Benj Roberts

Non-Executive Director | Technology, Transformation, and Risk | Board Adviser

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Board Proposition

I help boards determine whether technology is creating value, whether transformation can genuinely be delivered, and whether the organisation understands the risks it is carrying.

I bring more than twenty-five years' executive and governance experience across regulated financial services, insurance, FinTech, nature finance, acquired businesses, startups, and community organisations. I have chaired technology businesses through funding pressure and asset acquisition, supported acquisition and integration, built global and regional organisations, advised regulators and market-infrastructure programmes, and led measurable improvements in resilience, cost, delivery, and operating control.

My value in the boardroom is practical judgement: connecting technology, product, data, cyber, people, investment, and execution to the organisation's strategy. I remain technically credible, but focus Board discussion on outcomes, accountability, evidence, and risk.

Selected Board-Level Impact

- Chaired AMP and Equitis through COVID-related funding pressure, an asset acquisition that preserved clients and operating continuity, and a subsequent sale of intellectual property and services.
- Advise the Indelible Earth Board on product and technology strategy, architecture, security, institutional readiness, investment, engineering, and partnerships for an embedded nature-finance platform.
- As an Adel War Memorial Association Trustee, lead a five-year strategy spanning Board assurance, cybersecurity, data protection, membership, finance, infrastructure, communications, and organisational sustainability.
- Built J.P. Morgan's Asia-Pacific Technology Strategy, Innovation, and Partnerships practice; advised on Hong Kong Faster Payments, MAS Project Ubin, and the ASX CHESS replacement programme; and led more than 100 senior engagements.
- Took Decision Fuel through investor engagement, due diligence, acquisition by YouGov, and technology integration after scaling its platform to one million users in six months.
- Built Barclays Capital's global Credit and Credit Derivatives development centre, including more than 1,000 hires, while growing the Asia-Pacific organisation from two to 60 direct reports.
- Delivered regulated assurance outcomes including 97% fewer Priority 1 incidents, 18% lower regional cost, and average critical resolution reduced from two to three hours to 30 minutes.

Board Contribution

Technology, data, AI, and cyber oversight | Transformation and delivery assurance | Operational resilience | Product and commercial strategy | Investment and supplier challenge | Regulated-market judgement | Acquisition and integration | Organisation design and executive accountability | Investor, regulator, and stakeholder engagement | Charity and social-impact governance

Board and Governance Experience

Indelible Earth

Co-Founder and Chief Technology Officer | January 2026 -- Present

Own technology strategy for Pay2Nature and advise the Board on its transition from MVP towards an institution-ready embedded nature-finance platform. Translate architecture, security, payments, data provenance, verification, engineering investment, and operational readiness into commercial and institutional decisions. Support engagement with investors, banks, enterprise clients, payment providers, partners, and nature projects.

Adel War Memorial Association

Trustee and Honorary Membership Secretary | 2026 -- Present

Provide trustee oversight and lead a phased five-year technology and operating-model strategy for a near-centenary community institution. Bring cybersecurity, data protection, membership, finance, infrastructure, communications, and analytics into a single Board-level programme intended to strengthen assurance, efficiency, resilience, and sustainable growth.

AMP and Equitis

Chair | 2019 -- 2021

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

Leafprint Solutions
Founder and Director | March 1999 -- March 2006
Founded and ran a UK technology consultancy delivering trading, risk, investment, and global logistics systems, with responsibility for clients, delivery, finance, technology, and commercial relationships.

Executive Evidence for Board Appointments

zerokelvin labs
Founder and Fractional Chief Technology Officer | 2019 -- Present; previously 2016 -- 2017
Advise founders, investors, and executive teams on strategy, operating models, product, architecture, cybersecurity, organisation design, and commercial execution. Assignments include infrastructure and team simplification, product and delivery reset, AI-led propositions, smart contracts, regulated financial platforms, and continuity through acquisition and sale.

J.P. Morgan
Executive Director, Global Technology Strategy, Innovation, and Partnerships | 2017 -- 2019
Built the Asia-Pacific practice connecting firm-wide strategy and regional business priorities with regulators, market infrastructure, FinTechs, clients, and the external technology ecosystem. Created secure routes for assessment, sandboxing, onboarding, and integration, and represented the firm on payments, distributed ledgers, regulatory innovation, and market-infrastructure change.

Decision Fuel / YouGov
Chief Technology Officer, then Senior Director | 2010 -- 2015
Set product and technology strategy for a research platform that reached one million users in six months, supported investor relations, legal review, due diligence, and acquisition by YouGov, and led post-acquisition technology integration.

Prudential Corporation Asia, Deutsche Bank, Morgan Stanley, and Barclays Capital
Regional and Global Technology Leadership | 2006 -- 2016
- Created Prudential's two-year digital foundation strategy and five-year vision, and delivered digital sales and data-science capabilities across Asia.
- Reduced Deutsche Bank's regional cost by 18% while expanding front-office application coverage across six countries.
- Reduced Morgan Stanley Priority 1 incidents by 97%, Priority 2 and 3 incidents by 86%, and average critical resolution to 30 minutes.
- Built Barclays Capital's global Credit and Credit Derivatives development centre and scaled the Asia-Pacific organisation from two to 60 direct reports.

Community and Inclusion Governance
Adviser and delivery lead to BEA and OWLS, two charities supporting older people and reducing loneliness, where I designed a secure shared operating model across identity, CRM, data governance, Board collaboration, audit, connectivity, digital inclusion, and volunteer development. Earlier work includes Treasurer and committee governance for NatWest City Chorus, strategy, technology, and finance for Pink Season, contributions to IDAHOT and PlanetAlly, and the establishment of LGBTQIA+ employee networks in banking.

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