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In what year did you become a registered liquidator?

I have been a registered liquidator since 2005.

Briefly summarise your work history.

I am a Chartered Accountant, insolvency practitioner and restructuring adviser with over 30 years experience in all forms of restructuring, insolvency and business transformation, having held senior roles in the Big 4 accounting firms working in Australia, the UK and Asia.

Currently, I'm a Senior Managing Director at FTI Consulting and Head of the Australian Retail & Consumer Products practice. I specialise in advising and working with boards, shareholders, senior management and other stakeholders to maximise value and manage and mitigate risk across a range of industries in Australia, Asia, the UK and within global corporations. Examples include BWX Limited, Mosaic Brands Limited, Webjet,

Steinhoff, Staples/WINC, Wiluna Mining Corporation, Cromarty Resources Ltd and Gascoyne Resources Limited.

I am a national Corporate Finance & Restructuring Senior Management Group member, providing strategic direction, oversight and governance to FTI Consulting's Corporate Finance & Restructuring practice in Australia. I am also a member of FTI Consulting's Women's Initiative Network (FTI WIN) which focuses on the development and advancement of female professionals.

I regularly speak at industry forums and conferences, including the TMA, ARITA and the AICD, covering topics such as retail and consumer products, risk and restructuring as well as participating on the judging panel for the Large Format Retail Association Annual Awards.

What industries do you have experience in?

- Retail & Consumer Products
- Mining and Mining Services
- Healthcare

- Manufacturing
- Real Estate
- Agribusiness

Which external administration/receivership has been a career highlight for you, and why?

There have been many interesting and rewarding engagements over the years, however one that I am most pleased with is Gascoyne Resources Limited (GCY), an ASX-listed gold mining and exploration company. This Administration won the TMA's midsize Turnaround of the Year in 2021.

During the Administration we:

- appointed a new CEO, mine manager, mining consultants, metallurgical consultants, and recruited a new board;
- approved a new life of mine plan which delivered significant operational performance improvement;
- invested over \$10m on an accelerated waste rock removal strategy alongside other capital expenditure works to maintain the mine's viability and improve value; and

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- ensured a safe workplace for GCY's 100+ workforce, including implementing a strategy for dealing with COVID-19.

This resulted in significant production improvement which generated operational free cash flows and facilitated a recapitalisation of the business.

We completed a successful \$125m recapitalisation involving a fully underwritten capital raise and after relisting, control was handed back to GCY. The creditors of GCY received 100c in the \$, secured lenders were paid in full and employees were either paid in full or had their entitlements honoured in the normal course. Post relisting, GCY had a market capitalisation of \$140m, debt of \$40m and cash of more than \$30m.

What is your advice for aspiring registered liquidators?

A career in restructuring is both challenging and rewarding. My advice to aspiring registered liquidators is to stay resilient and be confident in your abilities. Surround yourself with mentors who can guide you through the complexities of the field. Continuous learning is crucial, stay updated with industry trends and never stop honing your skills. Also, cultivate strong networking relationships, they are invaluable throughout your career. Remember, your unique perspective and skills are assets; don't be afraid to voice your ideas and take on challenging projects.

What are your other interests?

I am a staunch advocate for animals and their welfare and have been a Non-Executive Director of RSPCA (Victoria) since 2016.

TMA Voluntary Code for Equitable Insolvency & Restructuring Appointments (EIRA)

The EIRA is part of a suite of initiatives by the TMA using generous sponsorship from Houlihan Lokey intended to increase the engagement and retention of women in restructuring and turnaround.

Thanks to the TMA Australia member firms who have signed up to this important initiative.

