



Ari Datta

Enterprise Technology & Transformation Leader
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Professional Summary

Acting as grade G in current Lab Lead role and H1 Rated 'Excellent Performer' top 10% within grade. Senior technology and transformation leader with 10+ years' experience delivering complex, large-scale change across Commercial Banking and enterprise technology environments. Proven ability to operate from strategy through to execution, translating strategic ambition into executable roadmaps while orchestrating delivery across business, product, engineering, architecture, operations and third-party partners.

Currently leading SRE within the Commercial Bank, accountable with direct management of a large engineering and operational organisation supporting critical banking services. Experienced in shaping technology strategy, establishing operating models, leading platform transformation, managing significant financial portfolios and navigating complex dependencies, risk and regulatory requirements.

Recognised for combining strategic thinking, deep technical credibility and strong organisational influence to deliver measurable outcomes in complex and ambiguous environments. Track record includes establishing Lloyds' first Agile Engineering Lab and pioneering direct channel API technology, leading major Trade Transformation, client migration programmes, digital accelerators, delivering the groups first workload on public cloud, launching the Group's first multi-region GCP cluster for critical payments, and embedding enterprise-grade resilience and operational models across cloud and hybrid platforms holding full accountability and management of a enduring team.

Executive MBA graduate from Henley Business School and Chartered Manager, with a leadership style centred on clarity, accountability, high performance and continuous improvement.

Professional Experience

Commercial SRE Lab Lead (Technical Service Specialist Line), Lloyds Banking Group

Feb 2021 to Present

Lead a large-scale engineering and live-service organisation within Commercial Banking, accountable for service reliability, technology resilience, engineering capability and operational delivery across critical banking services.

- Lead a 40 + person engineering and operations organisation spanning SRE, DevOps, production support and live service, creating a high-performing culture focused on accountability, resilience and measurable outcomes.
- Delivered the Group's first Embedded SRE operating model, aligning engineering and live-service capability to the Group's 2.0 and AI strategy.
- Own and shape technology and infrastructure strategy across Azure, GCP and hybrid environments, translating strategic priorities into executable roadmaps and investment decisions.
- Orchestrate delivery across engineering, architecture, security, operations, product and third-party partners, managing complex dependencies, risks and competing priorities across a critical technology portfolio.
- Established operating models and governance frameworks connecting change, incident, risk, resilience and service management, improving organisational alignment and operational readiness.
- Delivered the Group's first multi-region GCP cluster for critical payments, establishing enhanced resilience and failover capability for Important Business Services and supporting ISO20022 requirements.
- Embedded enterprise-grade resilience practices across cloud platforms, including recovery planning, failover, observability, SLOs, error budgets and operational readiness.
- Drive portfolio financial governance across a £10m technology and infrastructure portfolio, aligning investment, capacity and supplier decisions to strategic outcomes and value. Including both technology cost and people.
- Lead a complex ecosystem of strategic technology partners and suppliers, including Wipro, Sapient, Contino, Confluent, Harness, Microsoft, Google and more, ensuring delivery performance, commercial accountability and operational resilience.
- Build trusted relationships with TPL/CIO level technology and business stakeholders, providing clear insight into delivery progress, risk, service performance and strategic trade-offs.
- Drive continuous improvement through automation, engineering metrics, post-incident learning and data-led performance management.
- Built a predominantly permanent organisation with strong retention and engagement, strengthening internal capability and reducing reliance on partner resource (85% perm).

Technical Program Manager Chapter Lead (Division Head), Lloyds banking group

Jan 2019 to Feb 2021

Established and led Lloyds Banking Group's first Agile Engineering Lab following a major technology restructure, integrating engineering, SRE, DevOps and platform capabilities across major Commercial Banking propositions.

- Established the Group's first Agile Engineering Lab, creating the operating model, governance and organisational capability required to bring together SRE, DevOps and platform engineering teams.

