

# SIPHO RADEBE

CISSP · CRISC

CHIEF INFORMATION OFFICER · REGULATED TECHNOLOGY OPERATIONS · CORE PLATFORM  
MODERNISATION · CYBER AND RESILIENCE · PAN-AFRICAN DELIVERY

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## EXECUTIVE PROFILE

Technology executive with 22 years of experience leading enterprise information technology in licensed, supervised and continuously audited environments, currently accountable for technology across a pan-African mobile network operator serving **41 million** subscribers in seven markets on a **R6.8 billion** annual technology budget. Proven track record of modernising core transaction platforms without interrupting service, holding cyber security and operational resilience accountability at board committee level, and delivering multi-country programmes across seven telecommunications regulators and seven central banks. Reports to the Group Chief Executive Officer, sits on the Group Executive Committee, and presents quarterly to a board technology and information committee created on his recommendation.

Combines the platform engineering depth of an infrastructure career with the regulatory fluency of an executive whose systems are examined rather than reviewed. Carries technology accountability for the group's mobile money business, a licensed financial services operation supervised by central banks in seven jurisdictions, processing **R310 billion** annually across **14.6 million** active wallets under anti-money-laundering, payment settlement and consumer protection obligations. Began his career delivering payment switch and card systems integration for South African banks. Seeking a chief information officer mandate in banking or financial services across South Africa and the wider continent.

## SELECTED CAREER HIGHLIGHTS

**Regulated Financial Services Technology.** Holds technology accountability for a licensed mobile money business supervised by central banks in **seven jurisdictions**, running **14.6 million** active wallets and **R310 billion** in annual transaction value under anti-money-laundering, settlement and licence conditions.

**Core Platform Modernisation at Scale.** Replaced seven country-level billing and customer platforms with a single group stack, migrating **41 million** accounts over **34 months**, decommissioning **19 legacy systems** and holding total unplanned customer-facing downtime to **under four hours** across all seven cutovers.

**Cyber and Resilience Accountability.** Built the group security operating model and **24-hour** security operations centre, cutting mean time to detect from **62 hours to 9 hours** and sustaining **five consecutive years** with no customer data breach requiring regulatory notification in any market.

**Board-Level Technology Governance.** Proposed and established the group's first board technology and information committee in 2021, and reports to it quarterly on technology risk appetite, cyber posture, resilience testing and programme assurance.

**Multi-Country Operating Model.** Consolidated seven independent country technology functions into a single group operating model with a shared engineering hub, covering **1,340** people, **four data centres** and **62%** of enterprise workloads in hybrid cloud.

**Structural Cost Reduction.** Reduced technology cost as a share of group revenue from **9.1% to 7.2%**, releasing **R1.75 billion** annualised, while the subscriber base grew from **33 million to 41 million**.

## PROFESSIONAL CERTIFICATIONS

- **Certified Information Systems Security Professional (CISSP)**, ISC2, 2017
- **Certified in Risk and Information Systems Control (CRISC)**, ISACA, 2020
- **TOGAF 9 Certified**, The Open Group, 2014

## CAREER EXPERIENCE

### GROUP CHIEF INFORMATION OFFICER

Pan-African mobile network operator · 41 million subscribers · seven markets · R94bn revenue

#### MAR 2019 – PRESENT

Scope: enterprise accountability for all information technology, cyber security, data and technology risk across seven markets in Southern, East and West Africa, covering a **R6.8 billion** annual technology budget, **1,340** technology employees and eight direct reports. Includes technology accountability for the group's mobile money business, licensed and supervised by central banks in all seven jurisdictions. Reporting to the Group Chief Executive Officer. Member of the Group Executive Committee and chair of the group technology risk forum.

