

Candidate Information Pack

Chief Executive Officer

NEW ZEALAND
THOROUGHBRED **RACING**



PUREI HŌIHO NĀTI O AOTEAROA



About New Zealand Thoroughbred Racing

New Zealand Thoroughbred Racing (NZTR) is the regulatory and governing body for the sport of Thoroughbred racing in New Zealand. They are on a mission to create a sustainable and successful Thoroughbred Racing Industry for Kiwis to enjoy for many generations to come!

Racing is a significant contributor to the New Zealand economy, accounting for a remarkable \$1.6 billion (0.9% of GDP) and directly employing around 10,000 individuals.

At NZTR, they oversee all aspects of Thoroughbred racing, from licensing and registrations to setting the races and ensuring the wellbeing of their people and horses. The industry is in the midst of some exciting dynamic change, with NZTR relocating to Cambridge, the heart of Thoroughbred racing, and an exciting new wagering partner, Entain. Together, they are driving the much-needed transformation to thrive for many years to come, attracting new talent and engaging a new demographic of punters, owners, and racing enthusiasts.

Join the team at NZTR and be part of a team that is at the forefront of this exciting period of transformation in the New Zealand's Thoroughbred racing industry!

Purpose

To lead, advance and elevate the New Zealand Thoroughbred Racing industry.

Vision

A sustainable and successful Thoroughbred Racing industry in New Zealand.

Values

- Respect
- Integrity
- Innovation
- Collaboration
- Excellence

For further information, please visit <https://nztr.co.nz/>

New Zealand Thoroughbred Racing Board of Directors



Russell Warwick
Chairman

In June 2024 Russell Warwick became a member of the Board after being appointed by the NZTR Members' Council. Russell brings a wealth of industry knowledge and administrative experience to his appointment to the NZTR Board. As the General Manager of Westbury Stud, Warwick's ability to lead one of NZ's elite breeding and racing programmes made him an excellent candidate to join the NZTR Board.



Andrew Fairgray
Director

Andrew has over 25 years of experience in IT&T and currently serves as the Chief Business Officer at 2degrees. He is passionate about leveraging technology and sees the potential in the convergence of Media and Telecommunications to meet consumer demands for real-time content. Andrew applied for the Director role at NZTR to utilize his local and global experience, driving innovation and transformation for the organization.

He is personally involved in the thoroughbred industry through his company, JETA Group, and strongly values its contribution to New Zealand Inc.



Andrew Flexman
Director

Andrew is presently employed as an investment advisor at Forsyth Barr in Cambridge. Prior to this role, he worked as a lawyer and sports administrator. As a passionate thoroughbred owner, Andrew brings a diverse background to the table. He has served as the Chief Executive of the Chiefs Rugby Club and possesses extensive experience in fan engagement, sports management, and entertainment.

New Zealand Thoroughbred Racing Board of Directors



Dean Lawrence

Director

Dean is currently engaged as a consultant for the International Monetary Fund, following his previous positions within the Inland Revenue Department. With his background as the former president of the Otago Racing Club and a board member of GallopSouth, Lawrence brings together a wealth of racing administration expertise and knowledge. His international experience complements his longstanding involvement in thoroughbred ownership and breeding pursuits.



Rodney Schick

Director

Rodney brings a wealth of knowledge and expertise to the Board of Directors, having run his own large-scale Stud Farm operation, Windsor Park Stud, for more than 20 years alongside his wife Gina. Appointed by the NZTR Members' Council in March 2024, Rodney's lifetime of industry experience and business acumen brings an invaluable insider perspective to the organisation.

Rodney's position fills the position left by current TAB NZ General Manager Commercial, Jason Fleming, who left NZTR's Board in July 2023.



Mike Clarke

Director

Mike is a Director and Board Advisor with 30+ years of diverse business experience, including gaming. Previously a Consulting Partner at KPMG and Chief Information Officer at SkyCity, he has worked globally with technology organizations to drive business transformation. Additionally, Mike actively engages in the Thoroughbred industry as an owner and breeder. He holds the designation of Chartered Member of the Institute of Directors (CMInstD).

Position summary for Chief Executive Officer

The Role

New Zealand Thoroughbred Racing (NZTR) are seeking an inspiring and strategic commercial leader to take the reins and guide the team into an exciting new era. Over the past two and a half years, they've undergone significant transformation – moving to a new location, partnering with a new wagering provider, and fostering a highly engaged workforce. Now, they're ready to build on this momentum and deliver on their ambitious strategic objectives.

As CEO, you'll play a pivotal role in shaping the future of Thoroughbred racing in New Zealand. You'll align NZTR efforts with industry goals, ensuring the successful delivery of the Racing Act's accountability requirements and driving growth across all areas of the business. Your leadership will position NZTR at the forefront of innovation, technological advancement, and social responsibility, ensuring their relevance in a competitive, ever-evolving environment.

