Francis Noel D'Souza

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CERTIFIED INDEPENDENT DIRECTOR (IICA, INDIA)

GLOBAL HEAD - BUSINESS CONTINUITY, DISASTER RECOVERY & CRISIS MANAGEMENT

SERVICE DELIVERY DIRECTOR – INFRASTRUCTURE TECHNOLOGY

BOARD VALUE PROPOSITION

Seasoned technology and risk management executive with 34+ years' experience in financial services and IT sectors. Certified Independent Director (IICA) with proven expertise in governance, regulatory compliance (RBI/SEBI), risk oversight, and digital transformation. Adept at board-level strategy, crisis management, and stakeholder engagement across global organizations.

Governance & Sectoral Expertise

Financial Services: Regulatory compliance (RBI, SEBI), risk management, business continuity, and crisis management. Vendor and third-party oversight.

IT Sector: Digital transformation leadership, cybersecurity and data privacy oversight, technology infrastructure delivery.

Board Skills Matrix

Skill Area	Proficiency (1-5)
Governance	★★★★★
Risk Management	★★★★★
Regulatory Compliance	★★★★★
Financial Acumen	★★★★☆
Technology & Digital Transformation	★★★★★
Cybersecurity	★★★★☆
Crisis Management	★★★★★
ESG	★★★☆☆
Stakeholder Engagement	★★★★★

CAREER HIGHLIGHTS

Certified Independent Director

Indian Institute of Corporate Affairs (IICA), Ministry of Corporate Affairs, Government of India

Completed the IICA certification program with a focus on governance in regulated financial environments & governance in technology-driven enterprises. Equipped to contribute to board-level oversight in banking, NBFCs, and fintech firms, with expertise in risk management, compliance (RBI/SEBI), and fiduciary responsibilities aligned with investor protection and financial integrity.

Prepared to serve on boards of IT services, SaaS, and digital transformation companies, with strengths in cybersecurity oversight, data privacy compliance, innovation strategy, and stakeholder value creation in fast-evolving tech ecosystems.

A qualified postgraduate and a seasoned Business continuity, Disaster Recovery & Crisis Management professional along with IT Service Delivery Professional with Management Qualification and having rich and insightful experience of over 34 years, including working experience and/or business visits to International (USA, UK, Europe, Middle East and Singapore) environment

Profile Highlights

- A Business continuity, Disaster Recovery & Crisis Management Professional with expertise in handling crisis situations and managing Business continuity with minimal impact to Financial Shared Service Center along with Disaster Recovery for critical IT infrastructure
- Vast experience in Crisis management in a bank in real life situations & tabletop exercises
- Deep understanding of financial institutions & shared service centers and their dynamics especially in India within captive centers and IT/ITES delivery centers and their business impact in case of crisis
- Well versed with coordination with Third-Party vendors, their risk assessment, regulatory requirements in terms of Information Security and Business continuity

- A competent Leader in driving the team to performance excellence through knowledge transfer, motivation and mentoring as well as a Team Player with analytical, problem solving, planning, communication & interpersonal skills
- A Service Delivery professional with expertise in handling Technology Support Service Delivery & IT Infrastructure Delivery from multi location delivery centers with over 800 resources for Multi-National Companies (MNCs)
- Managing IT Services in Banking & Finance Services sector for nearly 25 years in various roles as technical specialist, internal support manager, outsourced vendor service delivery manager, infrastructure support manager & senior leadership
- Proficiency in Technology Service Delivery Management through Communication & Coordination with all stakeholders for clarification and meeting Business Demands; Service Desk, Major Incident and Problem Management; Change Request review, finalization and Change Management; Planning & Provisioning of Schedule, Resources & Team
- Exclusive experience in IT Operations Management through Definition of Strategy, Policy & Procedure for smooth Operations; Design, Re-engineering and Implementation of Process/Technology for optimum productivity; Control of day-to-day Input / Process / Quality/ Deliverables; Proactive & Preventive Support of End User Assets, Systems, Applications & Tools

CAREER GRAPH

ManpowerGroup (MPG), Mumbai, India	**Director, Global Head of Disaster Recovery & Service Delivery for Finance transformation**	**August 2023 onwards**

