# Joe Lewis

**Global Technology Executive | Building High-Performance Engineering Culture | Scaling Cloud and AI | Partnering to build Enterprise Growth**

## Executive Summary

- Scale of leadership (700+ engineers, £50M+ programs)
- Builds high performance Engineering culture in modern technologies and architectures
- AI/ Cloud migration and transformation technical expertise
- Strategic impact (efficiency gains, cost savings, compliance, EBITDAR growth).

Growth mindset technology executive with over 20 years of experience, mainly in financial services. I drive transformation across the entire technology lifecycle. Expert in building and modernising large-scale, cloud-native platforms and optimising legacy estates for public cloud migration.

Influential with C-level stakeholders, I lead global organisations of over 700 professionals, instilling a high-performance culture of Engineering. Partnering with business counterparts to develop a multi-year strategic technology roadmap and managing substantial budgets to build sustainable business growth.

## Technical Excellence

I demonstrate deep technical proficiency as a technology executive, shaping strategy and guiding squads/ tribes in modern engineering practices. I ensure technology choices directly advance business outcomes by setting direction and standards, rather than writing code personally. I partner with business counterparts to a multi-year strategic outlook and technology roadmap.

My leaders champion a culture of engineering excellence and embed SRE principles to own the Products end to end. I lead the adoption of software, testing, security, and infrastructure, all as code, and set ambitious standards—targeting over 50% of code delivered through advanced AI prompt engineering. Optimise the SDLC by standardising technical practices, tooling, and leveraging automation and AI to maximise productivity.

## Career Experience

I have led global engineering organisations through transformational change, overseeing cloud migrations, technology consolidations, and modernisation of legacy estates to deliver measurable business outcomes. My direct involvement in private equity transactions, mergers, and divestitures includes strategic oversight of contracts and vendor partnerships, ensuring alignment with organisational objectives.

I am recognised for mentoring technology leaders, driving operational excellence, and fostering high-performance cultures. My leadership consistently delivers significant efficiency gains, cost savings, and compliance in highly regulated environments, positioning technology as a strategic enabler for growth and resilience.

## Education and certifications

I hold a master's degree with distinction from the University of Leicester in a commuter and technology discipline. My executive education includes a diploma from Oxford University's Saïd Business School, where I completed the Executive Leadership Programme.

Earned numerous cloud certifications across both Azure (x2) and AWS (x2), as well as credentials in GitHub Copilot and a range of historic Microsoft technical certifications. Additionally, I am qualified in SAFe, FinOps, Product Management, DevOps, Kepner-Tregoe, ITIL and CompTIA Security+, reflecting a broad commitment to continuous professional development and expertise across modern technology and industry frameworks.

# Professional Experience

## Director of Engineering

London hybrid | Nov 2023 – Present

*Equiniti supports the global capital markets by helping global companies with share registry, employee share plans, and investor relations. Recently modernising its technology through cloud, Agile/ SAFe adoption and moving to an Engineering excellence culture of DevSecOps.*

- Directed a globally distributed organisation of over 700 engineers and architects, fostering a high-performance culture, aligning release trains with strategic business objectives
- Held end-to-end ownership of mission-critical trading platforms, global shareholder portals and back-office workflow, ensuring operational and regulatory excellence
- Defined and executed technology vision and strategy in partnership with Product, translating business goals into actionable roadmaps and measurable outcomes
- Oversaw delivery across more than 65 Agile Product groups, driving transformation from Waterfall to Agile methodologies and embedding a culture of continuous improvement
- Spearheaded the integration of AI productivity tools, achieving a 30% increase in engineering efficiency and setting new standards for innovation
- Exercised large-scale P&L ownership, with direct responsibility for increasing business line EBITDARs and optimising financial performance
- Led initiatives through multiple over £50M legacy system consolidation and cloud migration programs, delivering significant cost savings and modernisation
- Acted as a key member of the Technology Leadership team, collaborating to achieve group-wide objectives and drive organisational success
- Closed critical gaps in Enterprise InfoSec policies, ensuring robust compliance and risk management
- Transformed testing practices by establishing an automation-first (SDET) culture, significantly enhancing software quality and release velocity
- Unified a fragmented organisation brought together through acquisitions into a cohesive, focused engineering group with a shared vision and culture
- Championed SDLC, Engineering Excellence, and Continuous Improvement initiatives, elevating technical standards and delivery quality

## Director of Engineering - Cloud, DevOps and SRE

Nottingham | Feb 2021 – Nov 2023

*Global eClinical solutions provider delivering clinical trial software to leading pharmaceutical companies, operating under GxP regulations in Azure Public Cloud.*

