

Board of Directors

1 Ed Wallis

Chairman, age 65

Ed Wallis was appointed a Director in September 2004, taking up the post of Chairman in January 2005. He is a Chartered Engineer. He was the founding Chief Executive of Powergen where he also held the position of Chairman before retiring in 2003. Prior to this he gained more than 30 years of experience working for the Central Electricity Generating Board. He has a wide range of other Board level experience including the Chairmanship of Lucas Varity and London Transport. He was invited to become a Companion of the British Institute of Management in 1994 and in 1997 became a Fellow of the Royal Academy of Engineering. In 1996 he was awarded honorary doctorates by both Brunel University and Aston University. He is Chairman of the Nomination Committee.

2 Keith Clarke

Chief Executive, age 53

Keith Clarke was appointed a Director in October 2003. He is a Chartered Architect. He joined the Group from Skanska AB where he was Executive Vice President responsible for their activities in the UK, Poland, Czech Republic, India and China. He has over 30 years' experience in construction and engineering having previously worked for the City of New York, Olympia and York, Trafalgar House and Kvaerner. He was appointed Non-Executive Chairman of Metronet on 13 April 2005. He is a member of the Nomination Committee.

3 Robert MacLeod

Group Finance Director, age 41

Robert MacLeod was appointed Group Finance Director in June 2004. He is a Chartered Accountant. He joined the Company as Group Financial Controller in March 2003 having previously worked in a variety of senior financial roles at Enterprise Oil plc. A graduate of Cambridge University, he trained at KPMG.

4 Struan Robertson

Non-Executive Director, age 55

Struan Robertson was appointed a Non-Executive Director in 2000 and Senior Independent Director in 2003. He will step down from the Board after the AGM on 7 September 2005. He is a mechanical engineer with an MBA. He retired from BP after a 25 year international career during which he held posts as Chairman of BP Asia Pacific, Chief Executive Oil Trading International and Senior Vice President Technology and Marketing. During his time at BP he lived and worked in Africa, Europe and the Far East. Following retirement he was appointed as Group Chief Executive of Wates Group Limited. He stepped down in January 2004 to pursue his non-executive interests. He is a past Deputy Chairman of the International Petroleum Exchange and Director of the Major Contractors Group Limited. He is a Non-Executive Director of Forth Ports plc, Henderson TR Pacific Trust plc and International Power plc. He is the Chairman of the Remuneration Committee and is a member of the Audit and Nomination Committees and will continue to serve in these capacities until he steps down from the Board on 7 September 2005.



5 Admiral the Lord Boyce

Non-Executive Director, age 62
Lord Boyce was appointed a Non-Executive Director in May 2004. He has had a distinguished career in the Royal Navy and the Ministry of Defence (MoD). He qualified as a submariner in 1965, and commanded three submarines and HMS Brilliant. He attended the Royal College of Defence Studies. Lord Boyce was promoted to Admiral in 1995 and was Second Sea Lord and subsequently Commander-in-Chief Fleet before becoming First Sea Lord, Professional Head of the Royal Navy from 1998 to 2001; and Chief of Defence Staff, Professional Head of the Armed Forces from 2001 to 2003. He is a Non-Executive Director of VT Group plc. Lord Boyce is a director of the White Ensign Association, Lord Warden of the Cinque Ports, a Trustee of the National Maritime Museum and a member of the Council of the RNLI. He is a member of the Remuneration and Nomination Committees.

6 Christopher Kemball

Non-Executive Director, age 58
Christopher Kemball was appointed a Non-Executive Director in 2002. He is Chairman of The Davis Service Group Plc and a Non-Executive Director of Control Risks Group Limited. He is also a Vice-Chairman of Hawkpoint Partners Limited, the independent investment bank. Most of his career has been in investment banking in Europe, Emerging Markets and the USA. He ran the North American operations of Kleinwort Benson plc from 1983 to 1986 before moving to Dillon Read & Co. Inc. as Managing Director jointly in charge of their European business. In 1992, he joined Baring Brothers & Co. Limited as a Director and ran its international corporate finance activities from 1994, leaving in 1999. He is a member of the Nomination Committee.

7 James Morley

Non-Executive Director, age 56
James Morley was appointed a Non-Executive Director in 2001. He is a Chartered Accountant. He is Group Finance Director of Cox Insurance Holdings plc and a Non-Executive Director of Bankers Investment Trust plc. He was previously Finance Director at Arjo Wiggins Appleton plc, Guardian Royal Exchange plc and Avis Europe plc. He is Chairman of the Audit Committee and a member of the Remuneration and Nomination Committees.

8 Sir Peter Williams

Non-Executive Director, age 60
Sir Peter Williams was appointed a Non-Executive Director in May 2004. He graduated from Cambridge University with an MA and PhD in Physics. He initially pursued an academic career first at Selwyn College, Cambridge and subsequently at Imperial College, London. After a period with VG Instruments Limited he joined Oxford Instruments plc in 1982. He became its Chief Executive in 1985 and was Chairman in 1991 until his retirement in 1999. He is Chairman of the UK's Engineering and Technology Board, and of the National Physical Laboratory. He is a Non-Executive Director of GKN plc. Sir Peter was Master of St. Catherine's College, Oxford, Chairman of the Board of Trustees of the National Museum of Science & Industry, President of the Institute of Physics, President of the British Association for the Advancement of Science and President of the Association for Science Education. He is currently joint Patron of WISE (Women into Science and Engineering). He is a member of the Audit and Nomination Committees.

