

Bio – Tania Fryer – .au Domain Administration Ltd



Hi, I'm Tania.

I believe auDA performs a critical role in Australia. Achieving good governance while enabling innovation is vital.

As a professional independent Non-Executive Director with 20+ years' experience in telecommunications, technology and law, I could contribute skills and experience to key strategic issues:

1. Governance:

- Achieving stronger governance without stifling innovation.
- auDA is at an inflection point. This restructure is an opportunity to overcome past turbulence.
- I could contribute to good governance becoming common practice, while enabling innovation, leveraging my experience:
 - on the Board of Grey Innovation Group – a highly innovative company, a leader in responsible entrepreneurship.
 - on the Board of City West Water (CWW) – operating in a complex, public purpose, multi-stakeholder environment. CWW is a Victorian statutory corporation with mature governance structures, policies and processes. On CWW's Risk Management and Audit Committee, I'm a strong contributor, overseeing key risks (financial and non-financial), compliance with risk management policy and organisational controls.
 - in my earlier executive career, as a Telstra general counsel, I had extensive governance experience – including on the NBN deal team and IT Transformation steering committee.

2. Stakeholder relations:

- Restoring trust internally and externally with all stakeholders.
- Listening is critical to restoring trust, as will be the CEO appointment, evolving auDA's culture and managing expectations.
- I could contribute to the 'tone from the top' and stakeholder engagement strategy, drawing on my experience:
 - on the Board of CWW, where internal culture and customer engagement have improved significantly.
 - as a Telstra executive, I listened to customers of Telstra Wholesale (TW) about contracting – complexity and time caused dissatisfaction. I led a turnaround, simplifying the contracting experience. TW customer feedback on contracting improved 10%+ in 2014/15 and 2015/16, contributing to TW achieving a +40 net promoter score.

3. Strategy:

- auDA has a terrific opportunity for .au to be part of growing the 'secure, made in Australia' brand, the trust framework.
- Melbourne's community trusts when they turn on a standard tap, the water is safe to drink – they don't need to think about it. From an already sound base, community trust in .au could become similarly strong.
- Successful implementation of significant changes is critical – eg, direct registration.
- I could contribute to auDA strategy, navigating its role in a rapidly changing global environment, and Board oversight of significant change management, leveraging my experience:
 - on the Board of Grey Innovation, which has pivoted its strategy from a successful technology commercialisation consultancy for 15+ years to now retaining equity stakes in a portfolio of companies and growing internationally.
 - on the Board of CWW, which is undergoing a multi-faceted transformation, stepping-up to the challenges of climate change and population growth, and harnessing digital opportunities.
 - as a Telstra executive, where I contributed to significant change initiatives – eg, \$11bn NBN deal which reinvented the industry structure and Telstra's Transformation program.

I'd be pleased to contribute to auDA living up to its purpose and potential.

Tania Fryer

LLB(Hons), BA, LLM(Comm), GAICD



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[REDACTED], Melbourne

- Non-Executive Director
- Over 20 years' experience including 18 years of board-level experience
- Large corporate (ASX 20), public, private and not-for-profit
- Telecommunications, technology, water, health

Profile

- **Non-Executive Director** on City West Water, Grey Innovation Group and Potential(x) boards.
- **Senior Executive** experience included 10 years as a Telstra executive across diverse business challenges: Information Technology (IT), customer-focused business transformation, product innovation, growth in disrupted markets, network design and construct, industry-changing negotiations (NBN), technology commercialisation, governance and risk management as a General Counsel.
- High achiever in the **Legal Profession** as a lawyer at Allens Linklaters (formerly Arthur Robison & Hedderwicks) then at Telstra promoted progressively to a General Counsel.
- **Not-For-Profit** member of JDRF (Juvenile Diabetes Research Foundation) State Committee.

