

Board of Directors

Ed Wallis

Chairman

Ed Wallis (69) 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 Underground. 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 became chairman of the Natural Environment Research Council in 2006. He is chairman of the Nomination Committee and a member of the Remuneration Committee.

Keith Clarke

Chief Executive

Keith Clarke (57) 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 is chairman of the Construction Industry Council, having previously chaired its Health and Safety Committee. He is also an advisory board member of the Built Environment Innovation Centre at Imperial College, London, a member of the Supporters at Large Group for Open House and patron of the Environmental Industries Commission. He is a member of the Nomination Committee.

Alun Griffiths

Executive Director

Alun Griffiths (54) was appointed a director in March 2007. He has a background in management consultancy and has led a wide range of projects in the areas of restructuring, organisational development and privatisation in the UK and internationally. He is an economics graduate and a fellow of the Chartered Institute of Personnel and Development. He was appointed Group HR director in February 2003. Alun chairs the Industry Board of the UK Resource Centre for Women in Science, Engineering and Technology (UKRC), an organisation charged with progressing the government's strategy for increasing the participation of women in science and engineering.

Robert MacLeod

Group Finance Director

Robert MacLeod (45) was appointed Group finance director in June 2004. 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. He is currently a non-executive director of Aggreko plc. A graduate of Cambridge University, he trained at KPMG. Robert will leave the Board and the Company on 19 June 2009.

Heath Drewett

Group Finance Director (elect)

Heath Drewett (43) was appointed an executive director with effect from 15 June 2009, and will take over as Group finance director on 19 June 2009. A graduate in mathematics from Peterhouse, Cambridge, he started his career at PricewaterhouseCoopers where he qualified as a chartered accountant. He has held a variety of senior finance and corporate development roles at British Airways plc and The Morgan Crucible Company plc. He has spent the past seven years in BA's finance team, most recently holding the position of head of business performance.

James Morley**Non-executive Director**

James Morley (60), a chartered accountant, was appointed a non-executive director in 2001. He is a non-executive director of The Innovation Group plc, Costain Group PLC, Clarkson PLC and Speedy Hire Plc. He was previously chief operating officer of Primary Group Limited and also 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. James will retire from the Board on 30 June 2009.

Admiral the Lord Boyce**Non-executive Director**

Lord Boyce (66) was appointed a non-executive director in May 2004. He had a distinguished career in the Royal Navy and the Ministry of Defence (MoD) that culminated in his becoming First Sea Lord, professional head of the Royal Navy, in 1998; and then 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. He is a member of the Remuneration and Nomination Committees and he will succeed James Morley as senior independent director on 30 June 2009.

Fiona Clutterbuck**Non-executive Director**

Fiona Clutterbuck (51) was appointed a non-executive director in March 2007. She is a managing partner within a business that owns and controls Pearl insurance group. Fiona has substantial experience in all areas of corporate finance, including a particular focus on the financial institutions sector, gained during 15 years at Hill Samuel and HSBC and latterly seven years at ABN AMRO. Fiona has advised on a wide range of transactions in many countries, including mergers and takeovers, public company acquisitions and fundraisings, and public and private company sales and flotations. Fiona has an LLB (Hons) from the University of London and qualified as a barrister in 1980. She is a member of the Audit, Nomination and Remuneration Committees.

Joanne Curin**Non-executive Director**

Joanne Curin (51) was appointed a non-executive director in February 2009. She is a chartered accountant and has a broad range of international experience gained during her career as a senior finance executive for large scale organisations in the property and construction, oil and gas, pulp and paper, shipping and logistics sectors. She has worked in the UK, New Zealand and Australia and more recently held finance director roles for both Lend Lease Corporation and P&O. She is currently a director of Intelligent Engineering Holdings, which has developed and is commercialising a composite material technology for use in heavy engineering structures. She is a member of the Audit and Nomination Committees. Joanne will succeed James Morley as chair of the Audit Committee on 30 June 2009.

Dr Raj Rajagopal**Non-executive Director**

Raj Rajagopal (55) was appointed a non-executive director in June 2008. He held several positions at BOC Edwards before being appointed chief executive, a position he held until November 2006. He was an executive director of the BOC Group plc until November 2006 and is a non-executive director of Dyson Group plc, Bodycote plc and Spirax-Sarco Engineering plc. Raj is also chairman of HHV Pumps Private Ltd. Raj is a fellow of the Institution of Engineering and Technology (IET), a fellow of the Royal Academy of Engineering, a fellow of the Institution of Mechanical Engineers, a fellow of the Chartered Institute of Management and a fellow of the Institute of Directors. He is also an Audit Commissioner and a member of the Advisory Board of the Centre for Business Research of Cambridge University. He was awarded an honorary doctor of science degree by Cranfield University in 2004 and the IET's IEE Eric Mensforth International Gold Medal for outstanding contribution to manufacturing technology and management in 2003. He is a member of the Remuneration and Nomination Committees.

Sir Peter Williams**Non-executive Director**

Sir Peter Williams (64) was appointed a non-executive director in May 2004. He graduated from Cambridge University with an MA and PhD in physics and initially pursued an academic career at 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 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.