

2007

Health and Safety Report



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safety is our first priority



Supporting Safety

Message from the Chairman and CEO

During 2006 we achieved outstanding safety performances on our projects, and continued on our journey towards achieving safety excellence.

In this report you will see that Hatch is close to its goal of “No Harm” to people, plant, equipment, the environment and the communities affected by Hatch-managed projects.

This report outlines the strategic initiatives currently in motion. The Essence of Safety in Hatch (see page 12) outlines our safety management process and approach.

Our Executive Safety Committee is now well established and provides guidance and direction to the business. Each of our main Hub offices has established its own Leadership Health and Safety Committee to support and implement the Strategic Initiatives provided by the Executive Safety Committee.

We continued to deliver our Working Together Safely (WTS) program across all business units and projects globally to further improve our level of awareness and understanding of the Hatch Health and Safety System. A Global WTS Training Lead has recently been appointed to guide and assist in effective and generic roll-out to Hatch offices and project sites around the world.

French, Spanish and Portuguese versions of WTS are also being delivered in the Hubs of Montreal, Canada;

Santiago, Chile; and Sao Paulo, Brazil. Focused WTS training has already been delivered to the Brisbane and Woodmead Leadership Teams and members of the Executive Safety Committee.

To measure the effectiveness of WTS and our safety culture we have customized and implemented Values Driven Safety (VDS). A detailed account of the VDS program is presented on page 8.

The Health and Safety Management Team supported the set up of our clients’ construction projects, and each of our project systems were audited and reviewed in the interest of continuous improvement and compliance.

In 2006, Hatch achieved a Total Lost Time Injury Frequency Rate of 0.11, based on 200,000 hours, against a background of 26.6 million hours worked by Hatch and the contractors that we have managed. Our safety performance is in line with the best performances, measured against industry standards. We have good reason to be proud of our global safety performance, but are ever mindful of the effort it takes to maintain our high standards.

A handwritten signature in black ink, appearing to read "K. Strobel". The signature is fluid and cursive.

