

## ABOUT ME

An all-round Digital executive leader, I ranked 4<sup>th</sup> at the 2023 CIO50 NZ Awards (link [here](#)). I have a passion for bringing people & technology together to deliver great digital experiences, strong communication & execution skills, and a successful track record building high-performing teams & leading them through transformation.

With more than 20 years' experience across various sectors such as Telecommunications, FMCG, Transport, FinTech, Entertainment and SaaS, I have held senior leadership roles with some New Zealand iconic organisations and have a wealth of experience in Digital Strategy, AI Transformation, Product & Application Management, IT Operations, and Cyber Security.

I hold a Master's Degree in Electrical Engineering and a Postgraduate Diploma in Business Administration from the University of Auckland. I also attended executive education programmes at Stanford d.school and Harvard Business School and am currently an industry advisory board member to the AUT Business School.

Outside of work, you will find me mentoring young technology leaders, enjoying outdoors activities, watching rugby on TV or from the sidelines, or being an "Uber driver" to my two teen daughters.

## MY PURPOSES

**PERSONAL** Leave whatever jersey I wear - husband, dad, leader, colleague, friend - in a better place

**PROFESSIONAL** Positively contribute to *NZ Inc.*  
Make Aotearoa New Zealand an even better place to live, prosper and thrive

**LEADERSHIP** Succeed as a team. Help those around me achieve more than they'd ever imagine

## MY VALUES

Teamwork | Openness | Integrity | Authenticity | Empathy | Have Fun

## CAREER SUMMARY

EMPLOYER	DATE	ROLE
Xero	06/2024 – Present	Executive GM, Enterprise Technology (CIO)
Entain AU & NZ	06/2023 – 12/2023	Chief Digital Officer, NZ
TAB New Zealand	08/2022 – 05/2023	Chief Digital Officer
Visa	10/2020 – 07/2022	Senior Director, Platform Engineering
Air New Zealand	01/2020 – 10/2020	Senior Manager, Operations & Corporate Applications
	03/2018 – 01/2020	Senior Product Manager, Airports & Productivity
	11/2017 – 08/2018	GM Technology (CTO)
	02/2014 – 03/2018	Chief Information Security Officer (CISO)
Fonterra	09/2010 – 02/2014	Security & Risk Specialist
Telecom New Zealand	06/2007 – 09/2010	Principal Security Architect
	09/2001 – 06/2007	<i>Various roles in Information Security, in France and New Zealand</i>

## CONTACT

(m) 027 207 9995

(www) <https://www.fredlaury.com/>

(e) [frederick\\_laury@yahoo.fr](mailto:frederick_laury@yahoo.fr)

[in](http://nz.linkedin.com/in/fredericklaury) <http://nz.linkedin.com/in/fredericklaury>

### "WHO WE ARE IS HOW WE LEAD."

My leadership style is anchored by strong personal values & work ethic and has been influenced by the many leaders I met during my rugby and professional careers. I would not be the leader I am today if it wasn't for the lessons I learnt on and off the rugby field: the importance of leadership, teamwork, having fun, and fostering a positive & inclusive culture.

