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U.S. Citizenship and Immigration Services (USCIS)

Re: Letter of Recommendation for Nigel Dsouza (O-1A Petition)

Dear USCIS Officer,

I am writing to offer my unequivocal support for Nigel Dsouza's petition for the O-1A visa, which recognizes individuals of extraordinary ability in science and technology.

My name is **Ramnish Gupta**, and I serve as an **Executive Director at Capco**, a global management and technology consulting firm specializing in the financial services industry. In this role, I oversee Capco's consulting engagements and work delivery at **Fidelity Investments**, one of our most strategic clients. With over 5 years of experience in delivering enterprise technology solutions across banking and investment sectors, I've had the opportunity to evaluate and collaborate with some of the most capable engineers and consultants in the industry.

Among them, **Nigel Dsouza** has stood out for his **exceptional technical expertise, leadership, and innovation**, particularly in the domains of **cloud infrastructure, DevOps, and software automation**. His work at Fidelity, delivered through Capco, has consistently exceeded the expectations of both Capco and the client teams he supports.

Over the past year, I have closely observed Nigel's leadership and technical excellence across multiple high-priority initiatives. Nigel has consistently demonstrated exceptional expertise in software engineering, cloud architecture, and DevOps automation. His contributions, delivered through Capco as a consulting partner at Fidelity Investments, have had a substantial and sustained impact on nationally significant infrastructure projects within the financial technology sector.

Nigel's role has gone far beyond conventional software development. He has led initiatives that have reshaped core infrastructure and delivery capabilities across Fidelity's Alternative Investments platform. His standout achievements include:

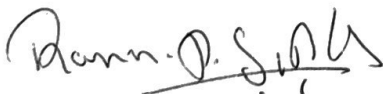
- **DevOps Pipeline Innovation:** Nigel independently architected CI/CD utility pipelines that reduced manual setup time from 20 minutes to 5 — a 75% increase in efficiency. These tools have now been adopted across multiple squads, setting new engineering standards.
- **Disaster Recovery Automation:** Nigel implemented a fully automated disaster recovery mechanism using AWS Lambda and EventBridge, eliminating production downtime during Control-M infrastructure failures. This self-healing solution reflects industry-leading foresight and technical sophistication.
- **Terraform Infrastructure Leadership:** During Fidelity's transition to a standardized Terraform architecture, Nigel led the Alternative Investments team through the migration. His approach to safe-state resource transfers helped avoid deployment risks, and the year-long effort required cross-functional planning and deep domain expertise.
- **Production Stabilization & Cross-Team Impact:** Nigel is known across teams as a go-to expert for resolving production issues, debugging deployment challenges, and guiding architectural decisions. His contributions have repeatedly ensured the stability of mission-critical applications.

What truly distinguishes Nigel is not just his technical ability, but his initiative and leadership. Many of his most impactful contributions were self-initiated, born out of his relentless pursuit of operational excellence and his ability to identify scalable improvements. His influence has spread well beyond any one team or assignment.

Given his recognized expertise, cross-organizational impact, and history of technical innovation, I firmly believe that Nigel Dsouza meets the requirements for the O-1A visa category. His continued presence in the United States is essential to the success of mission-critical projects at Fidelity and represents a meaningful contribution to the broader U.S. technology ecosystem.

Thank you for your time and thoughtful consideration of Nigel Dsouza's petition. Please feel free to contact me for any additional information.

Sincerely,



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