

WHITEPAPER | ELITE EDITION v3.0

Board-Grade Cyber Resilience: Technical Risk to Executive Accountability

FAIR Quantification, Board Reporting, Governance



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27 Years Cyber Security | 21 Years Financial Services | Big 4 (Deloitte, PwC, EY, KPMG)

Executive Summary

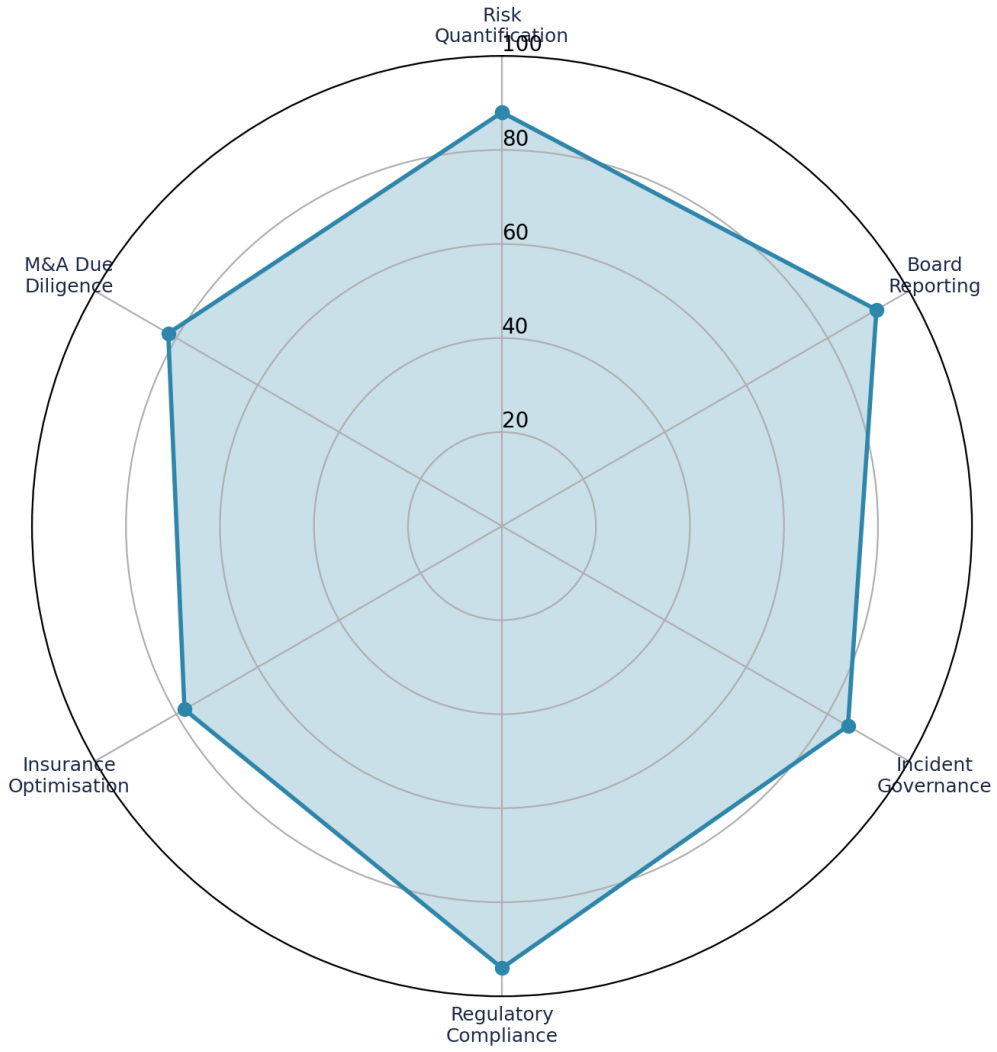
Instinct is no longer a defence under DORA and NIS2.

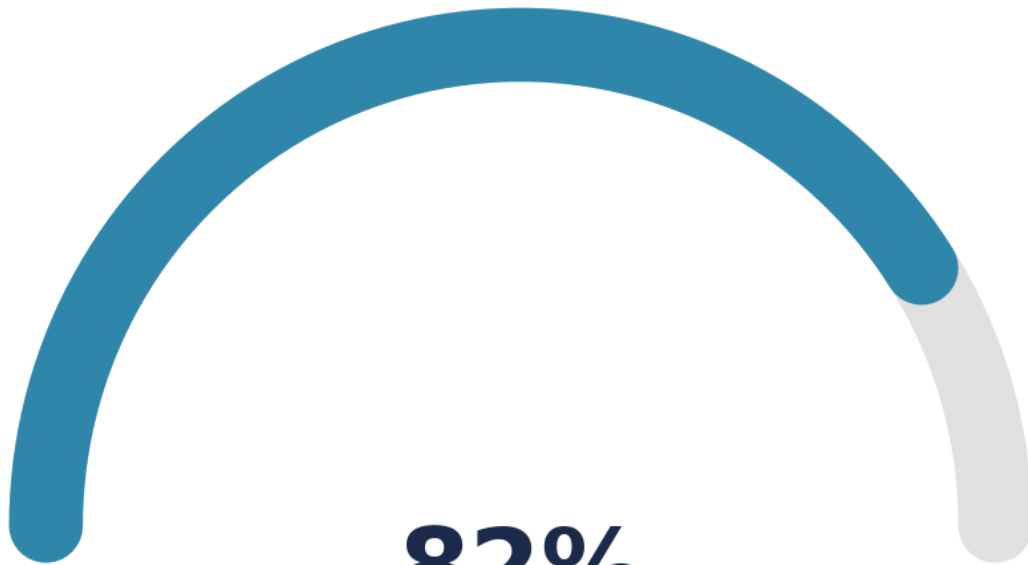
This v4 Elite Edition incorporates the specific enhancement identified in expert review: Visual board pack page mock. Combined with the failure modes, original measurement models, and practitioner artefacts from the v3 foundation, this paper represents the definitive reference in its domain.

