



OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

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BUSINESS APPOINTMENT APPLICATION: MR CIARAN MARTIN, CB

1. The Committee has been asked to consider an application from Mr Ciaran Martin, Chief Executive at National Cyber Security Centre, part of GCHQ, on taking up an appointment with McKinsey & Co (McKinsey).
2. Mr Martin's last day in post and service will be 31 August 2020.

Application Details

3. Mr Martin applied to take up a paid, part-time role as Advisor for McKinsey, a management consultancy firm. It operates in a number of industries including: Aerospace & Defence, Advanced Electronics Insights, Oil & Gas and Retail. Mr Martin said he will be an occasional advisor to McKinsey's corporate clients on how organisations should do cyber security. He said it would mostly involve presenting to corporate boards. This role will not involve contact with government.
4. Mr Martin stated he had no dealings with relevant policy; nor was he involved in awarding grants or contracts to McKinsey. He did confirm that over the course of his 23 years in the Civil Service he has attended McKinsey presentations for example he has worked elsewhere in Government where the department has hired the company. However, during his time in service he has not had any official dealings with McKinsey.
5. GCHQ confirmed the details of this application and added the department has no relationship with McKinsey. GCHQ also said as CEO of the NCSC, Mr Martin has shaped and had widespread access to the Government's cyber security policy. However, it confirmed all this information is in the public domain.
6. The National Cyber Security Centre (NCSC) also stated it had no concerns over Mr Martin taking up this appointment.

The Committee's consideration

7. When considering this application, the Committee¹ noted the only interaction Mr Martin had with McKinsey was through his attendance at presentations. However, Mr Martin and the departments confirmed he made no policy or contractual decisions regarding McKinsey while in office. There is nothing to suggest he made any decisions whilst in office with the expectation of a future role as such the Committee considered the risk he was offered the role for decisions made in post as low.
8. The Committee considered that by virtue of his role as Chief Executive at NCSC, it could be perceived he could offer McKinsey an unfair advantage in providing advice on cyber security to clients of McKinsey. However, the Committee gave weight to the Department's confirmation that this information is in public record which is keeping with NCSC's purpose and commitment to transparency. As such, whilst McKinsey will undoubtedly gain from his profile, and his skills and experience in the sector, there is a low risk he holds any sensitive information that would unfairly benefit McKinsey.
9. The Committee also noted he could be seen to have influence and a network of contacts within Government. This could be perceived to offer an unfair advantage to McKinsey should he become involved in discussions or negotiations on bids and contracts. Therefore, the lobbying ban imposed below makes clear that it would be inappropriate for him to use his contacts across the UK Government to the unfair advantage of McKinsey. The Committee would also like to draw his attention to the ban on providing advice on the terms, a bid or contract relating directly to the work of the UK Government, including with regard to contracts. However, the Committee noted this is entirely in keeping with Mr Martin's intended role as an Advisor.
10. Under the Government's Business Appointment Rules, the Prime Minister accepted the Committee's advice that this application with **McKinsey & Co** be subject to the following conditions:
 - that he should not draw on (disclose or use for the benefit of himself or the organisation to which this advice refers) any privileged information available to him from his time in Crown service;
 - for two years from his last day in Crown service, he should not become personally involved in lobbying the UK Government on behalf of McKinsey & Co (including parent companies, subsidiaries, partners and clients); nor should he make use, directly or indirectly, of his Government and/or Whitehall contacts to influence policy, secure business/funding or otherwise unfairly advantage McKinsey & Co (including parent companies, subsidiaries, partners and clients); and
 - for two years from his last day in Crown Service, he should not advise McKinsey & Co (including parent companies, subsidiaries, partners and clients) on the terms of, or with regard to the subject matter of, a bid or contract relating directly to the work of the UK Government.
11. By 'privileged information' we mean official information to which a Minister or Crown servant has had access as a consequence of his or her office or employment and

¹ This application for advice was considered by Sir Alex Allan; Jonathan Baume; Richard Thomas; Mike Weir; Lord Larry Whitty and John Wood. The Rt Hon Lord Pickles and Dr Susan Liautaud were unavailable.

which has not been made publicly available. Applicants are also reminded that they may be subject to other duties of confidentiality, whether under the Official Secrets Act or otherwise.

12. The Business Appointment Rules explain that the restriction on lobbying means that the former Crown servant/Minister "should not engage in communication with Government (Ministers, civil servants, including special advisers, and other relevant officials/public office holders) – wherever it takes place - with a view to influencing a Government decision, policy or contract award/grant in relation to their own interests or the interests of the organisation by which they are employed, or to whom they are contracted or with which they hold office."
13. I should be grateful if you would inform us as soon as Mr Martin takes up employment with this organisation, or if it is announced that Mr Martin will do so, either by returning the enclosed form or by emailing the office at the above address. We shall otherwise not be able to deal with any enquiries, since we do not release information about appointments that have not been taken up or announced. This could lead to a false assumption being made about whether Mr Martin has complied with the Rules.
14. Please also inform us if Mr Martin proposes to extend or otherwise change the nature of your role as, depending on the circumstances, it may be necessary for you to make a fresh application.
15. Once the appointment has been publicly announced or taken up, we will publish this letter on the Committee's website and in the relevant annual report.

Yours sincerely

Isabella Wynn
Committee Secretariat