

**Scott Wilson Scotland**  
**Extracts from Various Documents**  
**Board Structures**  
**RT Hunter**

This data has been abstracted from a variety of sources. Data from earlier years has been taken from the details recorded on letterheads of the various firms. In some cases there can be no guarantee that the details were correct for the whole of any financial year as the data is taken from a limited sample of letterheads. This data is shown in *italics*.

Where available, data has been abstracted from statutory accounts (some long versions and others short versions). In some cases changes during the year have also been recorded. The data should be accurate at the end of the relevant financial year. This data is shown in ordinary text style (or in a pdf copy of ordinary text). In a limited number of cases both Partnership and Limited Company data was available for a given year.

Diagrams show data taken from Business Plans. Such data was typically prepared just before or after the start of a financial year and this explains discrepancies between this data and data taken from statutory accounts.

Some back up data was sourced from Board Minutes.

Comments are shown in blue text.

### **FY 1973 – 1974 SWKC(S)**

*Directors:*     *R Hodgen*  
                  *H Grace*  
                  *FM Bowen*  
                  *CG Sang*  
                  *JKM Henry*  
                  *GMJ Williams*  
                  *FW Spencer*  
                  *AS McDermott*

R Hodgen resigned in April 1973 and JM Cullen, JM Breakey and CR Ford were appointed to the Board thereafter.

### **FY 1974 – 1975: SWKC(S)**

*Directors:*     *JM Cullen*  
                  *JM Breakey*  
                  *H Grace*  
                  *FM Bowen*  
                  *CG Sang*  
                  *JKM Henry*  
                  *GMJ Williams*  
                  *FW Spencer*  
                  *AS McDermott*

CR Ford resigned in December 1973

## **FY 1975 – 1976 SWKC(S)**

*Directors:* JM Cullen  
JM Breakey  
H Grace  
CG Sang  
JKM Henry  
GMJ Williams  
FW Spencer  
AS McDermott

## **FY 1976 – 1977 SWKC(S)**

*Directors:* JM Cullen  
JM Breakey  
H Grace  
JKM Henry  
GMJ Williams  
FW Spencer  
AS McDermott

## **FY 1977 – 1978 SWKC(S)**

*Directors:* JM Cullen  
JM Breakey  
GMJ Williams  
FW Spencer  
AS McDermott

## **FY 1978 – 1979 SWKC(S)**

*Directors:* JM Cullen  
JM Breakey  
GMJ Williams  
FW Spencer  
AS McDermott

## **FY 1979 – 1980 SWKC(S)**

*Directors:* JM Cullen  
JM Breakey  
GMJ Williams  
FW Spencer  
AS McDermott

## **FY 1980 – 1981 SWKC(S); SWKP(S)**

*Directors:* JM Cullen  
JM Breakey  
GMJ Williams

*Partners:* JM Cullen  
GMJ Williams

*SG Elliot  
JJ Gandy  
SWK International*

At some stage the Company changed to a Partnership either in 1979 or 1980.

### **FY 1981 – 1982 SWKP(S)**

*Partners: JM Cullen  
GMJ Williams  
SG Elliot  
JJ Gandy  
R McGowan  
SWK International*

### **FY 1982 – 1983 SWKP(S)**

*Partners: JM Cullen  
GMJ Williams  
SG Elliot  
JJ Gandy  
R McGowan  
SWK International*

### **FY 1983 – 1984 SWKP(S)**

*Partners: R McGowan  
JM Cullen  
GMJ Williams  
SG Elliot  
SWK International*

### **FY 1984 – 1985 SWKP(S)**

*Partners: R McGowan  
JM Cullen  
GMJ Williams  
SG Elliot  
SWK International*

### **FY 1985 – 1986 SWKP(S)**

*Partners: R McGowan  
GMJ Williams  
KW Innes  
SG Elliot  
SWK International*

### **FY 1986 – 1987 SWKP(S)**

*Partners: R McGowan  
GMJ Williams*

*KW Innes  
SG Elliot  
SWK International*

### **FY 1987 – 1988 SWKP(S)**

*Partners: R McGowan  
JP McCafferty  
H Blackwood  
GMJ Williams  
KW Innes  
SG Elliot  
SWK International*

### **FY 1988 – 1989 SWKP(S)**

*Partners: R McGowan  
JP McCafferty  
H Blackwood  
KW Innes  
PD Vulliamy  
RJ Osborn  
SWK International*

### **FY 1989 – 1990 SWKP(S)**

*Partners: R McGowan  
JP McCafferty  
H Blackwood  
KW Innes  
PD Vulliamy  
RJ Osborn  
SWK International*

From about this time onwards the Company structure was resurrected as SWKC(S)L to carry out design and build projects which were seen as potentially high risk.