ATTRIBUTES	EXAMPLES & KEY ACCOMPLISHMENTS
<p><b>Customer Obsession</b> Focused on understanding customers' needs and ways to meet those needs</p>	<p><b>TAB New Zealand</b></p> <ul style="list-style-type: none"> <li>Significant CX improvements with mobile app notable enhancements and an 11% YOY increase in the number of customers placing a bet through TAB NZ's digital channels</li> </ul> <p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Strong focus on transforming the check-in experience and aligning customer experience across airports' products (i.e., kiosks, bag drop), which resulted in significant CX improvements</li> </ul>
<p><b>Servant Leadership</b> "There is no 'I' in team". Ability to build high-performing teams with a strong culture &amp; team ethos through fostering "cultural architects", creating a common sense of purpose and empowering people</p>	<p>Track record raising team engagement, leading cross-functional teams to deliver their objectives, and supporting co-workers in their personal and professional development through mentoring and/or coaching</p>
<p><b>Strategic Thinking</b> Forward-thinker. Ability to articulate business outcomes through storytelling and develop associated actionable strategies</p>	<p><b>Xero</b></p> <ul style="list-style-type: none"> <li>Defined Xero's internal AI strategy with a strong focus on lifting productivity, efficiency and velocity across the organisation. This strategy was subsequently endorsed for execution by Xero Leadership Team</li> <li>Led the refresh of Xero's data strategy with a strong focus on providing self-service access to GTM and G&amp;A functions</li> </ul> <p><b>Visa</b></p> <ul style="list-style-type: none"> <li>Defined a new Public Cloud strategy &amp; associated execution roadmap, leveraging AWS as infrastructure provider for platform modernisation. This strategy was subsequently endorsed for execution by Visa Technology Leadership Team</li> </ul> <p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Led the development of a new Technology strategy for the airline (5-year outlook) with a strong emphasis on Digital platforms</li> <li>Defined an Airports Mobility Strategy aiming at mobilising all Air New Zealand Airports staff</li> </ul>
<p><b>Achievement Oriented</b> "Get stuff done". Outcome-driven. Bias for action</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Delivered key platform &amp; infrastructure migration projects resulting in the simplification of the IT environment and a reduction of the average age of the IT infrastructure</li> </ul>
<p><b>Strong Commercial Acumen</b> Excellent knowledge of the NZ Digital &amp; Tech market. Strong financial discipline. Ability to create value for customers</p>	<p><b>TAB New Zealand</b></p> <ul style="list-style-type: none"> <li>Member of TAB New Zealand's ELT which negotiated and concluded a strategic partnership between TAB New Zealand and global wagering operator Entain. This transformational partnership will greatly enhance the long-term viability of New Zealand racing and sport by delivering substantial uplifts in payments to racing codes and sporting organisations across 25 years, while also significantly stepping up harm minimisation &amp; safer betting efforts to provide a superior &amp; safe customer experience to Kiwi punters (link <a href="#">here</a>)</li> </ul> <p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Successful contract renegotiations with key software vendors and IT partners which, coupled with other efficiency gains in IT Operations, resulted in significant OPEX savings in FY18</li> </ul>
<p><b>Communication</b> Excellent verbal &amp; written communication skills. Ability to communicate effectively at all levels of an organisation, incl. Board and ExCo</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Led the development of Air New Zealand's Information Security awareness and education programme, which included generic initiatives for all staff as well as specific activities for Board members, Executives and Senior Managers</li> </ul>
<p><b>Relationship Building</b> Ability to build strong partnerships and collaborate with, influence and gain trust &amp; commitment from stakeholders</p>	

**“BUILDING A GREAT CUSTOMER EXPERIENCE DOES NOT HAPPEN BY ACCIDENT. IT HAPPENS BY DESIGN.”**

*I have a passion for leveraging technology & empowering people to deliver kickass digital experiences. I do so by ensuring the teams I lead are customer-obsessed, product-centric and data-driven.*