- Provided strategic leadership and full accountability for platform architecture, technology roadmaps, and continuous improvement initiatives
- Directed engineering groups in the design, deployment, and management of cloud and application resources, leveraging Infrastructure as Code (IaC) and DevOps best practices
- Oversaw operational excellence for internal platforms and client-facing SaaS solutions
- Managed cloud budgets and resource forecasting, optimising $24M in cloud expenditure
- Implemented and operated a FinOps framework, driving cross-functional business alignment
- Ensured platform security and compliance with regulatory and GxP audit standards
- Led the consolidation and optimisation of development tooling to enhance productivity
- Delivered operational expense savings exceeding $10M through strategic FinOps initiatives
- Authored and negotiated TSA contracts for the divestiture of three business lines
- Key contributor in private equity due diligence and data room management for PE sale.

## Head of Application Operations

Nottingham | Nov 2011 – Feb 2021

*Capital One is a global financial services provider, regulated in both the UK and US, serving over three million UK customers and more than one thousand internal users.*

- Ensured high availability and reliability for customer-facing portals, mobile applications, and internal systems, consistently meeting uptime targets
- Oversaw complex data transfers, vendor integrations, and the management of cloud data lakes and business intelligence platforms, driving seamless operations
- Developed and implemented a standardised transition framework, successfully coordinating over 50 Agile squads to optimise delivery processes
- Directed vendor management for resource augmentation, managing a budget exceeding £1M
- Led four Site Reliability Engineering (SRE) squads, setting strategic direction and delivering measurable improvements in operational efficiency
- Leveraged deep technical expertise in AWS, Java, mobile platforms, Oracle, and Linux to drive innovation and technical excellence
- Implemented advanced SRE automation using Jenkins pipelines, streamlining repeatable tasks
- Maintained rigorous compliance with US and UK regulatory standards in highly controlled environments, ensuring audit readiness
- Delivering operational resiliency across both data centre and public cloud infrastructures, meeting stringent high-availability requirements
- Influenced product roadmaps to embed standardised support requirements for observability and maintenance, elevating platform stability and performance.

## Release, Config. And Environments Manager

Birmingham | Nov 2009 – Nov 2011

*Working in Capita's technology team on 3 public sector software programmes.*

- Managing release scope, code merge, production support, and software dev processes.

## Application and Service Manager

Nottingham | May 2007 – Nov 2009

*Operating as TDX Group, before Equifax purchased it, managing consumer debt.*

- Development and management of all IIS C# applications and SQL Server data warehousing
- Managing all ITSM processes as the IT Service Manager.

## Support Manager and Developer

Nottingham | Sept 2003 – May 2007

*Public sector software company managing small implementations to manage funding.*

- Development in VB.net, C# and VBA/ VB6
- Line managing support and implementation team.

## Application Support Analyst

Nottingham | Sept 2003 – May 2007

- Running application support and SQL fixes for a Financial loans company.

## Core principles

### Strategic

- Gather organisational context
- Create Technology vision and strategy
- Prioritise/ sequence on value
- Share clarity on direction
- Track progress through leading indicators, not trailing
- Communicate progress
- Celebrate success
- Plan technical roadmaps
- Critical knowledge in house
- Outsource for resource augmentation or contained outcomes, not problems

### Technical

- AI writes half of your code
- Automate all manual work (SRE)
- Security, Testing and Infrastructure as code
- Build cloud native first
- Build and deploy through CI/CD
- Utilise open source, avoid vendor lock in
- Break monolithic systems down through decoupling APIs
- Centralise identity to simplify control
- Micro front ends and single page apps
- Shift operations work left to reduce costs
- Build security testing into the SDLC
- Fail-over regularly to validate resiliency

### Regulation/ security

- Securing customer data = job #0
- Service stability = job #1
- Build security testing into the SDLC and test regularly
- Standardise processes increases consistency and adherence
- Run detective controls to test adherence to policies
- Anticipate audit interests, and implement preventative measures
- Understand regulatory commitments
- Achieving budget is everyone's objective, push ownership down
- Costs should be owned by those with the most influence on the roadmap
- Understand product profitability of Technology costs

### Leadership

- Promote Growth mindset
- Treat everyone with respect
- Increase empathy in leaders
- Coach & develop collaborative behaviours
- Raise expectations and push improvement
- Assign single-threaded owners
- Develop intrinsic motivation
- Build autonomy and empowerment
- Push decisions to those with information
- Promote 'now that' rewards
- Hold tough conversations early
- Talk in facts, not emotions
- Mentor emerging leaders