### **FY 1990 – 1991 SWKP(S)**

*Partners: R McGowan  
JP McCafferty  
H Blackwood  
KW Innes  
PD Vulliamy  
RJ Osborn  
SWK International*

### **FY 1991 – 1992 SWKP(S)**

*Partners: R McGowan  
JP McCafferty  
H Blackwood  
KW Innes  
PD Vulliamy  
RJ Osborn*

*SWK International*  
**FY 1992 – 1993 SWKP(S)**

*No data available*

**FY 1993 – 1994 SWKP(S); SWKC(S)L**

SWKP(S) Partners:      KW Innes  
                                 R McGowan  
                                 RJ Osborn  
                                 JP McCafferty  
                                 H Blackwood  
                                 SWKI

SWKC(S)L Directors:

**DIRECTORS DURING THE YEAR**

**K. W. Innes**  
**R. McGowan**  
**J. P. McCafferty**  
**H. Blackwood**  
**R. T. Hunter**

Although RT Hunter became a salaried Partner in May 1992, he would not appear as a Partner in the annual Accounts until becoming a full Partner in 1994; however, he was appointed as a Director of the Company

**FY 1994 – 1995 SWKP(S); SWKC(S)L**

SWKP(S) Partners:      KW Innes  
                                 R McGowan  
                                 RJ Osborn  
                                 JP McCafferty  
                                 H Blackwood  
                                 RT Hunter  
                                 SWK International

SWKC(S)L Directors:

**DIRECTORS DURING THE YEAR**

**K. W. Innes (resigned 30 April 1995)**  
**R. McGowan**  
**J. P. McCafferty**  
**H. Blackwood**  
**R. T. Hunter**

**FY 1995 -1996 SWKC(S)L**

The directors as at 30 April 1996 were:

**R McGowan**  
**J P McCafferty**  
**H Blackwood**  
**R T Hunter**

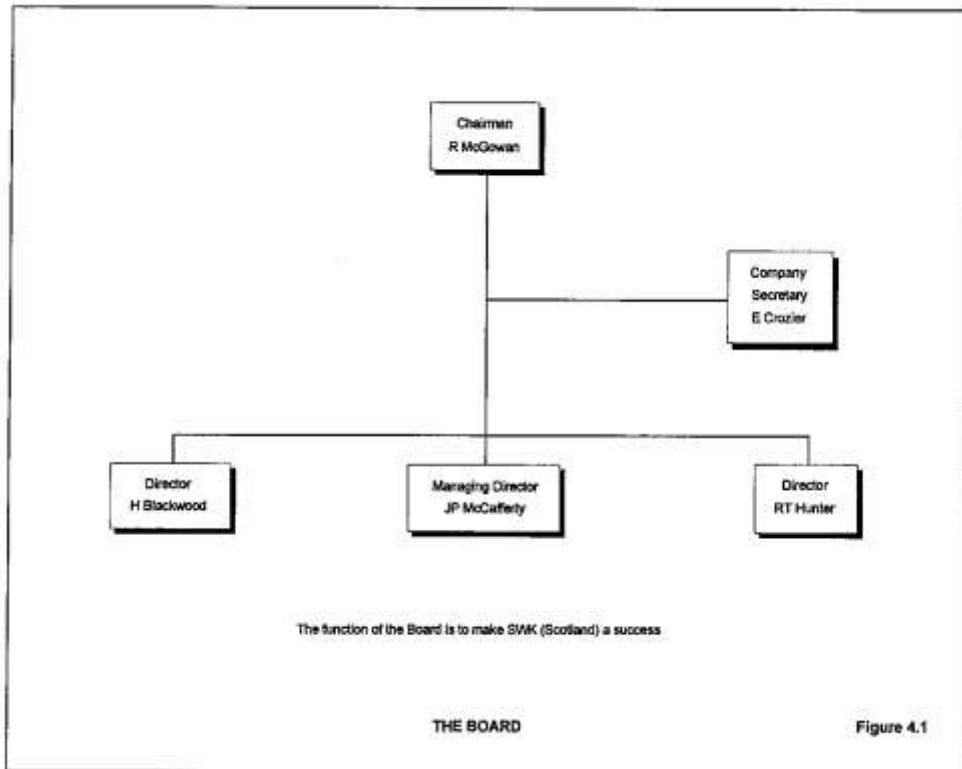
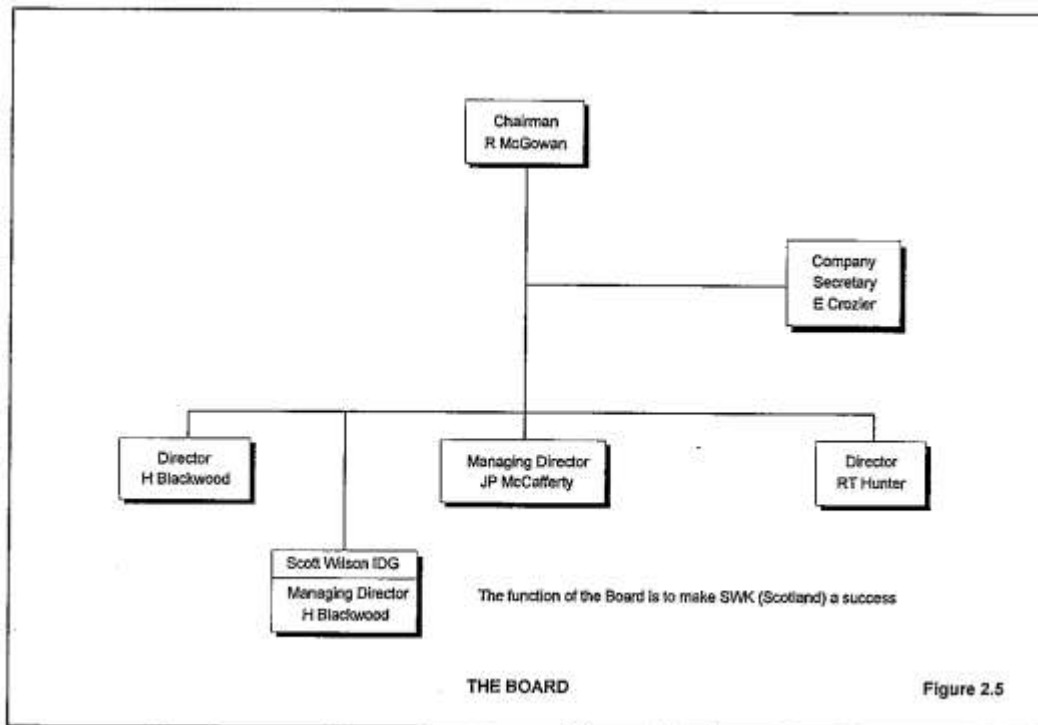