Qualifications

- Graduate, Australian Institute of Company Directors
- Master of Commercial Law, University of Melbourne – First Class Honours 82% average
- Bachelor of Laws (Honours), Monash University
- Bachelor of Arts, Monash University
- Current legal practising certificate

Non-Executive Experience

- **City West Water**, Oct 2017 – present: Retail water business in metro Melbourne serving 1m+ customers, FY18 \$698m revenue, \$113m profit before tax, \$2.4b assets including critical infrastructure. Committees: Risk Management & Audit; and Health, Safety & Environment.
- **Grey Innovation Group**, Sept 2017 – present: Commercialises technologies in three sectors – health, environment and security. Portfolio companies have global distribution arrangements.
- **Potential(x)**, May 2019 – present: Data analytics company innovating to improve lives, serving 300+ hospitals in Australia and New Zealand, scaling and expanding internationally.
- **State Committee JDRF (Juvenile Diabetes Research Foundation)**, April 2017 – present: JDRF is the world's leading not-for-profit supporter of type 1 diabetes research.

Board & Executive Successes

- Non-Executive Director, Committee Member and lawyer with over 18 years of board-level experience – ASX 20, public, private, not-for-profit – with particular experience in technology.
- **City West Water (CWW)** is transforming into a **digital utility**. Dynamic Technology is one of six foundations on which CWW is building its vision to be an exceptional service provider that puts customers first and benefits the community. Tania's technology skills and experience contribute strongly to the digital ambition, strategy and governance of CWW's digital transformation journey: digitising customer interactions; data and analytics informing smarter decision-making in the context of challenges posed by climate change, water scarcity, ageing infrastructure, growth; building digital and innovation into CWW's organisational culture.
- **Grey Innovation** is an entrepreneurial and **growing** technology group. Originally a consultancy, Grey Innovation reinvented its business model and now retains equity stakes in a portfolio of



technology companies it spins off. Tania was Grey Innovation's first independent Non-Executive Director, adding value in its strategic activities, scaling the business and maturing its governance.

- As an executive, Tania was a member of the **Telstra deal team** on an \$11bn deal with **NBN Co** in 2010–2011 which **reinvented** the telecommunications industry in Australia. Tania was the Telstra Legal lead on negotiating the \$4bn agreement to disconnect the copper network and migrate customers to the National Broadband Network. For the overall deal, Tania developed a board paper with sound analysis of key 'what if' scenarios, identifying risks and management strategies.
- Dramatically **simplifying** the **customer experience**, Tania led a wholesale contracting turnaround: Telstra Wholesale customer feedback on contracting improved 10%+ in 2014/15 and another 10%+ in 2015/16, contributing to a net promoter score of +40 in 2015/16.
- Tania was a member of the executive team responsible for delivering Telstra's enterprise-wide **transformation** program – achieving productivity and cost saving benefits across IT, networks, product and supply chain optimisation (\$12bn capex, 2006–09).

Key Skill Sets and Attributes

- **Industry knowledge:** over 18 years' experience in telecommunications, across macro technology trends, able to understand technical information, think strategically about what it means and convey it in a simple way. Broad experience across Internet services (wholesale and retail), IT, infrastructure, Internet of Things (IoT), big data, cybersecurity, Artificial Intelligence (AI).
- **Curiosity and strategic thought capability:** future-oriented, interested in what's possible, how industries can be disrupted (eg NBN) and how companies can disrupt (eg Grey Innovation).
- **Calm and collaborative nature:** asks insightful questions in a constructive way, balanced with healthy challenge.
- **Learning agility:** ability to learn from experience and apply that learning to succeed in new situations; able to distil key information from an array of data and join the dots.
- **Finance & audit:** strong financial orientation, skilled member of CWW's Risk Management & Audit Committee, able to understand key risks and monitor compliance with risk management framework and processes. Masters level accounting subject (achieved 91%).

Executive Experience

- Technology-dependent business and innovation have been at the centre of Tania's career.
- Tania's **diversity** of Telstra executive roles over 10 years spanned:
 - **Operations** – IT, operational technology, networks (engineering, design, construction, operations, maintenance, field workforce), billing, credit, R&D, technology commercialisation
 - **NBN** – deal negotiation and implementation into business-as-usual operations
 - **Retail** – Telstra Country Wide sales and marketing
 - **Wholesale** – serving Internet Service Providers and other telecommunications companies.

