

Boardroom Excellence Workshop Series 2026

Workshop 5 - Digital Governance, AI, Cybersecurity and DORA Oversight



1. Training aim

The aim of this training is to prepare directors and future directors to exercise informed, accountable, and strategically intelligent oversight over Digital Governance, Artificial Intelligence, Cybersecurity, and Digital Operational Resilience under DORA and related regulatory frameworks.

Digital transformation is no longer a matter of technological modernization; it is a structural shift in how companies generate value, manage risk, allocate responsibility, and build trust. AI systems increasingly support – and in some cases shape – core corporate functions: risk assessment, credit decisions, HR processes, compliance monitoring, strategic forecasting, and operational management. Cybersecurity incidents can disrupt not only infrastructure but also reputation, market confidence, and regulatory standing. DORA and the AI Act elevate digital risk from an operational issue to a governance obligation at board level.

This training therefore, aims to:

- Reposition digital governance as a fiduciary matter, not merely a technical one.
- Clarify the evolving standard of diligence required of directors when AI and ICT systems are embedded into decision-making processes.

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- Equip board members with the tools to supervise AI use responsibly without needing to become technologists.
 - Provide a structured understanding of how the AI Act, DORA, GDPR, and related frameworks reshape accountability and reporting obligations.
 - Strengthen directors' capacity to oversee digital operational resilience as a core component of long-term corporate sustainability.

A central objective is to help directors move beyond reactive compliance — focused on avoiding sanctions — toward anticipatory governance, where digital oversight becomes a strategic lever for resilience, competitiveness, and institutional legitimacy.

Ultimately, the training aims to transform the board's role from passive recipient of technical updates to active interpreter of digital risk and opportunity. Directors will leave with a structured framework to:

- Integrate AI and digital risk oversight into annual board agendas.
- Embed digital governance into internal control systems.
- Align technological deployment with corporate strategy and fiduciary duty.
- Treat digital trust as a strategic asset rather than a compliance afterthought.

2. Learning objectives

- Identify governance risks arising from AI-driven and automated decision-making.
- Understand the board's oversight duties under the EU AI Act, DORA and related digital regulations.
- Exercise informed supervision over AI Impact Assessments and high-risk AI systems.
- Oversee ICT risk management and digital operational resilience under DORA.
- Evaluate cybersecurity, data governance and incident response structures.
- Integrate explainability, fairness and reputational risk into board decision-making.
- Apply the Business Judgment Rule appropriately in AI-assisted decisions.
- Embed digital governance into corporate strategy and fiduciary responsibility.

3. Timing of the sessions

Session I – Digital Governance & AI (1 hour)

40 minutes theoretical framework (AI Act, fiduciary duties, AI Impact Assessment, Business Judgment Rule)
20 minutes interactive board discussion (oversight questions & documentation standards)

20-minute break

Session II – Cybersecurity & DORA Oversight (1 hour)

35 minutes theoretical framework (DORA governance, ICT risk, incident reporting, third-party oversight)
25 minutes practical case study (AI-driven incident & board response simulation)



40-minute lunch break

Session III – Strategic Digital Trust & Board Leadership (1 hour)

30 minutes theoretical framework (ethics, ESG, AI due diligence, digital trust)

20 minutes interactive board simulation

10 minutes concluding Q&A and governance checklist