Benj Roberts

Non-Executive Director (NED) | Board Adviser | Technology and Transformation Executive

United Kingdom / Hong Kong

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Professional Summary

Executive technologist, co-founder, chair, and adviser with more than twenty-five years' experience across financial services, nature finance, venture-backed businesses, acquired companies, and community organisations in Europe, Asia-Pacific, and Africa.

I am currently Co-Founder and Chief Technology Officer of **Indelible Earth**, where I own technology strategy for the Pay2Nature platform and advise the Board on architecture, security, delivery, investment, and institutional partnerships.

I bring a practical combination of governance, technology, product, risk, people, and operating experience. I have chaired businesses, supported boards and founders through growth and difficult transitions, built regulated functions, advised central banks and market-infrastructure programmes, and helped preserve or realise value through acquisitions and venture exits.

My approach is direct and evidence-led: is the organisation solving the right problem; can its operating model deliver the strategy; and does the board have a clear view of technology, data, cyber, people, and execution risk? I am seeking paid non-executive and advisory appointments where technology is central to resilience, growth, or social impact.

Board Expertise

Technology, data, artificial intelligence (AI), and cybersecurity oversight | Digital and organisational transformation | Delivery assurance and due diligence | Regulated-market experience | Operational resilience | Acquisition and integration | Executive teams and succession | Investment and supplier oversight | Stakeholder, investor, and regulator engagement

Board and Governance Experience

Indelible Earth

Co-Founder and Chief Technology Officer

January 2026 -- Present

Own technology strategy, architecture, and engineering leadership for Pay2Nature, an embedded nature-finance platform serving banks, telcos, payment providers, corporate partners, and nature projects. Lead its transition to a secure, bank-grade platform; advise the Board; translate technical investment into commercial strategy; and represent the technology with investors and institutional partners.

Adel War Memorial Association

Trustee and Honorary Membership Secretary

2026 -- Present

Provide board oversight and lead a phased five-year modernisation strategy covering board assurance, cybersecurity and data protection, membership, finance, infrastructure, brand and communications, and decision-making through analytics. The objective is stronger governance, operational efficiency, lower risk, and sustainable community growth.

AMP and Equitis

Chair

2019 -- 2021

Chaired businesses providing digital SME-loan origination and processing technology. Helped set technology vision, partnerships, governance standards, budgets, and team structure. During COVID-related funding pressure, supported an asset acquisition that preserved clients and the platform as an ongoing concern, followed by the sale of intellectual property and services.

Interbank Hong Kong

Strategy Adviser

2007 -- 2010 and 2017 -- 2019

Provided strategic input informed by senior regional roles in banking technology, payments, operational resilience, distributed ledgers, and regulatory engagement.

Leafprint Solutions

Founder and Director

1999 -- 2006

Founded and ran a UK technology consultancy delivering trading, risk, investment, and logistics platforms. Combined client governance, delivery, finance, and technical leadership.

Inclusion and Community as Institutional Strategy

My charity and inclusion work is not a collection of side appointments. It is a continuous governance thread: building institutions in which people have a voice, leaders own their information and risk, and technology strengthens participation and long-term sustainability.

I first developed that approach as Treasurer and a management-committee member of the **NatWest Choir / NatWest City Chorus** from 2003 -- 2006, contributing financial oversight, consensus-led governance, and practical technology. Across subsequent banking roles I served on internal charity, diversity, and social working groups and helped establish LGBTQIA+ employee networks. This was organisational development as much as representation: creating durable structures, executive sponsorship, and routes for colleagues to participate.

In Hong Kong, I applied the same combination of strategy, technology, and financial stewardship to **Pink Dot and related Pink Season work**, alongside contributions to IDAHOT and PlanetAlly. The work connected community visibility with sound governance, communications, and operating capability rather than treating inclusion as a one-off event.

Since returning to the UK, I have translated that experience into two complementary models of community transformation:

- At **BEA and OWLS** (2025 -- Present), charities reducing loneliness and supporting older people's independence, I designed a secure shared operating model across staff, boards, and volunteers. This includes identity and data governance, controlled board collaboration, General Data Protection Regulation (GDPR) and audit improvements, a unified customer relationship management (CRM) system, multi-site connectivity and telephony, fundraising governance, digital-inclusion services, and volunteer development.
- At **Adel War Memorial Association**, I apply the same model to a near-centenary community institution: modernising how trustees govern risk, membership, finance, communications, infrastructure, and long-term growth.

Executive Experience

zerokelvin labs
Fractional Chief Technology Officer
2019 -- Present; previously 2016 -- 2017

Advise founders, investors, and executive teams on strategy, operating models, product delivery, architecture, cybersecurity, and organisational design. Work includes Fusang, GDEX Metaverse, Liberatrade, Equitis, and AMP.

J.P. Morgan
Executive Director, Global Technology Strategy, Innovation & Partnerships
2017 -- 2019

Built the Asia-Pacific practice connecting firm-wide strategy with business priorities, FinTech partnerships, regulators, and market infrastructure. Advised on Hong Kong Faster Payments, MAS Project Ubin, and the ASX CHESS replacement programme.

Prudential Corporation Asia
Principal, Head of Technology-Digital
2015 -- 2016

Defined a new regional digital function's foundation strategy, five-year vision, operating model, resource plan, and hiring standards; delivered digital sales and data-science capabilities during significant organisational change.

Decision Fuel / YouGov
CTO & Senior Director
2010 -- 2015

Set product and technology strategy for a platform serving more than one million respondents. Supported investor relations, due diligence, and acquisition by YouGov, then led integration and Asia-Pacific technology.

Barclays Capital, Morgan Stanley, and Deutsche Bank
Executive Banking Technology Leadership
2006 -- 2011

Led regional and global teams across trading technology, production management, resilience, audit, regulation, budgets, and continuity. Built distributed functions, reduced Priority 1 incidents at Morgan Stanley by 97%, delivered an 18% regional cost reduction at Deutsche Bank, and grew the Barclays regional credit-technology organisation from two to 60 people.

Qualifications and Work Authorisation

EXIN ITIL Service Management Foundation v2 and v3 · Morgan Stanley Leading High Performing Teams · A levels in Physics, Chemistry, Mathematics, and Further Mathematics · British citizen · Hong Kong permanent resident

References are available on request.