Responsibilities:
 	
• Strategic Leadership & Governance:
  ○ Develop and lead the global disaster recovery strategy aligned with business continuity and risk management framework
  ○ Establish governance structures for disaster recovery planning, testing, and execution across all regions and business units.
  ○ Collaborate with executive leadership to integrate disaster recovery into enterprise risk management
• Program Development & Oversight:
  ○ Design and implement disaster recovery programs, policies, and procedures for critical systems and infrastructure.
  ○ Oversee the creation and maintenance of recovery plans for IT systems,		

data centers, cloud platforms, and business operations.
    - Ensure alignment with regulatory requirements, industry standards (e.g., ISO 22301), and internal audit controls.
- Testing, Monitoring & Reporting:
    - Lead regular disaster recovery drills and simulations to validate recovery capabilities.
    - Monitor recovery readiness and performance metrics, reporting to senior stakeholders.
    - Identify gaps and continuously improve recovery strategies based on lessons learned.
- Stakeholder Engagement & Coordination:
    - Coordinate with internal teams (IT, cybersecurity, facilities, operations) and external partners (vendors, regulators).
    - Serve as the primary point of contact during major incidents or disasters.
    - Build partnerships with global teams to ensure consistent recovery practices and knowledge sharing.
- Team Leadership & Capacity Building:
    - Manage a global team of disaster recovery professionals and technical experts.
    - Provide training and awareness programs to build organizational resilience.
    - Foster a culture of preparedness and proactive risk mitigation.
- Service Delivery for Finance Transformation:
    - Support execution of all Technology Infrastructure Delivery for building the Finance Technology Shared Services organization and corresponding technology infrastructure stack
    - Manage ongoing Technology Infrastructure delivery to support Finance Technology Infrastructure
    - Partner with Finance Team and its Shared Service Technology Partner to facilitate smooth execution of Technology Infrastructure in Digital Workspace (VDI), Tools Hosting (Cloud) and other domains
    - Coordinate with Global IT Service Management / Production Services discipline as a part of Technology Shared Services (TSS) Operating model in Infrastructure especially for Major Incident Management, Change Management
    - The role is a key management role which will focus on managing a program delivery and operations delivery coordination for all FFS Program requirements

<u>Achievements:</u>

- Managed Disaster Recovery for IT estate representing 36% MPGs global

revenue, covering 30 countries, involving approx. 480 resources with 21 drill days in 2025
- IT infrastructure recovery supporting 245 business critical applications hosted on 295 VMs, 50 databases
- A drill success of 95% globally with 100% success in re-tests.
- Transitioned Finance process for 10 countries such as Germany, Norway, Sweden, Denmark, Switzerland, Belgium, Netherlands, Luxemburg, Portugal and Australia
- Setup two Global Business Service (GBS) centers or GCCs at Portugal and India with state-of-the-art office & technology deployments

Citicorp Services India Private Limited (CSIPL), Mumbai, India, Mumbai, India	**Vice President** **Head of Business Continuity Planning (BCP)**	**April 2016 to August 2023**

Responsibilities:

- Oversight of the implementation of the BCP Policy and Standards requirements and other BCP Program elements, Coordination of the testing of BRPs and CMPs, Disaster Recovery Management, Management reporting and escalation of issues, Training and awareness. BCP coverage to 62 businesses across India comprising of 25000+ employees
- Crisis Management: Country Implementation of BCP Crisis Management Standards, Pandemic Coordinator responsibility for delivering all requirements as outlined in the BCP Infectious Disease Operating Plan; Perform Crisis Management Testing Table-top Exercises
- Ensure that outsourced vendors deliver seamlessly without any disruption during crisis events with robust BCP arrangements
- Managing Technology & Operations Vendors for outsourcing services such as Wipro, TCS, Accenture, Hexaware etc. Making sure they deliver as per SLAs

Achievements:

- Actively managed crisis events working with business seniors and key stakeholders including the Country Crisis Management Team; keeping in-country and regional senior management apprised of the latest status, impact, etc.
- Created a robust Wide Area Disruption and City Contingency plan for the Citi India Captive (a GCC) which provides delivery services to global businesses

