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PROFILE

A highly qualified and professional CEO/CFO/COO and NED, displaying a solid track record of success gained in Financial Services, Engineering Services Outsourcing and Information Technology Solutions. A proven Non Executive and Senior Independent Director as well as an Executive Board member for 15 years with a background gained in Finance, Investments, Risk, Operations and IT and having held approved functions throughout that time. An engaging and pragmatic leader, with a proven track record working in mutual financial services firms from both a retail and underwriting perspective, as well as complex, multi-site and multi-cultural organisations. A proven leader, commercially focused and strategically minded, committed to adding significant value.

KEY ACHIEVEMENTS

- Grew British Friendly from an almost dormant company into the 5th largest writer of income protection insurance in the UK (from almost zero to 750 new policies per month) without changing the core culture of putting members first and working with underserved sectors of society. Modernised all aspects of the firm including the Board, finance and risk functions.
- Developed concept of Mutual Benefits, this is now a sector leading and envied way of bring a modern mutual to life. Grew membership base from 13,000 to 30,000.
- As chair of ARC, oversaw hugely successful IT Transformation project at Metfriendly, guiding executive through from inception to KPI's/reporting and on budget completion.
- As chair of OAC plc, led business modernisation resulting in successful sale and exit for owners
- Key part of management team that grew INCAT into a global engineering company, floating on AIM and then integrating into the TATA group, personally led UK turnover growth from £5M to £15M.
- Awarded IOD New Chartered Director of the year 2015
- Founder of successful micro-brewery setting up and leading a consortium of 20 investors.

KEY SKILLS

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|--------------------------|---------------------------|--------------|
| • Board governance | • Strategically minded | • Pragmatism |
| • Investment Management | • Commercially focused | • Tenacious |
| • Change Management | • Relationship management | • Flexible |
| • Stakeholder engagement | • Results orientated | • Loyal |
| • Financial acumen | • Leadership | • Humble |

CAREER HISTORY

Aug 2016 to current **Metropolitan Police Friendly Society**
Senior Independent Director - SMF 14
Chair of the Audit Risk and Compliance Committee- SMF 11

I have worked extensively as part of the Board of MPFS to ensure the Society has a credible strategy which included bringing in a whole new management team including CEO and diversifying the product range. This also included a fresh new way of thinking for investment management and more rigorous controls being brought in. As SID I take a lead role ensuring the ethos of consumer duty is embedded in the business. I was also asked by the Board to specifically act as Board oversight for a large IT transformation project due to my previous experience in this area. The project came in on time and on budget. MPFS are an investment and savings mutual with assets in excess of £300M and a turnover of c. £50M

December 2020 to May 2021 **Metropolitan Police Friendly Society**
Interim CEO – SMF 1

Interim CEO for MetFriendly following a resignation. I was asked to take this role at short notice given my experience both of being a CEO and of the Society so that an orderly transition could take place.

July 2020 to March 2023 **OAC plc**
Chairman
Member of remuneration committee

Appointed as the first independent NED and more recently as chairman, as part of a new Board for OAC, an actuarial, software and professional services consultancy firm. I thoroughly modernized the Board and management allowing for a successful sale to new PE backed owners securing the future for all staff and a legacy for the owners.

April 2023 to current **Software Alliance Limited**
Chairman

Brought in due to my experience in driving the changes required for a third party sale.

October 2020 to current FD Centre Principal (Trading as Lebo Associates Limited)
Part Time Finance Director to SME's

I work as a consultant and part time FD, mentoring SME's and helping the owners achieve their goals. I currently work with 6 local firms including a **Housing Association** for which I have developed a new commercially viable business plan and re-negotiated their banking covenants within the first 10 days of working with them.

Aug 2010 to May 2020 **British Friendly Society**

Executive Director – November 2019 – May 2020
Interim CEO – SMF 1 - November 2018 to October 2019

Following the sudden departure of the CEO, I ensured seamless transition to role with minimum impact to the business. By introducing a more collegiate style of working I have freed up senior leaders to excel in their roles and we have seen record levels of new business in 2019.

