



Bruce McEwen

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Governance Statement

I come equipped with a positive work ethic, a pragmatic approach, and extensive practical experience in establishing and operating successful businesses. My expertise spans various facets of business, encompassing sales, supply chain management, strategy development, finance, and HR, as well as a passion for both new business generation and existing client retention.

I have personally initiated and nurtured my own business, which has grown into a multi-million dollar industry leader in several aspects. Additionally, I've taken the initiative to establish an Advisory Board for Zend and previously successfully acquired a business in the Education Sector.

Board Experience

As an Owner / Manager I have initiated and work within Boards for many years. I initially set up a Board in 2015 to give guidance and advise to my company, then called Courier Solutions. I established and efficiently managed a fully operational Board, consisting of an independent Chairperson and another independent board member. The board was dissolved in 2019 but during its operation the Board;

- Developed and implemented a five-year strategic plan
- Created a greater level of governance for the business which has set Zend up for success.
- Revenue growth of 35%
- Gross margin improvement of 15%
- EBT improvement of 17%
- Improved cashflow
- Reduce levels of debt

In 2022 I again set up an Advisory Board to help Zend define our goals and to set up accountability for the Management team.

Personal Statement

As a dedicated and results-driven professional with a proven track record of exceeding goals, I bring a diverse skill set and a passion for continuous growth to the table. With years of experience in the freight and logistics industry, I have successfully lead a cutting edge business over the last 26 years.

I thrive in dynamic environments and possess excellent problem-solving abilities, which have enabled me to provide tailored solutions to customers in a diverse range of industries. I am now seeking to leverage my expertise and drive to make a meaningful impact in a challenging role, contributing to the success and growth of a forward-thinking organization.

Married to Pauline for the past 36 years, we have three adult children and one grandchild. My hobbies include going to the gym, running, playing tennis and golf.

Professional Experience

- 1996 - Current
- Managing Director, Zend Limited** (formerly Courier Solutions Ltd)
- Started the business with just one customer and skillfully expanded it to achieve multi-million dollar revenue levels.
 - Implemented, recruited and set up an Advisory Board to assist with business strategy and for accountability.
 - Successfully managed the sales function of the business, including generating new business and developing sales with existing customers.
 - Ultimate responsibility for the business in HR, Finance as well as Health & Safety.
 - Maintained regulatory compliance throughout changes in legislation.
 - Collaborated with executive leadership to establish strategic goals and objectives, aligning governance practices to support the organisation's mission.
 - Lifted the level of customer service within the freight industry but training and mentoring the Zend customer services team and successive team leaders.
 - Created a company culture of success, reward and team work.
- 2006 - 2011
- Director, Every Educaid**
- Monthly Director meeting with operational staff to ensure profitability.
 - Managed the business through a restructure process.
- 1994 - 1996
- General Manager, Parcelink (part of PBT Group)**
- Established the business unit as a Greenfield project.
 - Recruited owner drivers, operations team, sales team.
 - Negotiated and established a delivery network and technology with Ansett Couriers.
 - Achieved growth of over \$2.5 mil in 18 months with industry leading gross margin contributions.
 - Developed strategy for the business.
 - Implementing financial reporting.
 - Reported to the Board.
- 1992 - 1994
- Christchurch Branch Manager, PostHaste (Freightways Group)**
- Weekly profit and loss responsibility
 - New business sales
 - Existing customer retention
 - Branch operations including customer service function
 - Recruitment & team retention
 - Managing Courier contractor fleet
 - Exceeded branch KPIs across the business unit.

1989 - 1992 **Branch Manager, CastleParcels (Freightways Group)**

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Professional Training

2011 **Owner Manger Programme, IceHouse**
Finance, Strategy, HR, Sales & Marketing, IP
Technology, Risk

2020 **Institute of Directors Courses**
Finance Essentials, Strategy Essentials, Governance
Essentials

1992 **Freightways Fundamentals Management Programme**

Professional Affiliations

2016 - Present **Institute of Directors**

2011 - Present **Alumni IceHouse Programme**

References

Mark Darrow Independent Chair & Director
Contact Details on Request

Murray Bain Independent Director & Board Member
Contact Details on Request