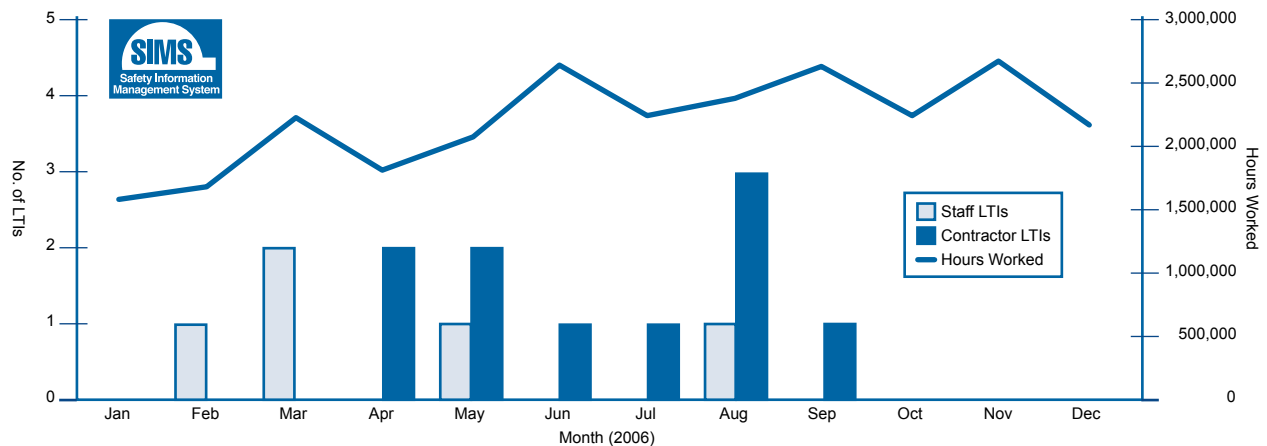
Kurt Strobel
Chairman and CEO

Safety Performance

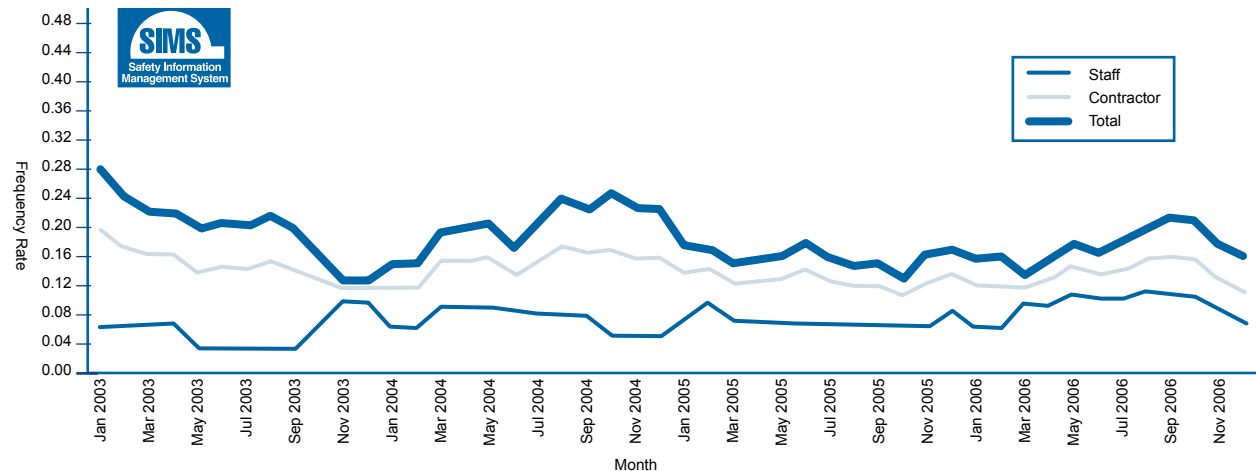
In Hatch, we aim for people working in all of our business activities to go home from work everyday free from occupational injury or illness. Our goal is to make outstanding safety performance a matter of course in everything we do. We take responsibility for building a culture where safety is a prime value and will not be compromised.

In 2006, there were five Lost Time Injuries to Hatch employees with approximately 14 million hours worked. For contractors under Hatch control there were 10 Lost Time Injuries with approximately 12.6 million hours worked. For 2006, this produced a combined Lost Time Injury Frequency Rate of 0.11, based on the 200 000 hour formula.

Regional Number of LTIs and Hours Worked - Region: Hatch Global



Regional Lost Time Injury Frequency Rates (by 200,000 hrs.) Region: Hatch Global



Regional & Project Reports

Canada and the United States

Hatch Mott MacDonald

Hatch North American safety staff continue to support the Hatch Mott MacDonald Group (HMMG) on the safety component of the Quality, Environment and Safety (QES) Program. Safety initiatives sponsored by the unit and division management of HMMG have contributed to reduced incident rates, and continue to influence the execution of projects throughout North America.

Argentina, Newfoundland Demonstration Plant Project for Voisey's Bay Nickel

The project was a safety success during the 18 months of construction activities with an attained zero-lost-time injury frequency rate. The overall project was 22 months in total. There were three medical treatment and three first-aid type injuries in total. The total manhours worked as recorded were 374,132. On a 200,000 hours basis, the All Injury Frequency Rate (AIFR) was a very respectable 3.2 with medical treatment injuries and first-aid injuries both having a frequency rate of 1.6.



VBNC Demonstration Plant



World's largest tunnel boring machine

The Niagara Tunnel Project

The Niagara Tunnel Project (NTP), is being constructed for Ontario Power Generation (OPG); and includes the planning, design, construction, commissioning and placing into service of a 10.4-km long diversion tunnel, with an average 12.65-m internal diameter, including all associated facilities and enabling work.

For a limited portion of the work, OPG is the constructor where the Contractor will follow OPG's safety requirements. For this portion of work, Hatch, through OPG and HMMG, will provide overall safety management including approval of the contractor's site specific safety and site security, public safety and emergency response plans.

