

Research Skills RSC777

Task 3

Prepared by
Abdulaziz Alarfaj



Part

1

Research Title : العنوان

"The research paper

"Title: Cybersecurity Policy, ESG, and Operational Risk: A Virtuous Relationship to Improve Banks' Performance (Bruno et al., 2025).:"

<https://ideas.repec.org/a/eee/reveco/v99y2025ics1059056025002163.html>

أهداف الدراسة : Research Objectives

Research Objectives:

Rising cyber threats: As organizations undergo rapid digitalization, cybersecurity incidents increasingly represent *core operational risks* affecting confidentiality, integrity, and availability.

Integration with ESG: Organizations are now evaluated not only on financial performance but also on governance and sustainability. This study explores how strong cybersecurity governance supports ESG performance.

Operational resilience: In banking (and similar critical sectors), cybersecurity failures often lead to financial losses, reputational damage, and regulatory penalties. Linking cybersecurity to operational risk helps quantify this impact.

Strategic insight for leaders: The findings guide CISOs, boards, and regulators to align cybersecurity policy with business performance, risk management, and corporate governance.

For your own future dissertation, this type of research is valuable because it demonstrates the strategic—not just technical—role of cybersecurity in achieving long-term organizational resilience and compliance.

Importance of the Research: أهمية الدراسة

Theoretical Importance:

Enriching Academic Literature: The research contributes to the academic understanding of factors influencing cybersecurity policy development.

Providing a Theoretical Framework: It offers a theoretical framework that future researchers can use to study cybersecurity policies in other countries or contexts.

Practical Importance:

Supporting Policymakers: The research provides practical recommendations for policymakers to improve cybersecurity policies in their countries.

Methodology : منهجية الدراسة

SMART Element

Specific

Description

Focused on the relationship between cybersecurity policy, ESG, and operational risk in banks.

Example from the Study

“Assess how cybersecurity governance influences operational efficiency.”

Measurable

Uses quantitative indicators (e.g., Return on Assets, ESG scores).

“Measure the statistical correlation between cybersecurity maturity and ESG index.”

Achievable

Based on real, accessible data from financial institutions.

Collected bank data over 10 years.

Relevant

Directly related to governance, compliance, and risk management.

Strengthens strategic decision-making.

Time-bound

Defines a clear research period (2009–2023).

Ensures temporal boundaries for analysis.

Part

12

Research Importance

Given my professional background as a **CISO** in the energy and hydrogen sector, my dissertation could examine *how cybersecurity governance contributes to operational resilience and regulatory compliance in critical infrastructure organizations.*

Research Importance

The study will **fill a gap** in understanding how cybersecurity governance can enhance operational performance and regulatory compliance in *energy and green hydrogen industries*, which are highly digitized and critical. It will support **developing integrated cybersecurity strategies** that align with sustainability and ESG objectives. It provides **evidence-based insights** for boards and CISOs to invest in cybersecurity as a driver of corporate resilience rather than a cost center.