

**From:** RYAN John-F (SANTE)  
**Sent:** lundi 23 novembre 2020 12:45  
**To:** [REDACTED]  
**Cc:** [REDACTED]; [REDACTED]; [REDACTED]; SANTE DIRECTOR C; [REDACTED] (SANTE)  
**Subject:** RE: European Health Union - following up on our conversation

Dear [REDACTED]

Thank you for the information you provide in your mail. The details you provide on the capacities and resources of your company to support work in the area of health are certainly very interesting to note. However, I would not have time for the moment because of the Corona outbreak to engage in conversation with you in this general way. If the Commission public health service would have services to procure, we would proceed in the usual fashion through a publication, and it would be probably be unnecessary at this stage to further discuss the capacity of your company if I would not have the same conversation with other players in the market. So, for the moment, thanks for the information you have provided which I assure you has been carefully noted and assessed, and we would welcome your submission for any future calls for support through procurement which the Commission may issue in the health field.

Best regards

**John F. Ryan**  
Director



**European Commission**  
Health and Food Safety Directorate General  
Directorate C – Public Health

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**From:** [REDACTED] <[REDACTED]@mckinsey.com>  
**Sent:** Thursday, November 19, 2020 5:17 PM  
**To:** RYAN John-F (SANTE) [REDACTED]  
**Cc:** [REDACTED] <[REDACTED]@mckinsey.com>; [REDACTED] <[REDACTED]@mckinsey.com>; [REDACTED] <[REDACTED]@mckinsey.com>; SANTE DIRECTOR C <SANTE-DIRECTOR-@pa.eu>; [REDACTED] <[REDACTED]@mckinsey.com>  
**Subject:** European Health Union - following up on our conversation

Dear John,

I hope all is well. We were delighted to see the Communications on the European Health Union and read about the high ambitions and breadth of the agenda that you are driving. Great to see all the initiatives getting into motion since our conversation a few weeks ago.

You had requested that we share some qualifications relevant to your topics of interest. I'm attaching a few pages and would be available to share more details on each of the elements.

I would also like to introduce you to some of my senior colleagues (in cc) who are driving some of the topics you are interested in on our side [REDACTED]. Assuming your permission, I will ask our assistants to find time for an online meeting.

Best regards,

[REDACTED]

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