



AJ&CO

Nick Bubb

Chief Financial Officer
Corporate Services



Finance isn't just about numbers – it's about enabling people. My focus is on building trust, strengthening capability, and creating the conditions for sustainable success.



Nick is an accomplished Executive with a focus on financial leadership, organisational performance, people capability, operational transformation, and governance across diverse and complex organisations.

Introduction

Nick brings extensive experience in leading finance, operations, and organisational transformation across listed companies, private organisations, and for-purpose entities.

With a grounded, people-centred leadership style, he is known for rebuilding confidence in underperforming functions, strengthening governance, and creating transparent, high-performing operating environments.

Nick excels in complex organisational contexts, where clarity, stability, and cultural alignment are essential to long-term success.

Expertise

- **Financial Leadership and Corporate Performance:** Comprehensive experience in financial strategy, budgeting, reporting, forecasting, and commercial analysis.
- **People Empowerment and Capability Development:** Strengthening team performance through transparency, coaching, and structured career pathways.
- **Technology, Systems, and Operational Design:** Implementing and optimising practice management systems, financial platforms, reporting tools, and process automation.
- **Mergers, Acquisitions, and Integration:** Leading valuation, due diligence, deal assessment, and post-transaction integration in complex environments.
- **Governance, Policy, and Compliance:** Reinvigorating governance frameworks, risk structures, statutory compliance, and organisational policy environments.
- **Change Management and Cultural Transformation:** Rebuilding leadership capability, resolving legacy issues, and guiding teams through strategic change.
- **Strategic Planning and Stakeholder Engagement:** Partnering with boards, executives, and operational leaders to align financial and organisational strategy.
- **Resilience and Adaptive Leadership:** Calm, thoughtful leadership in high-pressure, fast-changing environments.

Experience

Nick's notable achievements include:

- **Organisational Turnaround & Cultural Transformation:** Led the financial and cultural stabilisation of a large for-purpose organisation following significant leadership turnover, restoring trust, transparency, and team cohesion across finance, risk, and technology functions.
- **Financial Strategy & Performance Leadership:** Rebuilt financial reporting environments, implemented open-book reporting models, and strengthened forecasting, budgeting, and performance frameworks across multiple organisations.
- **Cost Optimisation & Commercial Outcomes:** Delivered multimillion-dollar cost reductions, including a \$2.2M labour restructure, 40% reduction in ERP costs, 25% reduction in IT spend, and 50% savings through strategic property and tenancy renegotiations.
- **Technology Transformation:** Designed and implemented enterprise platforms including practice management systems, HR/rostering systems, budgeting tools, and performance dashboards, resulting in improved visibility, accuracy, and operational efficiency.
- **Governance, Risk & Compliance Leadership:** Reinvigorated risk frameworks, strengthened governance structures, and resolved complex legacy financial and employee compliance issues, including multi-million-dollar liabilities.
- **Mergers, Acquisitions & Integration:** Delivered valuation, due diligence, deal execution, and post-merger integration across Australian and UK markets, contributing to the successful consolidation of multiple acquired practices.
- **Strategic Operations & Organisational Growth:** Designed operational strategies that enabled significant revenue growth – including enabling a 60% growth trajectory within a national corporate law firm – and built the operational foundations to support sustained expansion.
- **Team Leadership & Capability Development:** Built and led high-performing finance and operational teams, mentoring emerging leaders, developing career pathways, and creating transparent, empowered environments across diverse sectors.
- **Capital, Funding & Treasury Expertise:** Negotiated extended funding facilities during liquidity events, managed external banking relationships, and supported treasury functions including interest rate and currency risk management.
- **IPO & Large-Scale Reporting Leadership:** Built financial models and reporting structures supporting the world's first publicly listed law firm, including modelling for the IPO prospectus and ongoing statutory and management reporting.

Qualifications

- Bachelor of Business (Accountancy) – RMIT University
- Chartered Accountant (CA) – CA ANZ
- Certified Practising Accountant (CPA)

Memberships

- Chartered Accountants Australia & New Zealand
- CPA Australia



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nbubb@ajandco.com.au
0404 415 626