

June 17, 2020

Mr. Kevin Sneader
Global Managing Partner
McKinsey & Company
40 Floor, ICBC Tower
3 Garden Road
Hong Kong SAR

Dear Mr. Sneader:

I write to request information regarding McKinsey & Company's relationship with the Chinese Government and the Chinese Communist Party (CCP), including state-owned and state-run companies in China, and what impact those relationships have on McKinsey's relationship with the United States Government.

It is undeniable that the Chinese Government and CCP are engaged in a systematic campaign to supplant America, and shift the nature of the global economic and political system to one that eliminates human rights and the rule of law and prioritizes central control. The malign efforts of the Chinese Government and CCP, often taken under the auspices of globalization and development, run contrary to the inalienable rights described in the U.S. Constitution and well-established international norms.

While the Chinese Government rapidly builds its conventional military capabilities, it uses every other weapon at its disposal -- intellectual property theft, political and industrial espionage, extortion, etc. -- to advance its economic prowess and political control to the detriment of other nations, including the United States. This status quo is unsustainable.

Accordingly, I ask that you provide my office with responses, along with supporting documentation, to the following questions by July 3rd:

1. Is the Chinese Government or CCP now, or have they ever been, a client of McKinsey & Company?
2. Is the Central Military Commission of China now, or has it ever been, a client of McKinsey & Company?

3. Do any of your current or past clients in China work in areas of critical national interest to the United States, including health care, pharmaceuticals, health care equipment and supplies, telecommunications, and military or civil defense? If so, please provide the following information:
 - a. Name of the company
 - b. Nature of the company's work
 - c. Nature of company's relationship with the PRC and CCP
 - d. Duration of McKinsey & Company's relationship with the company
 - e. Nature of McKinsey & Company's work on behalf of the company
4. Even if covered by previous questions, please detail and disclose any work McKinsey & Company has done in China on behalf of state owned enterprises or companies that may do work for, or profit from, the detention of ethnic minorities.
5. McKinsey & Company performs significant work on behalf of the U.S. Government and U.S. Government agencies. What if any safeguards does McKinsey have in place to ensure that work done on behalf of the USG does not inform the work that you do for the Chinese Government?
6. The *New York Times* reported that McKinsey & Company advised the Chinese Government on its Belt and Road Initiative (BRI), which is designed to undermine America's global economic influence and reduce American companies' presence abroad. How can the USG and American companies be confident the advice it receives from McKinsey is not compromised by the company's work with the CCP and other Chinese interests?
7. *Vox* reported that McKinsey & Company was awarded \$4.19 million from the World Health Organization (WHO) headquarters between 2017 and 2018. Like McKinsey, the WHO leadership seems to maintain a close relationship with the CCP. Please detail the nature of your work for the WHO.
8. The *New York Times* reported that McKinsey & Company advised opioid manufacturers on how best to increase sales, including by targeting doctors and increasing mail order prescription fulfillment. Has McKinsey & Company ever:
 - a. Discussed America's opioid epidemic with a client in China or member of the CPP? If so, please detail the nature of those conversations, including whether they were part of a contract.
 - b. Discussed China's importation of fentanyl into the United States with a client in China or member of the CCP? If so, please detail the nature of those conversations, including whether they were part of a contract.
9. In official Chinese newspapers, McKinsey employees have claimed to lead party branches within the company's offices in China. Please describe the size and role of CCP party committee and party branches within McKinsey to include the following details:

- a. The names and positions of the McKinsey party committee secretary and the party branch secretaries;
- b. The names of the CCP offices or elements—including but not limited to an organization department, united front work department, and discipline inspection commission—that are subordinate to the McKinsey party committee as well as the names of the McKinsey offices or departments in which they reside;
- c. The role of the McKinsey party committee in business and personnel decisions;
- d. The CCP entity to which the McKinsey party committee reports;
- e. The date on which the McKinsey party committee and each of the McKinsey party branches was established;
- f. The date on which McKinsey global managing director and other leadership were informed about the existence and functions of the CCP party committee within the company.

I am concerned that McKinsey & Company -- either wittingly or unwittingly -- is aiding the Chinese Communist Party's attempt to supplant the United States and remake the international community in its own image. Fortunately, the CCP's efforts will ultimately fail because the United States is waking up to the threat and beginning to take action. One such action must be to ensure that firms working on behalf of the United States Government and U.S. companies are putting America's interests first.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. R.', with a stylized flourish at the end.

Marco Rubio
U.S. Senator