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After a successful executive career, my focus now, is serving as a NED and Trustee. This enables me to use my professional experience, sound judgement, knowledge, and skills to support SMEs, charities, and public sector organisation. My ethics are strong, I expect a high standard of behaviour from myself and from colleagues and I work to support sustainable development and equality of opportunity. As an individual I value friends and family and living a sustainable and healthy lifestyle.

Current NED and Trustee roles

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

Western Selection is a small investment company which takes sizeable minority stakes in small AIM listed companies. As this business does not have an executive team all directors are involved in investment selection and monitoring investment performance. At Western I have contributed by attending presentations by the executive team of our investment companies and have visited many of their sites. I have offered constructive challenge and support when needed. As chair of audit, I have engaged with our auditors and led discussions to form a view on the most appropriate accounting treatment and disclosure to adopt, in particular with regards to treatment of investments under IFRS 9.

SID and Chair of Audit and Risk, NED at South West Mutual (pro bono appointed September 2018)

SWM is a start-up bank applying to be one of the first regional mutual banks in the UK. Having formerly been CEO of a start-up regional fintech business, I have been able to support SWM in putting together a strategic business plan, agreeing our mission, vision, culture, and values. My former experience of building financial models for new businesses has enabled me to offer constructive challenge and advice and suggestions on stress tests to help validate the concept. As former CEO of a peer2peer business which achieved FCA regulatory approval I have been able to support the business in its regulatory application, ensuring that we are simple and clear when setting out the business case for a concept that is new to the regulator. I also have previously been authorised under the SMCR regime. My risk and governance experience has enabled me to support the setup of board committees and to chair the audit and risk committee. As a non-banker I wanted to be confident in demonstrating my banking knowledge to the PRA/FCA when representing SWM at the application and challenge meetings, and I therefore signed up for and completed examinations with the Chartered Banker Institute.

Independent NED Exeter Science Park (pro bono appointed September 2018)

Exeter Science Park, a relatively new science park, has been undergoing transformation from a property company into an operating company. With many of my fellow directors being public sector appointees, my role of independent challenge has been invaluable. This appointment has given me a much greater understanding of the interaction between public sector and private sector bodies. My committee roles include the finance committee, where I have challenged our financial risk appetite and the assumptions in our financial statements. On the business development committee I have used my marketing and brand building experience to support the acquisition of clients and my knowledge of SME businesses to challenge the existing services offered by ESPL and suggest improvements.

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

The LEP manages a portfolio of over £750m which is being invested into 67 infrastructure, business support and skills packages. I sit on the Strategic Investment Panel and the Finances and Resources committee as well as the main board. Some of my early input has been in governance, particularly surrounding financial reporting, transparency and completeness of information.

Independent NED (member of audit and risk committee) Teachers Building Society (appointed November 2021)

Having recently taken on this role I am working to build up my knowledge and experience of the building society sector. I am a member of the audit and risk committee and I also sit, with one other NED, on the Transformation Project committee.

Former NED Role

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 and 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, the importance of 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

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

2020/21 was a challenging time in education. In addition to the pandemic, the Trust dealt with the resignation of its CEO, the transformation of its financial reporting system and the operational integration of 17 schools. Having been CFO of an AIM listed company, which made 11 acquisitions in 3 year, increasing AUM from £600m to £6bn across 17 offices, I was familiar with the benefits of consolidation and commissioned and oversaw a strategic review which resulted in the centralisation of the finance and operations roles. I focused attention on improving the scope of the internal audit program through better use of the consolidated risk register. Following the resignation of the Trust CEO at the beginning of the COVID-19 outbreak, the Chair and myself stepped in and took on more executive responsibilities. We worked with the CFOO and Vice CEO, focusing on risk assessments to create a safe environment, ensuring students had access to education provision and school meals, until after a successful recruitment process, we appointed a new CEO.

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

FCA-regulated independent Asia equity broker to global institutions. Listed in Japan. Revenues: £8m, with 60 employees. Offices in London, New York, San Francisco, Tokyo and Hong Kong.

Worked with the Board to develop our vision and achieve strategic goals including an exit strategy. Challenged financial information, worked with internal and external audit. Ensured strong risk management culture and sound corporate governance. Mentored and challenged the executive directors and worked with the remuneration committee to agree management incentives and how best to manage key talent and develop a succession plan. Worked with fellow independent board directors to review the approach from Haitong International and to provide an independent recommendation to shareholders to accept their offer.

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 into 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 more 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.