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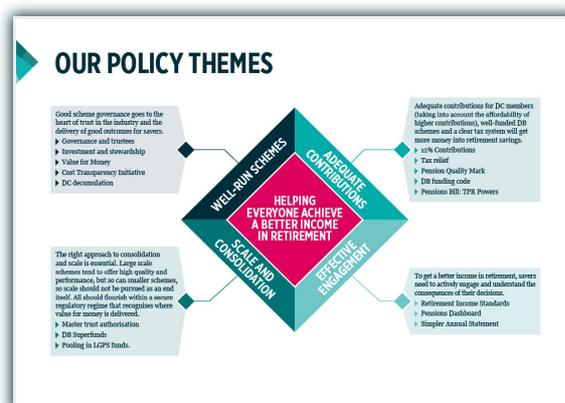
POLICY BOARD

The Policy Board was created in October 2018 to guide and decides on our public policy positions. Its remit and representation stretches across all aspects of our policy work on pensions and lifetime savings and its goal is to shape the policy agenda for all aspects of retirement income.

The Policy Board carries out our mission to help everyone achieve a better income in retirement across four themes: achieving well-run schemes, encouraging effective engagement, supporting adequate contributions, addressing scale and consolidation.

Policy Board appointments and membership are set out in our **Rules**. Its members were selected for their senior and strategic level experience advising and implementing on regulatory change. The Policy Committees sought policy expertise, continuity of involvement with PLSA policy and representation from key membership groups.

The Policy Board meets three times a year. It is supported by four standing committees aligned to the current regulatory regimes: Defined Benefit, Local Authority, Defined Contribution and Master Trust pensions.



Emma Douglas
Legal and General Investment Management
Chair, PLSA Policy Board

Emma is responsible for developing LGIM's DC business and investment strategy. Emma joined LGIM in 2014 from Mercer where she was a partner and Head of Mercer Workplace Savings. Prior to that, she was Head of DC Sales at BlackRock and Head of DC Pensions at Threadneedle Investments, and has more than 20 years of experience in the investment management industry.

Emma graduated from Trinity College, Oxford, and holds an MBA from Manchester Business School via a Women in Management Scholarship from the Guardian. Emma is a Non-Executive Director of Smart Pension and the PLSA and Chair of the PLSA Policy Board.



Zoe Alexander
NEST

Zoe has been at NEST for three years, initially joining as Director of Public Policy, and then as Director of Strategy for the last 18 months. Her role comprises considering the long term strategy for the organisation, as well as acting as the interface with Government and the public policy community.

Before joining NEST, Zoe was a civil servant for over a decade, in a variety of roles. She was Private Secretary to the Secretary of State for Work and Pensions during the passage of the legislation that established Automatic Enrolment, and recently led a Treasury programme to set up the national pensions guidance service, Pension Wise, as Head of Operations. Previously she authored a cross-Government strategy seeking to address the causes of poverty, and worked with the Cabinet Office to develop Social Finance initiatives via local authorities.

Zoe works part time and is interested in improving diversity in financial services by encouraging more part time workers of both genders to consider senior roles.



Adrian Boulding
NOW:Pensions

Adrian Boulding is Director of Policy at NOW:Pensions, a large auto-enrolment mastertrust that has grown to almost two million members from a standing start in 2012. Adrian is spearheading NOW:Pensions' application to The Pensions Regulator for authorisation under the new master trust regime brought in by Pension Schemes Act 2017.

Adrian is also Chief Innovation Officer at fintech start-up Spire Platform Solutions that is modernising products to make them relevant for today, not yesterday.



Rachel Brothwood
West Midlands Pension Fund

Rachel is the Director of Pensions at the West Midlands Pension Fund. An actuary with over 15 years pension and investments experience, Rachel joined the Fund in 2015 and works with a wide range of organisations to support the delivery of pension benefits to over 300,000 members across the West Midlands region.

Since joining the Fund Rachel has led on development of administration, funding and investment strategy and works alongside LGPS colleagues and advisers to deliver an integrated programme of risk management to meet the challenges of an evolving scheme.

West Midlands is part of the LGPS Central investment pool for which Rachel sits as nominated representative on the Practitioners Advisory Forum. Rachel is currently part of the PLSA Local Authority Committee, CIPFA Pensions Panel, Scheme Advisory Board Cost Management, Benefit Design and Administration sub-committee and has been elected Hon Treasurer for the Local Authority Pension Fund Forum (LAPFF).

Rachel graduated from the University of Nottingham with a first-class joint honours (BSc) degree in Mathematics and Economics and is a Fellow of the Institute and Faculty of Actuaries (FIA, CERA).



Mel Duffield
USS

Mel is the Pensions Strategy Executive at the Universities Superannuation Scheme (USS), the hybrid pension scheme for academics and related roles in the UK higher education sector. USS currently has around 420,000 members and holds £64.4bn in assets. After joining USS in February 2015, Mel was heavily involved in the design and implementation of the scheme's new DC section,

USS Investment Builder, and has now taken on a wider remit covering strategy and insight, stakeholder engagement, policy and proposition development, member communications and digital channels.