Collaboration is at the heart of this role. You'll foster strong relationships with key stakeholders across racing clubs, owners, trainers, breeders, government bodies, and international jurisdictions. Building trust and maintaining these connections will be critical to expanding their local and global presence. Equally, your ability to engage with communities and advocate for the industry will help the team expand the NZTR reach, relevance, and social license to operate.

A key focus will be driving commercial growth and innovation by identifying new revenue streams and enhancing existing ones. You'll work closely with NZTR stakeholders to elevate the impact of NZTR events and initiatives. Equally, you'll foster a culture of continuous improvement within the business, empowering a high-performing workforce aligned with organisational vision and values.

If you are an inclusive, commercial leader with a passion for change and a commitment to sustainable growth, they want to hear from you. This is a unique opportunity to lead a passionate and engaged team, inspire positive change, and leave a lasting impact on the future of Thoroughbred racing in New Zealand. Join the team on this exciting journey and help shape a thriving, sustainable future for the New Zealand thoroughbred racing industry.

Position summary for Chief Executive Officer

Key Role Accountabilities

Strategic Leadership

- Execute NZTR's strategic plan, ensuring alignment with industry goals and the long-term vision of Thoroughbred racing.
- Provide strategic leadership and innovation to ensure NZTR remains at the forefront of industry trends, technology, and societal expectations.
- Lead efforts to expand the sport's presence and relevance both locally and internationally, positioning NZTR for sustained growth.
- Ensure delivery of the code accountability and responsibility requirements of the Racing Act 2020.
- Ensure NZTR meet their requirements in relation to our social license to operate.
- Create and execute growth strategies to all revenue streams related to the New Zealand Thoroughbred Racing industry.

Stakeholder Management and Engagement

- Build and maintain strong, collaborative relationships with key industry stakeholders, including owners, Racing Industry Organisations (trainers, jockeys, owners, breeders), racing clubs, Racing Integrity Board, TABNZ and our wagering partner Entain.
- Develop and strengthen strategic partnerships with international racing jurisdictions to promote collaboration, knowledge sharing, and alignment on racing regulations, integrity standards, wagering and best practices.
- Ensure that a strong relationship is maintained with government agencies, regulators, media, and corporate partners to advocate for the interests of the racing industry.
- Engage in regular consultation and dialogue with the racing community to ensure their needs and concerns are understood and addressed in NZTR's decision-making.
- Promote partnerships that enhance the commercial value and social standing of Thoroughbred racing, creating shared value for all stakeholders.

Commercial Growth and Innovation

- Oversee the development and execution of commercial strategies that maximize the value of racing assets, events, and partnerships.
- Identify and enhance existing and new revenue opportunities across all operational functions.
- Explore innovative approaches to modernize the industry's offerings, ensuring racing remains competitive and attractive to diverse audiences, including younger generations and international markets.

Position summary for Chief Executive Officer

Governance and Compliance

- Ensure NZTR operates in compliance with regulatory and legal requirements, maintaining high standards of governance, ethics, and transparency.
- Work closely with the Board of Directors to implement and monitor corporate governance frameworks that drive accountability and performance.
- Provide regular reporting and insights to the Board on key strategic initiatives, financial performance, and stakeholder relations.
- Develop and prepare accurate monthly Board Papers that include reports on NZTR's operational activities, issued ahead of the Board Meetings.
- Promptly advise the Board of any events that create substantial risks for NZTR and lead immediate responses as required.

Industry Advocacy and Representation

- Represent NZTR and Thoroughbred racing at national and international forums, events, and conferences.
- Serve as the public face of NZTR, enhancing its profile and promoting its interests to various audiences, including government bodies, corporate partners, and the general public.
- Advocate for policies that support the growth and sustainability of Thoroughbred racing, positioning the industry as a vital part of the sports and entertainment landscape.

People Leadership and Development

- Foster a cohesive, high-performing workforce by designing an effective structure that supports collaboration across departments and enhances industry relationships.
- Translate strategic objectives into actionable goals that drive performance, growth, and alignment with the Board's vision.
- Equip direct reports with the skills and resources necessary to boost performance through continuous coaching, development, and motivation.
- Ensure business continuity through effective development and succession planning.
- Empower team members by ensuring they have the autonomy and support needed to take ownership of their roles. Cultivate a culture of trust, accountability, and professional growth by assigning tasks that challenge and develop individual strengths while promoting team cohesion and effectiveness.