The tunnel will be sized to divert 500 m³ of the Niagara River flow, from an intake located upstream of Niagara Falls, to an outlet that will discharge into the existing canal system that feeds the Sir Adam Beck generating complex.

Workers Compensation

Workers compensation insurance rates for Hatch in both Canada and the United States continue to track below industry averages. This is primarily the result of safe performance of work on projects and in offices by Hatch employees and its contractors. The reward for Hatch and its clients is reduced insurance premiums.



China Coating Project - Suzhou

Australasia

During 2006 and 2007 support has been focused on the Ravensthorpe Nickel Project in Western Australia, the Dalrymple Bay and Hay Point Coal Terminal expansion projects in Queensland and the BlueScope Waratah project in Western Sydney, all of these projects are performing well below average industry-injury frequency rates, with many proactive initiatives being implemented, as well as our traditional operational support roles to BlueScope Steel and Alcoa. On a million-hour basis, Dalrymple Bay achieved a 0.0 LTIFR with 823,759 total hours worked, and Ravensthorpe produced a respectable 0.9 LTIFR, with just four lost time injuries over 4.4 million hours worked.

BlueScope Steel - China Coating Project

A greenfields project in the Suzhou Industrial Park west of Shanghai to deliver a dual pot metallic coating line, of

250,000 tpa capacity; a coil paint line, of 150,000 tpa capacity and a combined slit and recoil line. Support infrastructure included waste water treatment, fire and process water systems; wharf facilities, with a 30-tonne overhead travelling crane, to service a 500t barge unloading canopy.

On the project, safety procedures centred on working with Hatch, BlueScope Steel and Australian standards.

BlueScope Steel Vietnam Coating Project

The Vietnam Coating Project entailed the greenfield development of a coated products project that included the following process lines:

- Metal Coating Line for zinc/aluminium alloy-coated steel coil products and in-line painting
- Coil Paint Line for painted zinc/aluminium alloy-coated steel coil products
- Combination Slitting Line for recoiling and coil slitting

Several safety initiatives were included in the complex development.

PROJECT DRIVERS:

Project leaders sustained a project culture that supported the Health & Safety Management System based on:

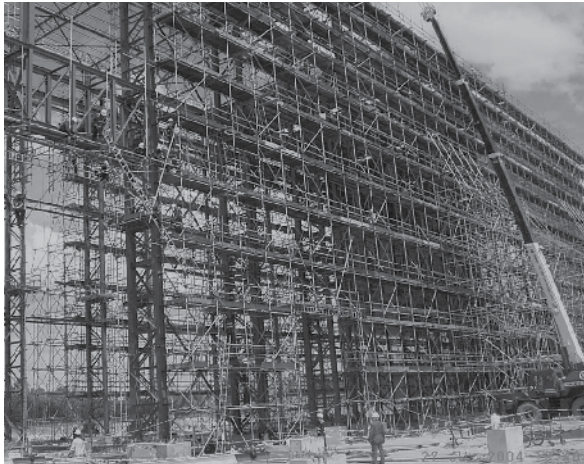
- Giving Health and Safety prevailing status above other primary project objectives
- Targets set for improvement in all areas of Health and Safety
- Acceptance of individual responsibility and accountability for safety performance
- Participation and involvement at all levels in the health and safety process development

SAFETY INITIATIVES:

- Policies and procedures adapted from proven safety systems in Australia were implemented to ensure seamless transition to operations.
- Safety Inductions for all personnel on site included a test for understanding.
- Alignment of contractor safety standards to the site requirements, over three contracts.
- Only pipe-type scaffolding to Australian Standard requirements allowed on the project.

SAFETY PERFORMANCE

Total project hours: 3,579,292. There were no fatalities or lost time injuries, there were eight Medical Treated Injuries resulting in a respectable MTIFR of 2.20.



Vietnam Coating Project

Latin America

The Escondida Norte Project practices and protocols were introduced to projects such as Cerro Corona and El Morro from the Santiago office. Sao Paulo became a Hub this year, serving the large EPCM projects for Alumar and CVRD.