Growth in Disrupted Markets

- Telstra Wholesale (TW) was the primary fixed network service provider in Australia. The industry is transforming with NBN becoming the monopoly fixed-line wholesaler. At the outset, Tania provided strategic legal advice that contributed to TW returning to **growth** while retail also grew. Tania's strategic advice was instrumental in wholesaling mobiles and sub-wholesaling NBN.
- Tania led a contracting turnaround, **simplifying** customer experience. TW customer feedback on contracting improved 10%+ in 14/15 and 15/16 contributing to a +40 net promoter score.

Digital Transformation

- Tania was a member of the executive team responsible for delivering Telstra's enterprise-wide **transformation** program (\$12bn capex, 2006–09). Outcomes achieved: productivity gains, cost reduction and next generation product enablement:

- **IT** transformation: new systems and data warehousing for customer care, billing and operations management – reducing the number of IT systems by over half
- **network** engineering design, construction, operations and support: new mobile and fixed networks
- supply chain optimisation – transforming **procurement** processes
- product and platform rationalisation
- field workforce productivity program and contact centre offshoring.
- Legal advisor in BigPond start-up phase: Internet service product development (broadband, web hosting, security applications), marketing, sales, content deals (V8 supercars, NRL), acquisitions.

Industry Disrupting Negotiations (NBN)

- In Telstra's negotiation team on an \$11bn deal with NBN Co in 2010–2011 which **reinvented** the industry structure, Tania was the Telstra Legal lead on the \$4bn agreement to disconnect the copper network and migrate customers to the National Broadband Network.
- To navigate the complex commercial, government and regulatory interests to a successful outcome, Tania's commercial **solutions-focus** and **stakeholder engagement** skills were crucial.
- Tania developed a board paper with sound analysis of key 'what if' scenarios, identifying risks and management strategies, a critical role in enabling board decision-making for the overall deal (copper disconnection, infrastructure services, structural separation and regulatory change).

IP Commercialisation & Technology Transfer

- Tania was principal legal advisor to Telstra's Chief Technology Officer and the **board** of Telstra Research & Development Management Pty Ltd, the subsidiary responsible for **commercialising** Intellectual Property (IP) generated by the then Telstra Research Laboratories (2000–2003).

Governance and Risk Management

- As a member of Telstra's **IT transformation steering committee** overseeing a \$3.9bn program (2006–2009), Tania's leadership contributed strongly to program governance and risk management including customer privacy, security and data management.
- The complexity and scale of the IT transformation brought many learnings. The program delivered new sales, billing, customer service and operational capabilities (migrated 10m+ customers, 20m+ services), a platform for development of next-generation products (eg cloud).
- A member of Telstra's **crisis management team** (2007–2010), Tania is experienced in preparing for and managing high-pressure, time critical, disruptive threats.
- Extensive practical **corporate governance** experience, enabling informed decision-making, sitting on numerous governance steering committees, preparing and reviewing many Telstra board papers, advising on ASX continuous disclosure, delegations and regulatory compliance.

Employment History

- **Telstra, Oct 2000–June 2017**: promoted progressively to Technology Managing Counsel (in 2004) then to the Telstra Executive Team as a General Counsel (June 2007). Diverse business unit executive experience: contributing to commercial strategy, providing strategic legal advice, leading teams of up to 25 (including other people leaders) and P&L (legal budget) accountability.
- **Allens Linklaters (formerly Arthur Robinson & Hedderwicks), Mar 1997–Sept 2000**: Lawyer specialised in technology and IP, after experience in dispute resolution, commercial law, mergers and acquisitions, superannuation and trusts.

Referees

- Stuart Lee, Chair, Reach Limited
- Jefferson Harcourt, Chair, Grey Innovation Group
- David Middleton, Chair, City West Water
- Carmel Mulhern, Group General Counsel and Group Executive Corporate Affairs, Telstra

Contact details and additional referees available on request.