ATTRIBUTES	EXAMPLES & KEY ACCOMPLISHMENTS
<p><b>AI &amp; Digital Transformation</b></p> <p>Ability to lead organisations through AI &amp; Digital transformation and organisation changes. Fluent with key Product Management concepts such as Agile methodology and customer centricity.</p>	<p><b>Xero</b></p> <ul style="list-style-type: none"> <li>Leading the execution of Xero’s internal AI strategy which resulted in 10-15% efficiency gains across engineering, CX, marketing in the first 12 months. Now focusing on enabling Agent AI across Xero to automate/orchestrate business processes and workflows</li> </ul> <p><b>TAB New Zealand</b></p> <ul style="list-style-type: none"> <li>Successfully led a transformation programme to transition from a traditional IT operating model to a product-led organisation with a strong emphasis on customer-centricity, product management and new ways-of-working in preparation for the integration of TAB NZ into Entain AU &amp; NZ</li> </ul> <p><b>Visa</b></p> <ul style="list-style-type: none"> <li>Led the platform integration of Fraedom into Visa which culminated in Fraedom being fully integrated within Visa Business Solution</li> <li>Led an organisation-wide transformation with a focus on setting up fully autonomous DevOps teams</li> </ul>
<p><b>IT Operations</b></p> <p>Experience leading large infrastructure and applications teams with a focus on resilience &amp; operational excellence</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Strong focus on platforms resilience resulting in a significant decrease in the number of high-severity incidents across the Operations &amp; Productivity applications portfolio</li> <li>70% reduction in high-severity incidents, 33% reduction in open audit findings assigned to Technology</li> </ul>
<p><b>Innovation</b></p> <p>Advocate for solving business pain-points through innovative technology solutions</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Significant improvements in <i>On-Time Performance</i> (OTP) by leveraging data insights and implementing an Artificial Intelligence (AI) proof-of-concept to analyse aircraft turnarounds in real time and offer predictive analysis to better manage turn and ground operations (link <a href="#">here</a>)</li> <li>Initiated a couple of innovative proof-of-concepts: <ul style="list-style-type: none"> <li>Blockchain experiment in Cargo for tracking perishable goods</li> <li>Quick bag tag printers to improve CX at airports</li> </ul> </li> </ul>
<p><b>Data &amp; Analytics</b></p> <p>Strong advocate for leveraging data insights to make informed decisions and deliver business value</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Significant increase in Cargo revenue in FY19 directly attributed to the implementation of predictive analytics</li> <li>120,000 man-hours saved in FY19 across Air New Zealand by leveraging data insights and through efficiency/productivity gains &amp; process automation</li> </ul>
<p><b>Cybersecurity, Privacy &amp; Risk Management</b></p> <p>Strategy, awareness &amp; education, compliance &amp; assurance, governance, delivery and security operations &amp; incident response</p>	<p><b>Air New Zealand</b></p> <ul style="list-style-type: none"> <li>Delivered key platform &amp; infrastructure migration projects resulting in the simplification of the IT environment and a reduction of the average age of the IT infrastructure</li> <li>Air New Zealand’s Information Security transformation programme resulted in a significant technology and infrastructure uplift and an improved security posture, as outlined by: <ul style="list-style-type: none"> <li>A risk reduction from HIGH (FY14) to MODERATE (FY17)</li> <li>An increase in Information Security maturity from 1.3/5 (FY14) up to 3.0/5 (FY18)</li> <li>An increase in PCI compliance score from 36% (2014) up to 95.9% (2017)</li> <li>80% reduction in the number of open audit findings assigned to Information Security between FY15 Q4 and FY18 Q2</li> <li>Air New Zealand won the 2016 iSANZ ‘Best Security Project/Initiative’ Award for this programme of work (link <a href="#">here</a>)</li> </ul> </li> </ul>

## PUBLIC SPEAKING

A proficient public speaker, I presented at a number of conferences and summits, both in New Zealand and overseas, e.g.:

- 2023 CIO, Digital Transformation & Data NZ Summit
- 2021 AWS Asia-Pacific Training & Certification Summit
- 2017 RiskNZ Conference
- 2017 Nelson Tasman Chamber of Commerce Aspire Conference
- 2015, 2016 & 2017 StarAlliance Information Security Forums
- 2016 Advance Cyber Security Summit
- 2015 Aviation ISAC Summit



## EXECUTIVE GENERAL MANAGER, ENTERPRISE TECHNOLOGY (CIO)

Xero | June 2024 – Current

### Position Overview

- Member of Xero's Extended Leadership Team
- Leading the Enterprise Technology team (~160 people)
- Annual budget of NZD 50M OPEX
- As Xero's CIO, I am responsible for the strategy and enablement of our internal AI transformation journey
- I am also responsible for the vision, strategy and day-to-day operation of Xero's Customer and Enterprise platforms, including:
  - Go-To-Market systems (i.e. customer facing systems servicing core Marketing/CRM, Sales, Billing & Revenue Management)
  - People & Finance systems (i.e. internal facing systems servicing G&A functions such as HR, Finance, Procurement, Legal and Facilities)
  - Productivity systems (i.e. collaboration)
  - Internal IT (i.e. global IT support, technology infrastructure & services, incident management)



## CHIEF DIGITAL OFFICER, NEW ZEALAND

Entain Australia & New Zealand | June 2023 – December 2023

### Position Overview

- After the strategic partnership between TAB New Zealand and Entain AU & NZ became effective on 1st June 2023, I continued to lead the Digital team in New Zealand to ensure a seamless integration/transition from a people perspective and to oversee the migration to Entain from a technology perspective.