Position summary for Chief Executive Officer

Skills and Experience

Person Specification

Success in this role will require the following:

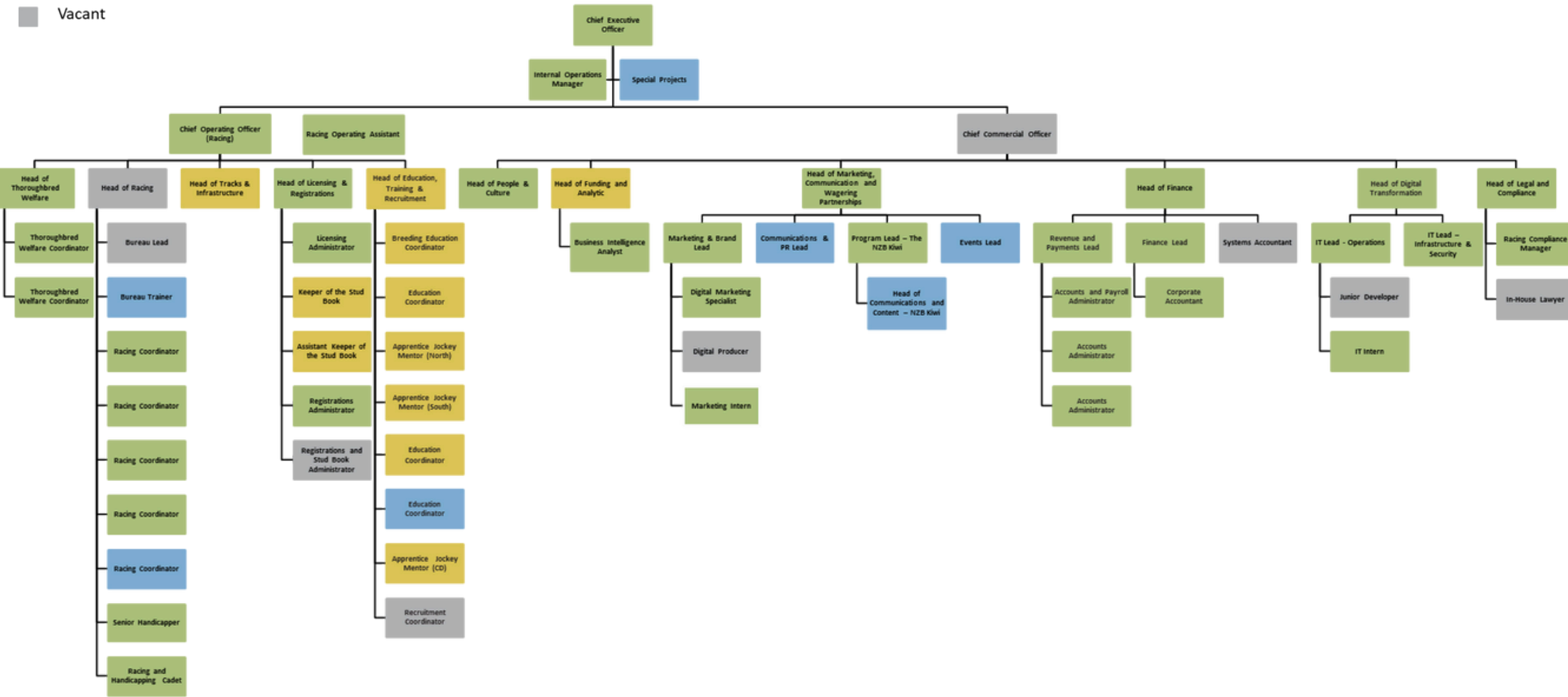
- Extensive experience in a senior executive level role. Strong commercial background.
- Demonstrated success in stakeholder management, particularly in multi-stakeholder environments with competing interests.
- Proven ability to drive commercial growth, develop new revenue streams, and build strong industry partnerships.
- Experience working with boards and delivering on corporate governance responsibilities.
- Understanding of the Thoroughbred racing industry or similar high-profile sporting sectors.
- Demonstrated ability to build a network of working relationships within an industry.

Key Competencies

- **Stakeholder Engagement:** Ability to build and manage complex relationships across a wide range of stakeholders, including government, industry participants, and commercial partners.
- **Strategic Thinking:** Demonstrated capacity to develop and execute a long-term vision that aligns with industry trends and stakeholder requirements.
- **Commercial Acumen:** Proven track record of identifying and capitalizing on commercial opportunities to drive revenue growth and financial sustainability. Leadership: Strong leadership qualities, with the ability to inspire, mentor, and develop high-performing teams.
- **Communication Skills:** Exceptional communication and interpersonal skills, with the ability to advocate and influence at all levels of the industry.
- **Innovation and Adaptability:** Ability to anticipate market shifts and adopt innovative approaches to keep NZTR and industry ahead of the curve.
- **Empower and Develop Team through Delegation:** Demonstrate strong delegation skills to empower team members, ensuring they have the autonomy and support needed to take ownership of their roles. Cultivate a culture of trust, accountability, and professional growth by assigning tasks that challenge and develop individual strengths while promoting team cohesion and effectiveness.

