

Stuart Tragheim

POOLE, BH16 5LP

Mobile: 07914 391165 / Email: stuart.tragheim@jacksonlowry.co.uk /

<https://www.linkedin.com/in/stuarttragheim/>

PROFILE

A Highly experienced, dedicated Board Chair, NED and CEO, demonstrating a solid track record of success gained mainly in mutual PRA/FCA-regulated financial services businesses. Broad range of skills across business development, corporate governance, marketing, business transformation, change management and people development. Strategically minded and commercially focused.

KEY SKILLS

- Business Development
- Relationship/stakeholder management – internal and external
- Change management
- P&L responsibility
- Financial acumen
- Commercially focused
- Strategically minded
- Business acumen
- Results/KPI/Target driven
- Problem solving
- Leadership development
- People development
- Coaching and mentoring
- Decisive and exercises good judgement
- Influential
- Articulate
- Energetic

KEY ACHIEVEMENTS

- Shaped vision and strategy at Holloway Friendly delivering >65% growth in Embedded Value in 5 years.
- Gained board endorsement for roots-to-branch business transformation at Holloway Friendly that won multiple industry awards.
- Built high-performance, inclusive culture, developing top levels of capability in core areas of strategic focus at Holloway Friendly.
- Won major new logo BPO deal in the retirement market (£25M total contract value) at Equiniti Pensions.
- Delivered Engage Mutual's best year ever for new business in 2014, maintaining strong growth in 2015 at 25% above target.
- Launched and grew Corporate Partnerships for Life & Pensions division at LV=, winning flagship industry deals with major UK retailers and IFA panels, including ASDA, Standard Life and Sesame Bankhall Group.
- Defined strategy and shape of new OneFamily business post the merger between Engage Mutual and Family Investments, setting clear growth trajectory and driving cost efficiencies.

NON-EXECUTIVE CAREER

Nov 2024 to Date

Foresters Friendly Society Ltd

Deputy Chair, Senior Independent Director (subject to regulatory approval) and Member of the Audit, Risk and Compliance Committee

- Provide independent and effective leadership to the Society, through a period of transformation and create and manage effective working relationships among the Society's members, Board's members and the executive.

Jun 2022 to Date

FCA Smaller Business Practitioner Panel Member

- Assess and challenge development of regulatory policy by FCA, to ensure effective implementation.

Jul 2024 to Date **The Bourne Academy**
Member of the Governing Board/Member of the Finance, Audit & Risk Committee

- Contribute to the development and implementation of the educational strategy for a Single Academy Trust in a deprived area of Bournemouth and Poole.

Apr 2018 to Feb 2024 **Association of Financial Mutuals**
Chair / Director / Chair of Regulatory Strategy Committee

- Appointed to Chair the Board of the trade body that represents UK mutual and not-for-profit insurers, friendly societies and other financial mutuals, steering significant work with government and regulators on legal and policy positions.

Jan 2020 to Feb 2024 **Association of British Insurers (ABI)**
Member of the Health & Protection Committee

- Supported strategic direction of the ABI's work on protection policy, addressing potential risks and driving improved industry standards. Key themes included future of distribution, digitalisation of patient records and genetics moratorium.

Jun 2018 to Jun 2021 **PRA Practitioner Panel and Insurance Sub-Committee**
Member

- Provided analysis and recommendations to the Bank of England on PRA policy and practices related to insurance sector.

Jul 2019 to Jul 2021 **Investment & Life Assurance Group (ILAG)**
Chair / Director / Member

- Former Chair of ILAG, guiding significant restructure and refocus of the board to provide active, credible voice to HM Treasury and regulators, and establish long-term strategic plans for upcoming regulatory change. (November 2007 to July 2012 and July 2019 to July 2021).

EXECUTIVE CAREER

Oct 2013 to Date **Jackson Lowry Consulting**
Founder

Established consultancy providing strategic advice on distribution and proposition development, governance and risk management across UK Financial Services market, partnering clients at board and executive level.

- **Advised Boards and ExCos on a wide range of market and distribution development improvement programmes**, providing constructive assessment of their current strategies and delivering in-depth strategic insight into new products and markets. Key clients include Yorkshire Building Society, Engage Mutual, Triple Jump, and Key Retirement Solutions.

Jun 2016 to Feb 2024 **Holloway Friendly**
CEO/Member of the Board/Member of the Nomination Committee

Appointed CEO (SMF1), ExCo Chair & Board Member to transform commercial and operational performance, working with Non-Executive Directors and executive team to spearhead transformational long-term strategy. Led relationships with members, employees, distribution partners, regulatory authorities, and other key stakeholders.

Key achievements:

- **Shaped vision & strategy delivering >65% growth in Embedded Value in five years;** transformed small, moribund regional mutual insurer, increasing net membership by >100% and new business revenue by >500% at pre-COVID peak, underpinned by vision to become the UK's #1 most recommended specialist protection insurer.
- **Gained board endorsement for roots-to-branch business transformation that won multiple industry**

awards; defined wide-ranging business and IT transformation programme with workstreams covering vision, mission, values, propositions and products, underwriting and claims philosophies, distribution, large-scale IT re-platforming, governance, risk, and compliance.