Safety Effective Action Award and Best Training Program Award for 2006

The Chilean Safety Association selected Hatch for its safety performance during the past three years as one of the top 15 of 38,000 companies. Hatch was awarded the Safety Effective Action Award 2006 for its outstanding safety performance in preventive actions and results. Hatch was the only engineering company on the top list and shared the acknowledgement for safety excellence with its clients, including BHP Billiton Chile. The award selection committee had representatives from the Ministry of Labor and the Superintendence of Social Security.

This award was reinforced with recognition made by the Chilean National Chamber of Commerce to Hatch's Working Together Safely Program as one of the top training modules in Chile.



Cesare Celle (right), Santiago Hub Managing Director, received the award on behalf of Hatch and project employees.

Pacific Hydro Chile

Hatch was engaged by Pacific Hydro Chile to develop its contractor safety management system to become the standard for all construction projects in Chile and South America. Pacific Hydro is an Australian-based company with a wide range of operations and projects in Chile mainly in sustainable-energy generating projects such as hydroelectricity.

The project consists of development and implementation of an inception report, contractor prequalification documents and evaluations, tendering documents and evaluations, safety in design reviews, building of the Construction Management Plan and the Workers Guide, all based on the Hatch process.

Antofagasta and Other Projects

The Antofagasta Office provided advice on different operational support projects for Escondida, operated by BHP Billiton. Safety was prioritized resulting in no personal accidents in three years for Antofagasta.

Alumar Refinery Expansion

In 2006, the Alumar Refinery in Sao Luis, Brazil, experienced a large expansion under Hatch management. This project is one of the largest in Hatch worldwide with a high demand for exemplary safety standards.

The site Hatch Safety team delivered excellent leadership and results, driving the project to obtain remarkable indexes. With an average of 1,000 workers, the project has now achieved more than 3 million hours with no Lost Time Injuries and an excellent audit compliance with standards demanded by BHP, Alcoa and Alumar.



Project Safety Station

Africa

In Johannesburg, the Woodmead Hub experienced a challenging year with the rapid growth in infrastructure related projects. The team was challenged to introduce the Hatch system to many new clients and contractors. In June 2006 Hatch in Africa achieved a milestone of 3 million hours without a Lost Time Injury, over a 19-month period.

Anglo Platinum Converter Project Phase B - ACP B

The ACP B Project was nominated for the Anglo Platinum COE Safety Award. This is the first time Anglo has selected a construction project for this type of award. The project achievements include 1.2 million man-hours worked without a lost-time injury and 11 first-aid cases reported during construction.

Phase B involved installation of a metallurgical furnace converting and gas-cooling equipment and ancillaries.

Waterval Concentrator – Retrofit Project

The major work undertaken on site for Anglo Platinum was the Retrofit project - a retrofit to the concentrator to increase capacity. The site manpower peaked at approximately 1000 workers. On a million-hour basis, the project achieved a 0.0 LTIFR with 1,042,069 total hours worked.

The safety tools and initiatives from ACP B together with lessons learnt were implemented and include:

- A risk assessment for every job conducted by the

contractor, guided by the Hatch discipline lead and signed off by the Hatch Construction Manager before work began

- Daily Safety Task Instructions (DSTIs) – Every foreman and supervisor conduct a daily inspection pre and post shift of the work area
- Job specific task hazard and control measures, with reference to the risk assessment, are listed, communicated and signed off by the team
- Rigorous incident reporting and trend analysis enabled a protocol for providing early warnings to the leadership team
- Behavior-based safety observations and coaching



Anglo Platinum - Retrofit project



Watervale Concentrator - Retrofit project

Strategic Initiatives

The Hatch leadership team has implemented these initiatives for 2007:

What is important to our clients:

To understand our clients’ HSEC objectives, programs and drivers and apply them within our own business. Be seen as an industry leader.

Visible Leadership:

Establish and maintain visible OHS leadership through commitment and participation – setting and leading proactive measures at all levels of leadership.

Working Together Safely (WTS) Deployments:

Ensure that all high risk/high-exposure personnel successfully complete relevant modules of WTS and related training.