Figure 4.1

## FY 1996-1997 SWKC(S)L

The directors as at 30 April 1997 were:

R McGowan  
J P McCafferty  
H Blackwood  
R T Hunter



## FY 1997-1998 SWSL

The directors as at 30 April 1998 were:

R McGowan

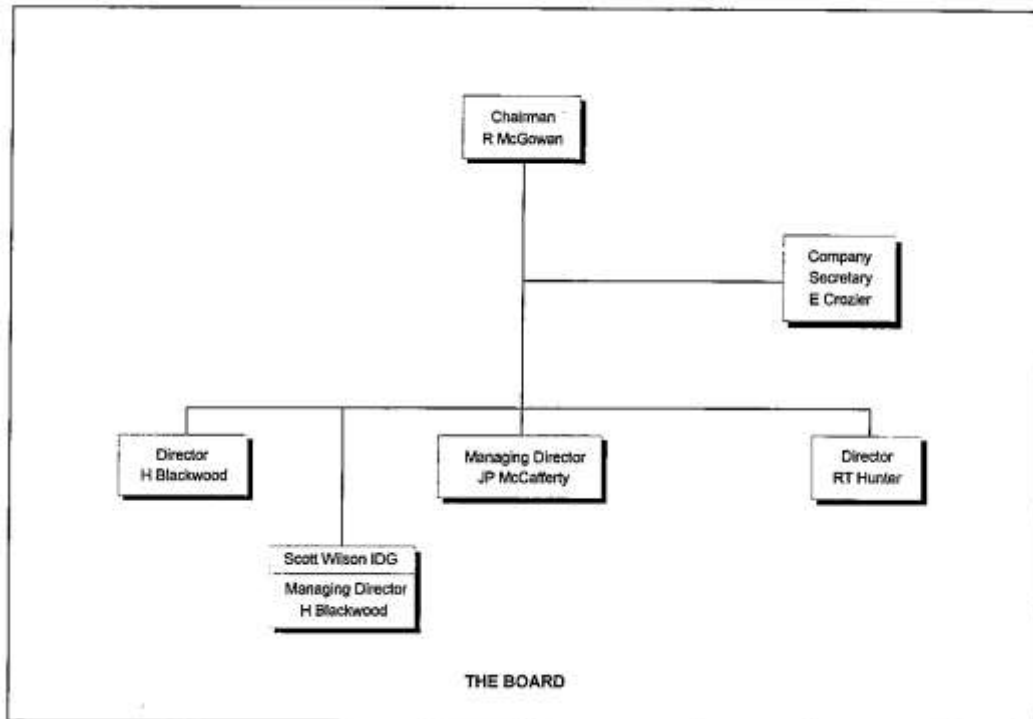
J P McCafferty

H Blackwood

R T Hunter

A Napier (appointed 1 July 1997)

S Hindshaw (appointed 1 July 1997)

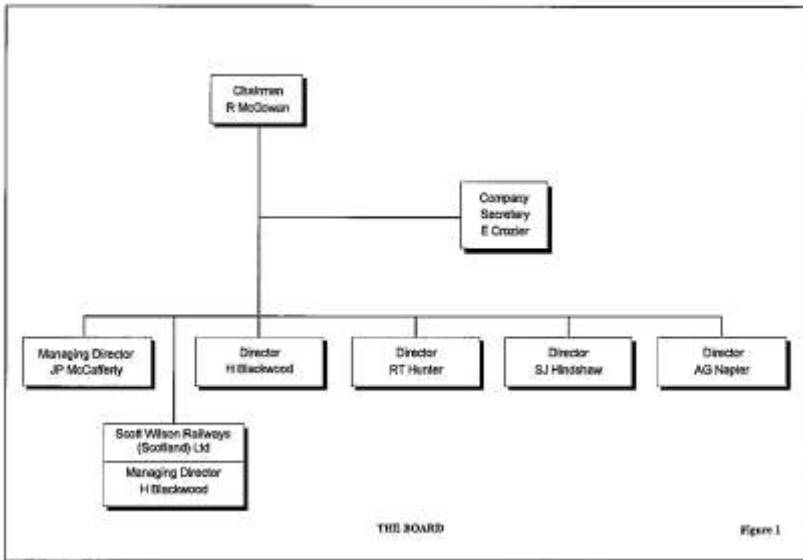


**FY 1998-1999 SWSL**

The directors as at 30 April 1999, all of whom served throughout the year, were:

R McGowan  
J P McCafferty  
H Blackwood  
R T Hunter  
A Napier  
S Hindshaw

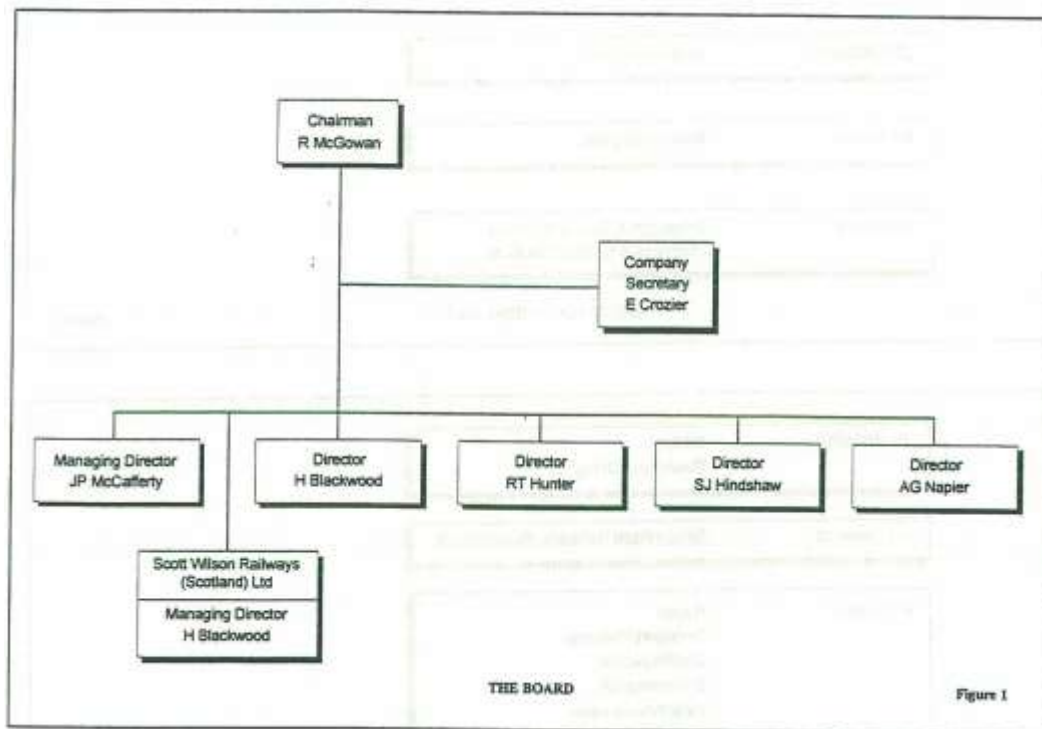




## FY 1999-2000 SWSL

### DIRECTORS

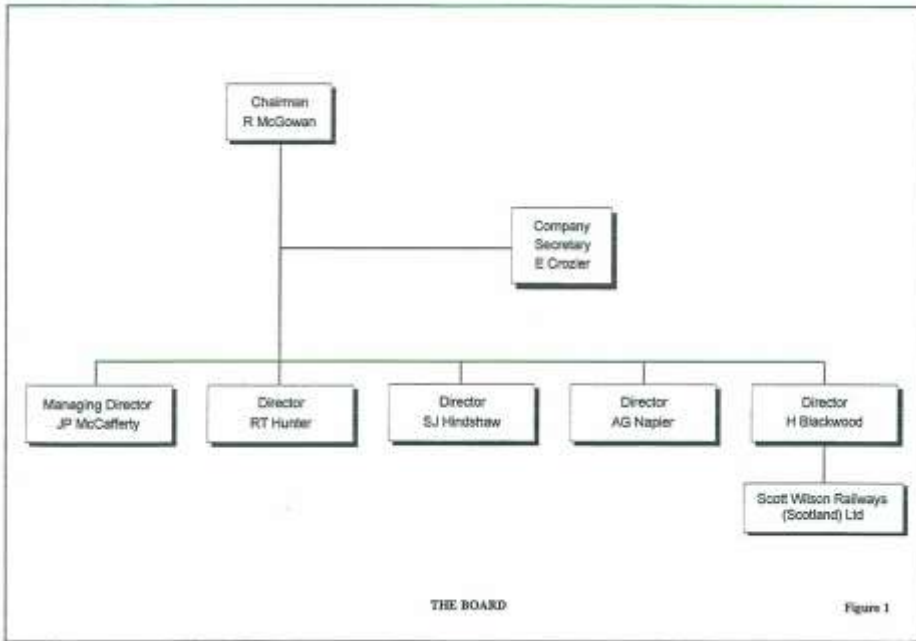
R McGowan  
 JP McCafferty  
 H Blackwood  
 RT Hunter  
 A Napier  
 S Hindshaw



