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**From:** Elena R Nistor **GRO**  
**Sent:** Tue 18/08/2015 8:46:25 AM (UTC)  
**To:** Mark R Davies **GRO**  
**Subject:** FW: in the loop - BBC Panorama

Hi Mark,

The programme last evening was indeed damaging and I think highlights again the questions about Horizon systems and if it is true there were bugs within the system?

I know our external auditor raised a couple of years some issues regarding the change management process for Horizon.

Would you have time for a 15 min chat this week at any point (less tomorrow as I am not in the office)?

Regards

Elena



**Elena R. Nistor-Lustermans**

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**From:** Communications Team  
**Sent:** 18 August 2015 09:31  
**To:** Communications Team  
**Subject:** in the loop - BBC Panorama



**Mark Davies**

Communications &  
Corporate Affairs

Hello

As you know, the BBC Panorama programme broadcast some very damaging and unsubstantiated allegations about the business last night.

We are today assessing next steps, and specifically including whether we will take any action through legal or other avenues.

My judgement is that the programme did not produce anything we

Director

were unfamiliar with, but was very one-sided. .

It is welcome, however, that the issue has not so far been picked up widely by other media.

Please do let me know direct at **mark.r.davies** GRO if you or anyone in your team has questions or comments about the programme. It will have come across as emotive and shocking to those unfamiliar with the issue. There is much more to it, unreported by the BBC, but any colleague with any question shouldn't hesitate to raise it.

I hope this is helpful.

**Mark Davies**