

MICHAEL KENNEDY

MBCS, CISSP

Global CIO · Technology Transformation · Cybersecurity Governance · AI Enablement

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IMPACT AT ROBERT WALTERS · 2010–2026, CULMINATING AS GROUP CIO

£3M+ annualised savings delivered	~40% global vendor base consolidated	14 countries · 23 offices
150+ global technology organisation	~5,000 employees supported	~£20M technology portfolio

EXECUTIVE SUMMARY

Global CIO with 25+ years of international technology leadership, including a 16-year career trajectory at Robert Walters from regional IT leadership to Group CIO. Translates complex global technology operations into measurable business outcomes — £3M+ annualised savings, ISO/IEC 27001 certification across 14 jurisdictions, and a global technology operating model adopted as the blueprint for the firm's Global Business Services initiative. Trusted executive partner on cybersecurity governance, AI enablement, operating-model design and cloud transformation. Singapore-based with deep leadership experience across APAC, EMEA and the Americas. Currently completing an MSc in Cybersecurity with Artificial Intelligence; CISSP certified.

KEY TRANSFORMATION OUTCOMES

- **£3M+ annualised savings** through global shared services transformation, operating-model redesign, vendor consolidation and cloud optimisation.
- **Global operating model adopted as the group blueprint** for the wider Global Business Services (GBS) programme — extending technology-led transformation across corporate functions.
- **ISO/IEC 27001 certification achieved**, strengthening cybersecurity governance, audit posture and compliance maturity across 14 international jurisdictions.
- **AI taken safely into production**: enterprise AI sandbox, governed proof-of-concepts, and selected use cases into production with risk, ethics and governance controls.
- **Hybrid cloud operating model (AWS / Azure)**, modernising global platforms, reducing on-premise footprint and supporting sustainable IT objectives.
- **Service excellence transformed and accredited (SDI)**: experience-level agreements (XLAs) implemented alongside SLAs across distributed global teams — service measured by user experience, not just process compliance.
- **Global vendor base consolidated by ~40%**, improving commercial leverage and tightening third-party risk management.

AREAS OF EXPERTISE

- Global Technology Strategy & Operating Models
- Cloud Modernisation (AWS, Azure)
- Cost Optimisation & Vendor Consolidation
- Executive Stakeholder & Board Engagement
- Global Team Leadership — APAC, EMEA, Americas
- Cybersecurity Governance & ISO/IEC 27001
- AI Enablement & Responsible AI Adoption
- IT Service Management (ITIL, SDI)
- Technology Risk, Compliance & Audit
- Sustainable Technology & Green IT

PROFESSIONAL EXPERIENCE

ROBERT WALTERS — March 2010 to July 2026

Global professional recruitment consultancy — 23 offices, 14 countries, ~5,000 employees. Progressive 16-year tenure through five roles culminating in Group CIO.

Chief Information Officer · March 2024 – July 2026

Singapore / Global · Executive Committee · 150+ professionals · ~£20M portfolio

- Delivered £3M+ annualised savings through shared services transformation, vendor consolidation, unified communications strategy and cloud optimisation — reshaping the cost base while improving service quality.
- Designed and implemented the global technology operating model subsequently adopted as the blueprint for the firm's wider Global Business Services (GBS) initiative.
- Achieved ISO/IEC 27001 certification and uplifted cybersecurity governance, risk management and audit readiness across 14 jurisdictions.
- Established an internal AI sandbox and led governed proof-of-concepts, transitioning selected use cases into production with clear risk, ethics and governance controls.
- Reduced global vendor count by ~40% and advanced the hybrid AWS/Azure cloud model in support of Green IT objectives.
- Partnered with the Executive Committee to align technology investment with growth, transformation and resilience priorities.

Director of Technology Operations · April 2017 – March 2024

Singapore / Global · Global infrastructure, service delivery, operational governance

- Architected the global shared services operating model — the foundation of the multi-million-pound savings programme later scaled at CIO level — centralising delivery into a Singapore hub.
- Led global infrastructure and platform modernisation supporting international growth and new office launches.
- Implemented the hybrid AWS/Azure cloud operating model; standardised service management across three regions; built follow-the-sun teams for resilience and consistent performance.

Earlier Robert Walters progression · March 2010 – April 2017

IT Director (2013–17) → Head of IT Operations, APAC (2012–13) → IT Operations Manager, SEA & China (2010–12). Built regional capability, governance and the platforms underpinning rapid Asia-Pacific growth.

Earlier career · 1996 – 2009

- **F&C Asset Management** — IT Operations Manager (2009). Regulated financial platforms; governance, resilience and disaster recovery.
- **Mansion Group** — Infrastructure & Systems Manager (2006–08). 24/7 high-availability online gaming platforms; Gibraltar / Singapore.
- **Savcor** — Technical Services Manager (2004–06). Infrastructure and end-user services, UK.
- **UK Atomic Energy Authority** — Server Manager (1997–2004). Mission-critical scientific systems in a high-security nuclear research environment.
- **Omnes (Schlumberger)** — Mail Hub Administrator (1996–97). Enterprise messaging across UK / US oil & gas operations.

EDUCATION

- **MSc Cybersecurity with Artificial Intelligence** (in progress, 2025–26) — University of Central Lancashire
- **CTO Programme** and **Green Technology in the Digital Economy for Leaders** (2023) — National University of Singapore
- **BSc Computer Science** — University of the Highlands and Islands

CERTIFICATIONS & PROFESSIONAL MEMBERSHIPS

CISSP, (ISC)² · Professional Member (MBCS), BCS · ITIL Expert, AXELOS · PRINCE2 Foundation, AXELOS · GIAC Certified Windows Security Administrator, SANS · MCSE, Microsoft · EMC Proven Professional, Dell EMC

“A strategic, forward-thinking leader who consistently balances innovation with operational efficiency and cost discipline.”

Rhoanne Sanchez, Head of Product Support

Referees and further testimonials available on request. This CV is also available at kennedyadvisory.co.