Organisational Chart

- Fixed Term / Contractor
- Cambridge Based
- Remote Staff
- Vacant



Recruitment Process

Initial interview

Each candidate's application is reviewed by u&u, Craig Sneesby and James Lazarus who will lead this assignment. Candidates whose skills and experience match the role will be contacted for an initial conversation. From there if you are successful in being shortlisted for an initial interview you will be invited to meet with u&u Recruitment Partner's in person or virtually via Teams. This is typically a 60 to 90 minute meeting where they will discuss your work experience and explore your relevance and motivation for the role.

Reference and compliance checks

Candidates who progress to the reference checking stage will be required to undergo several compliance checks. These can vary from client to client and individual processes may vary. Typical compliance checks are:

- National Police check: You will need to provide identification and personal details for this process. Police checks are processed through our provider.
- Qualifications check: You will need to provide your qualification documentations (such as academic transcript or degree document) and personal details.
- References checks: With your consent, u&u will contact your nominated referees. Depending on the role this will more than likely be someone who you reported directly to, a peer and someone who reported directly to you. You should ensure that you have first consulted with your referees and availed them of the process you're involved in, that they have the time to provide a reference and that their contact details are correct.
- Assessment: The final candidate(s) may be required to complete the Hogan Leadership Suite, which includes four comprehensive leadership and personality reports.

Key Milestones	Date
NZTR CEO campaign launch	11th November 2024
First round interviews with NZTR Board	W/C 9th December 2024
Second round interviews with NZTR Board	W/C 16th December 2024
Offer and appointment of new NZTR CEO	23rd December 2024
Ideal start date	Early 2025

** Indicative timeline.*

u&u Delivery Team



James Lazarus
Partner, Executive

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james.lazarus@uandu.com

James leads the executive practice for u&u, bringing twenty years of experience as an Executive Search Consultant.

Specialising in the sports, gaming and tourism industries, he works with Boards and executive teams on a national level, and holds an established network of executive talent, particularly across the Australian and the New Zealand markets.

James has extensive experience in appointing CEOs, CFOs, COOs, EGMs and Commercial Managers. His clients include major sporting and membership based organisations, sports technology companies and high-growth start-ups.

James has successfully completed over 400 search assignments and has a proven ability to deliver exceptional results. His meticulous approach to candidate selection is reflected in the 6000+ executive interviews he has conducted, ensuring that each candidate presented meets the highest standards of excellence.

Having started his career in research. James utilises a deep knowledge of online networks and search tools to enable far broader coverage of the desired market in which he is working. This provides a powerful extension to his significant executive network.



Craig Sneesby
Chief Executive Officer

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Craig's recruitment career began in the late 90's during the Dot-Com boom before navigating through the subsequent bust of the early 2000's. Over his initial seven years, he carved out a niche specialising in Sales & Marketing appointments across Queensland. Driven by a desire to make a significant impact, Craig was promoted to lead the executive and specialist divisions at Morgan & Banks.

In 2004, Craig became one of the founding General Managers of ASX-listed Talent2. He established Talent2's business presence in Queensland, earning a reputation for high-performance consulting in specialist and executive practices. Craig concluded his tenure at Talent2 in New South Wales, overseeing operations in both the CBD and Greater Western Sydney regions.

After eight years at Talent2, Craig returned to his home state of Queensland in 2012 to embark on his entrepreneurial journey as a company director. He launched u&u Recruitment Partners, driven by a passion for creating meaningful partnerships with industry-leading consultants. Today, Craig continues to lead executive searches at the C-suite level, while spearheading u&u with offices covering the East Coast of Australia, including Brisbane, Sydney, Greater Western Sydney, and Melbourne.

Under Craig's leadership, u&u has been awarded the National Recruitment Firm of the Year by SEEK and HRD Magazine and has been named among the AFR Fastest 50 growth organisations. Craig also serves as a judge for the Lord Mayor's Business Person of the Year Award.

Craig is proud part owner of Black Type horses including Zougotcha, Soulcombe, Scarlet Oak, Saint George, Birdman, Middle Earth, Hoo Ya Mal, Selino, Sheraz and many more. Importantly Craig also believes in backing the local industry and supports local trainers including Jack Bruce. Craig firsthand understands the experience owners, patrons and industry workers seek when walking through the gates of a racecourse right through to the winner's room, whether that be on a Saturday or in a mid-week meet.