

30 August 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 Questions on Notice dated 9 August 2023**

We refer to the questions on notice received on 9 August 2023 and provide our answers 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” in the questions on notice as referring to McKinsey Australia.

- 1. Is McKinsey & Company 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.**

McKinsey Australia does not engage and, to our knowledge, has not engaged in the practice of “Power Mapping” or a similar practice involving the characterisation of public servants by their influence within their department, their relationships to other public servants and/or their attitude towards consultancy firms. McKinsey Australia is not aware of similar practices adopted by other consulting firms.

- 2. Does McKinsey & Company, or has McKinsey & Company 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?**

McKinsey Australia does not engage and, to our knowledge, has not engaged in the practice of “Power Mapping” or a similar practice involving the characterisation of public servants by their influence within their department, their relationships to other public servants and/or their attitude towards consultancy firms.

- 3. What parameters are used to update these records?**

Not applicable.

4. How are these records used in the tendering process?

Not applicable.

5. Please provide all 'power maps' created by McKinsey & Company 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.

Not applicable.

6. Please provide the number of, or if necessary, an estimate of, power maps which have been created at McKinsey & Company for each government department and agency.

Not applicable.

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 McKinsey & Company.

Not applicable.

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 McKinsey & Company from 2015 onwards.

Not applicable.

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

Yours faithfully,

McKinsey Pacific Rim Inc.