

## Governance Roles

Dec 22 – Present | Independent Director and Chair of Audit Committee, HRNZ

Apr 15 – Mar 23 | Board Member and Audit Committee Chair, Marketing Association (MA)

2018 - 21 | Director, Fronde Australia Pty Ltd

2014 – 15 | Intern Director, Fronde Systems Group Ltd

2004 - 14 | Executive Director, CCH New Zealand Ltd (and subsidiaries)

2000 - 04 | Treasurer, Auckland Parents Centre

## Executive Roles

Oct 21 - Present | Consultant, EJW Consulting

Mar 15 – Sep 21 | COO/CFO, Fronde

2014-15 | Springboard/Consulting

2011-14 | APAC Director - Strategy, Innovation, Technology, Wolters Kluwer Asia Pacific (WK)

2004 - 10 | Managing Director, CCH New Zealand

1987 - 2004 | Senior Finance roles, Reed Elsevier plc, The Times, Guardian Media Group, Meredith Connell, Haines Watts CA

## Industry Sectors

Technology, Software Products, IT Services, Professional Services, Content Creation and Publishing, Infrastructure (Telco, Water), NFP, Member Organisations (Events, Education)

## Memberships and Recent Education

**Institute of Directors in New Zealand**, Chartered Member (2017), CDC (2012), Mentoring for Diversity Programme Mentee (Current)

**Chartered Accountant**, Institute of Chartered Accountants in England and Wales (1992)

**Post Grad Certificate in Human Potential for the Digital Economy**, Tech Futures Lab (2020)

**Te Reo Māori Level 4**, Te Wānanga o Aotearoa (2022)

## Governance Statement

Passionate about helping organisations and people take advantage of change, grow and thrive. I bring governance and c-suite executive expertise gained in global and local, corporate, and owner managed businesses through growth, industry disruption and challenging stages of the business lifecycle.

I would add value to the board of a mid-sized commercial business undergoing change, scaling up or accelerating use of technology and digital work practices. I could contribute to Audit, Remuneration or Technology committees.

## Key Competency Areas

### Leading change: *specific examples*

- Extensive business restructuring and organisational design experience during industry disruption, successfully resetting organisations for growth in all executive roles
- Business turnaround, building cohesive teams, and bringing diverse teams together at CCH NZ, CCH Software and Fronde
- Multi-year change programme to transition to off-shore production, new cross border remote teams and ways of working during shift from print to online publishing at CCH NZ

### Strategic Finance and M&A: *specific examples*

- Targeted acquisitions of Australian and NZ SaaS, Software and content businesses, accelerating WK APAC strategy
- Preparing for sale, setting up advisory team and managing due diligence for technology services business Fronde (sold to Australian Private Equity firm)
- Refinancing and re-establishing banking relationships (Fronde)
- Finance, Audit and Risk committee roles (incl. as Chair), auditor relationships, terms of reference, policies, risk
- Experience of takeovers code obligations and USX listing at Fronde

### Commercial: *specific examples*

- Strategic refresh of product portfolio and shift to growing, profitable market segments at Fronde and CCH
- Strategic account management, differentiated go-to-market and pricing approaches for different revenue segments at Fronde
- Contract & Employment dispute resolution at CCH NZ, WK & Fronde

### Digitalisation and Innovation: *specific examples*

- Governance oversight of projects to enhance digital member experience and cybersecurity at Marketing Association
- Building innovation capability (design thinking, customer journeys, predictive data) to enhance product and customer experience as executive at publisher WK.
- Oversight of scoping and delivery of digital transformation projects and cyber security as COO of Fronde.

## Governance Experience

Dec 22 - Present	<b>HRNZ, INDEPENDENT DIRECTOR and CHAIR of FINANCE, AUDIT &amp; RISK COMMITTEE</b> The Human Resources Institute of New Zealand (HRNZ) is the professional body for human resources (HR) professionals. HRNZ is a not-for-profit membership organisation and the leading provider of services and support for People and Culture professionals in New Zealand.
Apr 15 – Mar 23	<b>New Zealand Marketing Association, BOARD MEMBER and CHAIR of FINANCE, AUDIT &amp; RISK COMMITTEE</b> Serving it's 7,500 members, the Marketing Association's aspiration is to build a nation of strong businesses and brands, by delivering learning and development courses, events and advocacy. During the past seven years we have become financially stable, led through CEO transitions, overseen a digital transformation project and developed a refreshed strategy. I have been Chair of the Audit Committee since Apr 2017, have contributed to and led Appointments Panels (CEO and Board recruitment) and mentored our 2021 Intern Director.
May 14 - May15	<b>Fronde Systems Group Ltd, INTERN DIRECTOR</b> Fronde is a NZ\$35m technology consulting and IT services provider operating in ANZ. It is a Takeovers Code company which was previously listed on USX. With 120 people, Fronde helps government and commercial customers with digital business transformation using cloud and on-premise technologies. As Intern Director for one year, I participated in all meetings, including Audit Committee, Remuneration Committee and other sub committees, alongside well respected and experienced Independent Directors. For a further six years I played an integral role at board level (as an Executive) advising the board on financial and legal matters, making significant contributions to all deliberations and debates, attending every board meeting in full (except for board only time). I was also <b>Director of Fronde Australia Pty Ltd</b> , a Fronde subsidiary.
Mar 04 – Jan 14	<b>CCH New Zealand Ltd (and subsidiaries), MANAGING DIRECTOR</b> CCH New Zealand Ltd is a publisher of online and printed technical content for professional firms and corporations and at the time was a software product developer providing legal practice management software to law firms. This role was in addition to my Executive roles at Wolters Kluwer Asia Pacific (CCH is the NZ subsidiary). See below.
Dec 00 – Apr 04	<b>Auckland Parents Centre, TREASURER</b> An Incorporated Society providing community-based ante-natal & post-natal education.