- **Built high-performance, inclusive culture, developing top levels of capability in core areas of strategic focus,** such as claims, IT, digital, and change management. Recruited top new talent and upskilled existing functions, driving retention and engagement.
- **Key member of Nomination Committee and standing member of Remuneration Committee;** key contributor to several board appointments and restructure of the board presided over by NomCo. As standing member of RemCo, provided key input into reward strategy and remuneration governance. Additionally, standing member of Audit & Risk Committee, and Investment Committee.
- **Initiated and led the Society's social responsibility strategy;** raised over £30,000 for the James Hopkins Trust over 5 years and developed the Society's first ESG strategy, focused on reducing its carbon footprint, both operationally and via our external investment managers.

**Nov 2015 to Jun 2016 Equiniti Pensions Solutions
Business Development Director**

Headed business strategy and sales planning, including deal origination, proposals and pricing, sales development and closure in Life & Pensions insurer and reinsurer markets.

Key achievement:

- **Won major new logo BPO deal in retirement market (£25M total contract value),** leading end-to-end negotiations.

**Jul 2014 to Nov 2015 OneFamily/Engage Mutual
Distribution Director**

Developed and implemented multi-channel distribution channel (Intermediary, Partnerships and Direct) for Engage Mutual (as an interim contractor), and subsequently transitioned to a permanent role with OneFamily following merger of Engage and Family Investments.

Key achievements:

- **Delivered Engage's best year ever for sales in 2014, maintaining strong growth in 2015 at 25% above target;** re-galvanised team, developing focused distribution strategy, instituting robust quality measures, and embedding best practices in pitching.
- **Defined strategy and shape of new OneFamily business, setting clear growth trajectory and driving cost efficiencies;** developed distribution strategy and conduct risk framework, played key role in product development strategy (including launch of mortgage business), & led integration and transition work pre- and post-merger.

**May 2005 to Oct 2013 LV=
Corporate Partnership Director**

Promoted to Corporate Partnership Director following roles as Director of Business Development and Distribution Strategy, Director of Intermediary Business, and Head of Member Relations and Industry Affairs.

Key achievements:

- **Key member of Life ExCo, steering strategy for Life & Pensions business;** themes included growth of new distribution channels, evolution of intermediated and D2C products, GE Life acquisition, integration and rebranding, alongside performance monitoring, risk management, and talent. Presented to the board on Life & Pensions strategic plan.
- **Launched and grew Corporate Partnerships for Life & Pensions, winning flagship industry deals** with major UK retailers & IFA panels, including ASDA, Standard Life and Sesame Bankhall Group. Led sales & marketing strategy from start-up and established full key account management framework across UK.
 - Won financial service distribution channel with major UK retailer that generated £10M profit; led business development, due diligence, onboarding, product design, branding and contract approval in nine months.
 - Retained major retail partner, securing three-year, £5M deal that involved development of new

- propositions and close partnering at partner and business level.
 - Secured first-ever representation on a market-leading panel for protection products in IFA environment, realising >£10M premium income, through innovative business development strategies.
- **Member of Board of Trustees for LV= Staff Pension Scheme, managing multiple hundreds of millions of assets** for thousands of members. Managed a range of liability buy-ins and member opt-outs, provided astute governance of investment management, and enhanced level of staff engagement, implementing external communications firm.

2001 to Apr 2005 **ABI**
Raising Standards Director & HR Director

Member of the senior leadership of Life & Pensions Directorate before being appointed to lead the HR function.

Key achievements:

- **Pioneered Raising Standards initiative across life and pensions industry; gained universal agreement across the market** to commit to practices that promoted and delivered high standards, after securing competition compliance clearance from European Commission's Competition Directorate. Secured support from over 85% of the life and pensions market (measured by GWP)
- **Transformed HR function to high-performing strategic unit that attracted and retained top-quality talent**, supporting ABI's ambitious public policy agenda. Designed and implemented people development and change programmes, including leadership development curriculum in conjunction with top institutions.

1994 to 2000 **Teacher Provident Society**
Sales Director

Joined Teachers as National Sales Manager and was quickly promoted to Sales Director following a strategic review. Led a root and branch strategic review of distribution, resulting in enhanced sales volumes and business quality and improved regulatory compliance. Led the acquisition of a significant IFA business to develop a new distribution offer for members of a substantial trade union affinity.

1983 to 1994 **Schroder Life, Skandia Life, Albany Life and TSB Insurance Brokers**

Various sales, marketing and technical services roles, focused mainly in the pensions and investment markets.

PROFESSIONAL DEVELOPMENT

Diploma in European Employment Law | Cranfield Sales Director's Programme | Cert PFS