## TAB CHIEF DIGITAL OFFICER

TAB New Zealand | August 2022 – May 2023

### Position Overview

- Member TAB NZ's Executive Leadership Team
- Responsible for digital strategy and delivery of betting products and superior customer experience through digital channels
- Led the Digital team (~60 people)
- Annual budget of NZD 34M OPEX

### Stakeholder Feedback

- *"Fred, thank you for your outstanding leadership in 2022 and the first half of 2023. It has been a career highlight working together. You took on an incredibly daunting challenge given how broken our digital portfolio was, whether it be the strategy, structure, systems, process or vendor relationships. Rather than see problems, all you saw was opportunities. The way in which you so enthusiastically threw yourself into supporting myself and the Board to create a world class business out of New Zealand has been inspiring to those around you. Your ability to clearly articulate a vision, why success at pace is important and to take your peers and your team with you, has been great to watch. Keep leading with the passion, energy and pragmatism that you have shown at TAB NZ. I look forward to seeing your career flourish and fully expect to see you transition from CDO to CEO in another industry one day"* (former CEO, TAB NZ)

## VISA SENIOR DIRECTOR, PLATFORM ENGINEERING

Visa | October 2020 - July 2022

### Position Overview

- Led the Platform Engineering team (~70 people) of Visa Spend Clarity for Enterprise (formerly known as Freedom, acquired by Visa in 2018 and now part of Visa Business Solutions), a SaaS platform providing corporate credit card management products to many of the world's premier banks
- Responsible for the definition, maintenance and successful implementation of the technology strategy and the delivery of Platform services to internal and external stakeholders
- Annual budget of NZD 8M OPEX



## SENIOR MANAGER, OPERATIONS & CORPORATE APPLICATIONS

Air New Zealand | January 2020 - October 2020

### Position Overview

- Responsible for the end-to-end lifecycle (from strategy through to day-to-day operations & support) of all Air New Zealand's applications supporting the airline's Operations and Corporate business areas as per below:
  - *Operations Applications*: Airports & Cargo, Flight & Connected Aircraft, Pilots & Crew and Engineering & Maintenance
  - *Corporate Applications*: HR, People & Safety, Finance/Payroll, Supply Chain and Property
- Led a team of Applications Managers and their Applications teams (~80 people)
- Accountable for overarching technical application strategy and ensuring that technical roadmaps are aligned to policies, security and architectural standards and business roadmaps
- Accountable for the 24x7 operation of business-critical Operations & Corporate applications; this includes monitoring, alerting and reporting on performance, resilience, compliance and overall health posture of the applications portfolio
- Accountable for prioritisation of technical enhancements; this includes business features and technical improvements maintenance, upgrades, compliance, uptime, resilience, performance, tech debt reduction and end-of-life decommissioning
- Annual budget of NZD 30M OPEX
- Led the team through turmoil and uncertain times as a result of the COVID-19 pandemic, with no negative impact nor disruption to operations

### Stakeholder Feedback

- *"I have found Fred to be very action oriented and very pragmatic, which means he is able to get things done and they are the things that we value getting done. [...] I think he is a real asset for Digital and one worth continuing to invest in."* (GM Finance, Air New Zealand)



## SENIOR PRODUCT MANAGER, AIRPORTS & PRODUCTIVITY

Air New Zealand | March 2018 - January 2020

### Position Overview

- Oversaw the strategy, delivery and operation of a number of Digital products and services aimed at enhancing the customer and employee experiences
- Led the *Airports* product team (Front of House: valet parking/check-in/bag drop/lounges/boarding, Back of House: bag reconciliation/ramp operations and Cargo)
- Led the *Productivity* product team (Collaboration & Communication, Workplace Services/End-User Computing, Automation and Identity & Access Management); this includes Microsoft Productivity & Collaboration products, Enterprise Mobility and ServiceNow

### Stakeholder Feedback

- *"Fred is a highly effective Business Partner. He has brought real drive and dynamism to his team that was not present before. [...] Fred has worked hard to understand the demands of Airports and has done a wonderful job in getting his stakeholders trust and support. For the first time in my 6 years at Air New Zealand, I feel like Digital is actually delivering to our needs. Fred is a credit to Digital and I think of himself as the CIO of New Zealand's biggest ground handler."* (former Group GM Airports, Air New Zealand)
- *"Fred is a natural leader and empowers his team well. He has a great mix of humility, subject matter intelligence and creativity and I have nothing but praise for his leadership style, especially the inclusive nature of his interactions and non-hierarchical approach. Fred always executes with excellence, from presentations, framework implementations or involvement in the detail of projects. Fred demonstrates the leadership behaviours which inspire - I believe he is an exemplar of what good Air New Zealand leaders should be."* (former Manager Cargo Commercial & Ventures, Air New Zealand)



