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ADDRESS

The Prime Minister
10 Downing Street
London, SW1A 2AA

16 December 2021

Dear Prime Minister,

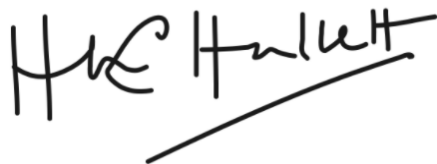
Thank you for your letter of 15 December appointing me to chair the public inquiry into the Covid-19 pandemic, which will be established under the Inquiries Act 2005.

I am honoured to be appointed. The pandemic has affected us all and I am acutely conscious of the suffering it has caused to so many.

As you say in your letter, the remit of the inquiry is broad. I will reflect on the draft terms of reference to ensure that I can run an inquiry that is wide-ranging and while also providing you with timely recommendations about the nation's preparedness for future pandemics. I will write to you again with my thoughts in early January. I then look forward to leading a process of engagement on the draft terms of reference before reverting to you with my recommendations.

Please accept this letter as my agreement to the terms set out in yours.

Yours sincerely

A handwritten signature in black ink, appearing to read "Hilary Shute". The signature is written in a cursive style with a long horizontal stroke underneath.