

Mary Gardiner FCA FCIS CMInstD

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GOVERNANCE STATEMENT

Effective governance is key to successful organisations. I aim to contribute to the board team with a clear focus on purpose, strategy, sustainable business models, solving customer problems and the right CEO. Utilising the financial skills gained throughout my career I bring a discipline to decision-making, capital allocation, and risk assessment. I am seeking to work with organisations looking to grow, list, sell or succession plan to achieve their owners potential and aspirations.

GOVERNANCE SKILLS AND SECTORS

Industry and Sector Experience

- Medical, pharmacy and healthcare, in particular residential care
- Insurance and finance, specifically consumer and business lending
- Sport and not for profit

Functional Skills

- Accounting and financial reporting
- Risk management, assurance and compliance
- Funding and capital management and experience of mergers, acquisitions and disposals
- Project management and business process design and implementation

Governance Attributes

- Strong ability to chair board and sub-committees
- Deep experience of private, founder operated businesses navigating change
- Ensure brave and ambitious discussions on strategy, risks, options and sustainable business models
- Independent thinker with an inclusive and collaborative approach, complemented by a constructive, decisive style and a bias for action

CURRENT GOVERNANCE ROLES

RADIUS RESIDENTIAL CARE LIMITED

Independent Director

December 2020 to present

Member, Audit and Risk Committee, Remuneration and Human Resources Committee

NZX listed Radius Care is a New Zealand owned and operated company, established in 2003 to meet New Zealand's growing demand for aged care and associated health care services.

Radius Care has become one of NZ's leading specialist health care providers, with 24 locations around New Zealand, employing over 1,900 staff and providing specialised aged care for more than 1,700 residents.

SOUTHERN CROSS PET INSURANCE LIMITED**Independent Director****January 2020 to present****Audit and Risk Committee Chair**

Subsidiary of Southern Cross Medical Care. Licensed insurer. Building market awareness through investment in customer driven digital experience and relevant partnerships.

UNITY CREDIT UNION**Director****November 2022 to present****Member, Audit and Risk Committee, Credit Risk Committee**

Unity, a member owned friendly society and NBDT, supports members to achieve their financial goals through provision of a range of savings and lending options.

MANGERE MOUNTAIN EDUCATION TRUST**Council Appointed Trustee, Treasurer****August 2019 to present**

An Auckland Council CCO. Provides educational and environmental programmes for young people about the natural, historic and cultural values of Mangere Mountain.

NETBALL NORTHERN ZONE INC**Board Chair****August 2020 to present****Elected Board Member****April 2019 to present**

Regional sports organisation supporting community and high performance netball delivery with centres from Pukekohe to Kaitaia, including the MG Mystics ANZ Premiership team.

WISPA WOMEN IN SPORT AOTEAROA**Board Member, Audit and Risk Committee Chair****June 2022 to present**

A charity that exists to transform society through leadership, advocacy and research, ensuring that all women and girls gain equity of opportunity to participate, compete and build careers in play, active recreation and sport.

PREVIOUS GOVERNANCE ROLES**Auckland Netball Centre Inc.****Board Chair****December 2009 to July 2019**

New Zealand's oldest and largest netball centre provides netball competitions and development programmes to more than 27,000 members along with multipurpose sport and recreation facilities to over 425,000 people annually.

Board Chair from December 2012, Remuneration Committee, Appointments Panel and Audit and Risk Committee member. Refreshed strategy and worked alongside Council and Aktive which resulted in significant Windmill Road hard court sports facility upgrade.

Badminton NZ Inc.**Appointed Board member****December 2012 to March 2018**

Member of the Audit and Risk Committee, Remuneration Committee and, during the year to March 2017, Co-Chair. Established governance framework and policies and with CEO and Board sub committee undertook multi-year consultation and developed new constitution.

Radius East Care Limited**Director****May 2009 to December 2014**

Joint venture medical centre between East Care and Radius groups.

EXECUTIVE CAREER

INSTANT FINANCE LIMITED

Chief Financial Officer and Company Secretary

April 2013 to May 2020

Private consumer finance company with 26 branches located throughout NZ and three online brands, comprising a loan book of \$108m and around 20,000 loans. Credit provider to needs based borrowers who have impaired credit, variable income or limited assets.

- Stakeholder relationships including: Board, shareholders, bank, regulators, auditor, legal advisors, consultants, insurers and suppliers.
- Business planning including preparation of strategy, funding strategy, annual plans and budgets, preparation and assessment of business cases, acquisitions and investment opportunities, project management office, leases, commercial risk management and tax.
- Reporting and governance: responsible for timely, accurate and transparent group reporting along with compliance with policies, laws and regulations.

RADIUS HEALTH GROUP

Chief Financial Officer and Company Secretary

March 2008 to October 2011

Internal Auditor

February 2006 to February 2008

Private healthcare and home services group with operations located throughout NZ. Group comprised four subsidiary support offices and around 1,000 staff. Complex structure of more than 50 companies including associates and subsidiaries. Bahrain based majority shareholder.

- Complex funding arrangements and established Sharia mezzanine debt facility.
- Sole Head Office executive reporting to the Board from April 2010 until October 2011, responsible for the sale of two subsidiary businesses, including negotiations with minority parties and wind down of the head office function.
- Cost effective wind up of remaining Radius activities including lease negotiations, company amalgamation and capital distributions.

AIR NEW ZEALAND – Manager, Governance Risk January 2003 to December 2005

The national airline operates domestic and international passenger transport and cargo services. Air NZ employs around 10,000 staff. Part of Internal Audit and Risk in the Office of the CEO. Developed a scenario tool to assist project teams stress test options, particularly during the evaluation phase. Part of the Boeing 777 long haul fleet project team.

KPMG

Senior Audit Manager, Sydney

June 2000 to December 2002

Senior Audit Manager, Auckland

January 1995 to May 2000

EDUCATION AND QUALIFICATIONS

Fellow, Chartered Accountants Australia and New Zealand

Chartered Member, Institute of Directors

Mentoring for Diversity programme graduate – 2017-2018

Fellow, Governance New Zealand Inc.

Member, Risk New Zealand

Netball New Zealand Service Award 2022

Auckland Netball Centre, Service Award, 2019

Tennis Auckland, 10-Year Service Award 2016

GOVERNANCE TRAINING

Institute of Directors Company Directors Course, July 2020

Te Kaa Maori Cultural Competency, May 2021

Ethical Dilemmas in the Boardroom IOD, May 2019

Mastering Disruption IOD, August 2018

Board Dynamics Intensive, IOD, November 2017

Referees willingly supplied on request