

Faye Lageu

Forward-looking strategy expert, with extensive experience of providing independent challenge and support to boards and C-suites of mutual insurers. Demonstrated business acumen, deep expertise in risk and insurance, sustainability and ESG issues. International knowledge of re/insurance, corporate governance and stakeholder value. Strong industry advocate and communicator. Effective collaborator, mentor and leader.

Mutual insurance
Leadership & culture

Business sustainability
Governance

ESG issues
Advocacy

Board and committee experience

- **Board member** (2020 to present)
Cooperative Management Education Cooperative (CMEC), Canada.
Supports the International Center for Cooperative Management, St Mary's University.
Focusing on increasing the financial resilience of the Center through new funding and resourcing, global expansion, digital platforms for delivering programmes and advocacy.
- **External supervisor** (2019 to present), Sobey Business School, Canada
Providing industry expertise and external challenge to MBA students focusing on risk, performance management, leadership.
- **Board member** (2017 - 2019), ICMIF Foundation (global)
Provides technical assistance and fundraising for microinsurers in emerging markets.
Ensuring governance standards were upheld and that the governance structure was fit for the future, during the Foundation's transition from US-based capital support facility to UK-registered charity.
- **Steering committee member** (2015 – 2018), Insurance Development Forum (global)
Global public-private partnership which aims to extend the use of insurance and its risk management capabilities to increase global resilience and meet the Sustainable Development Goals.
Collaborating with world's largest re/insurers and global policymakers (UN, World Bank) to establish the Forum's scope, and determine appropriate 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.
Ensuring recognition of the mutual insurance model in B20 policy development.
- **Executive director** (2015 – 2018), Basement Blues, UK
Employee-owned cooperative providing dance education and events.
Transformed the organisation into a cooperative; marketing director; dance teacher, event organiser.
- **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/US\$14 trillion AUM.
Contributed to development of the Principles, collaborating with sustainability professionals from re/insurance industry, risk modelling experts and civil society.

Executive experience

- **Associate, NMG Consulting** (May 2021 to present)

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

Research and analysis of life and health insurance industry in UK and Europe. Collaborating with extensive network of senior executives, actuaries, underwriting and claims directors. Identifying key trends in distribution, profitability, innovation, reinsurance and automated underwriting systems.

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

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

2016 - 2020: Senior Vice President. External strategic advisor to C-suites and boards of member organisations. Key advocate for mutual insurers at global/industry/academic institutions. Led the development of the organisation's four-year business strategy. Head of senior team providing strategic, market and regulatory information, reinsurance and professional development programmes for members. Drove organisational learning programmes for entire staff. Grew the European membership.

2007 - 2015: Vice-president. Raised governance standards by transforming the Intelligence Committee's structure and objectives. Spearheaded new services to support members' sustainability strategies: led global network, created first-ever sustainability reporting framework for mutuals. ICMIF's lead contributor to industry/external publications and global conference speaker, promoting awareness and understanding of mutual insurance. Drove major improvements in member communications.

1995 - 2006: Joined as assistant manager, focusing on research and communications. Rapid progression to manager with C-suite member-facing roles, governance responsibilities and secondments (see below). Worked with UK mutual life insurers in response to the government's Myners' Review to deliver the first annotated combined code. Managed global network to promote governance best practice and raise standards. Created first leadership development course as a new member offering, extending the association's core services and generating a new income stream (it continues to be a key service).

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

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

Managed professional networks (marketing, human resources, claims management, pensions). Editor and researcher of "Valuing Our Mutuality" report, evidencing mutual insurers' financial value and assessing the impact of demutualisation. Extensive C-suite collaboration.

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

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

Intern, Office of Business Strategy. Researched and delivered recommendations to maximise business value generated through the company's relations with its founding (farm bureau) members.

Professional memberships and qualifications

MBA (distinction), Nottingham University Business School, 2009. Specialised in insurance, governance, CSR.

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; industrial placements Italy (Generali) and France.