## Executive Experience

Oct 21 - Present	<b>INDEPENDENT CONSULTANT</b> Engagements to date: • Commercial adviser for new market entry assessment for Fisher and Paykel Technologies • Managing M&A due diligence for Fronde • Interim CFO at Civtec Ltd (NZ\$65m, Infrastructure) to improve the commercial and finance functions for the next stage of growth, refinancing • Facilitation of scoping workshop for transformation project at SPCA.
Mar 15 – Sep 21	<b>Fronde, CHIEF OPERATING OFFICER/CHIEF FINANCIAL OFFICER</b> Fronde is a NZ\$35m technology consulting and services provider operating in ANZ. It was a Takeovers Code company and was previously listed on USX. With 120 people, Fronde helps government and commercial customers with digital business transformation, providing technology consulting, licensing and managed services using cloud and on-premise technologies. Prior roles were Chief Commercial Officer, and Chief Financial Officer.

- **Scope:** #2 to the CEO, in the COO role I led all technical, customer delivery and project governance teams, sales operations, IT as well as retaining responsibility for finance, commercial, facilities, risk, legal and governance processes (including shareholder communications and company secretarial)
- **Key achievements:**
  - Led business during CEO transition in 2015 and delivered turnaround in business results
  - Re-established banking relationships
  - Navigated through COVID-19 challenges to ensure financial sustainability, and ongoing stakeholder support
  - Divestment of a non-core business
  - Reshaped cost base to free up cash for investment in growth initiatives and segments
  - Built strong delivery leadership team, improving operational excellence and outcomes for customers
  - Implemented “Lessons Learned”, new strategic customer account management and project performance frameworks, IP strategy, cybersecurity improvement
  - Successfully managed dispute resolution/mediation processes

2014-  
2015

#### **SPRINGBOARD NZ / CONSULTING**

- National lead for Springboard NZ (now ceased), a voluntary organisation supporting the next generation of NZ Directors. Working with voluntary teams to organise events nationwide.
- Consulting work included performance improvement, user-centred design and strategy projects

2001 -  
2014

#### **WOLTERS KLUWER ASIA PACIFIC/CCH**

Wolters Kluwer APAC is part of a global multinational corporation. It published digital legal information and develops tax and accounting software for customers in South East Asia and ANZ, with revenue of AU\$100m and a team of 700. During my time I was promoted twice, and from Mar 2004 was a member of the APAC Executive Leadership team and Director for CCH New Zealand Ltd, and its subsidiaries.

#### **ASIA PACIFIC DIRECTOR – STRATEGY, INNOVATION AND TECHNOLOGY, Wolters Kluwer APAC** (Jan 11 to Jan14)

- **Scope:** Led APAC Strategy, M&A, Data and BI, New Technology, Software Development, Project/Programme Management functions. Direct team of 40 professionals based in Sydney and Malaysia, with indirect leadership across the region to ensure success of our programmes.
- **Achievements:**
  - Built a cohesive team from siloed multi-disciplinary groups to build key capabilities to drive growth - User centred product design, Customer experience management, NPS, Data strategy, and Innovation
  - Led the strategic planning process and, with the APAC CEO, developed the overarching strategy for the APAC region
  - Delivered 4 acquisitions of SaaS and content businesses in our target growth segments to accelerate delivery of the strategy (13% growth)

#### **MANAGING DIRECTOR, CCH New Zealand Ltd** (Apr 04 to Dec 10)

- **Scope:** Full P&L responsibility
- **Achievements:**
  - Developed a high performing team and we achieved a turnaround with improvements in sales and revenue growth (+4%), profitability (+100%), customer satisfaction (+8%) and staff engagement (+21%)
  - Led through a transformation phase, migration of production to offshore shared services in Malaysia, managing Union negotiations and staff transition to new remote working model
  - New online platform for our product offerings to customers across APAC region

#### **FINANCIAL CONTROLLER, CCH New Zealand Ltd** (May 01 to Mar 04)

**Achievements:**

- 3 month secondment as Managing Director
- Acquisition of legal practice management software and forms business

#### **SENIOR FINANCE ROLES (NZ and UK)**

2000

New Zealand: Financial Controller, Meredith Connell (Barristers and Crown Solicitor, Auckland)

1987 to  
1999

UK: Qualified as a Chartered Accountant with Haines Watts (CA firm), then held senior finance roles in private sector and public companies (Columbus Press, Reed Elsevier plc, The Times, Guardian Media Group). Most roles involved reporting to boards.