

22 September 2023

Mr. Patrick Hodder,
Committee Secretary,
Finance and Public Administration References Committee

Dear Mr. Hodder,

Re: Senate Finance and Public Administration Committee (the “Committee”) Inquiry into the Management and Assurance of Integrity by Consulting Services – Answers to Question on Notice dated 8 September 2023

We refer to the question on notice received on 8 September 2023 and provide our answer below. Unless otherwise specified, the information provided in this submission pertains to the Australian offices of McKinsey Pacific Rim Inc. (“**McKinsey Australia**”) only. We interpret any reference to “McKinsey” as referring to McKinsey Australia.

1. Please provide a breakdown of the age profile of all McKinsey employees by career level including executive. Please also provide a breakdown of staff turnover at McKinsey by career level.

We provide in the table below the age profile and departure rate by career level as requested. We have provided our current age profile and our departure rates for the most recent 2022 calendar year. All our roles globally are defined into six ‘impact bands’. We believe these impact bands align well with the Committee’s request for data by career level. We have provided further illustrative examples of specific role titles that fit within each impact band.

Impact band	Role titles (illustrative)	Average age	Departure rate
Red	Assistant, Administrator, Junior Analyst	34.9	6.6%
Orange	(Sr) Analyst/Fellow, Coordinator, Team Leader	31.2	16.0%
Yellow	Associate, Specialist, Operations Manager	32.7	14.1%
Green	Engagement Manager, Manager, Expert	36.6	16.3%
Blue	Associate Partner, Senior Expert	39.7	16.5%
Indigo	Partner, Firm Leader	43.3	3.7%
Total		35.2	13.6%

Thank you for the opportunity to continue to assist the Committee.

Yours faithfully,

McKinsey Pacific Rim Inc.