

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) Independent member of the Finance and Estates committee, Trent College (unremunerated) Director, Trent College Limited (unremunerated) Director, Trent College Enterprises Limited (unremunerated) Governor and trustee, Trent College (unremunerated) Non-executive director, Aspire Housing Limited (remunerated) A close family member is an employee of HM Revenue and Customs. <u>Formerly</u> <ul style="list-style-type: none">• Director of Hinckley and Rugby Building Society (remunerated)• Director of Hinckley and Rugby Financial Services Limited (unremunerated)	Yes Yes No No No No Yes	N/A N/A 02/12/24 02/12/24 02/12/24 26/9/23 N/A	Present 02/12/24 Present Present Present Present Present
Melanie Moreland	Non-Executive Director	Employee of Natwest PLC (registered name: National Westminster Bank Public Limited Company) Director, Inclusive Play (UK) Limited (unremunerated)	Yes	N/A	5/7/24
Dax Harkins	Chief Executive	None	N/A	N/A	N/A
Patrick Briscoe	Enterprise Service Management Director	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 (un-remunerated) Trustee, Richard Watts and the City of Rochester Almshouse charities (unremunerated) Trustee, Richard Watts Charities CIO (un-remunerated) A close family member is a local councillor of Medway Council (remunerated)	Yes No No Yes	N/A 15/12/2023 5/12/2024 N/A	31/3/25 4/11/25 4/11/25 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 (un-remunerated) Director, London Welsh Centre Limited (un-remunerated)	N/A N/A	2/10/23 2/10/23	Present 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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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 Lead Non-Executive Board Member, His Majesty's Prison and Probation Service (remunerated) Chair and director, Walbrook Institute London Limited [formerly the London Institute of Banking and Finance (registered name: LIBF Limited)] (remunerated) Chair and trustee, English Heritage (registered name: The English Heritage Trust) (un-remunerated) Chair and director, Hofesh Shechter Company Ltd (un-remunerated) Trustee, 14th May Foundation (un-remunerated)	Yes Yes Yes Yes Yes Yes	N/A N/A N/A N/A N/A N/A	End of term 31/3/25 End of term End of term End of term End of term