## FY 2000-2001 SWSL

### DIRECTORS

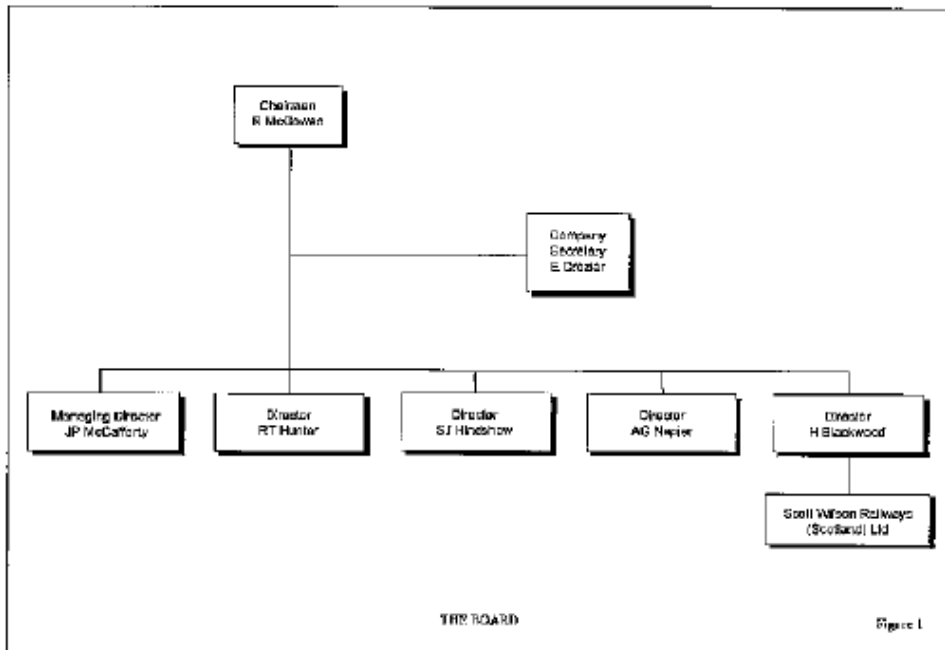
R McGowan  
 JP McCafferty  
 H Blackwood  
 RT Hunter  
 AG Napier  
 SJ Hindshaw



**FY 2001 – 2002 SWSL**

**DIRECTORS**

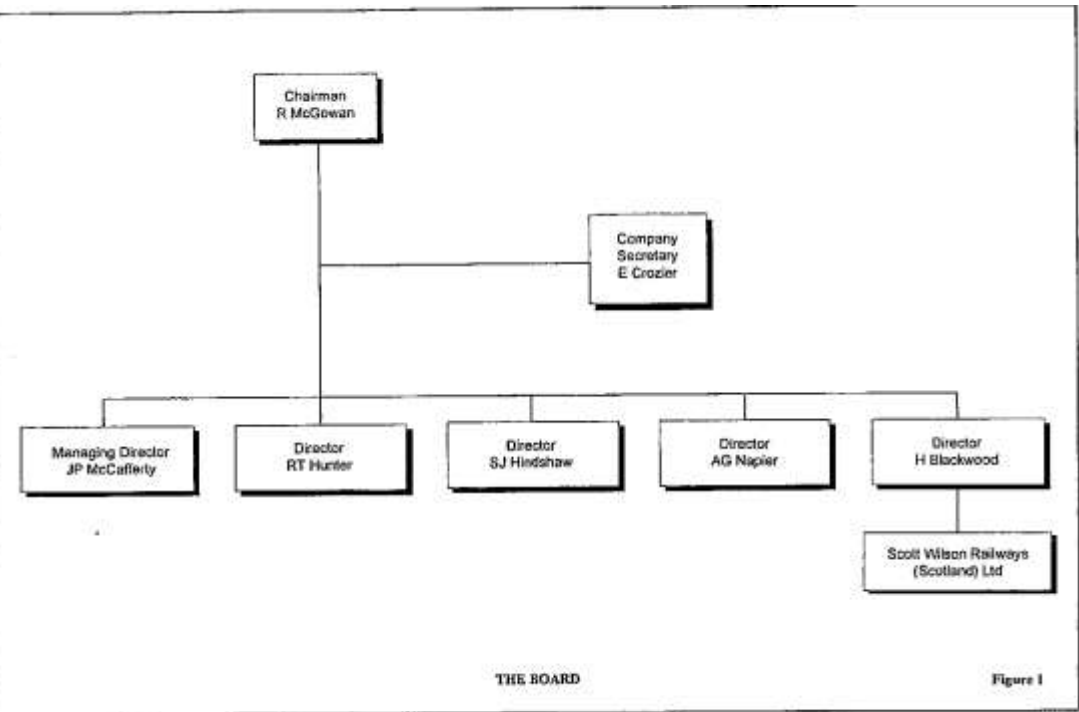
JP McCafferty  
 H Blackwood  
 RT Hunter  
 AG Napier  
 SJ Hindshaw



