

## Board of Directors & Group Operations Executive

Our operational framework is underpinned by clearly defined strategies, vision and values which combine to create shareholder value through the effective use of our resources.



**Mark Selway** ●  
*Chief Executive*

Aged 49, was appointed chief executive in June 2001. Before his appointment, he was a director of Britax International plc and managing director of its automotive components division. Following the purchase of that division by Schefenacker International AG in 2000, he became a director of that company and executive director of Schefenacker Vision Systems. He is also a non-executive director of Lend Lease Corporation Limited.



**The Lord Smith of Kelvin** ●  
*Chairman*

Aged 64, was appointed chairman in July 2002. He is chairman of Scottish and Southern Energy plc and Glasgow 2014 Ltd, the organising committee for the Commonwealth Games and a non-executive director of 3i Group plc, Standard Bank Group Limited and Aegon UK plc. He was formerly chief executive of Morgan Grenfell Asset Management, a member of the Financial Services Authority and the Financial Reporting Council and chairman of Stakis plc.



**Alan Mitchelson**  
*Legal and Commercial Director & Company Secretary*

Aged 59, is a solicitor and joined the Group in March 2000 as group company secretary. He was appointed a director in December 2001. Before joining the Company, he was legal and personnel director of Highland Distillers plc, following a number of years as a legal advisor with Trafalgar House plc. He is a non-executive director of Glasgow 2014 Ltd.



**Keith Cochrane**  
*Group Finance Director*

Aged 44, is a chartered accountant and was appointed group finance director in July 2006. He was formerly group director of finance at ScottishPower plc. Before that he was with Stagecoach Group plc where he was group finance director before becoming group chief executive in 2000. He is a non-executive director of the Royal Scottish National Orchestra Society Ltd.

## Group Operations Executive Committee

From left to right

Keith Cochrane  
Group Finance Director

Mark Selway  
Chief Executive

Alan Mitchelson  
Legal and Commercial  
Director and  
Company Secretary

Phil Clifton  
Power & Industrial  
Divisional MD

Steve Noon  
Oil & Gas  
Divisional MD

Scot Smith  
Minerals  
Divisional MD



### Professor Ian Percy CBE ■●

Deputy Chairman & Senior Non-Executive Director

Aged 67, was appointed a non-executive director in 1996. He was formerly senior partner of accountants Grant Thornton, president of the Institute of Chartered Accountants of Scotland and chairman of The Accounts Commission for Scotland. He served as a member of the Treasury and DTI Co-ordinating Committee on Audit and Accounting in 2003 and was chairman of Companies House until December 2006. He is senior non-executive director of Cala Group Ltd and chairman of Queen Margaret University, Edinburgh.



### Stephen King ▲

Chairman Audit Committee

Aged 48, was appointed a non-executive director in February 2005. He has been group finance director of De La Rue plc since January 2003 and is due to step down at the end of March 2009. He was formerly group finance director of Midlands Electricity plc and held senior financial roles with Seaboard plc and Lucas Industries plc. He is also a non-executive director of Camelot Group plc.



### Michael Dearden ■●

Chairman Remuneration Committee

Aged 66, was appointed a non-executive director in February 2003. A graduate of Oxford University, he was formerly with Burmah Castrol plc, where he was CEO of Castrol International. He was a non-executive director of Johnson Matthey plc until March 2008 and Travis Perkins plc until November 2008. He was formerly chairman of Minova International Ltd.



### John Mogford ▲

Non-Executive Director

Aged 55, was appointed a non-executive director in June 2008. He is currently an executive vice president of BP PLC, having been with BP for 30 years, initially in their exploration division and progressively rising to his current role as executive vice president (chief operating officer US Downstream & Head of Refining). He has held numerous positions in every area of BP Operations from gas and renewables to upstream and downstream oil.



### Lord Robertson of Port Ellen (George)

KT, GCMG, HonFRSE, PC ■●

Non-Executive Director

Aged 62, was appointed a non-executive director in February 2004. He was Secretary General of NATO (1999-2003) and before that Secretary of State for Defence (1997-99). Lord Robertson is deputy chairman of TNK-BP. He is a non-executive director of Western Ferries (Clyde) Ltd. He is also senior international advisor to Cable and Wireless PLC, on the Advisory Board of Englefield Capital, senior counsellor with The Cohen Group (USA) and President of Chatham House.



### Christopher Clarke

Non-Executive Director

Aged 63, was appointed a non-executive director in 1999 and retired from the Board on 31 December 2008.

- ▲ Audit Committee
- Remuneration Committee
- Nomination Committee