Before joining USS, Mel was Deputy Director at the Pensions Policy Institute (PPI), an independent research charity focusing on pensions and retirement savings issues, and prior to that Head of Research and Strategic Policy at PLSA.

Mel started her professional career in the UK civil service, working as a senior economic advisor at HM Treasury, the Department for Work and Pensions and the Department for Education. Mel has a BSc in Economics from Nottingham University, an MSc Economics from Bristol University, is a serving Magistrate, and plays football and climbs mountains in her spare time.



Teresa Fritz
Money Advice Service

Teresa has worked for the financial services industry for over 40 years in various roles, but for the last 25 years representing consumers. She is a Senior Policy & Proposition Manager for the Money & Pensions Service and a Member of the Financial Services Consumer Panel. She is also a Member of a Local Government Pension Scheme Board, a Member of the PLSA's Policy Board and

a Governor of the Pensions Policy Institute.

Past roles include Consumer Representative on EIOPA's Insurance and Reinsurance Stakeholder Group, Non-Executive Director with the British Insurance Brokers Association, 15 years with the consumer organisation Which? and Head of Proposition for Royal London's online financial planning tool, MoneyVista.



Brian Henderson
Mercer

Brian is Partner and Director of Consulting within Mercer's Wealth business. He is lead advisor to some of the largest UK Pension Schemes and Employers and known for developing innovative and award winning wealth solutions. He is Chair of Mercer's Wealth Policy Board, responsible for overseeing the consulting agenda, developing key market themes and shaping policy on technical

matters across the Mercer Wealth business.

Brian has over 25 years' experience which also includes investment consulting together with performance measurement. Before joining Mercer in 2008, Brian was a Senior Investment Consultant within the Investment Practice of Hymans Robertson LLP. Prior to that, he was a director of The WM Company, the specialist performance measurement firm latterly owned by Deutsche Bank.

Brian is a member of PLSA's Policy Board and DC Committee. He is Chair of the PLSA cross-industry taskforce delivering guidance for trustees on ESG and Stewardship and he is a member of the UK Government Social Impact Investment Implementation Taskforce.



Chris Hogg FFA
National Grid

Chris is CEO to the National Grid pension trustees, appointed in 2018 with a focus on evolving the governance structure, including expanding the internal expertise beyond investment.

Chris was previously CEO to the Royal Mail pension trustees, and was with Royal Mail from 2009. Experience included the transfer of assets and liabilities to Government, design and implementation of numerous funding and investment solutions, member of the Investment Committee, and accountability for the executive service to the trustee boards of all Royal Mail's pension arrangements.

Chris previously worked as a pensions consultant at KPMG providing company-side advice to a range of clients, and started his career as an actuary at Aon Consulting.



Jamie Jenkins
Standard Life Aberdeen

Jamie has worked in pensions for almost 30 years; including Operations, Product Development, Marketing, Policy and Strategy.

He currently leads on strategy for Standard Life's pension business, acting as government and regulatory liaison, as well as key press spokesperson on industry issues. Much of his time is devoted to the successful implementation of pensions automatic enrolment and the changes in retirement flexibility.

He previously led the Corporate Pensions operation, working with some of the largest corporate benefit consultants, intermediaries and clients on the implementation and management of their pension arrangements.

He is a scheme trustee and sits on a number of regulatory and trade body committees. He was asked by the Department for Work and Pensions to chair the advisory board on 'coverage' for the 2017 Automatic Enrolment Review.

Jamie is a regular commentator, conference speaker, blogger and Tweeter (@pensionsguy).



Nicola Mark
Norfolk Pension Fund

Nicola, Head of the Norfolk Pension Fund since 2001, is the elected Practitioner representative on the Local Government Pension Scheme National Advisory Board, having previously served in the same role in the Shadow Scheme Advisory Board. Alongside the PLSA Policy Board and Local Authority Sub Committee, Nicola also sits on the CIPFA Pensions Panel and Chairs the National LGPS Frameworks project, a collaboration of LGPS Funds working to deliver benefits across the LGPS.

Over the years Nicola has contributed to a number of working parties, including the Myners review and Lord Hutton's Independent Public Service Pensions Commission. Nicola was awarded an MBE for services to local government in 2015.



Neil Mason
Surrey Pension Fund

Neil is Head of Pensions for the Surrey Pension Fund and leads the team that won Risk Management Strategy of the year in 2017 and fund Governance of the year in 2018 in the LAPF Investment Awards.

He is a strategic leader in the pensions industry, combining technical expertise in investment strategy, governance, law and scheme regulation.

The Surrey Fund is part of the Border to Coast asset pool, this has provided a great experience for collaboration with partner funds as they seek to transition of £40b of fund assets.

