

Board leadership and Company purpose continued

Our Board of Directors



Hiroyuki Iioka
Non-Executive Director ('NED')

Appointed: 23 July 2020

Shareholder Nominated Director

Career and experience

Hiroyuki is the appointed representative of one of Phoenix Group's major shareholders, MS&AD Insurance Group Holdings, Inc ('MS&AD'). He has over 35 years of experience and is currently Senior General Manager for the International Business Planning Department at MS&AD. His previous roles include General Manager for the Asian Life Insurance Business Department at Mitsui Sumitomo Insurance Company Limited (Japan) and Assistant General Manager for MSIG Holdings (Europe) Limited. Hiroyuki's NED experience includes roles as NED of ReAssure Group plc, Mitsui Sumitomo Insurance (London Management) Limited and an Alternate NED of Challenger Limited (Australia). Hiroyuki is a Chartered Member of the Securities Analysts Association of Japan and Certified International Investment Analysts.

Key skills and competencies

- Commercial business leader, providing an international business perspective, with strong global insurance and financial services industry experience.
- Responsible for general management, including managing efficient and effective operations and business development within the financial services industry.

Current external appointments

Senior General Manager of International Business Planning Department for MS&AD Insurance Group Holdings, Inc. and Alternate NED of Challenger Limited, listed on the Australian Stock Exchange.



Katie Murray
Independent Non-Executive Director ('NED')

Appointed: 1 April 2022

Committee:
Chair of the Audit Committee

Career and experience

Katie has over 30 years of experience gained across the financial services industry and is currently Group Chief Financial Officer ('CFO') of NatWest Group plc, having also acted as Deputy Group CFO. Prior to this, Katie spent a number of years at Old Mutual plc, where she held various senior executive roles including Group Finance Director of Old Mutual Emerging Markets, Director of Finance – Group Chief Accountant and Head of Group Planning and Analysis. She was also a Senior Audit Manager at KPMG LLP. Katie is a member of the Institute of Chartered Accountants in Scotland.

Key skills and competencies

- Vast financial services experience meaning that she is well placed to provide valuable and technical input in both Board discussions and in her capacity as Chair of the Audit Committee.
- Current business leader with recent and relevant financial experience and deep understanding of industry complexities.
- Valuable knowledge and executive director experience within global financial services organisations.
- Plays an active role in the development and reporting of climate reporting across the financial services sector.

Current external appointment

Group Chief Financial Officer of NatWest Group plc.



John Pollock
Independent Non-Executive Director ('NED')

Appointed: 1 September 2016

Committee:
Chair of the Risk Committee

Career and experience

John has vast financial services experience from a career of over 35 years at Legal & General Group plc ('L&G'), most recently as CEO of Legal & General Assurance Society. John's previous positions at L&G include CEO of Protection & Annuities, Group Executive Director of Product & Corporate and Director of UK Operations. His NED experience includes roles as Chair of Cofunds Limited and Suffolk Life Limited and NED of Cala Group (Holdings) Limited. John has also acted as Deputy Chair of the Financial Conduct Authority ('FCA') Practitioner Panel, Life Insurance Member of the Financial Ombudsmen Service Industry Panel and has been a member of the Life Insurance Committee of the Association of British Insurers. John is a Fellow of the Royal Geographical Society.

Key skills and competencies

- Extensive UK and European insurance and financial services experience which enhances Board understanding of related issues and trends applicable to Phoenix Group's operations and strategy.
- Proven track record of establishing and delivering strategy whilst managing risk appetite and compliance within a regulated marketplace, which contributes to his ability to effectively chair the Risk Committee.
- Previous business leader with expert understanding of the wider organisational responsibilities to employees and society allowing him to provide robust challenge on executive decision-making.

Current external appointments
None.



Belinda Richards
Independent Non-Executive Director ('NED')

Appointed: 1 October 2017

Committee:

Career and experience

Belinda has extensive financial services and strategy experience from a 30-year career. She was Senior Partner and Global Head of Merger Integration and Separation Advisory Services at Deloitte LLP. Prior to this, Belinda was Vice President of Post-Acquisition Integration and Separation Services at Ernst & Young LLP and Principal of Corporate Finance and Strategic Advisory Services at KPMG LLP. Her NED experience includes roles as NED and Chair of the Audit Committee of Avast plc and William Morrison Supermarkets plc, SID of Grainger plc and NED of Aviva Life & Pensions UK Limited and Friends Life Group Limited.

Key skills and competencies

- Highly qualified to appraise corporate growth opportunities, integration processes and the post-acquisition environment allowing the provision of robust challenge and guidance in relation to Phoenix Group's strategy.
- Extensive leadership experience and technical perspective enabling contribution to Risk and Remuneration Committee discussions and debate.