## GENERAL MANAGER TECHNOLOGY (CTO)

Air New Zealand | November 2017 - August 2018

### Position Overview

- Led the delivery of enterprise-wide architecture and technology strategy outcomes for Air New Zealand and led the ongoing performance of the Architecture, Information Security and Digital Platform Centres of Excellence (~30 people).
- During my tenure, the Technology team delivered significant outcomes across the following pillars:
  - "Keeping the lights on" by ensuring reliable and effective operations of Air New Zealand's IT infrastructure
  - Reducing technical debt and reliance on legacy systems by simplifying the IT environment
  - Accelerating the adoption of Cloud technology, and
  - Architecting, building and operating agile, sustainable, secure and resilient digital platforms.
- Reported directly to the Chief Digital Officer. Member of the Digital Leadership Team responsible for enabling Air New Zealand's Digital 2020 vision and agenda
- Annual budget of NZD 30M OPEX



### **CHIEF INFORMATION SECURITY OFFICER (CISO)**

*Air New Zealand | February 2014 - March 2018*

#### **Position Overview**

- Reported directly to the Chief Digital Officer. Member of the Digital Leadership Team responsible for leading Air New Zealand's Digital transformation
- Defined and oversaw the implementation of Air New Zealand's Information Security strategy
- Led an ambitious Information Security transformation programme aiming at improving Air New Zealand's security posture
- Ensured appropriate Information Security governance, assurance framework, incident response & operational processes and education & awareness activities were developed, maintained and communicated
- Collaborated with internal (e.g., Digital, Governance Risk & Compliance, Legal) and external (e.g., other carriers, New Zealand Government) stakeholders on all Information Security matters
- Reported quarterly on Information Security matters to the Audit Committee & ExCo
- Represented Air New Zealand on various industry bodies and forums (e.g., Aviation ISAC, Star Alliance Security Forum)



### **SECURITY & RISK SPECIALIST**

*Fonterra | September 2010 - February 2014*



### **PRINCIPAL SECURITY ARCHITECT**

*Telecom New Zealand | June 2007 - September 2010*

### **VARIOUS ROLES IN INFORMATION SECURITY**

*France & New Zealand | September 2001 - June 2007*

### EDUCATION, PERSONAL & PROFESSIONAL DEVELOPMENT

2025 – Present	○	<b>INDUSTRY ADVISORY BOARD MEMBER</b> <i>AUT Business School</i>
2023	○	<b>COMPANY DIRECTORS' COURSE</b> <i>New Zealand's Institute of Directors</i>
2023	○	<b>TRANSFORMING CUSTOMER EXPERIENCES</b> <i>Harvard Business School Executive Education</i>
2019	○	<b>MAHI RANGATIRA LEADERSHIP PROGRAMME</b> <i>Air New Zealand</i>
2018	○	<b>TE POKAITAHI REO (RUMAKI, REO RUA) (TE KAUPAE 2)</b> <i>The Whare Wānanga O Awanuiārangi</i>
2017	○	<b>DESIGN THINKING &amp; LEADING INNOVATION</b> <i>Stanford d.school (Hasso Plattner Institute of Design) Executive Education</i>
2016	○	<b>ACCELERATED DEVELOPMENT CENTRE</b> <i>Air New Zealand</i>
2016	○	<b>MASTER COACHING PROGRAMME</b> <i>Air New Zealand</i>
2015	○	<b>LEADERSHIP EVERYDAY PROGRAMME</b> <i>Air New Zealand</i>
2011	○	<b>POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION</b> <i>Business School, University of Auckland</i>
2001	○	<b>MASTER'S DEGREE IN ELECTRICAL ENGINEERING</b> <i>INSA (National Institute of Applied Sciences)   Lyon, France</i>
1995	○	<b>BACCALAURÉAT SCIENTIFIC SERIES WITH HONOURS</b> <i>Lycée Jolimont   Toulouse, France</i>

### LANGUAGES

ENGLISH	Fluent
FRENCH	Fluent
TE REO MĀORI	Basic

### PERSONAL INTERESTS

RUGBY	<ul style="list-style-type: none"><li>Former member of the New Zealand Parliament XV (2004-2007)</li><li>Coached New Zealand youth teams (Pōneke RFC and Wellington U12 representative)</li><li>Played at a competitive level in France; French Champion U21 (1999)</li></ul>
SPORTS	<ul style="list-style-type: none"><li>Any outdoors activities (e.g. tramping, bushcraft, mountain biking, skiing)</li></ul>

### REFEREES

Available on request