



## FINANCIAL REPORTING COUNCIL

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27 May 1992

*Sir Adrian Cadbury  
Rising Sun House  
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*Jan Adams,*

*We were all saddened at the news of the death of your wife and I was asked by colleagues at yesterday's press briefing to pass to you their condolences and good wishes.*

*We missed you of course, but the team rallied round and while we could not match the authority and knowledge with which you would have spoken, I hope our answers showed that even when we were being hard pressed, there was evidence we had thought through the issues.*

*To my mind two issues stood out as being of particular concern with some of the media. They were:-*

- (1) that our recommendations do not have enough clout behind them and that legislation would have been better;*
- (2) we have not done enough to bring the pay of executive board members under a strong framework of control and accountability to shareholders;*

*I think we gave good answers on both points, but you know what it is: a paper has a long established view and unless it is getting what it has long advocated, it will not be satisfied. This morning's press - especially the Telegraph bears that out and I only wish I had been more successful in persuading them. The Standard, the Times and Accountancy Age are all good but I was sorry that we got such faint praise from the Independent and the Financial Times whilst not at all bad (except Lex) attributed two remarks to me that caused surprise - at least to me.*

*I agreed with Nigel as a matter of courtesy, in your absence it would help if I were to send a personal copy of the report to Robin Mountfield (Treasury), Sir Brian Corby and Sir Mike Angus (Designate President) of the CBI, both of whom I know well) and*

*also thanked the junior Minister Mr Hamilton for the support he has given us in his press release. I think you yourself have written to the more senior characters. And by the way bearing in mind that the Pru was having its AGM simultaneously with our press launch, I thought it worth having a word over the phone with Brian Corby to make sure that he was fully in the picture on our report and he seemed to be at ease. (This was quite a contrast to the discussions I had with him when we were proposing to set up the committee a year ago.)*

*With my very best wishes and looking forward to seeing you again soon. Meanwhile I have no reservations about our Report and will do all I can to act as a committed advocate.*

*Yours sincerely*  
*Joe*