

McKinsey Documents – Record Retention

Summary: Emails among McKinsey partners show they tried to destroy documents and emails regarding their work with Purdue Pharma. Other emails suggest that McKinsey staff briefly retained some documents and that missing strategy documents may have been deleted.

Select Documents of Relevance

Document Title: Re: PUP001 working papers

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=qtnh0256>

Date: 2005-05

Description: In this email chain, partner Arnab Ghatak asks other partners to “clean their email, documents... etc apart from final documents” from the inaugural study at Purdue. He adds: “if anyone has any concerns, please let me know otherwise I will assume you’ll all purge.” Partner Martin Elling responds: “I am in compliance.”

Document Title: Working Papers Compliance Month

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=xjgg0256>

Date: 2005-08

Description: In this email, executive assistant Brenda Burns notifies New Jersey office staff members that it is “Working Papers Compliance Month” and that they need to increase their compliance rate from 48% to 100%. She notes that many staff members are changing offices, calling it a good reason to “justify the *Urge to Purge!*”

Document Title: Fwd: [Scottsdale] Commercial update

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=skbm0255>

Date: 2017-12

Description: In this forwarded email, partner Jeff Smith tells engagement manager Amir Golan that it’s “absolutely essential for the team to only use Box distribution” and that all documents “have to have appropriate legal disclaimers – at a minimum working draft.”

Document Title: Re: Any luck on finding a couple of the Purdue strategy docs. We’re a bit under the gun time wise.

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=gxml0255>

Date: 2018-04

Description: In this email chain, Martin Elling asks Arnab Ghatak if he has found some missing strategy documents, to which Ghatak replies: “Not yet. Prob[ably] all deleted.”

Document Title: Re: [EXT]Re: Howdy

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=zhelp0255>

Date: 2018-07

Description: In this email, senior partner Martin Elling sends message to “A G” noting that Judy Lewent is being sued by state attorneys general for her role on the Purdue Board. Elling suggests they consult with the risk committee about “eliminating all our documents and emails” related to Purdue.