

**Confidential Memo**

**To: Imena Bhudia**

**From: Pat Singh**

**Date: XXXXXXXX**

**Subject: Ethical & Reputational Concerns**

I am replying to your request for my views on the comments during the meeting. I appreciate that i may not be in possession of all the facts. However, i can understand why a number of the comments have caused your concern regarding ethical and reputational issues.

Ethical concerns

Issuing statement

We were advised by our lawyers against making statement admitting responsibility for the injuries and this advice must be followed. We should be very careful in making statement to avoid further negative comment on CC.

Burton intend to balme the protestor for the accident as they have trespassed into our building site, is incorrect as well. We should not blame anyone until the investigation is over or there is availability of evidence to prove so.

Actions on site

Burton's action to clear up the site and ensure lightings are up can be seen as a move to temper with evidence. This will affect the ability of the authorities to establish the party responsible for the accident.

This action if got caught by the investigator, it will cause more negative effect on the integrity of the boards and showing as well that CC is admitting responsibility else there is no necessity for the action.

Meetings with staff

Burton's action on giving the hardship bonus to the staff is similar to offering a bribery for to the staff to ensure the company is able to cover up the responsibility of CC.

Burton is essentially threatening the employees to change their stories to ensure CC is considered to not be in fault for the accident.

Attitude to health & safety

Burton's comment appear to suggest that he is insufficiently worried about securing the safety of anyone on the site. Burton has not highlighted the health & safety issues in his report nor fill the gap left by Li Kurata's absence. Thus, his plan now to remedy the problems seems more to do with a desire to protect CC's legal position than about the dangerous situation.

Reputational concern

The accident will greatly affect CC's reputation in Betal. CC were facing protest on the new road, now with this accident it further shows that the protestor's concern was real.

Burton's failure to meet with the protestors has given CC bad publicity. Burton's action doesn't seems to backed what he said earlier in the annual report about addressing stakeholder concern about the impact upon the environment.

I hope these commetns are helpful. I am happy to discuss them further if you have got the time.

