Ian Costain

Financial services professional with particular experience in the pensions, long-term savings and investment sector:

- **extensive expertise – across both private and public sectors – in strategy, policy, regulation, research, public affairs, and communications including media relations**
- **strong commercial focus with a background in product development, product pricing, and distribution (qualified actuary)**
- **thought-leader and strategist: recognised as industry expert and principal point of contact for those seeking opinion and advice – developed broad and deep working relationships across the sector**
- **excellent communication and influencing skills**
- **strong planning and people-leadership skills – developed high-performing, motivated teams across a range of disciplines (policy, communications, technical, operations) and during times of considerable organisational & industry change**

CAREER SUMMARY

INDEPENDENT CONSULTANT **2009 onwards**

Director of strategic consulting business, Bloomfield Financial Consultancy, for over 10 years with a focus on retail financial services – in particular the pensions, long-term savings & investment sector. Assignments have included several hands-on interim roles as well as one-year advisory roles.

- Independent member of the Hargreaves Lansdown Independent Governance Committee (IGC)
- Independent Non-Executive Director of Pension Advice Specialists
- Providing insights on developments in the pensions market for a major advisory firm
- Working with EValue (associate basis) developing new drawdown propositions

Recent assignments have included:

- independent member of Old Mutual Wealth/ReAssure IGC (from April 2015 to March 2021)
- independent Non-Executive Director of London & Colonial (a specialist UK pensions provider), and STM Life and STM Pensions in Gibraltar (and Chair of STM Life's Risk, Audit and Compliance Committee)
- interim Head of Defined Contribution Pension Policy at the Pensions and Lifetime Savings Association (June 2018 to February 2019)
- supporting responses to FCA Consultation Papers for a major life & pensions company
- developing and delivering a syndicated research project, comprising 11 UK product providers, on consumers' perceptions of value-for-money (launched in March 2017)

Other assignments have included work for: the Universities Superannuation Scheme (supporting its long-term strategic thinking); advising the regulator and government in Gibraltar on pension policy across personal pension schemes and occupational pension schemes; the Chartered Insurance Institute (supporting their policy thinking around pension freedoms); the Pensions Policy Institute (conducting a feasibility study on the collection and management of pensions data at the industry level); and the Open University (providing advice to a research project on consumers' understanding of risk).

Contracted to FCA from April 2013 to April 2014 as a "special adviser" supporting pension strategy (Policy department) and the at-retirement market study (Competition department).

Published research has included:

- analysis of the at-retirement market for the NAPF (June 2013)
- a report on the "advice gap" for the Financial Services Consumer Panel (March 2012)
- two thought-leadership pieces on implications of the Retail Distribution Review for BDO

Principal assignments from 2009 to 2011:

- Association of IFAs (the trade body for financial advisers) – interim Director of Policy

  Responsible for leading a team that enhances the reputation and influence of the Association, with external stakeholders and with the membership, as a thought-leader and as a media commentator on matters affecting the wider industry. Team of 4. Demonstrated to members the value of their membership through influencing public policy and through proactive and reactive media relations.

- Nationwide Building Society – interim Head of Policy & Public Affairs

  Responsible for leading on the key policy & public affairs issues impacting on retail financial services. Team of 5. Delivered commercial advantage through influencing public policy.

- The Pensions Regulator – interim Head of External & International Affairs

  Responsible for managing all external relationships (across industry, intermediaries, employers, government and the media) including the co-ordination of EU and international policy activities. Team of 15. Enhanced the reputation of The Pensions Regulator as a strategic, forward-looking and effective regulator through the development of trusted relationships with key influencers.

- The Pensions Regulator – Policy Lead (6-month contract)

  Responsible for leading a wide-ranging strategic project considering the risks to members of Defined Contribution pension schemes and how these risks might be mitigated. Delivered a comprehensive, authoritative and thought-leading strategy achieved through close working with the DWP, FSA and Treasury; and through proactive industry consultation.

In each interim assignment, team performance was transformed through clear objective-setting, coaching and creation of development opportunities – achieved at a time that each organisation was experiencing significant change.

AXA **2002 to 2009**

Head of Public Affairs, AXA UK 2007-2009

Responsible for leading on the key public policy issues impacting the three UK business units – life & pensions; general insurance; healthcare – at a time of considerable change within the industry. Team of 4.

Delivered commercial advantage through influencing policy:
- positioned AXA as a thought-leader
- executed highly effective stakeholder engagement plans
- developed strong and trusted relationships with Ministers (DWP, Treasury), senior officials, FSA, competitor product providers, trade bodies, consumer bodies, and other key opinion formers

As a result AXA's input proactively sought and its views valued, and pre-briefed on important announcements. Seen as a thought-leader with constructively challenging views.

Active engagement at industry level:
- Association of British Insurers (ABI) – various Steering Committees and Working Groups
- Investment and Life Assurance Group (ILAG) – Board of Directors (Deputy Chair)
- invited to speak at industry conferences

Head of Public Affairs, AXA Life 2005-2007

Responsible for leading on the key public policy issues impacting on the life & pensions industry. Team of 3. Established Public Affairs function from scratch to an effective unit – recognised and trusted by policymakers – within first 12 months.

Adviser to the CEO, AXA Life 2004-2005

Headed up the Office of the CEO. Advised and briefed the CEO on strategic issues impacting AXA Life and the industry, in particular relating to strategy, distribution, and regulation.

Head of Strategic Programmes, AXA Life 2002-2004

Directed strategic projects related to corporate developments, distribution, and regulation.

SESAME/MISYS **2001 to 2002**

Head of Research/Strategic Projects Director

Provided comprehensive research services – product panels & technical product support – to network comprising 5,000 IFAs. Team of 20 diverse professionals (e.g. industry specialists, product specialists, customer service) with different motivational drivers.

Directed projects of strategic importance to the Group related to distribution and regulation.

NATWEST/ROYAL BANK OF SCOTLAND **1995 to 2001**

Director of Stakeholder Pensions 1999-2001

Directed all aspects of the Group's Stakeholder Pensions initiative across both NatWest and Royal Bank of Scotland resulting in highly successful launch at a time of significant organisational change (acquisition of NatWest). Project team of 60.

Head of Marketing Pricing, Planning & Technical 1995-1999

Responsible for product development & pricing, Marketing's prioritisation & operational planning process, and the company's technical centre of excellence. Team of 20 covering actuaries, technical specialists and strategic planners.

CLERICAL MEDICAL INTERNATIONAL **1991 to 1995**

Product Development Manager 1993-1995

Responsible for development and marketing of product range.

International Actuary 1991-1993

Responsible for actuarial aspects of all product and corporate developments.

ALLIED DUNBAR – Actuarial Student **1985 to 1991**

TRAINING/QUALIFICATIONS/EDUCATION

- One-to-one media training by TV and radio commentator Paul Lewis
- AXA's Top 75 leadership and development programme
- Fellow of the Institute of Actuaries
- BSc Honours (Upper Second) Mathematics University of Bristol