**FY 2002 – 2003 SWSL**

DIRECTORS

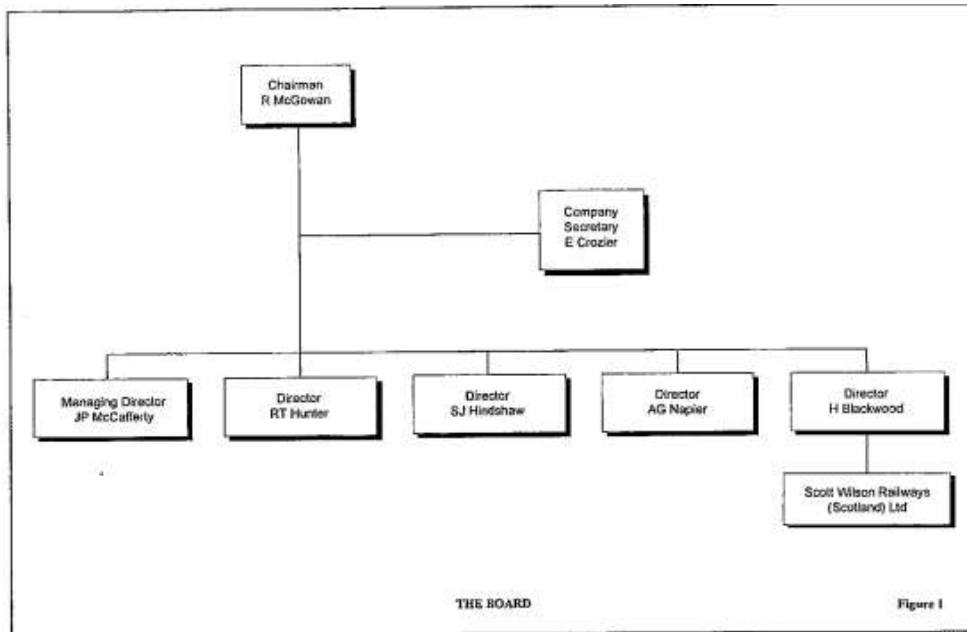
JP McCafferty  
H Blackwood  
RT Hunter  
AG Napier  
SJ Hindshaw



**FY 2003 – 2004 SWSL**

DIRECTORS

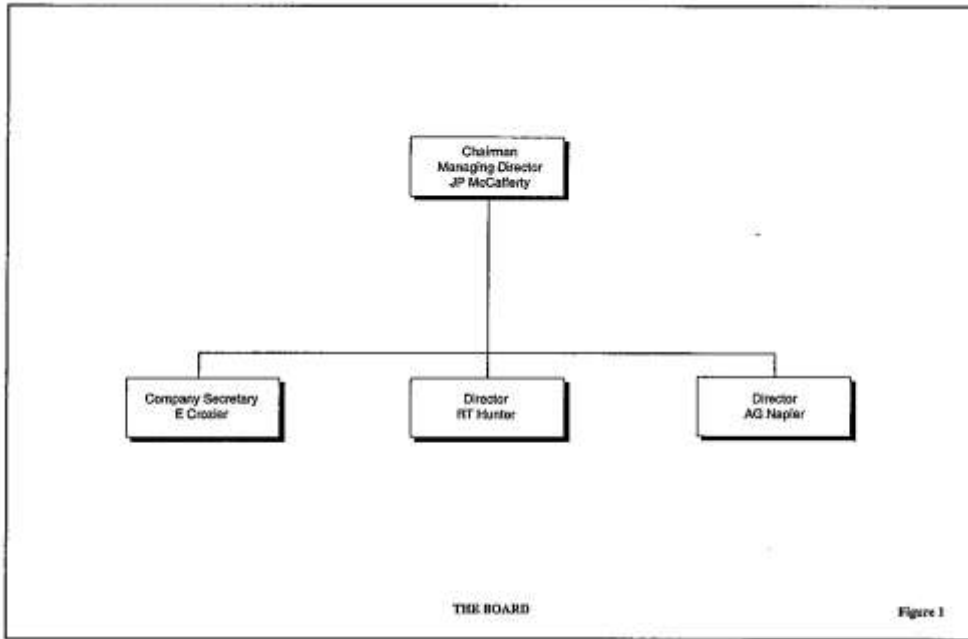
J P McCafferty  
R T Hunter  
A G Napier



