

Faye Lageu MBA ACII

Experienced non-executive director and senior leader in mutual financial services sector, with a focus on strategy, customer value, sustainability and governance. Passionate about helping customer-driven businesses achieve long-term success. Deep, global knowledge of financial mutuals, FCA/PRA-regulated board experience and financial literacy. Key strengths in offering effective, external challenge. Strong advocate, communicator, collaborator.

Financial mutuals
Sustainability

Business strategy
FCA/PRA regulation

Customer value
Corporate governance

Board and committee experience

- **Non-executive director** (since July 2022)
Sheffield Mutual Friendly Society, UK
Provides savings, investments and insurance. Assets > £200m; premium income > £20m.

Member of the Board and Audit & Risk Committee. FCA Consumer Duty champion and Ambassador for Members, attending WPAA meetings and supporting executives to deliver new, customer-focused initiatives. Board expert in mutuality, strategy, sustainability. Member of working group that has delivered greater board effectiveness.
- **Advisory board member** (since January 2022)
Be The Business, UK
Independent non-profit offering support services to SMEs and start-ups

Advisory board member to luxury goods retail company, taking the organisation successfully towards developing and implementing its strategic goal of accelerating growth, to ultimately sell the business.
- **Board member** (since June 2020)
Cooperative Management Education Cooperative (CMEC), Canada.
Support arm of International Center for Cooperative Management, St Mary's University.

Key contributions in improving the Center's financial resilience, supporting the executive team in marketing/communications, providing advocacy to a range of UK/European stakeholders.
- **External supervisor** (since 2019), Sobey Business School, Canada

Mentoring and tutoring Cooperative/Mutual Management MBA students through their final research paper. Key areas of expertise: risk, strategy, leadership, performance management.
- **Board member** (2017 - 2019), ICMIF Foundation (global)
Foundation providing investment support and technical assistance to microinsurers in emerging markets.

Ensured the Foundation's successful restructuring from US-based capital support facility to UK registered charity.
- **Steering committee member, Insurance Development Forum** (2015 – 2018; global)
Global public-private partnership; aims to extend the use of insurance to increase global resilience.

Collaborated with global policymakers (eg UN, World Bank) and industry leaders to establish the Forum, including its scope, governance structures and operating model.
- **Member of B20 Financing Growth working group** (2015 – 2017), B20 (global)
Business forum of G20, representing the interests of the business world to governments.

Secured recognition of the mutual insurance model within B20 policy development.

- **Member of UNEP-FI Principles for Sustainable Insurance committee** (2011 - 2015), United Nations *Global sustainability framework launched 2012, now adopted by insurers representing over 25% of global insurance premiums.*

Collaborated on development of the Principles with sustainability professionals from across the globe.

Executive experience

- **Associate, NMG Consulting** (since May 2021)

Global consultancy to the insurance, reinsurance and asset management industries.

Identifying and evaluating key market trends in the UK, Europe and the Gulf region, focusing on the competitive environment, socio-economic challenges, innovation, automation and reinsurance in the life and health insurance industry.

- **International Cooperative and Mutual Insurance Federation / ICMIF** (1995 – 2020)

Global association of member-owned insurers in 60+ countries. Provides market research, advocacy, networking and professional development.

Senior Vice President, Market & Business Intelligence (2016 – 2020): head of senior team of market analysts, and leadership development and reinsurance experts. Led the development and implementation of four-year strategy, including new operating model and member services. Senior strategy advisor to C-suites of medium/large mutual insurers in Europe, N America, Australasia; key achievements advising on surplus allocation, non-financial reporting, sustainable investments, marketing and governance. Senior advocate for mutual sector, representing it at global forums with industry policymakers and regulators; key accomplishments in raising profile of mutual sector at United Nations and B20.

Vice President, Intelligence Unit (2007 – 2015): head of market research and communications team. Spearheaded new services to support members in developing their sustainability strategies. Raised governance standards across board/committees. Lead writer for industry press and academic publications. Global conference speaker.

Manager (1995 – 2006): led global research projects and professional networks in marketing, human resources, claims. Member of working group that delivered the UK's first mutual corporate governance code in response to Myners' Review. Created a leadership development course as a brand new member service and income generator (which it continues to do).

- **Assistant Director, Association of European Cooperatives and Mutuals** (1999 – 2004)

European subsidiary of ICMIF, focusing on EU market information and regulation.

Managed C-suite networks (marketing, human resources, claims). Chief editor of all publications.

- **Nationwide Insurance, USA** – summer 2000

Large, A+ rated insurer, 32,000 employees.

Intern in Office of Business Strategy. Researched and delivered recommendations to maximise the value of the organisation's relations with its founding (farm bureau) members.

Professional memberships and qualifications

MBA (distinction), Nottingham University Business School, 2009. Specialist areas: risk and insurance, CSR/sustainability, corporate governance.

Manchester Leadership Development Program, Alliance Business School, University of Manchester, 2018.

ACII (Associate of Chartered Insurance Institute), 2002; also awarded the 2002 Jubilee Prize.

BA (Hons) University of Salford, Modern Languages, 1992; included industrial placements in Italy and France.