#### KEY CONTRIBUTIONS

- **Technology Strategy:** Set and own the group technology strategy, moving the function from seven independently run country estates to a single operating model with common architecture, common controls and one accountable engineering organisation.
- **Regulatory Engagement:** Lead technology engagement with seven telecommunications regulators and seven central banks, covering licence conditions, systems examinations, incident notification obligations and remediation commitments, and own the group response to every technology finding raised.
- **Financial Services Platforms:** Direct the technology agenda for the group's mobile money business, spanning the wallet and ledger platform, real-time anti-money-laundering monitoring, know-your-customer onboarding, agent networks, settlement and interoperability with domestic instant payment schemes.
- **Cyber Security:** Established the group security operating model, the security operations centre and the third-party risk framework, and hold personal accountability to the board for cyber posture, threat exposure and breach response across all seven markets.
- **Operational Resilience:** Rebuilt business continuity and disaster recovery around defined recovery objectives per service tier, with live failover testing conducted annually in every market rather than tabletop review.
- **Core Modernisation Programme:** Sponsored and delivered the group core platform programme from board business case through to final country cutover, replacing seven billing and customer management estates with one.
- **Board and Committee Reporting:** Proposed the creation of the board technology and information committee, and report to it and to the group audit and risk committee on technology risk appetite, assurance findings, programme status and cyber metrics.

- **Data and Privacy:** Established the group data governance framework and the privacy operating model aligned to the Protection of Personal Information Act and equivalent obligations in the other six markets, including data residency, retention and subject access.
- **Technology Cost Management:** Restructured the vendor and outsourcing portfolio, renegotiating the group's five largest technology contracts and moving licence and infrastructure spend onto consumption-based commercial terms.
- **Engineering Capability:** Built the group engineering hub and the technology graduate programme, reducing dependence on contracted delivery capacity and rebuilding in-house ownership of the core stack.

#### SELECTED ACHIEVEMENTS

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- Migrated **41 million** subscriber accounts across **seven markets** onto a single core platform over **34 months**, decommissioning **19 legacy systems** and holding total unplanned customer-facing downtime to **under four hours** across all seven cutovers.
- Reduced technology cost as a share of group revenue from **9.1% to 7.2%**, releasing **R1.75 billion** annualised, of which **R680 million** came from core platform consolidation.
- Cut mean time to detect from **62 hours to 9 hours** and mean time to contain from **11 days to 31 hours**, and sustained **five consecutive years** with no customer data breach requiring regulatory notification.
- Raised platform availability from **99.62% to 99.98%** and reduced Severity 1 incidents from **47 to 9** a year, with tier-one recovery time objectives improved from **8 hours to 45 minutes**.
- Reduced false-positive anti-money-laundering alert volume by **61%** while increasing confirmed suspicious transaction reports by **34%**, following implementation of real-time monitoring across all **seven** mobile money markets.
- Consolidated **11 data centres into four** and moved **62%** of enterprise workloads to hybrid cloud without a single unplanned service interruption attributable to migration.
- Achieved ISO/IEC 27001 certification in **four of seven markets**, with the remaining three scheduled through **2027**.
- Increased black representation in senior technology management from **38% to 66%** and women in technology leadership from **17% to 34%**, and placed **140 engineering graduates** through the group programme over **five years**.

## MANAGING EXECUTIVE: INFORMATION TECHNOLOGY, SOUTH AFRICAN OPERATION

Pan-African mobile network operator · South African business · 18.4 million subscribers

**JAN 2015 – FEB 2019**

Scope: full information technology accountability for the group's largest operating company, covering **R38 billion** in revenue, **18.4 million** subscribers, a **R2.2 billion** technology budget and a team of **410**. Reporting to the Chief Executive Officer of the South African business, with a functional line to the Group Chief Technology Officer. Member of the South African executive committee.

#### KEY CONTRIBUTIONS

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- **Digital Channel Strategy:** Directed the shift of customer service from assisted channels to self-service, rebuilding the customer application, the web self-service estate and the underlying integration layer around a single customer record.

- **Regulatory Remediation:** Led the subscriber registration compliance remediation programme required under the Regulation of Interception of Communications and Provision of Communication-Related Information Act, covering the full active subscriber base.
- **Systems Rationalisation:** Reduced a fragmented application estate accumulated through acquisition and local build, retiring duplicated systems and establishing the reference architecture later adopted at group level.
- **Service Management Discipline:** Introduced a common incident, problem and change management framework across infrastructure, applications and vendor-operated services, with published service levels and monthly executive review.
- **Privacy Readiness:** Established the data privacy programme in anticipation of the Protection of Personal Information Act, covering data inventory, lawful basis, retention and third-party processing agreements.
- **Vendor Consolidation:** Restructured the South African technology supplier base, reducing the number of contracted providers and moving core managed services onto outcome-based terms.

