

Stephen Hester

SENIOR INDEPENDENT DIRECTOR

Board and Committee Memberships

Member - The Board

Member – Audit Committee

Member - Nominations Committee

Member – Remuneration Committee

Stephen joined the Board on 1 June 2016 and is the Senior Independent Director.

Skills and Experience:

Stephen has wide-ranging experience, particularly in customer-facing businesses, together with recognised expertise in transforming business performance. He has a deep knowledge of operating within highly regulated businesses with over 30 years' experience in financial services and within FTSE 100 companies. He previously held positions as chief executive of Royal Bank of Scotland Group, chief executive of British Land plc and chief operating officer of Abbey National plc, as well as a number of senior executive roles at Credit Suisse First Boston in London and New York. He has also held senior non-executive positions as deputy chairman of Northern Rock and a director of Royal Bank of Scotland.

External Appointments:

Group chief executive of RSA Insurance Group plc.

Responsibilities:

Our Non-Executive Directors, through their diverse experience and skills, scrutinise the performance of management and constructively challenge and help develop our strategy. They uphold high standards of integrity and probity. They form the Audit, Nominations, Remuneration and SHESEC Committees. In addition, the Senior Independent Director acts as a sounding board for the Chairman and serves as an intermediary for the other Directors, as well as shareholders, as required.