



Work and Pensions Committee Business, Energy and Industrial Strategy Committee

House of Commons, London, SW1A 0AA

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From the Chairs

13 February 2018

Dear Philip,

Carillion evidence session

Thank you for giving evidence to our Committees on Tuesday 6 February. Following on from that session, we would be grateful if you could respond to a few further questions:

- 1) You told us that the Board had been surprised by deteriorating cash flow data presented to it by Zafar Khan in September 2017 (Q433-438). Could you please elaborate? In particular, were the figures presented by Mr Khan simply very bad or had he also revised previous estimates downwards?
- 2) You referred to a “lessons learned session” in mid-2017 (Q458). Could you please provide any papers you have from that meeting and give details of those lessons?
- 3) You told us that you did not get “all of the decisions right” (Q469). What would you regard as the Board’s three most regrettable decisions during your tenure?
- 4) You told us that you take “full responsibility” but “not necessarily culpability” for the collapse of the company (Q470). Who do you regard as culpable?
- 5) In Q510 you referred to “some examples” where the company should have spent longer negotiating contracts. What please were those examples? Why do you think Carillion tended to devote insufficient time to such negotiations?

We would welcome the requested information by Tuesday 20 February.

Yours,

Rt Hon Frank Field MP
Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and
Industrial Strategy Committee