Ricardo Maifrino

Global Head of Risk, Compliance & Privacy · MLRO

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PROFESSIONAL SUMMARY

Senior Risk and Compliance leader who builds the function from the ground up and treats it as more than a cost centre. I have supported fintechs and payments businesses to grow by securing the licences that unlock new products and markets, enabling diversification, and finding compliant ways to create revenue, not only to control risk. Consulting and commercial mindset, comfortable in regulatory grey areas, and used to helping leadership expand with confidence across Asia Pacific, Europe and North America.

Deep hands on across AML and financial crime, privacy and data protection (including GDPR), PCI DSS, ISO 27001, payments licensing and scheme rules, with Board level reporting and regulator engagement in Asia Pacific, Europe and North America.

CORE COMPETENCIES

- **Financial crime and AML/CTF:** programmes, sanctions, transaction monitoring, fraud
- **Payments licensing and schemes:** AFSL, e-money, PSP, Visa / Mastercard rules
- **Privacy and data protection:** GDPR, Privacy Officer accountability, SCA
- **Security and resilience:** PCI DSS, ISO 27001, cyber and operational risk
- **Board governance:** monthly / quarterly packs, risk appetite, second-line ownership
- **Build and scale:** standing up R&C from scratch, team leadership, product enablement
- **Automation and AI:** process automation, AI-assisted workflows inside risk and compliance operations
- **Cross-border:** Asia Pacific, Europe and North America (AU, NZ, UK, SG, HK, US, CA)

PROFESSIONAL EXPERIENCE

Global Head of Risk, Compliance, Privacy Officer and MLRO — Mint Payments

Sydney · Aug 2025 – Present · Team of 4 · Reports to CEO and CFO

- Built the Risk and Compliance operating model from the ground up for a multi-product payments business (MintEFT, mPOS, Virtual Cards, Mint Protect), covering Asia Pacific, Europe and North America, and reporting into CEO and CFO.
- Own MLRO / financial crime, Privacy Officer and payments licensing across AU, NZ, UK, SG, HK, US and CA. Secured and maintained PSP and related licences that enable multi-market operations supporting more than A$1B in total transaction volume.
- Produce and present monthly Board materials so risk, AML, privacy, PCI and credit risk sit in the same conversation as growth, not as a side pack.
- Designed and delivered Mint's credit risk framework and models, and took organisational ownership of PCI DSS, aligning product, ops and security around one control story.
- Led a team of 4 through systemic integration of R&C into day-to-day operations, including process automation and AI adoption in the team that reduced operational cost in the function by about 60%.
- Oversight of roughly 10k transactions a day and about 200 new customers a year, with monitoring, testing and remediation tied to commercial priorities rather than checklist theatre.

Global Head of Risk, Compliance and Privacy Officer — Hnry

Sydney · May 2022 – Jul 2025 · Team of 3 · Reported to CEO and COO

- Created the Risk, Compliance and Information Security function from scratch (team of 3) across AU, NZ and UK, and made it a standing input to CEO and COO decisions and to quarterly / bi-annual Board packs.
- Delivered debit card launches in AU and NZ (Visa) and the UK (Mastercard) by designing the compliance path in parallel with product, so scheme and regulatory requirements did not become a late blocker.
- Secured and operationalised key licences including AFSL (non-cash payment) and UK e-money authorisation (FCA), then embedded those obligations into BAU so licensing became an enabler of roadmap, not a one-off project.
- Built the in-house AML/CTF programme and transaction monitoring for 1k+ transactions a day and 100+ onboardings a month, sized to growth rather than to a generic bank template.
- Drove process automation and AI adoption inside the R&C team so monitoring, onboarding checks and reporting scaled with volume without adding headcount at the same rate.
- Led the company through ISO 27001 certification and strengthened PCI DSS and GDPR-aligned privacy controls as the payments footprint expanded.
- Originated a client money product from the R&C agenda that grew to about 20% of company revenue, showing how grey areas, used carefully, can fund the function and the business.

Associate Vice President – Risk & Compliance — Genpact

Sydney · Apr 2021 – May 2022 · Consultancy for FS clients

- Directed large-scale risk transformation programmes for banks and fintechs, strengthening enterprise risk and control frameworks against regulatory and industry standards.
- Built a risk and controls playbook for a Big 4 Australian bank covering controls testing, incident management and regulatory reporting inside the ERM strategy.
- Led a cross-functional team of 70+ on operational risk remediation, overseeing testing of 5,000+ key controls and introducing digital automation and data analytics into controls testing.
- Deployed risk analytics dashboards for technology and risk executives for real-time control performance and emerging risk visibility.
- Worked with IT and InfoSec to translate regulatory requirements into technical controls aligned with ISO 27001, NIST and cloud security standards.

Associate Director – Risk & Compliance — Protiviti

Sydney · Mar 2020 – Apr 2021 · Risk consulting for financial institutions

- Advised banks, payment companies and fintechs on risk governance and first / second-line frameworks that supported both regulation and growth.
- Designed cybersecurity and privacy programmes (incident response, data protection) against GDPR and local ASIC / APRA expectations.
- Ran IT and operational risk audits, using process automation and data analytics to sharpen insight and cut friction in compliance work.
- Supported post-Royal Commission remediation for a major Australian bank, leading AML/CTF control enhancements.

Risk & Compliance Senior Manager — EY (Ernst & Young)

Brazil / Australia · Jun 2014 – Mar 2020

- Led GRC and operational resilience engagements across financial services, with a focus on payments and digital banking clients.
- Designed and implemented compliance frameworks for major payment companies including Visa and PayPal; work used as a benchmark for Brazil's fintech regulatory path.
- Translated regulatory requirements into technical and operational controls with client IT teams, including cloud GRC and security standards.
- Primary client-side contact for regulator interactions (including ASIC and APRA) on privacy incidents, licence applications and compliance frameworks.
- Led AML/CTF reviews for Australian banks and AML/CTF plus PCI DSS advisory for payment companies, keeping controls scalable and commercially usable.

Earlier roles

- Program Manager | JPMorgan – Brazil and UK (May 2013 – Jun 2014)
- Global Program Manager | HSBC – Brazil and Canada (Mar 2012 – May 2013)
- Project Manager | RB Capital – Brazil (Jun 2010 – Feb 2012)
- Project Manager | Bank of Canada – Brazil and Canada (Jan 2009 – Jun 2010)

EDUCATION & CERTIFICATIONS

- Master of Laws (LLM) – University of New South Wales (Australia), 2024 – 2025 (in progress)
- MBA (Strategic Projects) – Fundação Getúlio Vargas (Brazil), 2014 – 2015
- Master's in Project Management – Escuela de Organización Industrial (Spain), 2012 – 2013
- Bachelor's in Industrial Engineering – Instituto Mauá de Tecnologia (Brazil), 2010
- Harvard Manage Mentor Program – Harvard Business School (USA), 2015
- Additional: ISO 27001 Implementation, PCI DSS Internal Security, Data Privacy (GDPR) coursework

KEY INDUSTRY ENGAGEMENTS

- Speaker and panelist at fintech / regtech events (e.g. Transform Finance Sydney 2023–2024) on AML, fintech risk and payments innovation.
- FinTech Australia member and advisor on policy submissions and open letters on licensing and compliance (2023–2024).
- Host of fintech compliance roundtables with VCs and startups.