

Emma Boucher

Partner in Melbourne

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Emma is a performance improvement expert with over 16 years of experience, specialising in helping clients navigate challenges and achieve results, particularly during times of change.

She has extensive expertise in finance and operational transformation, project management, and executive advisory for ASX-listed companies, government bodies, and corporate entities. Emma combines her advisory experience with practical, hands-on knowledge gained through secondments, where she has held interim leadership roles such as CFO and Head of Financial Planning and Analysis for ASX-listed entities and government organisations.

Emma has worked across diverse industries, with deep expertise in water, energy, renewables, and infrastructure.

Engagement Experience —

Finance & Operational Performance Improvement

- Operations assessment for a water authority to identify performance improvement initiatives, activity-based costing enhancements and risk mitigation strategies.
- Review and assessment of an energy network provider finance and major project divisions to develop an appropriate governance structure, improve efficiencies and design future state structures and reporting.
- Finance function assessment for two Victorian water authorities, identifying gaps and risks and development of prioritised recommendations and roadmap, to address risk, enhance reporting and improve efficiency.
- Development of a benefits realisation management framework for Greater Western Water and associated governance processes to identify and track integration benefits.

Operating Model Transformation

- Led the successful whole of organisation integration of two Water Corporations to form Greater Western Water, spanning planning and implementation stages including project management, risk management, stakeholder engagement, reporting and benefits realisation.
- Separation planning and thought leadership across infrastructure and energy clients, including current to future state gap analysis and roadmap development.

Qualifications & Memberships —

- Graduate Diploma of Chartered Accounting, CA ANZ
- Bachelor of Business (Professional Accountancy), RMIT University
- Turnaround Management Association, Member
- Insolvency Education Program, ARTIA



McGrathNicol

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- Successful project management of a government water utility subsidiary company set up, including board reporting, internal management report development, forecast and modelling and benefits realisation processes.

Executive Advisory Roles

- Supporting delivery of strategic outcomes and risk management for an energy network provider through contingency planning, supply chain risk assessment and counterparty due diligence.
- Development of scenario-based playbooks and contingency planning to manage delivery of a critical energy infrastructure project facing working capital constraints.
- Counterparty due diligence for a water utility prior to contracting a third party to deliver a major project.
- Secondment to ASX-listed Afterpay Touch Group supporting the Chief Financial Officer and performing Head of Financial Planning and Analysis role, including preparation of board reporting, management packs, dashboard reporting and revised budget post restructure.
- Secondment to Barwon Water in interim Chief Financial Officer role, overseeing finance team, procurement, accounts payable and payroll.
- Executive and Board reporting as well as detailed P&L cost allocation to support a new divisional structure for Melbourne Airport.
- Assisted Medibank to achieve performance improvements, including preparation of financial models and dashboard for reporting to key executives.
- Stakeholder and project management for over two years across portfolio of 13 renewable energy farms, including management, operations and financiers.