- Led a £5m technology portfolio and 30 + person engineering organisation across the UK and offshore locations, delivering platforms supporting Payments, Asset Finance and Business Accountancy solutions.
- Owned the end-to-end delivery roadmap, translating enterprise strategy into actionable priorities, milestones and backlogs while managing complex cross-platform dependencies.
- Led governance across engineering, operations, product and business stakeholders, creating clear accountability for delivery, risk, resilience and outcomes.
- Embedded reliability-by-design and operational resilience into new platform development, including failover automation, capacity planning and 24x7 service continuity.
- Drove adoption of DevOps, CI/CD, Infrastructure-as-Code and observability practices to improve engineering velocity, service stability and recovery performance.
- Recruited and developed high-performing teams across multiple locations, establishing clear accountability, performance expectations and technical leadership capability.
- Managed strategic third-party relationships including Finastra, OneUp and WTSS, overseeing procurement, onboarding, SLA performance and operational risk.
- Partnered with senior technology, architecture and business leaders to communicate strategic priorities, delivery risks, platform performance and investment decisions.

Technical Program Manager - Trade, Lloyds Banking Group

Jun 2016 to Jan 2019

Led major transformation and migration programmes across Trade Services, coordinating technology, product, operations, business and third-party teams across complex regulatory and client-facing change.

- Programme Manager for the £80m Trade Transformation programme, orchestrating major transformation of Finastra Trade Innovation and Lloyds Online Trade platforms across Edinburgh, Birmingham and London.
- Led complex delivery across technology, operations, product, business and third-party partners, managing dependencies, risks, milestones and regulatory requirements.
- Directed the £1.3bn Bank of Scotland Professionals Migration, coordinating migration of approximately 1,300 clients to a strategic platform while maintaining client retention, financial integrity and delivery commitments.
- Led a multi-disciplinary team of 50+ migration managers, product owners and business analysts, aligning delivery against strategic objectives and measurable outcomes.
- Managed programme financial governance across significant investment portfolios, maintaining control of budgets, risks and benefits.
- Established business continuity and contingency strategies for high-risk regulatory and client migration activity, including fallback procedures, manual workarounds and rapid recovery models.
- Established enterprise governance and reporting mechanisms covering programme milestones, risk posture, regulatory compliance and delivery performance.
- Coordinated resolution of 1,500+ critical defects across legacy platforms, strengthening production stability and reducing delivery risk.
- Built strong relationships with senior business and technology stakeholders across Trade Services, SME Relationship Management and Client Money, aligning strategic priorities and complex dependencies.

Director, Center for Innovative Leadership Navigation (CILN)

Apr 2014 to Jun 2016

- Delivered 15+ international academic conferences and 3 management & leadership training programmes, securing contracts with universities and corporate institutions.
- Directed IT initiatives, including development of web applications and workflow tools, improving operational efficiency and client engagement.
- Managed £1m+ budget, with accountability for hiring, line management, and building high-performing teams.
- Partnered with a software development team in India, overseeing product delivery while also supporting business development and sales growth.

Director, Energie Fitness, London

Feb 2019 to Aug 2025

Owner/Franchisee of Energie Fitness gyms offering Gym facilities to local communities across the UK. The business was sold in Aug 2025.

Education

Henley Business School, Reading

Executive MBA, Apr 2020 to Oct 2022

This EMBA is via Lloyds L7 Snr Managers apprenticeship programme. I have completed his MBA and apprenticeship. I committed to this course in order to support development and apply new skills, learning and models in a work environment. The MBA has helped me understand leadership strengths and use them to maximum effect.

Areas of Expertise

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| • Enterprise Platform and Technology | • Strategic integration and Delivery | • Executive Stakeholder Management | • Commercial & Financial Management |
| • Technology Leadership | • Supplier Management | • Operational and Technology Resilience | • Complex Change & Dependency Management |
| • Organisation & Talent Leadership | • Governance & Executive Reporting | • Program & Financial Management | • Commercial Banking Transformation |

Extracurricular Activities

Master Skills Builder, The School for Social Entrepreneurs, City of London

Apr 2021 to Present

This is a LBG partnership with a local enterprise called 'skillsbuilder'. The skillsbuilder mission is to help children develop eight essential skills over their lifetime in school so that as they reach 18 they transition towards the world of work with the skills employers say are necessary.