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After a successful executive career, largely in financial services, my current focus is serving as a NED/Trustee on the boards of public and private sector funded organisations. I have extensive strategic-level experience in finance, compliance, and risk. I have grown a business organically and through acquisition from £600m to £6bn cross selling asset management and financial advisory services. I am a chartered accountant, a member of the Chartered Banker Institute, an executive coach and have an MBA from the London Business School. I have worked in complex commercial organisations based both in the UK and overseas, made, and integrated business acquisitions, disposed of businesses and managed transformational technology projects.

Current NED and Trustee roles

Independent NED (Chair Risk Committee) Teachers Building Society (appointed November 2021)

At Teachers I chair the risk committee and am a member of the audit committee. Because I was new to the sector my early focus was on growing my knowledge and networks in the building society sector and understanding the company specific risks and sector risks. As chair of risk, I have built up a supportive relationship with the risk team and regularly meet with the heads of risk and compliance to get updates on our risk projects. I have found it particularly useful to speak to newer risk employees, to hear about practices in their previous businesses, and support their initiatives to bring improvements into our business. I am also the designated NED on the transformation project committee. This committee is overseeing our 2-year technology project, which will transform TBS's operational capacity and our customer experience. My particular focus has been on governance, ensuring the operational and finance risks on the project are adequately identified, mitigated, and controlled, and that the project does not compromise business as usual. Although the project is inevitably taking longer than planned, we are balancing the project needs with our business as usual demands and making sure that the people with the detailed knowledge are made available for the build and testing phases. Under the SM&CR regime I am currently authorised as an SMF11 and have previously been authorised with the FCA as CF1, CF2, CF3, CF8, CF11, CF28

Independent NED Heart of the South West LEP (pro bono appointed January 2021)

The LEP manages a portfolio of over £750m of government funded and partnership projects, which are invested into infrastructure, business support and skills packages. I sit on the Strategic Investment Panel and the Finances and Resources committee, as well as on the main board. Some of my most significant input has been around financial reporting and governance, together with offering challenge on potential investment projects and the monitoring of existing ones. During my tenure I have worked with local government members and been involved in putting forward bids to central government. It is now a particularly challenging time for LEPs, with much uncertainty about future government funding, and I am strongly focused on the health and wellbeing of our existing employees, ensuring strong governance around the best use of our remaining funds and continuing to monitor our existing projects. I also carried out the 2022 Board Effectiveness review.

Independent NED (Chair of Business Development committee) Exeter Science Park (pro bono appointed September 2018)

During my time working with Exeter Science Park we have grown from a property developer into a science park operator. This transition helped build up my knowledge of the different drivers of the public and private sector, and how best to work together. My committee roles include chairing the business development committee. Here through my knowledge of what support SME's need I am able to contribute to designing the customer service offering and bolstering the customer pipeline management information. I also sit on the finance and risk committee challenging on risk framework, debt management, and the assumptions in financial statements.

I was also a member of the appointments panel when appointing both our current Chairman and our Head of Finance.

NED and Chair of Audit at Western Selections – listed on Aquis Exchange Growth Market (appointed June 2018)

Western Selection is a small investment company taking sizeable minority stakes in AIM listed companies. This business does not have an executive team and so all directors are involved in investment selection and monitoring performance. I have recently proposed a restructuring which will return higher shareholder value to the fund. I chair the audit committee and engage with our auditors and lead discussions on appropriate accounting treatment and disclosures.

Former NED Role

SID and Chair of Audit and Risk, NED at South West Mutual (September 2018 to June 2023)

SWMs vision is to be one of the first regional mutual banks in the UK. I supported SWM in developing a strategic business plan, agreeing our mission, vision, culture, and values, and offered constructive challenge and advice. As former CEO of a peer2peer business, which gained regulatory approval, I was able to support the business in its regulatory application to become a bank. My risk and governance experience enabled me to support the setup of board committees, and to chair the audit and risk committee. I appointed our first auditors and established both a pre application and post application risk register, which I regularly monitored at board and in committee. As a non-banker I wanted to be confident in demonstrating my banking knowledge to the PRA/FCA and I therefore signed up for and completed examinations with the Chartered Banker Institute.