Contractor Management:

Ensure that contractors’ safety performance contributes positively to our overall business.

Inherently Safe Design:

Ensure that our designs are inherently safe, healthy and environmentally acceptable.

Performance Monitoring:

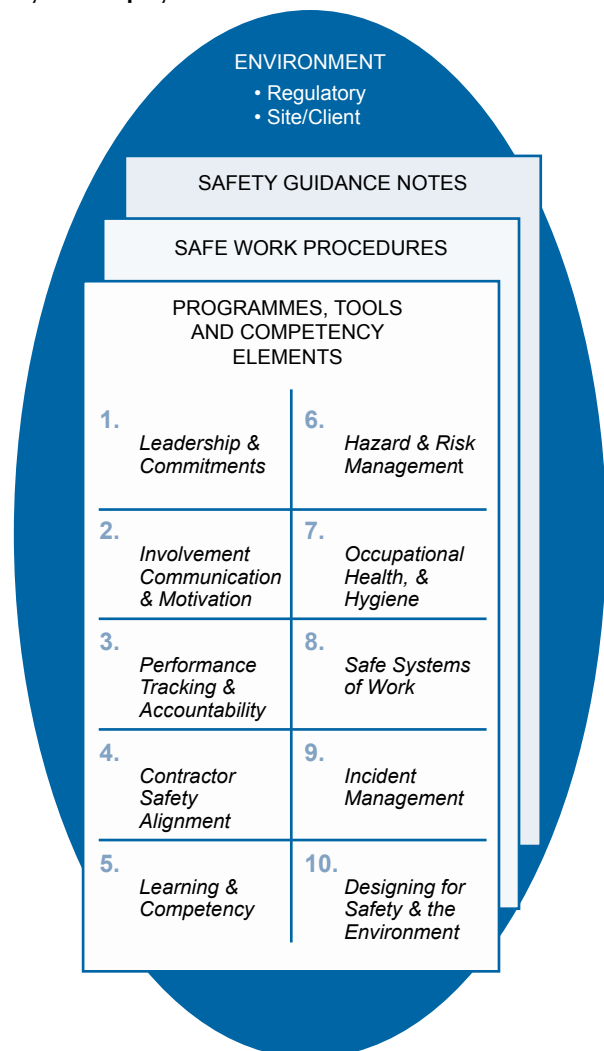
Ensure our Safe Systems of Work are in-place and followed. Audit to actively measure the health of our safety systems and our safety culture and behavior.

System Deployment & Auditing

The Hatch Health and Safety systems are structured around 10 elements that align with the modules of WTS and the structure of our project Safety Management Plans. In terms of deployment the structure of the program is illustrated in the figure on the right.

As part of the management of safety on Hatch-controlled sites, the Safety Team uses the corporate governance audit tool, structured to measure against the 10 competency elements; to monitor and assess site safety; and to implement our project-safety management plan.

System Deployment



Values Driven Safety

During 2006, Hatch obtained and customized the Values-Driven Safety™ (VDS) tool to measure and manage our safety culture.

VDS is an approach that recognizes attitude as central to a loss-resistant environment. It postulates that safety is not primarily a technical, regulatory, or even behavioural problem; it is primarily a social problem.

Safety culture is the “operating system” for safety excellence. If the culture is not right, programs, technology and all other efforts will never reach their potential. Safety culture enrichment is the Holy Grail of safety and VDS provides the measuring tools.

Safety is multi-functional and encompasses all business disciplines and practices. VDS recognizes the complexity of safety and loss prevention.