Citigroup, Mumbai, India	Vice President Head of Technology Infrastructure Services	Aug 2013 to April 2016

Responsibilities:

- Head of Technology Infrastructure Services for a site of 1380+ seats to provide End User Service Management – Business Strategy formation & execution
- Accountable for Transition/migration Management - Identify technological requirement for migrating new processes from overseas and remediate any gaps
- Managing Capability Building - technology capability building for a smooth delivery through structured training at same time based on guidelines and standards
- Responsible for Delivery – Defining delivery methodology & cost-effective model based on KPI/agreed SLA, while also taking care of Finance by managing business level budget
- Vendor Management – Manage vendor resources from HCL, Dell, CMS and make sure they deliver as per SLA
- Performing routine team administration tasks as well as team development and people management initiatives

Achievement:

- Converted the center from one ridden with various technological issues and failure to issue free site within 4 months
- Leveraged the latest in technology to solve customer problems & migrated user desktops from physical to Virtual Desktop Infrastructure (VDI) in a planned and phased manner
- Streamlined End User Management by working with senior management and Technology support management teams

Omnitech InfoSolutions, Mumbai, India	Vice President Practice Head – Managed Services	Nov 2011 to Aug 2013

Responsibilities:

- Business Head of a Practice of approx. 800 resources a business of USD 20 Mn and for Strategy Management (Business Strategy formation & execution), Business Management (Identifying current business potential through market intelligence & Creating venues for new business through innovative solutions), Identify technology/market trends and create/align sub-practices and related solutions to the same, Capability Building (Technology capability building in sales, presales & delivery team through structured trainings), Pre-sales Support (Designing compelling technology solution, Building case studies, approach

documents and solution proposals)
- Service Delivery (Defining delivery methodology & cost-effective model) in compliance to Quality & Compliance governance of practice through best practices for key technologies
- Influence and build working relationships across various stakeholders and team members

Achievements:

- Inducted into Key Management Person (KMP) committee of the company
- Designed several solutions for BFSI customers within India by competing Indian companies such as HCL, Wipro, CMS etc. for Managed Service projects
- Citi Technology Services/Wipro Technologies Services Ltd., Mumbai

Wipro	**Group Head (D1) Delivery Head**	**Feb 2007 to Nov 2011**

Responsibilities:

- Manage service delivery team of around 600+ people with a P&L responsibility of USD 25 Mn per annum to lead the team for Network Services Delivery, Information Security Administration (ISA) Delivery, Infrastructure application administration Delivery for CTI & Technology, Deliver & maintain KPIs and SLAs in compliance with high standards of company and regulatory guidelines required for BFSI sector.
- Manage Service Delivery Management, Process Management, Operational Governance on all production services activities and domains

Achievements:

- Implemented Information Security and certified the Client (Citi Technology Services) with ISO 27001
- Demonstrated success building cross-functional relationships in a dynamic environment especially within the divested business

Previous Engagements
Citigroup, **London** as Asst. Vice President/Sr. Technical Analyst, GNCC Level 3 (Mar 2003 to Feb 2007)
Citibank N.A. **Israel**/**Bahrain** as Country Technology Infrastructure Head (Jul 1998 to Mar 2003)
Birla-AT&T Communications Ltd., Pune, India as Executive – Network (Jul 1996 to Jul

1998)
Mohsin Haider Darwish LLC, **Oman** as Systems Administrator (Sep 1991 to Jan 1996)
Laxmi Computer Institute, Mumbai, India as Senior Faculty (Dec 1990 to Aug 1991)

EDUCATION

P.G. Diploma (Business Administration), Welingkar Institute of Management, Mumbai

M.Sc. (Botany), University of Bombay

Certified Independent Director, Indian Institute of Corporate Affairs (IICA)

Microsoft Certified Professional, Cisco Certifications

Personal Particulars

Date of birth: 20th Oct 1967

Languages known: English, Hindi, Marathi, Kannada

Professional Affiliations

Member, Institute of Directors

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