Current external appointments

NED at The Monks Investment Trust plc, NED and Chair of the Audit Committee at Schroder Japan Trust plc, SID and Chair of the Sustainability and Governance Committee of Olam Food Ingredients.



David Scott
Non-Executive Director ('NED')

Appointed: 11 May 2023

Shareholder Nominated Director

Career and experience

David is the appointed representative of one of Phoenix Group's major shareholders, abrdn plc ('abrdn'). He has over 35 years of financial services experience and is currently Chief Enterprise Technology Officer at abrdn. His previous roles include Chief Security and Resilience Officer and Group Digital & IT Strategy Director at abrdn, Group Operations & IT Director at Bankhall Investment Management and Head of IT at Aegon Asset Management UK. David's NED experience includes roles as NED of Origo Services plc and Chair of the University of St Andrews Students Association. He is a Fellow of the Institute of Directors, a Full Professional Member of the British Computer Society, and a Chartered IT Professional.

Key skills and competencies

- Expert understanding of the current and future role of technology across the financial services industry, and the impact of disruptive trends and resultant transformation.
- Knowledge of leading and driving enterprise technology strategies and operating models, innovating and digitising for the future, which is invaluable to Phoenix Group's aim of organic growth.
- Understanding of operations, strategic development and implementation and customer experience which relates closely to Phoenix Group's objectives.

Current external appointment

Chief Enterprise Technology Officer of abrdn plc.



Maggie Semple, OBE
Independent Non-Executive Director ('NED')

Appointed: 1 June 2022

Committee:
Designated NED for Workforce Engagement

Career and experience

Maggie is currently a business owner and co-founder of three businesses; The Experience Corps, Maggie Semple Limited and I-Cubed Group Ltd. Prior to this, Maggie acted as Director of Learning Experience at the New Millennium Experience Co and Director of Education and Training for the Arts Council England. She began her career in education as a teacher and later an education inspector and has received an OBE for her services to learning. Maggie's NED experience includes roles as NED of PwC Business Restructuring Services, JN Bank UK Limited, McDonald's Restaurants Limited and as an Ambassador of the Black British Voices Project.

Key skills and competencies

- A combination of experience and passion for sustainability, ethics and inclusivity which brings a breadth of knowledge across the broad ESG agenda and informs development of operations and strategy in this area.
- Brings a strong sense of social purpose and depth of perspective to Board considerations and distinguished stakeholder engagement with a highly personable style, as is evident in her role as Designated NED for Workforce Engagement.

Current external appointments

NED of JN Bank UK Limited and Crest Nicholson Holdings plc; HR Committee Member at the University of Cambridge; and Ambassador of Black British Voices Project.



Nicholas Shott
Independent Non-Executive Director ('NED')

Appointed: 1 September 2016

Committee:
Chair of the Remuneration Committee

Career and experience

Nicholas brings recent and relevant financial services experience having retired in 2021 from Lazard & Co Limited, where he spent over 30 years. There he held various positions including, European Vice Chairman and Head of UK Investment Banking. In his early years, Nicholas worked in the national newspaper sector in various management positions such as General Manager of the Evening Standard and Sunday Express and Group Marketing Director of Express Newspapers. Nicholas is a Special Adviser to the Chair and Board of the Daily Mail and General Trust plc and has been a NED for the Home Office.

Key skills and competencies

- Extensive M&A experience in multiple sectors through investment banking, enabling the provision of support and insight to the Board. He is also Chair of Phoenix Group's M&A Advisory Group.
- Knowledge of a broad range of investor and stakeholder perspectives, providing insight that enables him to lead well informed and productive discussions at the Remuneration Committee.

Current external appointment

Special Adviser to the Chair and Board of the Daily Mail General Trust.

Our business, led by the Executive Committee ('ExCo').

The Executive Management of the Group is led by the Group CEO, who is supported by the ExCo. During 2023, ExCo played a key role in driving Phoenix Group's year of significant progress, striving to help people secure a life of possibilities. The roles and responsibilities of each member of ExCo can be found on the Company's website.

Andy Briggs
Group Chief Executive Officer

Rakesh Thakrar
Group Chief Financial Officer

Andy Curran
Chief Executive, Savings and Retirement, UK and Europe

Mike Eakins
Group Chief Investment Officer

Anna Franekova
Corporate Development Director

Claire Hawkins
Corporate Affairs and Investor Relations Director

Brid Meaney
Chief Executive, Heritage Division

Jackie Noakes
Chief Operating Officer

Jonathan Pears
Group Chief Risk Officer

Sara Thompson
Group HR Director

Quentin Zentner
General Counsel

Kulbinder Dosanjh
Group Company Secretary (Secretary to ExCo)