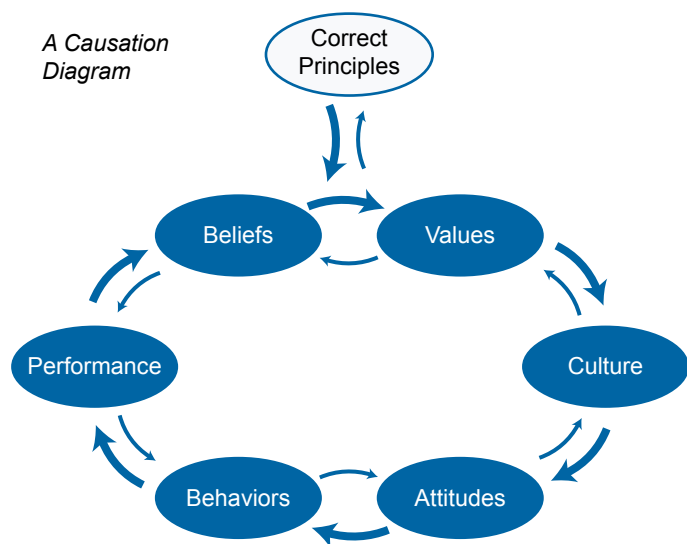
The “Performance Map” can be viewed as a “Causation Diagram” because it explains how and why things happen. It postulates that

what an individual or group believes will predict an individual’s attitude, behaviour and performance.

In order to be positive, the beliefs and values must be based on correct principles.

Once this concept is practiced with success, the feedback loop takes over and the cycle is tightened and secured. The process becomes enduring.

The “Performance Map”



Working Together Safely

The Working Together Safely program continues to provide the foundation for our pursuit of our safety goal of “No Harm” and a sound basis for enhancing our safety leadership capability, developing a positive safety culture throughout the organisation and a clear understanding of our safe systems of work.

The Working Together Safely program continues to be deployed throughout Hatch operations worldwide. In 2006, the program was translated into several languages, including French, Spanish and Portuguese, for Canada, Chile and Brazil, respectively.

Also in 2006, a renewed emphasis and stronger effort was placed on the importance of the sustained delivery of the Working Together Safely program, this has been achieved through strong leadership support, the efforts of Hatch Corporate Learning Centre coordinators and Working Together Safely facilitators from all business practices.

The participants contributed to the program through their active participation in the consolidation workshops and their personal commitment to complete the development of the Learning Activity Guides.

Senior Leadership at Hatch has been actively participating and supporting the Working Together Safely Program to ensure we are achieving our Health and Safety goals throughout the organisation.

Hatch Hubs hosted Working Together Safely and Health & Safety System Overview workshops as part of the corporate safety initiative. Hatch managers and Hub leaders reviewed the Working Together Safely program and participated in team exercises for safety leadership, relationship building and open communications.



Brisbane Leadership Team at WTS training

The objectives of the workshops were to provide the Hatch Leaders with an understanding of the Working Together Safely and Health & Safety Systems and to share their new knowledge of the program with colleagues in their work location.



A WTS workshop in Mississauga, Canada



Woodmead Leadership WTS training workshop

System and Expectations

The Management System Elements form the basis for the development and application of plans and programs on a project and the business level best suited to meet the requirements of the specific projects, businesses, sites and other operations.

Statements of intent for our Management System Elements:

Leadership and Commitment: Leaders at all levels shall contribute by means of their actions, attitude, consistency and energy, and provide a visible and proactive commitment to Health and Safety.

Involvement, Communication and Motivation: Leaders at all levels shall demonstrate their commitment to Health and Safety by means of their actions, with their visible and ongoing support by involving, communicating with, and motivating their team members.

Performance Tracking and Accountability: Performance Measurement and Reporting, both proactive and reactive, are to be undertaken and used in the analysis and identification of trends and risks. Results are to be reviewed and used for continuous improvement.

Contractor Safety Alignment: To see that contracting of services, and/or the purchase, hire or lease of equipment and materials does not cause harm to personnel, the public, the environment, or property. Arrangements are in place for the safety of visitors to our operations and projects. Selection and retention of contractors and suppliers shall include a review and assessment of Health and Safety performance.

Learning and Competency: All personnel are to be appropriately trained and competent to carry out their work in a safe and skilful manner.

Hazard and Risk Management: All hazards to people, plant, equipment, the environment and the community are to be identified and assessed, and appropriate control measures implemented, in accordance with risk management principles.

