



30 August 2023

Patrick Hodder | Committee Secretary  
Senate Finance and Public Administration  
References Committee  
PO Box 6100  
Parliament House  
Canberra ACT 2600

Dear Secretary

**Senate Finance and Public Administration References Committee Written  
Questions on Notice, Consulting services inquiry**

We refer to the questions on notice from Senator Deborah O'Neill, in her role as a member of the Senate Finance and Public Administration References Committee (**Committee**), received by PwC Australia (**PwC**) by email on 9 August 2023, with a due date of 31 August 2023.

We provide our response in the page following.

Please contact me if you would like to discuss our response.

Yours faithfully

Jan McCahey  
Chief Risk and Ethics Leader  
PricewaterhouseCoopers

- 1. Is PwC aware of the practice of consulting firms maintaining records that characterise any/all of the following; Which public servants in government departments hold influence, what the relationships of public servants are to one another, what the attitude of individual public servants is towards your firm and/or external consultancies more generally, or any similar information? These records can be referred to as 'Power Mapping' but may be referred to by another name**
- 2. Does PwC, or has PwC ever, engaged in the practice of 'Power Mapping' or any similar practice involving the characterisation of public servants relevant to their influence, relationships and/or attitude towards consultancies?**
- 3. What parameters are used to update these records?**
- 4. How are these records used in the tendering process?**
- 5. Please provide all 'power maps' created by PwC from 2015 to the present day. If there are so many of these documents that it is impracticable to provide all which fall within the criteria, preference provision those records which have been viewed by upper firm leadership and make references to departmental secretaries and upper departmental leadership. Ensure that a minimum of one sample of a 'power map' per government department and agency for which power maps are in existence is provided.**
- 6. Please provide the number of, or if necessary, an estimate of, power maps which have been created at PwC for each government department and agency.**
- 7. Please provide all internal correspondence surrounding the creation and updating of these 'power map' records as related to the tendering process from 2015 onwards. If there are too many of these records to be practicable to collate and provide, please provide samples of correspondence on this matter preference correspondence of Partners at PwC.**
- 8. Please provide the number of or, if necessary, an estimate of, the amount of emails sent relating to power maps and the tendering process at PwC from 2015 onwards.**

PwC Australia does not engage in the practice of 'Power Mapping' or maintain records that characterise public servants by influence, relationships to one another or attitude towards consultancies.