

Curriculum Vitae

Pauline Gordon

Director

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Background

Pauline is a Director of ITS with over 25 years' actuarial pensions and investment experience, representing the firm as a professional trustee and as a scheme actuarial, investment and de-risking expert.

She has extensive experience of working with pension scheme trustee boards and sponsoring employers on a range of complex issues and is currently a trustee/independent member to four pension schemes: RELX (Reed Elsevier) and Avon (LGPS), both £4bn+; British Horseracing Authority; and Church of Scotland. Previous experience has been gained both as a consultant and fund manager, including roles at Mercer and Baillie Gifford, and in-house for Heineken UK as Pension & De-risking Manager where she was also Executive Head of the Investment Committee for the Scottish & Newcastle Pension Plan.

As an Accredited Pension Trustee, she has worked with Trustee Boards in developing and implementing their long-term strategic objectives. She has experience of working collaboratively with sponsoring employers and key stakeholders, including extensive experience of working on schemes on a de-risking journey plan. Specifically: working to diversify assets; implement efficient Liability Driven Investment strategies; and manage longevity risk, to ensure stable and cost-effective contributions for Sponsors.

Notable Client Achievements

- Completion of significant de-risking exercises including strategic investment change, and implementation of a £2bn longevity swap.
- Leading investment committees implementing sophisticated strategies, mentoring and gaining buy-in from lay trustees.
- Worked with sponsors to successfully devise and negotiate innovative funding strategies in line with corporate aims and the trustee's long-term objectives.

Professional Qualifications/Awards

Pauline is a Fellow of the Institute and Faculty of Actuaries and an Accredited Member of the Association of Professional Pension Trustees.

Areas of Expertise

- ✓ Working to agree long term objectives, journey plans and de-risking
- ✓ Mentoring lay trustees
- ✓ Ongoing trusteeship of DB/Hybrid schemes
- ✓ Ongoing trusteeship of DC
- ✓ Ongoing trusteeship of large and/or complex schemes - including common trustee boards/rationalising advisers
- ✓ Difficult Valuation Exercises
- ✓ Working with a Challenging Covenant review
- ✓ Repairing/rebuilding trustee relationships
- ✓ Expertise in all facets of Governance services
- ✓ Provider review

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- ✓ Investment strategy
- ✓ Fiduciary/delegated investment models
- ✓ Ongoing DC Master Trust
- ✓ DC to DC Master Trust transfer