



SALLY MARTIN

Independent Director & Advisor

1. Key Directorships

- 2016 - current **Non-Executive Director** **Voyage Control** **Tech & Logistics**
 A growing tech company which provides logistics management solutions.
 It is headquartered in London with operations in the UK, Europe, Los Angeles, Boston, Sydney, Canada and the Middle East.
- 2008 - current **Chairman** **Southern Ocean Shipping** **Ship charterer**
 SOC is a privately held company that arranges ship charters in the southern hemisphere.
- 2004 - 2008 **Non-Executive Director** **Holidaybreak Plc** **Travel & Education Tourism**
 Chair: Remuneration Committee Member: Audit Committee & Nomination Committee
- Holidaybreak Plc was listed on the LSE until 2011. It was an activity travel & education group, with established brands in hotels (SuperBreak), adventure (Explore & Djoser), camping (Eurocamp & Keycamp) & education (PGL & NST). 2008-09 turnover £ 473 m.
- Successful acquisition of 9 companies (5 were European businesses) worth £219m, including a £100m UK Class 1 transaction.
 - Managed development & investors briefings for new Executive Long Term Incentive (LTIP) & annual Bonus Plans, approved at the 2006 AGM.
- 1999 - 2004: **Main Board Director** **Qantas Holidays Plc** **Travel**
 A packager & retailer of holidays, hotels, airlines & leisure activities in the UK & Europe.
- 1999 - 2004: **Chairman of Trustees** **Qantas Pension Fund (UK)** **Financial Services**
 The Fund has circa £8m invested on behalf of 2,000 current and former employees.

2. Not for profit

- 2017-now **Trustee** **Paddington Business Improvement District**
- 2014-now **Steering Committee Member** **Hyde Park Paddington Neighbourhood Forum**
 The Forum has delegated authority over planning applications & development proposals.
- 2012-now **Trustee** **Britain-Australia Society Education Trust**
 The Trust endows legacy bursaries to commemorate Governor Arthur Phillip, founder of modern Australia. Member of the Trust Committee which created memorials in Westminster Abbey and in Bath, under the patronage of HRH the Duke of Edinburgh.
- 2012-now **Vice-Chair & Chair of Transport Committee** **Hyde Park Estate Association**
 Co-authored HPEA Neighbourhood Forum submission with business partners.
- 2001-2011 **Non-Executive Director & Mentor** **Australian Business in Europe**
 Now the Australia and New Zealand Chamber of Commerce in UK/Europe.
- 2009 **Convenor** **“Chief Executive Forum”: Inaugural Australia Week UK**
 Convenor of the Financial Services session” attended by 250 leading UK & Australian CEOs.

3. Private Equity Advisor

- 2007 **Macquarie** Advisor in proposed private equity buyout of Global Refund Holdings BV.
- 2007- 2008 **Morgan Stanley** Advisor in a bid for Alitalia airline
- 2006 **Saudi Brothers C.C.** Worked with McKinsey & Co & Goldman: Saudi Arabian airline license bid

4. Executive Roles

- 1999 - 2004 **Qantas Airways** **Chief Executive, UK, Europe, Africa & Middle East**
 Responsible for all commercial activities, marketing, sales, strategy, finance, cargo, airport & flight operations.
- 1996 - 1999 **Qantas Airways** **World-wide Head-Office roles:**
 General Manager, Commercial Strategy & Acting Director of Marketing Manager, Market Planning
- 1980 - 1996 **Air New Zealand** **Manager, Market Strategy - Auckland**
 Marketing Communications Manager, Americas Region – Los Angeles
 Group Strategic Planning – Domestic New Zealand Airlines
 General Manager Sales & Marketing - Low Cost Airline
 Manager, Market Development
 Manager Marketing - Domestic New Zealand & Pacific Is. Region

5. **Board Skills and Expertise**

❖ **Consumer-facing Strategic Development**

- Marketing & branding strategy creation
 - “oneworld” alliance - member of the world-wide airline team that created the branding, marketing plan & customer experience
 - Saudi Arabian airline license applicant - Goldman Sachs & McKinsey
 - Alitalia bid – Morgan Stanley
 - Global Tax Refund bid – Macquarie Bank
 - Australian low-cost airline startup
- Brand, product, media, distribution channel and sponsorship launches
 - Worldwide brand, product & sponsorship launches for Qantas & Air New Zealand. eg. Koru Club (airline lounge club & Frequent Flyer Programme), Qantas Telstra Visa Card
 - Low-cost Trans Tasman airline Freedom Air
 - Qantas relaunch of First & Business Classes, Frequent Flier program, lounges & inflight service
 - Joint campaigns with Tourism Boards and tourism & hospitality industry partners in the UK, USA, Europe, ME, Asia, Japan, Australia & NZ.
 - Award winning worldwide advertising and key market multi-channel media campaigns in the UK, Ireland, Europe, Middle East, Africa, Asia, Japan, Australasia, North & South America and Canada.
 - Qantas-Telstra Visa Card – largest credit card in Australia

