

Leigh Ulpen

Director in Melbourne

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Leigh is a strategic advisor and data leader who specialises in translating complex corporate challenges into practical, data-driven solutions.

With more than 19 years across professional services, banking and finance sectors, Leigh has led advanced analytics, forensic analysis, and large-scale remediation programs. His background includes senior corporate leadership roles where he was responsible for strategic project delivery, product analytics, and robust data risk and governance.

Leigh's domain expertise spans regulatory investigations, commercial disputes, payroll compliance, and business performance intelligence and analytics.

Engagement Experience —

- Regulatory Audits & Expert Witness Testimony (VET-FEE-HELP): Served as the Analytics Lead for VET-FEE-HELP provider audits. Led the team responsible for analysing student data, learning management systems, and HEIMS datasets to assess student engagement levels. Personally provided expert witness reports submitted to the Federal Court of Australia.
- Client Profitability & Modernisation (Wealth Management): Designed and launched a custom client profitability application for a leading wealth management firm to analyse cost-to-serve metrics and drive pricing and retention strategies. Subsequently re-engaged by the client to modernise the platform using cloud services.
- Regulatory Response Analytics (Banking): Analytics Leader coordinating the collection, validation, and forensic analysis of complex data sets to assist a major Australian bank in responding to investigations by the ACCC and ASIC.
- Commercial Modelling & Pricing Strategy (Financial Services): Redesigned advanced customer lifetime value (CLV) models, enabling granular cost-to-serve allocations and near- and long-term value forecasting to drive personalised pricing strategies.
- Litigation & Dispute Advisory: Engaged as a data analysis expert across multiple commercial disputes. Responsible for capturing, validating, and performing complex forensic analysis on large-scale datasets to present defensible findings to legal teams.
- Payroll Analytics: Led complex data modelling and entitlement calculation workstreams to deliver a payroll award compliance, remediation and reporting platform for a complex, multi-location services business.
- Operational Performance Validation (Infrastructure/Transport): Retained as a third-party expert for a government department to evaluate the operational performance of a local transport network.



Qualifications & Memberships —

- Bachelor of Applied Science, (Information Technology), RMIT University
- Google Cloud Digital Leader, Google Cloud



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