



Work and Pensions Committee  
Business, Energy and Industrial Strategy Committee

Tel 020 7219 8976/5777 Email [workpencom@parliament.uk](mailto:workpencom@parliament.uk) / [beiscom@parliament.uk](mailto:beiscom@parliament.uk)

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



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David Nicol  
Chief Executive  
Brewin Dolphin Limited

Dear Mr Nicol,

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From the Chairs

26 January 2018

Daniel Brosseau  
Chief Executive  
Letko, Brosseau & Associates Inc.

Dear Mr Brosseau,

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John Cryer  
CEO  
Deutsche Bank AG

Dear Mr Cryer,

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Murdo Murchison  
Chairman  
Kiltearn Partners LLP

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From the Chairs

26 January 2018

Keith Skeoch and Martin Gilbert  
Chief Executives  
Standard Life Holdings Limited

Dear Mr Skeoch and Mr Gilbert,

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26 January 2018

Sergio Ermotti  
CEO  
UBS Investment Bank

Dear Mr Ermotti,

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