Vice Chair at Dartmoor Multi Academy Trust (December 2018 to December 2021)

During my tenure at this 17 school multi academy trust, with turnover of £32m and NAV of £47m, I supported the Trust in dealing with the Covid pandemic and the resignation and appointment of a new CEO. During this difficult time the Chair and I stepped in, temporarily taking on more executive roles. Being familiar with the benefits of consolidation I commissioned and oversaw a strategic review which resulted in the centralisation of the finance and operations roles and focused attention on improving the scope of the internal audit program through better use of the consolidated risk register. Although having resigned as a Trustee I am still a member of the MAT

NED at UK Agricultural Finance (March 2018 to September 2021)

UK Agricultural Finance, was set up by former Goldman Sachs bankers and is chaired by Mervyn Davies, it arranges secured loans for the UK agricultural industry. As the former CEO of an early-stage P2P lender, I had first-hand experience of breaking into a new market. I was aware of the urgent need to establish a strong reputation and build volume. I was able to share lessons learnt from my former experience, in particular loan quality over quantity, and the borrowers need for a speedy decision. I was also able to share introductions from my network, resulting in UKAF being appointed the first industry specialist firm to join RBS's capital connection panel.

NED, Chair of Audit Committee/member of Remuneration Committee Japaninvest plc (2011 to 2015)

Japaninvest was an FCA-regulated independent Asia equity broker to global institutions, listed in Japan with revenues of £8m, 60 employee and offices in London, New York, San Francisco, Tokyo, and Hong Kong.

During my tenure I worked with the Board to develop our vision and achieve strategic goals, including an exit strategy. I built up a supportive relationship with our young CFO to encourage him in his development. I challenged the financial information and worked with internal and external audit. I worked with the remuneration committee to agree management incentives, talent management and develop a succession plan. I with fellow independent board directors recommended the sale to Haitong International, providing a good return and exit for shareholders.

Highlights of my executive career

CEO Folk2Folk (2015-2018)

FCA-regulated peer-to-peer secured lender. Private-company market capitalisation: £20m, with 60 employees. Revenues: £3m. Active loan book: £160m. Cumulative lending: £210m.

Transformed a Cornish solicitors' private client loan book of £15m into a Peer2Peer business lending over £200m. Created national brand recognition, adopted digital marketing and social media strategies, built a reputation for outstanding service. Gained FCA regulatory approval ahead of larger industry rivals, enabling the company to launch one of the first Innovative Finance ISAs. Created a robust infrastructure, a flexible technology platform and an open culture supported by a committed agile workforce. Following the shareholders decision not to accept any dilution and to reject two investment partners introduced by myself I resigned.

CFO AFC Energy Plc (2013 to 2015)

AIM-quoted alkaline fuel cell business moving from R&D stage to commercialisation. Market capitalisation: £60m. 50 employees with offices in Surrey (UK) and Korea. Largest shareholder: Roman Abramovich.

Developed and modelled the Company's strategy and business plan to agree timing and initial routes to market. Developed a cost model to support the business plan, enabling the identification of the key cost drivers. Reviewed and developed new systems, operations and processes enabling the company to increased efficiencies, reduce unit costs and enter profitable sales contracts. This was a part time position which I left to pursue a full-time role.

Director of Development and External Relations Ardingly College (2010 to 2013)

Private School in Sussex for day and boarding pupils from 2 ½ to 18. Over 900 pupils, 300 employees with revenues of £17m

Established a development office for the College resulting in philanthropic income to the College from year one. Project-managed appeals and stewarded major donors, resulting in a significant number of first-time donors to the College. Managed the external relations function, improved communication with stakeholders, strengthening brand awareness and increasing admissions base. Having successfully established a development office I left to return to a commercial role.

CFO Syndicate Asset Management plc (2006 to 2009)

AIM-quoted £6bn asset management and financial advisory group with 320 employees and revenues of £45m. 17 offices situated throughout the UK

Negotiated and executed 11 acquisitions in 3 years, growing assets under management from £600m to £6bn. Negotiated the Company's first banking facility and three further facilities providing finance for acquisitions. Raised £17m via a placing and open offer in October 2009, to refinance the bank debt, successfully attracting major institutional investors into a small-cap company. Reviewed the executive remuneration and rewards scheme and introduced a new compensation package. Resigned after refinancing the business to take a break from the City.

Early to mid-career – Having qualified as a chartered accountant with **KPMG London**, I became a director in corporate finance with **Citibank**. I subsequently founded 2 investment management companies, selling one of them. After completing an MBA with **London Business School**, I moved from advisory roles into Board positions, serving as CFO with an execution only stockbroker and provider of back-office solutions. Having positioned that business for sale, sold it and integrated the business into OMX securities, I took redundancy to take up the new role of CFO of Syndicate.

Interests - I am an active participant in sport, rowing with our gig club, running with our local hash house harriers and playing tennis.

Qualifications: Chartered Accountant (KPMG London 1984), MBA (London Business School 2003), Executive Coach (AoEC 2018), Member of the Chartered Banker Institute by exam 2021.