#### SELECTED ACHIEVEMENTS

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- Grew customer application monthly active users from **900,000 to 5.2 million** and lifted self-service participation in service interactions from **21% to 58%**, reducing contact centre volumes by **31%**.
- Completed subscriber registration remediation across **18.4 million** records ahead of the regulator's deadline, with no adverse finding on subsequent audit.
- Retired **34 applications** and reduced South African technology run cost by **R310 million** annualised.
- Improved change success rate from **86% to 98%** and reduced change-related incidents by **72%**.

## HEAD OF INFORMATION TECHNOLOGY INFRASTRUCTURE AND OPERATIONS

National fixed-line and data communications operator · 4,300 corporate customers

**AUG 2010 – DEC 2014**

Scope: accountability for data centres, enterprise networks, hosting platforms and technology operations supporting a corporate and wholesale customer base, leading a team of **160** across three sites.

#### KEY CONTRIBUTIONS

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- **Infrastructure Consolidation:** Directed the consolidation of a legacy data centre estate onto a standardised platform with common monitoring, capacity management and change control.
- **Availability Engineering:** Rebuilt the resilience design of customer-facing hosting services, introducing tiered redundancy and formal recovery objectives tied to contracted service levels.
- **Operations Model:** Established a **24-hour** network and systems operations centre, replacing business-hours support with continuous monitoring and defined escalation.
- **Security Foundations:** Introduced the organisation's first structured vulnerability management, privileged access and security patching disciplines.

#### SELECTED ACHIEVEMENTS

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- Consolidated **six data centres into three** and reduced infrastructure operating cost by **28%**.
- Improved customer-facing platform availability from **99.1% to 99.8%** and reduced service credit exposure by **R41 million** annually.

## EARLY CAREER

Information technology services and systems integration firm · banking and telecommunications clients

**FEB 2004 – JUL 2010**

Solutions Architect (2008 – 2010) · Senior Systems Engineer (2006 – 2008) · Systems Engineer, graduate programme (2004 – 2006)

Progressed from the graduate engineering intake to solution architecture, delivering core systems integration for banking and telecommunications clients. Work included payment switch integration and card systems delivery for two South African banks, and network and systems build for two mobile operators.

## EDUCATION

**Master of Business Administration · 2016**

Wits Business School, University of the Witwatersrand

**Bachelor of Science (Honours), Computer Science · 2003**

University of Cape Town

**Bachelor of Science, Computer Science and Information Systems · 2001**

University of KwaZulu-Natal

## GOVERNANCE AND EXECUTIVE APPOINTMENTS

- **Member**, Group Executive Committee, 2019 – Present
- **Chair**, group technology risk forum, 2019 – Present
- **Standing attendee**, board technology and information committee, 2021 – Present
- **Director**, group shared technology services subsidiary (wholly owned), 2022 – Present
- **Member**, South African operating company executive committee, 2015 – Feb 2019

## PROFESSIONAL DEVELOPMENT

- Board Leadership Programme, Institute of Directors South Africa, 2022
- Cyber Security for Business Leaders, University of Oxford, 2021
- Advanced Management Programme, University of Stellenbosch Business School, 2018

## CORE COMPETENCIES

### Regulated Technology Leadership

Multi-jurisdiction regulatory engagement · Payments and financial services platforms · Anti-money-laundering and financial crime systems · Data privacy and POPIA · Licence condition compliance · Regulator and audit remediation

### Enterprise Technology Strategy

Technology operating model design · Core platform modernisation · Enterprise architecture · Application rationalisation · Build, buy and partner decisions · Technology cost management

## **Cyber Security and Operational Resilience**

Security operating model · Security operations centre design · Third-party and supply chain risk · Business continuity and disaster recovery · Incident command · Fraud and abuse technology

## **Board and Executive Governance**

Board committee reporting · Technology risk appetite · King IV application · Capital allocation and business cases · Executive committee leadership · Internal audit partnership

## **Delivery and Organisation**

Multi-country programme delivery · Vendor and outsourcing management · Agile and product operating models · Engineering talent development · Employment equity and transformation

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## **MEMBERSHIPS**

ISACA · ISC2 · Institute of Directors South Africa

## **LANGUAGES**

English · isiZulu · Sesotho · French (working proficiency)

## **REFERENCES**

Available on request.