Occupational Health and Hygiene: Provide adequate occupational health, hygiene, and workplace facilities and equipment to all Hatch personnel. Encourage an

early-return-to-work program for all injured employees and effectively monitor workplace hazards.

Safe Systems of Work: Documented Safe Systems of Work shall be developed for all work activities and working environment conditions that have the potential to cause harm to people, damage to equipment or to affect the surrounding community or environment.

Incident Management: The identification, reporting and analysis of all incidents and/or accidents shall be undertaken. The development of appropriate corrective actions and the distribution of key learnings, aimed at preventing recurrence, shall be undertaken.

Design for Safety and the Environment: The identification and control of hazards shall form part of the design process. Construction, maintenance, commissioning and decommissioning activities shall be considered during the design phase. Environmental issues, as they affect the site/project, shall be identified, assessed, and when control measures are introduced, shall be monitored for effectiveness.

Supporting these statements of intent are sets of expectations that give further guidance for the implementation of the elements on projects and in business units.

Standards have been prepared to address what are considered to be the critical safety activities within our operations and projects. They are based around activities that have the potential to cause harm to people or the environment or damage to plant or equipment. They set the minimum standard that Hatch strives to apply on all sites or offices under Hatch control, in any part of the world. It is the responsibility of management to ensure the effective implementation of the Hatch Safety Standards. These Standards are considered mandatory and auditable.

Safe Work Procedures have been developed to assist in implementation of safe work practices on projects. These procedures are generally customized to meet project, site and client requirements.

Safety Guidance Notes provide detailed explanations of the preferred safety practices within Hatch.

Forms and Checklists to support the day-to-day operations.

Project Safety Management Plans are developed and implemented locally by the manager responsible for the particular location or project with support from the Safety Team.

The plans should cover all aspects of the Hatch Safety Policy, System Elements and Expectations and encompass the Hatch way of achieving superior project safety performance, as outlined in the Hatch Working Together Safely Program.

Site specific safety programs are used to implement safety plans. Programs comprise the detailed assignment of responsibilities, with the specific requirements and activities necessary to promote and maintain safety and health on a day-to-day basis.

Site Work Instructions and Handbooks detail approaches for the control and management of hazards associated with a particular location or project.

Training Courses have been developed to supplement system deployment on particular sites and projects.

Safety Management Approach and Delivery

How we deliver our safety performance on a particular project for a particular client is documented in a project specific safety delivery or management plan, which also describes what actions are intended to implement the program and responsibilities for these actions.

In the performance of project and construction management activities, it is often necessary for Hatch personnel to use the client's Safety Management System. In this case, it would be expected that the higher level of standard or procedure would be adopted.

Hatch Project Phases Safety Delivery



Safety Web and Information Management System

The Hatch Safety Web is our primary tool for the storage of safety information such as policies, procedures, references, guidance notes, etc. It is located on our global Intranet page. It is referred to as our "Bank of Knowledge" and is the foundation on which we build our "Working Together Safely" program and our "Delivery Approach" to safety.

Hatch's Safety Information Management System (SIMS) is the second tool that Hatch uses for the management of safety related information. SIMS is based on the BMS Solutions SiteSafe Software. SiteSafe has been configured to suit the Hatch "delivery approach" to projects. It provides a single source of consolidated, up-to-the minute, environmental, health and safety information, and provides information on Hatch's safety performance.

Supporting the Hatch Manifesto, Policy and System Elements is the Keystone of Management Commitment and Leadership and Company Culture. This commitment is based on a desire to eliminate injury and its attendant costs and a belief that safety is "Good Business."

The Essence of Safety at Hatch

Hatch aspires to achieve the highest attainable standards in both the occupational and natural environments. In doing this, we recognize that there are three key aspects that must be present concurrently:

People aspects such as – attitudes, beliefs, personality, knowledge, skills and abilities, training, accountability, empowerment, safety at home.

Work Environment aspects such as – safe systems of work, procedures and rules, site-specific management plans and programs, occupational health and hygiene monitoring, operational impact, incident management, work-method statements and job-hazard analysis.

