

Exhibit 3

Current and Former MIO Board Members with Roles at McKinsey¹

Individual	Role at MIO	Role(s) at McKinsey	Year appointed to MIO Board	Year Departed MIO Board
Thomas Barkin	Director	Senior Partner (until late 2017); Chief Risk Officer (2015-2017) Chief Financial Officer (2009-2015)	2017	2017
Ivo Bozon	Director	Senior Partner; Co-Leader, Global Energy Practice	2011	N/A
Kevin Buehler	Director	Senior Partner; Leader of Risk Advanced Analytics Practice; Co-Leader of Global Corporate & Investment Banking Practice	2004	N/A
Toos Daruvala	Director; Co-CEO (since 2017)	Director (until 2015); Senior Partner (until 2015); Leader of Americas Risk Practice (2005-2011) Member, McKinsey Global Board Member, McKinsey Global Institute Advisory Board	2004	2016 (Co-CEO of MIO since 2017)
Jon Garcia	Director	Senior Partner; President, McKinsey RTS	2006	2017

¹ In addition to the MIO Board members with roles at McKinsey listed in this chart, McKinsey & Co., Inc.'s General Counsel, Virginia Molino, served as Assistant Secretary of MIO from 2004 until 2016.

Individual	Role at MIO	Role(s) at McKinsey	Year appointed to MIO Board	Year Departed MIO Board
Martin Huber	Director	Senior Partner; Leader, Wealth & Asset Management Practice	2014	N/A
William Huyett	Chairman	Senior Partner; Co-Leader, Strategy Practice	2008	2015
Elizabeth Lempres	Director	Senior Partner; Leader, Global Consumer Practice; Leader, Global Private Equity Investing Practice (until retirement in 2017)	2014	N/A
Vikram Malhotra	Director	Senior Partner; Chairman of the Americas	2015	N/A
Jean-Christophe Mieszala	Director	Senior Partner Leader, Financial Institutions Practice, Europe, the Middle East, and Africa	2018	N/A
Kevin J. Speicher	Director	Senior Partner; Leader, Global Operations Practice	2017	N/A
Magnus Tyreman	Director	Senior Partner; Leader, Pharmaceuticals & Medical Products Practice	2017	N/A

Individual	Role at MIO	Role(s) at McKinsey	Year appointed to MIO Board	Year Departed MIO Board
Gordon Orr	Director	Senior Advisor, McKinsey China; McKinsey Global Board member; Chairman, McKinsey Asia (until retirement in 2015)	2008	N/A
Stefan Spang	Director	Senior Partner; Core Leader, Global Banking Practice Managing Partner, Global Business Technology Office (2007-2014)	2004	2017
Donald Waite	Director	Member, McKinsey Advisory Council; Director Emeritus; Managing Partner (1996-2002)	2004	N/A
Paal Weberg	Director	Senior Partner	2008	2017
Adil Zainulbhai	Director	Senior Advisor Chairman, McKinsey India (until retirement in 2012)	2013	2016