	1 March	2016 accounts were published. Richard Adam sold entire existing shareholding for £534,000.
	~end March	Emma Mercer returned to UK as FD of Construction Services
	15 April	Concerns raised by Emma Mercer were brought to the attention of Richard Howson and Zafar Khan.
	3 May	Emma Mercer raised concerns with Group HR Director
	5 May	Richard Howson met Emma Mercer to discuss her concerns.
	8 May	Richard Adam's long term incentive plan awards for 2014 are vested. He sells the total amount for £242,000.
~May 2017 Contract review addressing specific concerns	**9 May**	The Board was informed of Emma Mercer's findings and considered whether the 2016 year-end position could be upheld, or if a disclosure was required. The Board agreed a "four level" review of accounts also to consider whether, once issues in question had been reviewed, the 2016 year-end position could be supported: 1. Carillion Working Group, 2. KPMG, 3. Independent accounting review, 4. Sub-committee of Board to oversee the review It was subsequently decided that the independent accounting review was not required.
	15 & 23 May	The Board considered the outcome of the three-tiered review and concluded that no restatement of the 2016 accounts was needed.
	7 June	The Board held a "lessons learned" exercise which identified a number of issues rooted in cultural, managerial and operational shortcomings.
~June 2017 Enhanced contract review by KPMG	**8 June**	The Board considered a presentation on a possible equity issue. The Board discussed a review of certain contracts by KPMG, which was inter-related with the proposed Trading Statement on 11 July and the interim announcement in August of half-year results.
	5 July	The Board was informed that their brokers were not able to underwrite the proposed equity issue and advised that an announcement should be made on Monday 10 July.
	9 July	The Audit Committee considered the outcome of the enhanced contract review, which recommended a provision of £695m. Keith Cochrane revised this number upwards to £845m. The Board approved the Trading Announcement.
	10 July	Carillion announced the £845m contract provision. Richard Howson stepped down as CEO and Keith Cochrane took over as interim-CEO. Share price fell 39%.
	12 July	Share value fell 70% since profit warning.
	11 September	Emma Mercer takes over from Zafar Khan as Group Financial Director.