Neil is independent member of the Local Pension Board at the London Borough of Hounslow and also chairs the London pension officers group.

He is the father to twin 15 year old boys. One is a fan of Joy Division, the other Iron Maiden. They are, however, unanimous in considering him the most embarrassing man alive. His wife concurs.



Gregg McClymont
B&CE, provider of The People's Pension

Gregg joined B&CE, the provider of The People's Pension, in July 2018 and is Director of Policy and External Affairs. He believes that pensions for the many are best delivered by profit to member funds with scale. In the UK B&CE is the only fund of this kind. Gregg is the co-author of two volumes on global pension system design, Towards a new pensions settlement: the international experience

Vols I & II (Rowman and Littlefield, 2016, 2018) as well as two more volumes on UK system design Pensions at Work that Work (2013) and Pensions People Can Trust (2012).

Previously Gregg was an MP 2010-15; Shadow Minister of State for Pensions 2011-2015; and a member of the Prime Minister's Commission on Further Devolution to Scotland. His first career was as an academic; Gregg held a fellowship at St Hugh's College, Oxford, before entering Parliament. Gregg is a Visiting Fellow at Nuffield College, Oxford and sits on a number of pensions industry boards and committees.



Laura Myers
Lane Clark & Peacock

Laura is the Head of DC at LCP, leading the strategy of the DC practice, which advises over £15 billion of UK DC assets across 120 clients. Using her in-depth understanding of the market, Laura helps her clients (one of which is the largest DC scheme in the UK) cut through the complexity when it comes to the full range of DC issues; from establishing appropriate investment strategies, to

extracting best value for money. Her leadership and passion is reflected every day by her ambitious and growing team, as she inspires them to develop innovative solutions for clients that improve the financial wellbeing of their savers.

Laura is an industry influencer, always on hand to offer her view of how the DC savings and financial wellbeing landscape is evolving and how employers, trustees and providers should react. As well as chairing LCP's market-leading annual DC Conference and spearheading the firm's thought leadership on shaping pensions that are fit for the future, Laura regularly speaks at a range of events including the PLSA's own annual conference. She is also a member of the Asset Security Working Party and NextGen Committee.

Laura's ongoing role at the forefront of the industry was recently rewarded by her nomination as the Adviser of the Year in the 2018 Women in Pensions Awards.



Jackie Peel
MARS

Jackie has been UK & Ireland Benefits Director at Mars, a multinational food company, since 2011. Her principal responsibilities are for the defined benefit (final salary and cash balance) and defined contribution pensions arrangements. She is also a member of the Mars Global Benefits Leadership Team which steers the company's strategic direction for benefits. Jackie has also held in-house

roles as Associate Director of pensions at Barclays Bank and Pensions Director at VT Group plc (a service company specialising in government outsourcing contracts).

Before moving in-house, Jackie spent 17 years with Aon Hewitt in various roles specialising in Executive benefits and Global benefits.



Anna Rogers
ARC Pensions Law

Anna is the Senior Partner and co-founder of ARC Pensions Law. A former Chair of the Association of Pension Lawyers, Anna has spent her career advising clients who operate or sponsor occupational pension schemes, with a particular expertise in defined benefit schemes. Her current work focuses on various stages of the journey to ultimate winding-up, such as bulk purchase annuity transactions, benefit audits and specifications, remedial action, partial termination, participating employer reconciliations, funding and security negotiations. She is also currently engaged in governance, compliance and liability management, including incentive exercises of all kinds.

Anna has helped clients work through all the significant pensions legal and regulatory developments as they have unfolded over the last three decades. Anna also has experience with many scheme mergers, demergers, and the pensions aspects of corporate transactions at UK and international levels.



Michael Watkins
Smart Pension

Michael is the Head of Proposition Development at Smart Pension. He is responsible for the continuous development of Smart's commercial operations, through the design and delivery of industry-leading and consumer-centric solutions.

Michael is also a Non-Executive Director for mypensionID, Chair of the Pension Administrations Standards Association (PASA) DC Governance working group, sits on the PASA e-admin steering group, and is co-founder and Chair of the NextGen Committee, a new initiative that promotes and encourages the next generation of pensions and savings professionals.



Carol Young
Royal Bank of Scotland

Carol is Director of Reward, Pensions & Benefits at RBS. She leads the teams responsible for all aspects of remuneration across the bank, the flexible benefits programme for over 60,000 colleagues and DB and DC pension arrangements for over 300,000 members (c£45bn liabilities) worldwide.

She chairs the CBI pension panel and is a governor of the Pensions Policy Institute. Carol's career spans 20 years across in house and consulting roles and includes a decade as an investment consultant.

She has served as independent trustee on a number of boards, and is a trustee of the bank's UK DC scheme. Carol is a CFA charterholder and has particular interest in pension investment, effective engagement and governance.

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