

Internet Security Alliance

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Proposal for Thales membership on the Internet Security Alliance Board of Directors

Submitted to Thales by the Internet Security Alliance, September 2026

1. Summary

The Internet Security Alliance (ISA) proposes that Thales join the ISA Board of Directors for a twelve-month term at an annual contribution of US \$75,000. ISA is an international trade association whose board is made up of senior security executives from virtually all the designated critical infrastructure sectors including several from the Defense Industrial Base (DIB). Board members set ISA's policy positions, contribute to its publications, and meet directly with senior government officials in the US.

The ISA board holds two in-person board meetings each year in Washington, DC, which include board level discussions, interaction with senior cyber executive from multiple industry sectors as well private meetings with Members of Congress and senior US Administration officials.

2. About ISA

ISA was founded in 2001 and based in the Washington, DC. ISA's Mission is to integrate advanced technology with economics and public policy to help create a sustainable system of cybersecurity. ISA has three major goals, thought leadership, promoting effective cybersecurity corporate governance and advocating for effective public policy. The ISA board consists, senior security executives, primarily chief information security officers, from across the critical infrastructure sectors. The ISA board works together to create thought leadership and the ISA then translates this thought leadership into concrete corporate governance and public policy programs.

CORPORATE GOVERNANCE: ISA is best known for its on its work creating effective corporate governance practice for boards of directors. The main vehicle for this is the series of Director's Handbook Cyber Risk Oversight. Since 2015, the ISA board has produced a dozen of these handbooks, and supportive materials which are available on 4 continents and in five languages (English, Spanish, German, Japanese, and Arabic.) These handbooks are the only set of best practices in the cybersecurity eco-system that have been independently assessed (by PwC, MIT and the World Economic Forum) and found to generate tangible security outcomes. The Journal of Cybersecurity has dubbed these practices "the de facto international standard for effective cyber risk oversight." ISA creates these handbooks in partnership with major organizations representing corporate boards including the National Association of Corporate Directors (US) The European Conference of Director Associations and the Japanese Federation of Businesses. ISA also works collaboratively with government agencies in developing these handbooks such as CISA, BSI, the OAS.

POLICY ADVOCACY. ISA's board generated, public policy program is rooted in an understanding that the traditional regulatory model has proven ineffective in enhancing the security of our digital systems and it will prove to be an even a poorer fit for the AI era. Dating from 2008, ISA has been developed and published a modern model of government-industry management of digital systems, The Cybersecurity

Social Contract. The ISA Cybersecurity Social Contract is based on streamlined and proven cost-effective regulation coupled with market incentives to offset the imbalance in cyber economics. Mot recently ISA has conducted a series of studies on the current use of AI in a range of critical infrastructure sectors (defense, energy, IT health, and financial services) and identified 10 AI generated risk gaps common to all these sectors. ISA has already engaged senior government officials in the US and Germany on how these gaps need to be addressed specifically in the DIB sector. Additional work is being planned.

ISA also regularly partners with the World Economic Forum. This partnership has included Forum presentations to the ISA board, joint ISA-Forum publications. ISA is regularly refenced to ISA in the Forum’s cybersecurity publications. ISA is also regularly offered prominent speaking roles at the Forum’s Cybersecurity events around the world. The Forum also makes special designated opportunities for ISA board members to participate in its work.

Benefits of membership

Thales would designate a senior executive, typically its chief information security officer, as its representative on the ISA board. Memberships are corporate, not individual, so Thales would have the option to designate any executive to fill the Director position. All Thales employees are free to participate in ISA activities (only one board representative at a time) Membership provides the following:

- A vote on ISA's policy positions, research priorities, and publications.
- Participation by Thales subject-matter experts in ISA research and policy projects, including authorship of handbook tools, book chapters, and sector papers.
- Speaking, writing, and briefing opportunities connected to ISA publications and programs.
- Regular exchange with senior security executives who face comparable regulatory, operational, and technology issues in other sectors.
- Access to all ISA handbooks, books, white papers, and policy materials.

4. Relevance to Thales

ISA's current work overlaps with several areas of Thales's business and risk exposure.

Thales area	Related ISA work
Defense and Aerospace	ISA has board representation from multiple defense and aerospace companies; research on the defense industrial base. Thales would however be the only EU based defense integrator.
Cyber & Digital	Development of policy positions on cross-sector cybersecurity regulation, information sharing, and AI security; authorship of board-level guidance used by corporate directors.
Regulatory exposure in the U.S. and Europe	Work to reduce duplicative cybersecurity regulation; board guidance that addresses EU requirements including NIS2 and DORA.

Thales area	Related ISA work
Artificial intelligence and quantum	On-going work on a cross-sector study of AI deployment by security leaders; 2026 handbook tools on board oversight of AI and quantum computing.
Board and executive governance	The Director's Handbook on Cyber-Risk Oversight and its international editions.

Return on Investment

All ISA sponsorships are for one year and renew automatically. Members may withdraw at any time pursuant to the terms outlined in the ISA by-laws. ISA conducts an evaluation study of its sponsors every year to determine if it is achieving the board designated goals and objectives. Results of these evaluations are always very positive – indicative of ISA's 25+ year existence. Sponsors are asked to rate ISA's success in meeting its goals on a 1-5 scale. A summary of the most recent evaluation, and the 5-year average scores are below

	2025	5 YEAR
ISA GOAL #1 PROMOTING THOUGHT LEADERSHIP		
MODE SCORE	5.0	5.0
MEAN SCORE	4.79	4.8
ISA GOAL #2 ADVOCATING FOR PUBLIC POLICY		
MODE SCORE	5.0	5.0
MEAN SCORE	4.88	4.8
ISA GOAL #3 PROMOTING BEST PRACTICES		
MODE SCORE	5.0	5.0
MEAN SCORE	5.0	4.9
ISA GOAL #4 KEEPING ISA STRONG		
MODE SCORE ⁵	4.0	4.3
MEAN SCORE	4.2	4.3

Cost and expected use

The annual contribution of US \$75,000 covers Thales's board seat and the participation described in Section 3 for its board representative and any experts Thales assigns to ISA projects. The return is realized through policy engagement, peer exchange, published work, and executive visibility.