



Sir Sandy Crombie retired from the position of Group Chief Executive of Standard Life Plc on 31st December 2009, after 43 years service with the Company. He held a number of senior positions in Actuarial, IT and Operations divisions before becoming Chief Executive of Standard Life Investments when it was launched in 1998 and then Group Chief Executive in 2004. He was a Director of the Association of British Insurers, a member of the Chancellor of the Exchequer's High Level Group, and latterly served on the Chancellor's Insurance Industry Working Group. He received a knighthood for services to the insurance industry in Scotland in the 2009 New Year's honours list.

Sandy joined the Board of RBS plc as Senior Independent Director in June 2009. He is also Chairman of the Edinburgh UNESCO City of Literature Trust, Vice Chairman of the Board of Governors of the Royal Scottish Academy of Music and Drama, and President of the Cockburn Association. In 2007, he was the Prince of Wales Ambassador for Corporate Social Responsibility in Scotland.