**FY 2004-2005 SWSL**

**DIRECTORS**

J P McCafferty  
R T Hunter  
A G Napier  
A G Frew

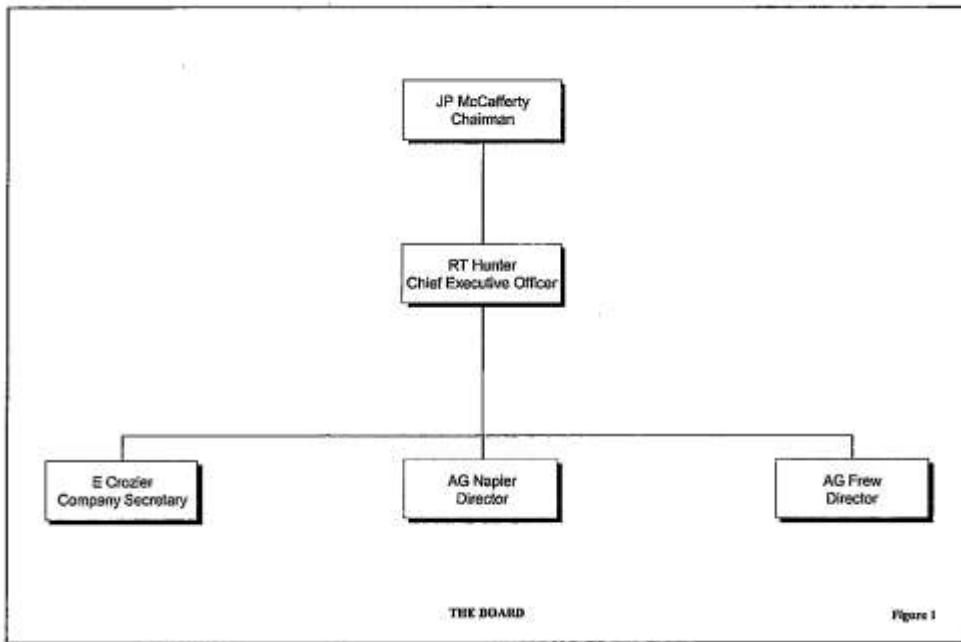


AG Frew was appointed a Director on 1 July 2005

### FY 2005 – 2006 SWSL

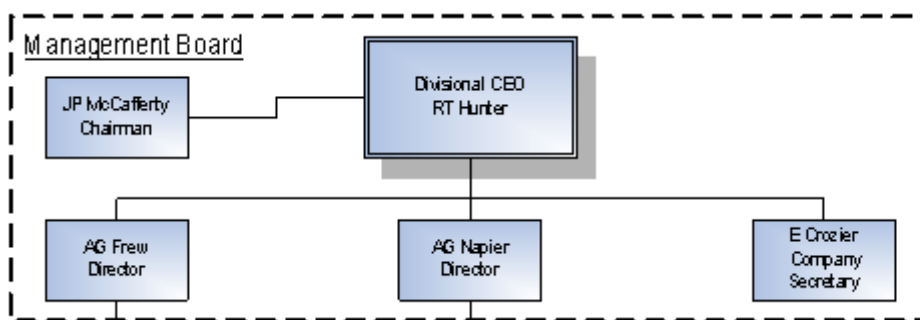
#### DIRECTORS

H Blackwood  
S E Briggs  
A G Frew  
R T Hunter  
J P McCafferty  
A G Napier  
R H Wall

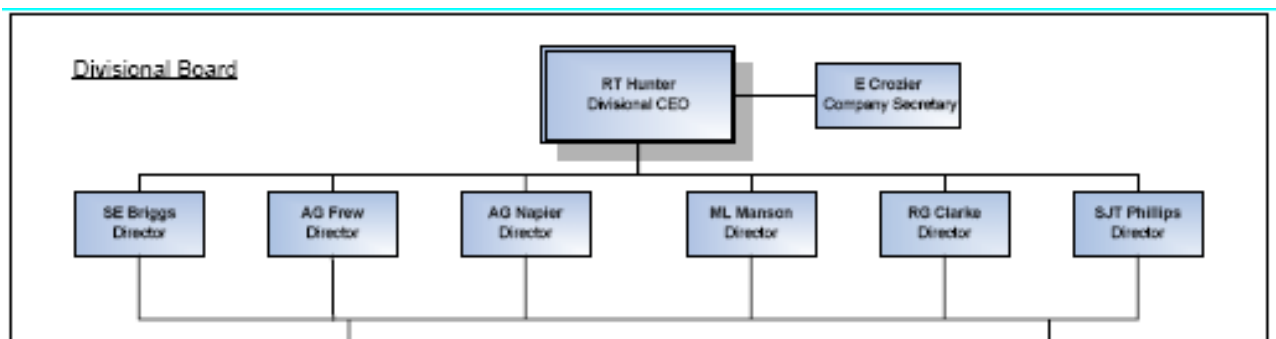


From May 2005 SWS operated in practice as a Division of the SW Group with its own formal accounts (SWSL)