Behaviour aspects such as – role modelling, coaching and mentoring, communicating, ‘active caring,’ showing commitment, leadership and consultation.

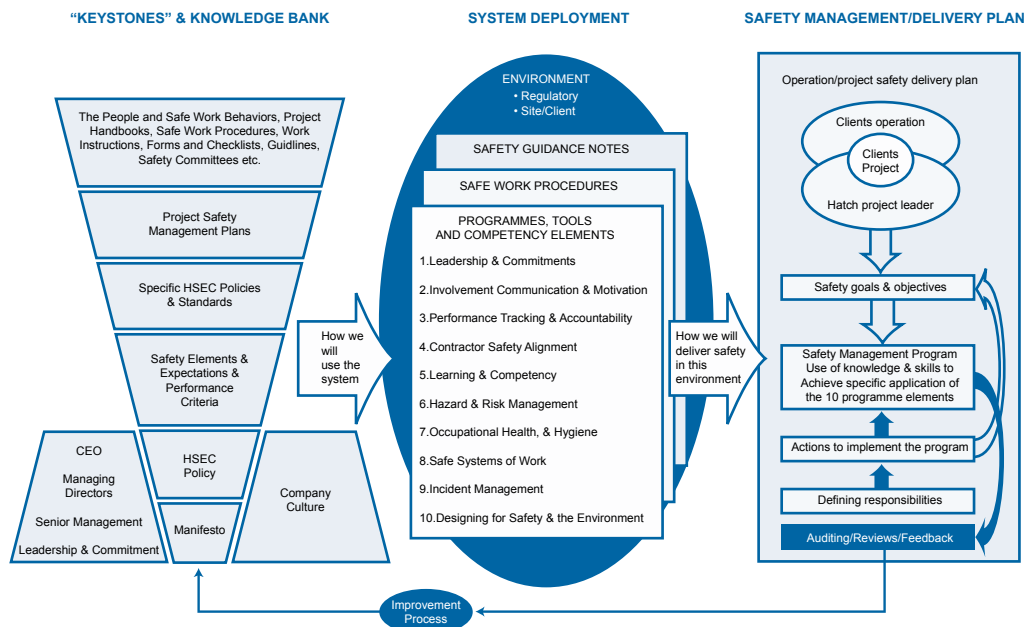
and controlled to minimize the risks they may pose to people, the environment and assets. Particular attention is given to the prevention of potential major accident events, which might affect personnel, off-site communities, and the environment, or result in significant property loss, loss of business or damage to our clients and Hatch’s reputation.

Our Stand: Provide a healthy and safe workplace environment.

Policy: Our HSEC policy forms the basis for the development and application of safety systems, behaviours and standards within Hatch. The policy is applicable to all activities and operations controlled by Hatch. It is intended to safeguard employees, clients, contractors, visitors and the community.

Hatch Safety Management System & Delivery Approach

Hatch recognizes the importance of safety to our employees, visitors, clients and contractors. Community expectations and cultural values are also important factors that Hatch recognizes in its approach to safety. To meet these expectations, the hazards associated with Hatch’s activities must be identified, assessed



A Safety Reminder

I chose to look the other way

I could have saved a life that day,
But I chose to look the other way.
It wasn't that I didn't care,
I had the time, and I was there.

But I didn't want to seem a fool,
Or argue over a safety rule.
I knew he'd done the job before,
If I called it wrong, he might get sore.

The chances didn't seem that bad,
I've done the same, he knew I had.
So I shook my head and walked on by.
He knew the risks as well as I.

He took the chance, I closed an eye,
And with that act, I let him die.
I could have saved a life that day,
But I chose to look the other way.

Now every time I see his wife,
I'll know I should have saved his life.
That guilt is something I must bear,
But it isn't something you need share.

If you see a risk that others take,
That puts their health or life at stake.
The question asked, or thing you say,
Could help them live another day.

If you see a risk and walk away,
Then hope you never have to say,
I could have saved a life that day,
But I chose to look the other way.

-Author Unknown

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