

Aaron Brooker

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Aaron is a Transformation leader with 10 years' experience in logistics, manufacturing, and the mining industry.

In that time, he has designed, implemented, and led large transformation programs that have been embraced by teams, resulted in lasting cultural change, and delivered tangible benefits worth hundreds of millions of dollars.

He is passionate about understanding how systems work, how to make them better, and working in the trenches with the team to design and implement practical improvements.

Aaron has returned to Brisbane in 2024 having spent two years based in the UK.

Experience

Easyjet

Head of Transformation (Interim) – London UK – June 2022 to February 2023

Fixed term role reporting to executive leadership. Tasked with setting up a finance-led Transformation Office to achieve strategic objectives. Over £110m of externally-audited benefits achieved in first 12 months, exceeding published targets. Highlights include:

- Collaboratively designed new light-weight programme governance processes (initiative performance reviews, regular discussions, and weekly reports) to ensure claimed benefits were delivered on time and in full. All management routines were designed to add minimal administrative burden whilst providing the necessary rigour.
- Implemented consistent portfolio-wide financial benefits tracking. All reported benefits were backed by an underlying improvement in a key value driver versus its historical baseline.
- Integrated transformation programme into annual target setting and budget processes.
- Engaged with upstream and downstream stakeholders to define work plans, agree achievable and measurable targets, monitor performance and risks, and take corrective action as necessary.
- Led development of a simple centralised database of initiatives, actions, baselines, and benefits. Good data hygiene discipline enabled all programme reporting to be generated automatically.
- Recruited and trained the new team (5 dedicated FTE) in core principles of portfolio management and business improvement.

Aaron Brooker Consulting

Director – London UK – February 2023 to present

Freelance consulting, working with businesses to improve their operational efficiency. Highlights include:

- **Metals – Cost reduction** - Assessed workforce requirements across two aluminium smelters and identified automation, standardisation, and simplification improvements worth up to \$43m per year, the majority of which was able to be realised through retirements and natural attrition.
- **Easy 1-on-1s – Transformation tool** – Produced a SaaS (Software as a Service) tool that makes it easy to introduce structured 1-on-1 meetings to any workplace. Ultimately, it helps teams get more done through proper resourcing and prioritisation. Co-founded a spin-off company to commercialise this tool.

Experience (continued)

Partners in Performance

Engagement Manager – Brisbane QLD – March 2019 to October 2021

Management Consultant – Brisbane QLD – October 2015 to February 2019

Partners in Performance is a management consultancy specialising in transformation. Highlights include:

- **Metals - Transformation** - Led diagnostic of asset's full production potential identifying \$105m p.a. of benefits. Facilitated stakeholder agreement on priority initiatives, set up portfolio management reporting and routines, and conducted intensive coaching of new hires in Continuous Improvement principles to get them ready to effectively drive change with front-line operations staff.
- **FMCG - Transformation** - Built an internal Transformation and Continuous Improvement function at an Australian milk bottling plant, delivering over \$7m p.a. of sustainable benefit. Built management buy-in by breaking down intimidating financial targets into achievable and measurable improvements in a few critical value drivers. Defined and prioritised initiatives with stakeholders, implemented visual management systems, and coached performance reviews.
- **Steel - Transformation** - Delivered \$40m p.a. margin improvement programme for steel reinforcement retailer. Led set-up of national Transformation program in largest region. Margin improvement delivered through price standardisation, improved KPI reporting, and effective management routines.
- **Airline - Transformation** - Ran project management office for international airline's \$360m p.a. three-year transformation program. Evaluated and prioritised initiatives, built work plans, and trained 30 clients in methodology and the principles of Continuous Improvement.
- **Mining - Cost reduction** - Identified \$80m of margin improvement through reducing usage of services and consumables, and debottlenecking processing plant through reduced handling of raw coal.
- **Mining - Supply chain** - Developed operating strategy to improve production rate of underground coal mine by 185kt p.a. by optimising conveyor speed, reducing double handling and associated excess crushing, and improving wash plant yield. Key input into strategy was integrated model of material flow through longwall, conveyors, storage, wash plant, and loadout.
- **Mining - Strategy** - Completed review of a potash mining project's viability. Stress tested business case assumptions, identified key drivers of unit cost, assessed key driver values in a range of unfavourable scenarios, and quantified overall impact.

WSP Parsons Brinckerhoff

Structural Engineer – Brisbane QLD – January 2014 to October 2015

Full-time role in Transport Structures group. Project experience in steel, reinforced concrete, and pre-stressed concrete design to Australian and UK standards. Major projects included the award-winning Boundary Road Interchange in Brisbane, the landmark Mesaimeer Viaduct in Doha, and the structural audit of all bridges and culverts in the Goonyella railway system.

Education

Bachelor of Engineering (Civil) (Hons 1)

University of Queensland – 2013 – GPA 7.00

- UQ Graduate of the Year – Awarded to UQ graduate across all faculties with highest overall GPA.
- University Medal – Awarded for outstanding academic results throughout program of study.

Interests

Skiing, design, tennis, airports, Anno, dystopian fiction, board games, and cooking