From the Chairs

26 January 2018

Charles Hatami
Managing Director
BlackRock Inc.

Dear Mr Hatami

Following the compulsory liquidation of Carillion Plc and its subsidiaries announced on 15 January 2018, the Business, Energy and Industrial Strategy and Work and Pensions Committees have launched a joint inquiry into the group.

As part of that inquiry, we are seeking to examine the performance of the board, to establish how far it adhered to the Corporate Governance Code. We are also looking examine the effectiveness of the board’s stakeholder engagement and whether its major institutional investors complied with the Stewardship Code.

In this context, could you set out what engagement you had with Carillion Plc following the publication of the Annual Report and Accounts for 2016 and the interim financial results for 2017? What steps did you take to influence the financial decisions of the board, what response did you receive, and what lay behind your decision to sell shares in the company when you did?

We would be grateful for a response by Friday 2 February.

Many thanks,

Rt Hon Frank Field MP
Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

26 January 2018

David Nicol
Chief Executive
Brewin Dolphin Limited

Dear Mr Nicol,

Following the compulsory liquidation of Carillion Plc and its subsidiaries announced on 15 January 2018, the Business, Energy and Industrial Strategy and Work and Pensions Committees have launched a joint inquiry into the group.

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Rt Hon Frank Field MP
Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

26 January 2018

Daniel Brosseau
Chief Executive
Letko, Brosseau & Associates Inc.

Dear Mr Brosseau,

Following the compulsory liquidation of Carillion Plc and its subsidiaries announced on 15 January 2018, the Business, Energy and Industrial Strategy and Work and Pensions Committees have launched a joint inquiry into the group.

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Rt Hon Frank Field MP
Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

John Cryer
CEO
Deutsche Bank AG

Dear Mr Cryer,

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Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

Murdo Murchison  
Chairman
Kiltearn Partners LLP

Dear Mr Murchison,

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Chair, Work and Pensions Committee

Rachel Reeves MP  
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

Keith Skeoch and Martin Gilbert
Chief Executives
Standard Life Holdings Limited

Dear Mr Skeoch and Mr Gilbert,

Following the compulsory liquidation of Carillion Plc and its subsidiaries announced on 15 January 2018, the Business, Energy and Industrial Strategy and Work and Pensions Committees have launched a joint inquiry into the group.

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Rt Hon Frank Field MP
Chair, Work and Pensions Committee

Rachel Reeves MP
Chair, Business, Energy and Industrial Strategy Committee
From the Chairs

Sergio Ermotti
CEO
UBS Investment Bank

Dear Mr Ermotti,

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