
Paulo Palma

Lisboa • zarcos@msn.com • linkedin.com/in/paulozarcos • www.zarcos.pt

Cybersecurity & Critical Infrastructure Leader | Telecom & Transport Systems | Risk, Governance & Security Strategy | 30+ Years Experience

Senior specialist with over 30 years of experience in Telecommunications, IT Infrastructure and Critical Systems environments. Currently serving as Head of Cybersecurity, Networks and Communications at Carris, leading cybersecurity governance, risk management and the protection of critical transport infrastructure and enterprise communication systems. My focus is on building resilient, secure and scalable technology environments, ensuring alignment between cybersecurity strategy, operational continuity and business objectives. Throughout my career at Carris, Altice and Portugal Telecom, I have led large-scale infrastructure environments, including national telecom networks, customer platforms and mission-critical systems serving millions of users. Key areas of expertise: * Cybersecurity governance and strategy * Risk management and regulatory alignment (including ISO 27001 / NIS2 readiness) * Critical infrastructure protection * Network and systems security architecture * Vendor and technology contract management * IT and cybersecurity operations in high-availability environments * Incident response and service continuity I am particularly focused on cybersecurity in complex, high-scale environments where availability, resilience and security must coexist.

WORK EXPERIENCE

Carris • Lisbon

Head of Cyber Security, Networks and Communications • 07/2022 - Present

- Lead enterprise cybersecurity strategy and governance for a critical public transportation organization.
- Define and enforce cybersecurity policies, standards and risk management frameworks.
- Ensure protection of critical infrastructure against cyber threats, system disruptions and operational risks.
- Oversee security architecture across networks, communications and IT systems.
- Manage cybersecurity risks across operational technology and enterprise environments.
- Lead vendor management and cybersecurity-related outsourcing contracts.
- Drive resilience, availability and continuity of mission-critical services.

SKILLS

Principais competências:

Critical Infrastructure Security, IPv6, Network Security

Languages: English (Professional Working), Spanish (Professional Working)

EDUCATION

Instituto Politécnico de Beja

Computer Science Engineering

Işık Üniversitesi

- Promote cybersecurity maturity and continuous improvement across the organization.

Altice Portugal • Lisbon, Portugal

Software Engineer • 02/2018 – 06/2022

- Led architecture and design of large-scale IT and telecommunications systems.
- Integrated security principles into system architecture and development lifecycle.
- Managed cross-functional teams and external suppliers in complex environments.
- Defined operational KPIs for availability, performance and security.
- Supported transformation programs across infrastructure and service platforms.

Tactical Projects Consultant • 11/2016 – 01/2018

- Delivered automation and operational optimization solutions.
- Reduced manual operational workload through process digitalization.
- Supported strategic transformation initiatives across departments.

Portugal Telecom • Lisboa – Picoas

Customer Device Network Consultant • 10/2010 – 11/2016

- Managed large-scale telecom infrastructure environments supporting millions of users.
- Operated ACS/TR-069 platform managing ~2M customer devices.
- Supported national IPTV, satellite and broadcasting systems.
- Worked in mission-critical environments requiring high availability and resilience.
- Led technical operations, deployment and infrastructure reliability programs.

Electrical Telecommunications Specialist • 01/1997 – 09/2010

- Telecommunications engineering, network operations and infrastructure maintenance.
- Optimized broadcasting and telecommunications infrastructure within 6 months, improving system reliability and service availability for millions of users.

Telecommunications Technical Specialist • 09/1991 – 12/1996

- Managed broadcasting, satellite and telecommunications infrastructure.
- Supported rollout of national digital terrestrial television systems.