

2025-26 register of NS&I Board members' interests

Approved at the 10 December 2025 Board meeting

The register is reviewed at each Board meeting and published on the NS&I website. It includes all those who have served on the Board during the financial year to which the register relates [1 April to 31 March] and the external interests they have held in the current and previous financial year, up to the date a member leaves the Board. The register includes the Board members' direct interests as well as their indirect interests (those of their close family members¹) where the indirect interests might give rise to a conflict of interest with NS&I, as well as any other potential interests Board members choose to disclose.

Name ²	NS&I Board role	Description of interest	Relevant dates		
			Pre-dates NS&I Board membership	Start date during NS&I Board term	To
Luke Jensen	Non-Executive Director [from 1/4/24] and Interim Chair [from 1/9/25]	Director, Hana Group SAS [currently non-executive, previously executive Chairman] (remunerated)	Yes	N/A	Present
		Independent Non-Executive Director, Co-op Group (remunerated)	Yes	N/A	Present
		Provision of consultancy services to a range of clients (remunerated)	Yes	N/A	Present
Nina Hingorani-Crain	Non-Executive Director	Non-executive director, Oxleas NHS Foundation Trust (remunerated)	Yes	N/A	Present
		Sole shareholder and Director of Hingorani-Crain Limited, a dormant company.	Yes	N/A	Present
		Board member, Nest, a public corporation (remunerated)	No	1/6/23	Present
		Board member, Institute of Chartered Accountants of England and Wales (remunerated)	No	4/6/24	Present
		A close family member is currently employed by the CFA Institute and was previously employed by PGIM (part of the group of the US insurance company,	Yes	N/A	Present

¹ For the purpose of declaring interests, a person is a close family member if they are a spouse, civil or other domestic partner or child living at home.

² Start/end of term dates are shown in this column for those who joined or left the Board during the financial year to which the register relates.

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		Prudential Financial Inc.) and by Golden Tree, a financial services firm. A family member is a Fund Manager for Eastspring Investments based in Singapore, the Asian asset management business of Prudential plc.	Yes	N/A	Present
David Woodward	Non-Executive Director	Trustee, Consumers' Association (unremunerated)	Yes	N/A	Present
		Independent member of the Finance and Estates committee, Trent College (unremunerated)	Yes	N/A	02/12/24
		Director, Trent College Limited (unremunerated)	No	02/12/24	Present
		Director, Trent College Enterprises Limited (unremunerated)	No	02/12/24	Present
		Governor and trustee, Trent College (unremunerated)	No	02/12/24	Present
		Non-executive director, Aspire Housing Limited (remunerated)	No	26/9/23	Present
		A close family member is an employee of HM Revenue and Customs.	Yes	N/A	Present
Melanie Moreland	Non-Executive Director	<u>Formerly</u>			
		• Director of Hinckley and Rugby Building Society (remunerated)	Yes	N/A	31/3/23
		• Director of Hinckley and Rugby Financial Services Limited (unremunerated)	Yes	N/A	30/3/23
Dax Harkins	Chief Executive	Employee of Natwest PLC (registered name: National Westminster Bank Public Limited Company)	Yes	N/A	5/7/24
		Director, Inclusive Play (UK) Limited (unremunerated)	No	20/8/24	Present
Patrick Briscoe	Enterprise Service Management Director	None	N/A	N/A	N/A
		Samaritans volunteer (unremunerated)	Yes	N/A	31/5/24

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Ruth Curry	Director, People and Finance	Treasurer of Friends of the Vines, Rochester (unremunerated)	Yes	N/A	31/3/25
		Trustee, Richard Watts and the City of Rochester Almshouse charities (unremunerated)	No	15/12/2023	4/11/25
		Trustee, Richard Watts Charities CIO (unremunerated)	No	5/12/2024	4/11/25
		A close family member is a local councillor of Medway Council (remunerated)	Yes	N/A	Present
Andrew Gudgeon	Risk Director	Member of the Security Awareness Special Interest Group (SASIG) network and a member of the steering group for the Big SASIG conference in April 2024 (unremunerated) A close family member has been selected to run as a candidate for the Senedd (Welsh Government) elections in 2026 (unremunerated).	Yes	N/A	Present
Gareth Headon	Communications & Strategy Director	Trustee, The London Welsh Centre Trust (unremunerated)	N/A	2/10/23	Present
		Director, London Welsh Centre Limited (unremunerated)	N/A	2/10/23	Present
Matt Smith	Chief Operating Officer	None	N/A	N/A	N/A
Andrew Westhead	Retail Director	None	N/A	N/A	N/A

Former Board members

Note: Roles held at the end of the person's term on the NS&I Board are indicated by 'end of term' in the 'To' column.

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			Pre-dates NS&I Board membership	Start date during NS&I Board term	To
Azin Roussos [to 13/6/25]	[Former] HMT representative	Employee of HM Treasury Director, HM Treasury UK Sovereign Sukuk Plc (un-remunerated)	Yes Yes (predated second Board term)	N/A N/A	End of term End of term
Lord Lemos CMG CBE	[Former] Non-Executive Director [from 1 April 2024] and Non-Executive Chair [from 1 July 2024 to July 2025]	Director and shareholder of Lemos & Crane Limited and Re-imagine CIC	Yes	N/A	End of term
		Lead Non-Executive Board Member, His Majesty's Prison and Probation Service (remunerated)	Yes	N/A	31/3/25
		Chair and director, Walbrook Institute London Limited [formerly the London Institute of Banking and Finance (registered name: LIBF Limited)] (remunerated)	Yes	N/A	End of term
		Chair and trustee, English Heritage (registered name: The English Heritage Trust) (un-remunerated)	Yes	N/A	End of term End of term
		Chair and director, Hofesh Shechter Company Ltd (un-remunerated)	Yes	N/A	End of term
		Trustee, 14th May Foundation (un-remunerated)	Yes	N/A	End of term