

Mario Thomas FIoD CDir

Head of Applied AI & Emerging Technology Strategy, Amazon Web Services (AWS)
Chartered Director and Fellow of the Institute of Directors (IoD)

Short Biography (120 words)

Mario Thomas is a Chartered Director and Fellow of the Institute of Directors, and a leading voice on AI strategy and governance for Boards and senior business leaders. Over a three-decade career spanning software engineering, CEO and Board positions, and his current role as Press Spokesperson and Head of Applied AI & Emerging Technology Strategy at Amazon Web Services (AWS), he has developed The Complete AI Adoption Framework, Minimum Lovable Governance, and the AI Sovereignty Trilemma. He is the author of The Great Remaking series and the MCP DNS Registry Architecture whitepaper, and his work is cited in the IoD Business Paper *AI Governance in the Boardroom* (2025). An international speaker, he guest lectures at the London School of Economics.

Medium Biography (251 words)

Mario Thomas is a Chartered Director and Fellow of the Institute of Directors, and a leading voice on AI strategy and governance for Boards, C-suite executives, and senior business leaders. Over a career spanning three decades — from software engineering through CEO and Board positions to his current role as Press Spokesperson and Head of Applied AI & Emerging Technology Strategy at Amazon Web Services (AWS) — he has developed a body of original work that has found sustained application with Board-level audiences.

He is the creator of The Complete AI Adoption Framework — incorporating the AI Stages of Adoption (AISA), the Five Pillars of AI Capability, and the Well-Advised strategic principles — alongside Minimum Lovable Governance and the AI Sovereignty Trilemma. His work is cited in the IoD Business Paper *AI Governance in the Boardroom* (2025). He is the author of The Great Remaking, a multi-part series on AI's transformation of the essence of work, and has published the MCP DNS Registry Architecture whitepaper on agentic AI infrastructure standards. Before AWS, he founded and scaled a SaaS business delivering digital platforms for global brands including Coca-Cola and Gulf Oil, processing nine-figure annual transactions.

An international speaker, he regularly appears at AWS re:Invent, AWS Summits across the US, Asia-Pacific and Europe, the Monday.com Elevate conference, Gartner roundtables, and the IoD Chartered Director conference. He guest lectures at the London School of Economics on the Data Science and AI for Executives programme, holds a BSc in Software Engineering, and a Data Science qualification from the LSE.

Long Biography (489 words)

Mario Thomas is a Chartered Director and Fellow of the Institute of Directors, and a leading voice on AI strategy and governance for Boards, C-suite executives, and senior business leaders. He writes on the subjects that matter most to organisations navigating AI at scale: strategy, governance, risk and regulation, operating models, workforce transformation, investment cases, data strategy, infrastructure, accountability, and the Board's role in all of it — not as technology commentary, but as practical and governance challenges that belong at Board level.

Over a career spanning three decades — from software engineering through CEO and Board positions to his current role as Press Spokesperson and Head of Applied AI & Emerging

Technology Strategy at Amazon Web Services (AWS) — Mario has developed a body of original work that has found sustained application with Board-level audiences. The Complete AI Adoption Framework — incorporating the AI Stages of Adoption (AISA), the Five Pillars of AI Capability, and the Well-Advised strategic principles — provides Boards with a structured, end-to-end approach to assessing where their organisations genuinely sit on the path from experimentation to scale, and what it takes to progress deliberately. Alongside this, Minimum Lovable Governance argues that effective AI governance must be proportionate, embedded, and designed to be used rather than circumvented — an operating principle rather than a compliance exercise — and the AI Sovereignty Trilemma maps the structural tensions between innovation velocity, regulatory compliance, and operational control that organisations encounter as AI scales. His work is cited in the IoD Business Paper *AI Governance in the Boardroom* (2025), produced by the Institute's Expert Advisory Group on Science, Innovation and Technology. Before AWS, he founded and scaled a SaaS business delivering digital platforms for global brands including Coca-Cola and Gulf Oil, processing nine-figure annual transactions and pioneering early enterprise migration to the cloud.

He is the author of *The Great Remaking*, a multi-part series examining how AI is transforming the essence of work — through thinking, deciding, creating, and delivering — and why the gap between organisations redesigning themselves around AI and those still augmenting the status quo is already measurable, structural, and compounding. He has also published the MCP DNS Registry Architecture whitepaper, establishing a technical and governance standard for agentic AI infrastructure. As autonomous agents gain access to enterprise systems through the Model Context Protocol, the whitepaper addresses the architectural and oversight questions that organisations must resolve before deployment decisions are made for them by default.

An international speaker, he regularly appears at AWS re:Invent, AWS Summits across the US, Asia-Pacific and Europe, the Monday.com Elevate conference, Gartner roundtables, and the IoD Chartered Director conference, in addition to his guest lecturing at the London School of Economics on the Data Science and AI for Executives programme. He is a classically trained software engineer with a BSc in Software Engineering, and holds a Data Science qualification from the LSE — a combination that informs his ability to write on technical subjects with Board-level precision rather than technical abstraction.
