

January 25, 2023

By Electronic Mail (OGGO@parl.gc.ca)

Aimée Belmore
Clerk of the Standing Committee on Government Operations and Estimates
House of Commons
Ottawa, Ontario
K1A 0A6

Subject: Standing Committee on Government Operations and Estimates

Dear Ms. Belmore:

I am writing on behalf of McKinsey & Company Canada (“McKinsey Canada”) with respect to the document requests contained in the January 18, 2023 motion (the “Motion”) adopted by the Standing Committee on Government Operations and Estimates (the “Committee”). As I expressed in my letters of January 16 and 20, 2023, we are committed to cooperating with the Committee’s study, including providing the Committee with relevant information.

We understand the Committee’s desire to proceed expeditiously, and, as such, anticipate producing non-legally privileged documents responsive to the following categories of documents by February 8, 2023:

Motion Subparagraph	Request
(d)(ii)	“[A]ll records concerning the details and descriptions of work performed under each contract”
(d)(iii)	“[T]imesheets documenting work done for each respective contract”
(d)(v)	“[T]he names of project managers and or project authorities from McKinsey & Company assigned to each project from a contract with the government or crown corporation since January 1, 2011”
(d)(vi)	“[A]ll records concerning subcontracts issued by McKinsey & Company in relation to each contract, including tenders, contracts, or memoranda of understanding (including any amendments thereto), invoices, payments and evaluations”

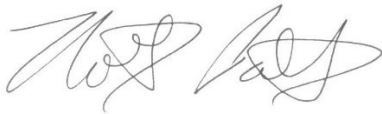
We also expect to produce non-legally privileged documents responsive to subparagraph (d)(i), which seeks production of “all records referred to in paragraph (c)”.

Since receiving the Motion, McKinsey has been conducting diligence to assess and collect potentially responsive materials. As our diligence is ongoing, and because the requests are broad and, in certain cases, seek information covering a 13-year period, we propose making productions on a rolling basis.

We also want to flag at the outset that certain of the requests in paragraphs (c) and (d) of the Motion seek confidential information and/or materials covered by McKinsey's contractual commitments to its clients. As such, we would appreciate the opportunity to discuss with you available confidentiality protections.

With respect to witnesses, we are working to identify the names of senior witnesses to testify to the subject matter identified in the Committee's Motion.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Palter', written in a cursive style.

Robert Palter
Senior Partner, McKinsey & Company