

Board of directors

Ed Wallis

Chairman, age 66

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.

Keith Clarke

Chief Executive, age 54

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 its 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 and is a member of the National Employment Panel and Patron of the Environmental Industries Commission. He is a member of the Nomination Committee.

Robert MacLeod

Group Finance Director, age 42

Robert MacLeod was appointed Group Finance Director in June 2004. He is a Chartered Accountant. He joined the Group 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.

James Morley

Non-Executive Director, age 57

James Morley, a Chartered Accountant, was appointed a non-executive director in 2001. He is Chief Operating Officer of Primary Group Limited and is also a non-executive director of Bankers Investment Trust plc. He was previously Finance Director at Cox Insurance Holdings plc, Arjo Wiggins Appleton plc, Guardian Royal Exchange plc and Avis Europe plc.

He is Senior Independent Director, Chairman of the Audit Committee and a member of the Remuneration and Nomination Committees.



Admiral the Lord Boyce

Non-Executive Director, age 63

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 was elevated to the peerage in 2003 and was appointed Lord Warden and Admiral of the Cinque Ports and Constable of Dover Castle in 2004. He is a non-executive director of VT Group plc. Lord Boyce is a director of the White Ensign Association, an Elder Brother of Trinity House, 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.

Christopher Kemball

Non-Executive Director, age 59

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 its 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 Audit and Nomination Committees.

Sir Peter Williams

Non-Executive Director, age 61

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 from 1991 until his retirement in 1999. He is Chairman of the National Physical Laboratory and a non-executive director of GKN plc. Sir Peter was Master of St Catherine's College, Oxford, Chairman of the UK's Engineering & Technology Board, 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). Sir Peter was elected as fifth Chancellor of the University of Leicester on 21 October 2005. He is Chairman of the Remuneration Committee and a member of the Audit and Nomination Committees.