❖ **International**

- Board level multi-cultural & multi-lingual environments:
 - Non-Executive: Holidaybreak Plc - UK, France, Belgium, Netherlands, Germany, Switzerland & Austria
 - Advisor: Saudi Brothers CC - Saudi Arabia
- Executive experience in UK, Europe, USA, Australia, New Zealand, Middle East & Africa
- Private equity projects in Europe and Middle East

❖ **Web and Tech**

- INED for Voyage Control, a growing tech company with software offering logistics solutions.
- Online retailing – responsible for yield and sales mix for Qantas’ European online offering.
- Responsible for the marketing and branding of the Qantas Telstra Visa Card, Australia’s most successful co-branded credit card incorporating two loyalty programmes.

❖ **Governance**

- Experienced with Combined Code and Turnbull (Holidaybreak Plc and Qantas Holidays Plc).
- As Chair of the Board Remuneration Committee of Holidaybreak Plc, oversaw the design and implementation of LTIP, short-term incentive plans, executive contracts and succession planning.
- Audit committee member for a business with operations in multiple countries and currencies.
- As Chair of a pension fund with £8m under management, was responsible for fiduciary oversight

❖ **Restructuring & Turn-around**

- Turn-around plan development - multi-sector experience including:
 - Transport: Alitalia bid – Morgan Stanley & Private Equity consortium
 - IT: Implementation of 2 call-centre & airport operating systems
 - Financial services: Global Refund Holdings bid – Macquarie Private Equity
 - Startup: Saudi Arabian airline license bid – Goldman Sachs & McKinsey
 - Take-over: New ownership / business structure for 4 regional airlines
 - M&A: UK “Class 1” & M&A in Germany, Belgium, Netherlands, Austria & Switzerland
- Execution of corporate restructuring
 - Restructure & return to profitability - Qantas UK, Middle-East & Ireland Region
 - Profitability based restructure of Italian airline sales, distribution & alliances
 - Return to profitability of Air NZ National (Domestic Airline), following rebranding & relaunch
 - Call centre rationalisation – Qantas UK & Ireland
 - Business unit cost reduction – Qantas & Air NZ.
 - As a General Manager at Qantas, was heavily involved in staff downsizing & cultural change eg. a -12% reduction program (-3,500 staff) over 4 years.

❖ **Audit & Finance**

- Audit Committee member of Holiday Break Plc. (FTSE 300).
- Experienced in “continuous disclosure” regimes at Qantas Airways and Air New Zealand.

❖ **Risk Management**

- As an airline executive, extensive experience with processes and policies to manage and react to operational risks and “first hand” experience in genuine disaster situations (crashes & deaths).
- As an airline and travel company director, comprehensive involvement in disaster response planning, including the coordination of actions across multi-lingual and multi-national regions.

6. Personal Attributes

- Strong strategic thinker with an international perspective
- Award winning marketer with experience of all aspects of the creative and distribution mix
- Sound commercial judgement, but with a customer conscience & understanding
- Excellent relationship & inter-personal skills & skilled media communicator
- Strong business re-engineering cross-disciplinary general management experience
- Experienced leader
- Independently minded, courageous & intelligent questioner not afraid to probe
- Comfortable in both listed and private equity company cultures

7. Other Directorships / Memberships / Awards

2014:	<u>World Class New Zealander</u>	<u>Awarded by "KEA" – the NZ Global Network.</u>
2013 - current:	<u>Member</u>	<u>The Incorporation of Wrights in Glasgow (Craft Guild)</u>
2013:	<u>Granted</u>	<u>Freedom of the City of Glasgow</u>
2010 - current:	<u>Member</u>	<u>Guild of Freemen of the City of London</u>
2008:	<u>Granted</u>	<u>Freedom of the City of London</u>
2003 - 2009:	<u>Committee / Member</u>	<u>The Cook Society</u> <u>Not-for-profit</u> The Cook Society was established in 1969 by past Prime Ministers Sir Alex Douglas Home & Sir Robert Menzies to promote linkages between Great Britain & Australia. The membership of 100 is composed of company Chairmen and senior diplomats.
2002 - 2004:	<u>Board Director</u>	<u>Board of Airline Representatives, UK</u> <u>Industry Lobby</u> BARUK is principally an industry lobby group representing key issues to government and related organisations on issues such as security, climate change, runway expansions & tax.
2003 - 2004:	<u>Board Member & Judge</u>	<u>"Australian of the Year in the UK" Award</u> <u>Not-for-profit</u> UK Australia Day Foundation.

8. Contact Details

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