**FY 2006 – 2007 SWSL**

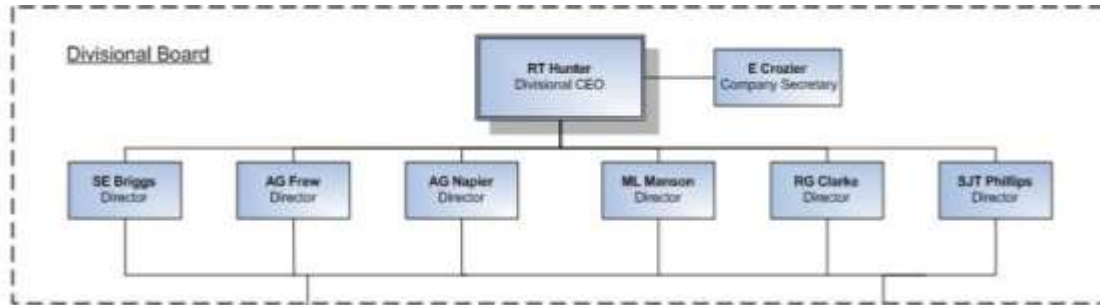


**FY 2007 - 2008 SWSL**



With the Acquisition of Ferguson McIlveen, Messrs Manson, Clarke and Phillips were appointed to the Board on 1 Nov 2007. However they were not appointed to the SWSL Board. SE Briggs was appointed to the SWSL Board on 1 Nov 2007.

### FY 2008 – 2009 SWSL

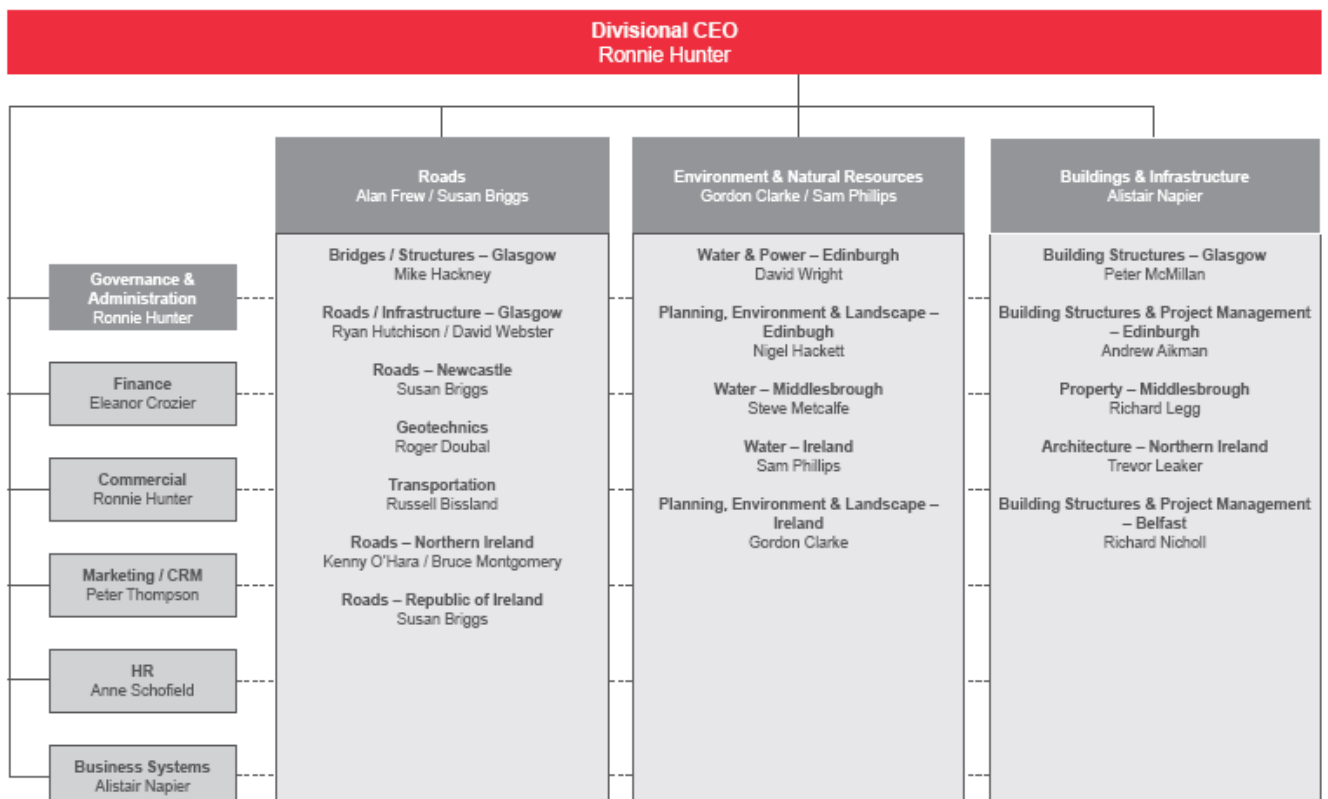


### FY 2009 – 2010 SWSL

#### DIRECTORS

H Blackwood  
R T Hunter  
S E Briggs  
A Frew  
A Napier

### Scotland & Ireland Organisation





The Business and Assets of SWSL were transferred to SWL on 1 June 2009 with the implementation of Single OpCo. On 1 Dec 2009 the Management of SWS was transferred to SWL as part of the sectorisation process. From 1 June 2009 SWSL became non-trading and no further data is available after the FY 2009-2010 accounts.