitive guide and standard for corporate boards engaged in cyber-risk oversight. This edition was written and developed by cybersecurity experts, practitioners, consultants, and academics among the Internet Security Alliance (ISA), board members, and NACD staff.

Specialized Toolkit

The report includes fifteen specialized tools that enable boards to apply the principles and address common cyber-risk oversight issues including incident response, emerging technology risks, third-party risk oversight, and engagement with law enforcement.

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