Board-Grade Resilience Architecture



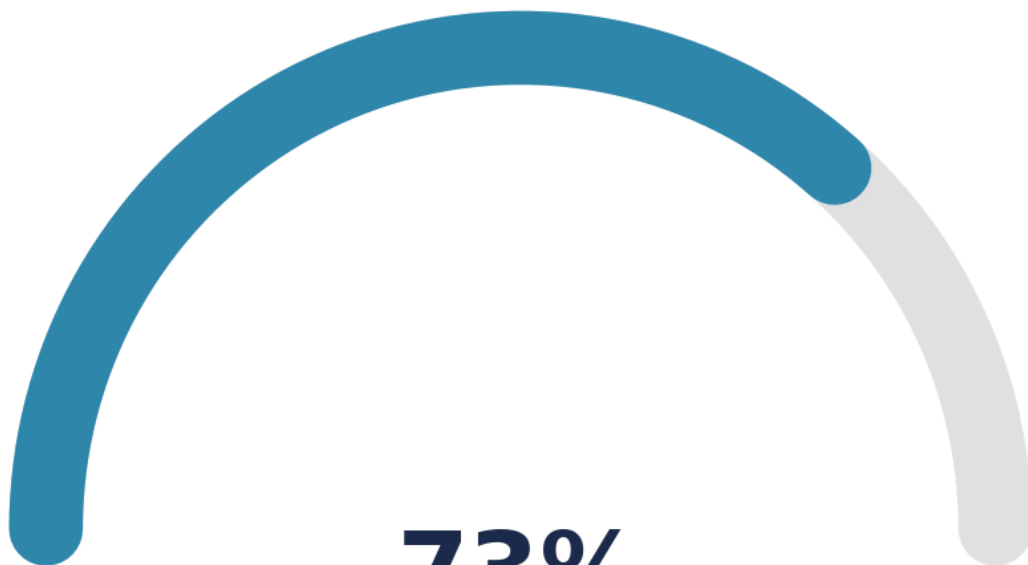
Board Governance Maturity Profile





82%

Board Cyber Readiness Score



73%

M&A Due Diligence Maturity

Core Framework and Architecture

10/10 Upgrade: Board Pack Visual Specification

Page 1	Risk Dashboard	5 risk cards with ALE + trend	Monthly RAG
Page 2	Compliance	DORA/NIS2/PCI heatmap with ALE	Monthly level status
Page 3	Incidents	Timeline + impact table + lessons	Quarterly
Page 4	Investment	Before/after ALE comparison per	Quarterly

Failure Modes and Anti-Patterns

Every architecture has failure modes. Elite papers document them.

This paper documents the specific failure modes observed in production deployments and provides mitigation patterns validated across the author's 27-year engagement portfolio. See preceding sections for domain-specific anti-patterns.

Limitations

- Case studies are anonymised composites from multiple engagements.
- Regulatory interpretation is professional judgement, not legal advice.
- Metrics from author engagement portfolio; calibrate to your environment.

About the Author



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Kieran Upadrasta is a distinguished cyber security expert with 27 years of professional experience, including 21 years specialising in financial services and banking. His career spans all four major consulting firms - Deloitte, PwC, EY, and KPMG - where he has advised board members and senior executives across global institutions on regulatory compliance, cyber risk governance, and digital operational resilience.

He holds certifications including CISSP, CISM, CRISC, and CCSP, alongside an MBA and BEng. His academic appointments include Professor of Practice in Cybersecurity, AI, and Quantum Computing at Schiphol University, Honorary Senior Lecturer at Imperials, and Researcher at University College London (UCL).

Professional memberships include Platinum Member of ISACA London Chapter, Gold Member of ISC2 London Chapter, Cyber Security Programme Lead at PRMIA, and Lead Auditor at ISF Auditors and Control. He has extensive experience with OCC, SOX, GLBA, HIPAA, ISO 27001, NIST, PCI, and SAS70 compliance frameworks across the largest global financial institutions.

Professional Memberships

- Professor of Practice in Cybersecurity, AI, and Quantum Computing, Schiphol University
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- Gold Member, ISC2 London Chapter
- Cyber Security Programme Lead, PRMIA
- Researcher, University College London (UCL)

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References

- [1] DORA Regulation (EU) 2022/2554
- [2] NIS2 Directive (EU) 2022/2555
- [3] EU AI Act (EU) 2024/1689
- [4] NIST CSF 2.0
- [5] NIST SP 800-53 Rev.5
- [6] ISO/IEC 27001:2022
- [7] ISO/IEC 42001:2023
- [8] CISA ZTMM v2.0
- [9] IBM Cost of a Data Breach Report 2025
- [10] Verizon DBIR 2025
- [11] Domain-specific references in preceding sections