- Set up major IT restructure, reducing risk by decommissioning legacy systems and ensuring Society fit for the future
- Increased rate of growth by allowing senior team to excel by giving guidance not instruction
- Set up project to diversify away from core product line
- Looking after the welfare of the staff, ensuring adequate resourcing and training across the business and listening to staff needs and introducing enhancements to benefits.
- Establishment of the next 3-year strategy including further growth and new product launches.

Chief Finance Officer / Chief Operating Officer – SMF 2 - August 2010 to November 2018

Recruited into the Society as an Executive Board member as part of a turn-around strategy following many years of declining membership.

- Worked with the CEO on strategy, challenging as appropriate and ensuring chosen strategies were commercially viable, fit within Society's capital constraints and in members' interests.
- Setting and instilling culture and values throughout the organization.
- Led team to develop new customer journey putting members at the heart of it rather than focused on sales.
- Developing detailed business and resource plans and budgets.

- Investment Management, (total assets £100M).
- Held executive responsibility for all departments at various times.
- Project lead for Solvency II implementation.

Key Achievements:

- Key part of team who turned a failing mutual into one which is growing at 20% per annum and is leading the market in developing the concept of a Modern Mutual.
- Developed and implemented turnaround strategy and business plan in conjunction with CEO which was delivered within timescales.
- Instrumental in the next stage of the Society's evolution which included substantial strengthening of resources so that major growth phase can now begin.
- Thought leader in aligning generation of capital with how it is distributed in a mutual organization.
- Ensured all new product launches brought in on budget and time inc. major IT implementations and fundamental redesign of distribution model.
- Brought significant financial and operational expertise to the Board.
- Actively steered the Board into looking at strategic issues and instrumental in establishing sub committees and deep dive processes for non-execs.
- Established appropriate controls and procedures within Society after many years of neglect.

1999 to 2009 Tata Technologies (formally INCAT)

A Global leader in Software Engineering Services Outsourcing (ESO) and Information Technology Solutions to the global manufacturing industry (mainly Auto & Aero). T/o £250million 4,000 employees.

European Chief Operating Officer – August to October 2009

Promoted to role with responsibility for Human Resources, Finance, Administration and ICT for Tata Technologies across Europe and driving business units to maximum profitability.

European Finance Director – December 2007 to August 2009

Promoted to manage European Finance Department, with continued responsibility for UK Operations/P&L.

UK Head of Operations – 2006 to December 2007

Responsible for UK operations with P&L of £15million, 15 direct reports and 120 indirect across the UK.

UK Director of Finance – December 2004 to 2006

Led the Finance department and all financial aspects of the UK business.

Group Accountant – 2002 to 2004

In charge of consolidations of INCAT Group (7 countries) for the FD who reported to the board, UK T/o of £10million and globally £60million.

Financial Controller – 2001 to 2002

Reporting to FD, developed systems and processes within department and company, achieved ISO 9001 accreditation for company by writing complete quality system and application.

Company Accountant – 1999 to 2002

Company accountant, then gained promotion to single role previously filled by 2 Finance Managers, resulting in cost saving of £100,000 for small department.

1994 to 1999 PWC, Milton Keynes (1996 to 1998 Barbados)

Audit manager

Dealt with clients in reinsurance, financial service, and hotels and leisure whose turnover reached £500m.

1992 to 1994 Pannell Kerr Forster Auditor

Standard auditor. ACA. Local firm based in Luton working with sole traders and larger clients

TECHNICAL QUALIFICATIONS

- Chartered Accountant
- Chartered Director (syllabus contains specific courses on role of NEDs, Developing Board Performance, Strategic Direction and Leadership). This included attending courses, formal exams and a peer interview.
- Awarded IOD Prize for 2015 New Chartered Director of the Year

EDUCATION

- Chartered Director first time passes 2014
- ACA first time passes 1995
- Bsc (Hons) Mathematics 2:2: Southampton University 1992
- 4 A Levels, 11 O Levels

ADDITIONAL INFORMATION

- Was School Governor for 6 years including Chair of Finance committee and Policy Review committee within school which received 2 outstanding Ofsted inspections in that time.

INTERESTS/OTHER PURSUITS

Founder of successful microbrewery, keen footballer, ambitious traveler, Self-built family home, fluent in conversational German, very active in yoga